UNCT NIGERIA

UNDAF II (2009-2012)
Mid Term Review Report

The MTR Report Team
03/02/2011

This Report was validated by the March, 15, 2011 Abuja United Nations Stakeholders Meeting, in the presence of Professor Sylvester Monye, NPC Executive Secretary, and Daouda Toure, UN Resident Coordinator for Nigeria.

This UNDAF II Mid Term Review Report was compiled by a team of nine independent Consultants: ***Fatimah AHMED*** (Transform Social Service Delivery), ***Oludare ALUKO*** (Transform Social Service Delivery), ***Pam Sha DUNG*** (Strengthen Governance and Accountability), ***Christian IBEH*** (Transform Social Service Delivery), ***Jeffrey ISIMA*** (Reduce the Risk of Crisis, Conflict and Insecurity), ***Kango LARE-LANTONE*** (Report Team Leader), ***Bernadette NABUGWU-OTESANYA*** (Promote Productivity and Employment Cluster), ***Oladeji OJO (*****St**rengthen Governance and Accountability) and ***Pauline OTTI*** (Promote Productivity and Employment).

TABLE OF CONTENT

Acknowledgment 5
Acronyms 6
Executive Summary 12

1. Overview 14
Background and Rationale 14
Methodology 14
Participating UN Agencies 14
Participating Ministries, Departments and Agencies 14
MTR Related Filed Trips 15
Civil Society Participation Events 15
Major Studies and Evaluations Consulted 16

2. Situation Update and Programming Environment 17
Changes in the Development Situations 19
New Initiatives in Government 21
Changes in UN Comparative Advantages 24

3. UNDAF II's Relevance 26

4. UNDAF II Clusters Analysis 29
4.1 Strengthen Governance and Accountability 29
4.1.1 Cluster Overview 29
4.1.2 Midterm Review Findings 29
4.1.2.1 Results Achieved 29
4.1.2.2 Efficiency 37
4.1.2.3 Effectiveness 38
4.1.2.4 Sustainability 39

4.2 Promote Productivity and Employment 41
4.2.1 Cluster Overview 41
4.2.2 Midterm Review Findings 42
4.2.2.1 Results Achieved 42
4.2.2.2 Efficiency 48
4.2.2.3 Effectiveness 49
4.2.2.4 Sustainability 50

4.3 Transform Social Service Delivery 50
4.3.1 Cluster Overview 50
4.3.2 Midterm Review Findings 50
4.3.2.1 Results Achieved 50
4.3.2.2 Efficiency 56
4.3.2.3 Effectiveness 57

4.3.2.4 Sustainability 57

4.4 Reduce Risk of Crisis, Conflict and Insecurity *58*
4.4.1 Cluster Overview *58*
4.4.2 Midterm Review Findings *58*
4.4.2.1 Results Achieved *58*
4.4.2.2 Efficiency 60
4.4.2.3 Effectiveness 62
4.4.2.4 Sustainability **62**

5. Cross-Cutting Issues 65
5.1 Human Rights 65
5.2 Gender Equality 66
5.3 Environmental Sustainability 67
5.4 Public-Private Partnership *68*

6. Lessons Learned *70*
6.1 Accomplishments *70*
6.2 Challenges 71
6.3 Opportunities *74*

7. Conclusion and Recommendations *75*
7.1 Recommendations for 2011-2012 *76*
7.2 Recommendations for UNDAF III *81*

Annexes 84
Special Annex: DAO SWOT Analysis *85*
Annex B: Outputs Tables 109
Cluster A: Strengthen Governance and Accountability 111
Cluster B: Promote Productivity and Employment 130
Cluster C: Transform Social Service Delivery 150
Cluster D: Reduce Risk of Crisis, Conflict and Insecurity 178
Annex C: References 193
References and Bibliography 194
Specific Programme Intervention Template 198
Persons Contacted 200
Annex D: Consultants Terms of Reference 207

ACKNOWLEDGEMENTS

The MTR Report Team wishes to express its deepest gratitude to everyone who contributed, in one way or the other, towards making this Mid Term Review (MTR) task easier and successful. We wish to acknowledge the PMT Chair for her continuous guidance and PMT members for accompanying us along the way. Our special thanks go to the RC for his constant engagement with us and commitment on making the DAO work. Our appreciation is extended also to all the implementation partners in particular, for their useful feedback that helped make the content of this report, meaningful.

Thank you all!

ACRONYMS AND ABBREVIATIONS

AAA -	Accra Agenda for Action
ACE -	Alliance for Credible Election
ADP -	Agriculture Development Projects
ADR -	Alternative Dispute Resolution
AIDS -	Acquired Immune Deficiency Syndrome
ANC -	Ante Natal Care
ART -	Anti Retroviral Therapy
ASWHAN -	Association of Women Living with HIV/AIDS in Nigeria
AU -	African Union
AWPs -	Annual Work Plan
BACCIMA -	Benue State Association of Chambers of Commerce, Industry, Mines and Agriculture
BASME-	Benue Association of Small and Medium Size Entrepreneurs
BCC -	Behaviour Change Communication
BENGONET-	Benue NGO Network
BPP -	Bureau for Public Procurement
CAPD -	Commercial Agricultural Development Programme
CBN -	Central Bank of Nigeria
CBO -	Community Based Organisation
CCA -	Common Country Assessment
CCF -	Country Assessment Framework
CDD	Center for Democracy and Development
CDCs -	Community Development Committees
CDD -	Community Driven Development
CEDAW -	Convention on Elimination of All Forms of Discrimination against Women
CERHD -	Centre for Environment, Human Rights and Development
CGS -	Conditional Grants Scheme
CHEWS-	Community Health Extension Workers
CIs -	Cross-Cutting Issues
CISCHAN -	Civil Societies Coalition on HIV/AIDS in Nigeria
CLMS -	Contraceptive Logistics Management System
COEs -	Colleges of Education
CPAP -	Country Programme Action Plan
CPN -	Child Protection Network
CPR -	Contraceptive Prevalence Rate
CRPI -	Child Rights Protection Initiative
CSDWI -	Civil Society Development Watch Initiative
CSOs -	Civil Society Organizations
DAO -	Delivery as One
DFID -	UK Government Department for International Development
DWCP-	Decent Work Country Programme
ECA:	Excess Crude Account

ECCDE- Early Childhood Care, Development and Education
ECCE - Early Childhood Care and Education
EFCC - Economic and Financial Crimes Commission
EEF - Enabling Environment Forum
ELSSI - Expanded Life Savings Skills Initiative
EMB - Electoral Management Body
EMIS - Education Management Information System
EmONC - Emergency Obstetric and Neonatal Care
EPR - Emergency Preparedness and Response
EPRP - Emergency Preparedness and Response Planning
ETAT - Emergency Triage and Treatment
EU - European Union
FACE - Funding Authorization and Certificate of Expenditure
FAO - Food and Agriculture Organization
FBO - Faith Based Organization
FCDA - Federal Capital Development Administration
FCT - Federal Capital Territory
FEC - Federal Executive Council
FGN - Federal Government of Nigeria
FIRS - Federal Inland Revenue Service (of Nigeria)
FMA&WR- Federal Ministry of Agriculture & Water Resources
FME - Federal Ministry of Education
FMI - Federal Ministry of Information
FMJ - Federal Ministry of Justice
FMLP- Federal Ministry of Labor and Productivity
EPR - Emergency Preparedness and Response
FMWASD - Federal Ministry of Women and Social Development
FMWSD - Federal Ministry of Women and Social Development
FOMWAN - Federation of Muslim Women Association of Nigeria
FP - Family Planning
GBV - Gender Based Violence
GDP - Gross Domestic Product
GEP - Girls' Education Project
GF - Global Fund
GTC- Gender Technical committee
HACT - Harmonized Approach on Cash Transfer
HBR - Alliance for Credible Election
HCT- HIV Counselling and Testing
HDI - Human Development Index
HDR - Human Development Report
HIV - Human Immune Deficiency Virus
HRBA - Human Rights Based Approach
IATT - Inter-Agency Task Team
ICPC - Independent Corrupt Practices and Related Offences Commission

ICT - Information and Communication Technology
IDSR - Integrated Disease Surveillance Response
IEC - Information Education and Communication
IECD - Integrated Early Childhood Development
IMCI - Integrated Management of Childhood Illness
ILO - International Labor Organization
IMNCH - Integrated Maternal, Newborn and Child Health
IOM - International Organization for Migration
INEC - Independent National Electoral Commission
IPCR - Institute of Peace and Conflict Resolution
IPs - Implementing Partners
IQE - Integrated Qur'anic Education
JICA - Japan International Cooperation Agency
JWC - Women and Children
KHHP - Key Household Health Practices
LACA - Local government Action Committee on AIDS
LACVAW - Legislative Coalition on Violence Against Women
LAPO - Lift Above Poverty Organization
LDP - Local Development Programme
LEADS - League for Democratic Women
LEMC - Local Emergency Management Committees
LGA - Local Government Area
LMIS- Labor Market Info-System
LOU - Letter of Understanding
LSS - Life Saving Skills
MARP - Most At Risk Persons
MDAs - Ministries, Departments and Agencies (of the Government of Nigeria)
MDGs - Millennium Development Goals
MDV - Millennium Development Village
M&E - Monitoring and Evaluation
MFI - Micro Finance Institutions
MICS - Multicentre Indicator Cluster Survey
MIS - Management Information System
MMR - Maternal Mortality Rate
MOE - Ministry of Education
MFA- Ministry of Foreign Affairs
MOU - Memorandum of Understanding
MSM - Men who have Sex with Men
MSS - Midwifery Service Scheme
MTEF - Medium Term Expenditure Framework
MTR - Mid Term Review
MVP - Millennium Village Project
MYDF - Multi-Year Development Framework
NACA - National Agency for the Control of AIDS
NACC - National Anti-Corruption Coalition

NACCIMA- National Association of Chamber of Commerce and Industry
NACW - National Assembly's Committee on Women
NAPEC - National Action Plan for Employment Creation Programme
NAPEP - National Agency for Poverty Eradication Programme
NAPTIP- National Agency for Prohibition of Traffic in Persons and other Related Matters
NASA - Needs Assessment and Situation Analysis
NASCP - National HIV/AIDS/STI Control Programme
NASS - National Assembly
NAWOCA- National Women Coalition on AIDS
NBS - National Bureau of Statistics
NCFR - National Commission for Refugees
NDDC - Niger Delta Development Commission
NDE- National Directorate of Employment
NDHS - Nigeria Demographic and Health Survey
NDMF - National Disaster Management Framework
NDP - National Development Plan
NEC - National Executive Council
NEEDS- National Economic Empowerment and Development Strategy
NEITI - Nigeria Extractive Industries Transparency Initiative
NELEX - National Electronic Labour Exchange
NE**MA** National Emergency Management Agency
NEMIS - National Education Management Information System
NEPWHAN - Network of Persons living With HIV and AIDS in Nigeria
NESG - National Economic Summit Growth
NESRA - National Environmental Standards and Regulation Enforcement Agency
NEX - National Execution
NFE - Non-Formal Education
NHIS - National Health Insurance Scheme
NHRC - National Human Rights Commission
NHSDP - National Health Strategic Development Plan
NIBUCAA - Nigerian Business Coalition against AIDS
NIS - National Immigration Service
NLC - Nigerian Labour Congress
NNRIMS- Nigeria National Response Information Management System for HIV/AIDS
NMEC - National Commission for Mass Literacy, Adult and Non-Formal Education
NNEW - National of Women Entrepreneurs
NNRIMS - Nigeria National Response Information Management System for HIV/AIDS
NOSDRA - National Oil Spill Detection and Response Agency
NPA - National Plan of Action
NPC - National Planning Commission
NPF Nigerian Police Force
NPFS - National Programme on Food Security
NPHCDA - National Primary Health Care Development Agency
NRC National Refugee Commission
NpopC - National Population Commission
NSF - National Strategic Framework

NUC - National Universities Commission
NYEAP National Youth Employment Action Plan
NYNETHA - National Youth Network on HIV/AIDS
NYSC - National Youth Service Corps
OMT - Operations Team Management
OPS - Organized Private Sector
OVC - Orphans and Vulnerable Children
PAVB - Prohibition against Persons Bill
PATH II - Partnership for Transforming Health Systems
PHC - Primary Health Care
PIB- Petroleum Industrial Bill
PMT - Programme Management Team
PMTCT - Prevention of Mother to Child Transmission of HIV
PPP - Public Private Partnership
PTI - Petroleum Training Institute
RBM - Results Based Management
RC Resident Coordinator
REFILS - Research Extension Input Linkage Systems
RH - Reproductive Health
RHCS - Reproductive Health Commodity Security
RIMA - Rivers State Microfinance Agency.
RUFIN - Rural Finance Institutions Building Programme
SACA - State Action Committee on AIDS
SAMES - State Agencies for Mass Education
SASCP - State HIV/AIDS/STI Control Programme
SDPs - Service Delivery Points
SESP/SESOP - Strategic Education Sector Plan/Strategic Education Sector Operational Plan
SEMA - State Emergency Management Agencies
SIEC - State Independent Electoral Commission
SMA&WR- State Ministry of Agriculture & Water Resources
SMOEs - States Ministries of Education
SMOH - State Ministry of Health
SMWASD - State Ministry of Women Affairs and Social Development
SSA - Sub Saharan Africa
SSHDP - State Health Strategic Development Plan
STI - Sexually Transmitted Infection
SUBEB - State Universal Basic Education Board
SWAAN - Society for Women and AIDs in Africa, Nigeria
SWOT - Strengths, Weaknesses, Opportunities and Threats
SWF - Sovereign Wealth Fund
TACC - Territorial Approach to Climate Change
TIP - Trafficking in Person
TUC - Trade Union Congress
TUGAR - Technical Unit on Governance and Anti-Corruption Reforms
TWG - Technical Working Group

UBEC -	Universal Basic Education Commission
UN -	United Nations
UNCT -	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP -	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA -	United Nations Populations Fund
UNHCR	United Nations High Commission for Refugees
UNICEF -	United Nations children's fund
UNIDO -	United Nations Industrial Development Organization
UNIFEM-	United Nations Fund for Women
UNITAR -	United Nations Institute for Training and Research
UNODC -	United Nations Office on Drug and Crimes
UNS -	United Nations System
USAID -	United States Agency for International Development
VAW -	Violence Against Women
VPN -	Virtual Private Network
VVF -	Vesico-Vagina Fistula
VYC -	Vocational Youth Centre
WB -	World Bank
WHO -	World Health Organization
WORI -	Women Rights Empowerment Initiative
YOODI -	Young Ones Outreach Development Initiative

EXECUTIVE SUMMARY

The Federal Government of Nigeria and the United Nations System jointly developed the 2009 – 2012 United Nations Development Assistance Framework (UNDAF II) to support identified Nigeria's development priorities arranged around four thematic clusters. Midway in UNDAF II's implementation, a Mid-Term Review was undertaken from November to December 2010. In compliance with UN requirements, the Nigeria UNCT put together a team of nine independent consultants to assess the extent of programme implementation in the first half of the programme period and chart a way forward towards the achievement of UNDAF II outcomes. Specifically the Mid Term Review (MTR) is designed to (1) provide the opportunity to take stock of (i.) progress towards Nigeria development priorities; (ii.) the environment in which UNS is operating; (iii.) progress towards the outcomes and (iv.) contribution of each agency; and (2) facilitate necessary course corrections and (3) provide lessons and recommendations for the development of UNDAF III.

The midterm review (MTR) process involved both primary and secondary data collection. Collected information on UN supported activities were categorized by agency outputs and analyzed using their own UNDAF assigned indicator(s) to determine progress or according to other standard UN specified criteria to determine relevance, efficiency, effectiveness and sustainability. Performances at these levels were assessed on a scale ranging from 1 to 4 with 4 being the highest score. The output analytical summaries were combined and further evaluated per Agency Outcomes and UNDAF II Outcomes to determine overall performances.

The MTR has observed that Nigeria's UNDAF II has shown a very strong relevance with regard to alignment with national and states priorities as well as with the MDGs even if with regard to the other requirements also constitutive of the relevance criteria, UNDAF II's design and focus failed to perform as well.

With regard to efficiency, the MTR was not able to access information on resources usage, organized by UNDAF II results categories, and could not therefore rigorously assess efficiency. While it had no evidence to assert that UNDAF II implementation has been efficient, the review was able to conclude that UNDAF II as designed was a mechanism capable of achieving a coherent UN response that minimizes transactions costs of UN support for national counterparts and UN agencies.

On effectiveness, the MTR has observed that the implementation of UNDAF II has witnessed noticeable progress in many aspects of the UNDAF Outcomes and Agency outcomes, especially with regard to sectorally disaggregated data, gender and human rights sensitivity, policies and initiation of institutional frameworks and systems to strengthen governance and accountability, promote productivity and employment, transform social service delivery and reduce risk of crisis, conflict and insecurity. In engendering behavior change practices, less progress has been registered. At the onset the UNCT in Nigeria has opted for a DAO initiative that, while in line with the globally experienced 'Delivering As One', would embody the uniqueness of the Nigerian context. The prerequisites for a more effective DAO are yet to be put in place even though some progresses have been made on the implementation of the initiative. As a result of

this focus state-level assistance, DAO states are now able to develop their own annual work plans.

The MTR has also recorded evidence of increased capacity in MDAs, LGAs, communities and CSOs in terms of awareness, policy and plans development. However, there are still some key limitations that need urgent attention. Case in point, while this may vary considerably from one UN agency to the other, UNDAF II's engagement with Nigerian stakeholders has mainly focused on MDAs failing to encourage a robust participation from CSOs, CBOs and the private sector. Likewise, though on the increase, overall collaboration and engagement among UN agencies is still low and resources have not been pooled to a maximum level in addressing some of the daunting national challenges facing the country. The MTR also observed that a sizable chunk of UN interventions planned both at Federal and sub-regional levels remain unimplemented due to various issues discussed throughout the report.

In view of past and present stakeholders' commitments, including recent government policy and programme initiatives, the MTR Team believes that sustainability of results achieved with UN support is likely, provided that efforts are made to ensure CSOs robust engagement, resilience and empowerment, continuous funding of agreed development priorities and timely release of funds by government as well as UN uninterrupted focused advocacy on development priorities.

Recommendations have therefore been made for strong efforts to ensure the full operationalisation of DAO and to further facilitate the collaborative efforts of the UN System, Nigeria's State and non-State actors towards securing "a policy and institutional environment within which all citizens are active agents of development that distributes benefits equitably to the present generation without jeopardizing gains for future generations.

Other key recommendations for the remaining UNDAF II period include calling a stakeholders workshop to revisit and reformulate its outcomes and outputs into more SMART results; developing an advocacy and communication strategy and greater intra-UN collaboration.

1 OVERVIEW

The Federal Government of Nigeria and the United Nations System jointly developed the 2009 – 2012 United Nations Development Assistance Framework (UNDAF II) to support identified Nigeria's development priority areas, namely: Governance and Accountability; Productivity and Employment; Social Service Delivery; Reduction of Risk of Crisis, Conflict and Insecurity. Midway in UNDAF II's implementation, a Mid-Term Review was undertaken from November to December 2010, in compliance with UN requirements, to assess the extent of programme implementation in the first half of the programme period and chart a way forward towards the achievement of UNDAF II outcomes. Specifically the Mid Term Review (MTR) is expected to (1) provide the opportunity to take stock of (i.) progress towards Nigeria development priorities; (ii.) the environment in which UNS is operating; (iii.) progress towards the outcomes and (iv.) contribution of each agency; and (2) facilitate necessary course corrections and (3) provide lessons and recommendation for the development of UNDAF III.

Methodology: The methodology used during the MTR process involved both primary and secondary data collection. Collected information on UN supported activities were categorized by agency outputs and analyzed using their own UNDAF assigned indicator(s) to determine progress or according to other specified criteria to determine relevance, efficiency, effectiveness and sustainability. Performances at these levels were assessed on a scale ranging from 1 to 4 with 4 being the highest score. The output analytical summaries were combined and further evaluated per Agency Outcomes and UNDAF II Outcomes to determine overall performances.

Participating UN Agencies: The MTR process began with meetings and interviews with UN officials at the Resident Coordinator's Office and UN Agencies' Programmes and Operations staff members. There were also interactions with available Heads of Agencies – most relevant to each of the four Clusters, such as FAO, ILO, UNAIDS, UNDP, UNFPA, UNESCO, UNHCR, UNICEF, UNIDO, UNODC, UNOPS, UNIFEM (UN WOMEN) and WHO as well as the Programme Analysts in these Agencies including UNV and the Head of Operations Management Team, UN House Manager as well as the Procurement Analyst. The main purpose of the interviews was to gain further insight into the prepared in-house United Nations System (UNS) pre-MTR briefs, on their respective programme areas and to seek additional clarifications where necessary. During these meetings, agency specific progress assessment reports and strategies adopted were obtained from individual agencies. Verbal explanations and elaborations were also provided. Later in the process, meetings were held with the Programme Management Team (PMT) and presentations on preliminary findings made and critiqued on three occasions before the Draft Report. This was presented at a Stakeholders' Meeting, which involved Implementing Partners (IPs) and the UN Aagencies' staff. Further input was thereafter incorporated before the finalization of the Report. The Development Partners contacted included officials of The World Bank, ECOWAS and Africare to gain better appreciation of areas of collaboration with the UNS, in areas such as the environment, aid affectiveness and gender. Interviews were also conducted with staff of the PATHS II programme of the UK Government Department for International Development (DFID).

Participating Ministries, Departments and Agencies: In order to validate the findings contained in the UN generated Pre-midterm review of activities and other agencies' documents, discussions were held, outside the UN, in the Federal Capital Territory (FCT), with representatives of key

government Ministries, Departments and Agencies (MDAs). The MDAs visited included the National Planning Commission (NPC), the Ministry of Environment, the Federal Ministries of Education, Environment, Health, Women Affairs and Social Development, and the Ministry of Niger Delta Affairs. Key officials of the National Population Commission, the National Agency for the Prohibition of Trafficking in Persons (NAPTIP), the Nigerian Police Force (NPF), the National Emergency Management Agency (NEMA), the National Agency for Control of AIDS and the National Bureau of Statistics were also interviewed as were their counterparts in the FCT departments of education, health and environment. Discussions also took place with the Director, Federal Ministry of Environment, Director, FCT Economic Planning Research and the Statistics team, the Deputy Director of the FCT Environmental Protection Unit as well as UNDAF schedule officials of the Central Bank of Nigeria (CBN), the National Oil Spill Detection and Remediation Agency (NOSDRA), and National Environmental Standards and Regulation Enforcement Agency (NESREA). Interviews were also conducted at other relevant institutions like EFCC, ICPC, BPP, NPC, FIRS, NBS and IATT. Staffs of the National Refugee Commission (NHRC), the National Human Rights Commission and the Independent National Electoral Commission (INEC) were contacted, but could not avail themselves for a meeting and/or interview. The interviews sought information on the collaboration the MDAs have had with the UN Agencies, compliance with the principles, achievements made, challenges, reports of activities carried out and tools (policies, frameworks, plans, guidelines etc) developed with UN Agencies; opportunities and the way forward including sustainability of the United Nations Development Framework. Other aspects discussed with the IPs centred around programme implementation and management, sense of ownership of programme and relationship with collaborating UN Agencies as well as monitoring activities if undertaken. Here templates were adopted to elicit responses to specific programme questions.

MTR Related Field Trips: Although the MTR process was essentially expert driven, it was also participatory in **a**pproach. Field visits were undertaken to engage with IPs in two DAO states – Benue, Kaduna and a non-DAO State: Rivers State, where stakeholders' workshops with break out focus groups were conducted to facilitate first hand feedback. The Sstakeholders at the sub-national level involved were mostly UN Staff and representatives from the Executive Governors' Offices, the respective Ministeries of Economic Planning, Agriculture, Environment, Science and Technology and Agencies for Sustainable Development, Povery Alleviation and Micro-Finance.

Civil Society Participation Events: There were no civil society focused or organized events the review team attended with the exception of Cluster D consultant's participation in an Abuja NAPTIP-hosted international conference with the participation of leading human trafficking CSOs. Even at the state level meetings, CSOs representation was also very limited with just a few in attendance at each of the MTR workshops held in Benue, Kaduna and Rivers states, Nonetheless discussions were held with a number of civil society groups during the MTR process. Thus, during the field visit to Makurdi, the Benue NGO Network (BENGONET), a coalition of locally active NGOs was represented by its leadership in the MTR review meeting and took part in the focus group discussions. Two other local NGOs, the Child Rights Protection Initiative (CRPI) and the SEV AV Foundation (an NGO which works on issues of HIV/AIDS among women and youths) present at this meeting were interviewed. In Port Harcourt, Rivers State, key staff members of the Centre for Environment, Human Rights and Development

(CERHD), the Young Ones Outreach Development Initiative (YOODI) and the Women Rights Empowerment Initiative (WORI) working respectively in the areas of environment, security, rule of law and human rights were interviewed individually. In Abuja, the Executive Director of the Centre for Democracy and Development (CDD), an NGO that specialises in the areas of democratisation, conflict and security, was interviewed. Also the deputy Executive Director of the CLEEN Foundation, which works in the field of policing, was interviewed. Meetings were also held with representatives of the Alliance for Credible Elections (ACE); Transition Monitoring Group; Center for democracy and Development, ASHWAN, CISCHAN, FOMWAN, NAPTIP and NEPHWAN.

Major Studies and Evaluations Consulted: Relevant documents reviewed were: the signed Nigeria – UNDAF II (2009 – 2012), sampled UN Annual Work Plans and in-house reports of the first 18 Months Performance Review of the UNDAF. Reports on major surveys and evaluations conducted in recent times were also assessed and State Annual Work Plans and MFCs (Adamawa, Benue, Kaduna, Imo and FCT); other documents consulted included UNDP's Human Development 2009 and 2010 Reports; the ILO (2009) Study on Decent Work; the MDG +10 (2010) Report ; MDG Countdown Strategy (2010-2015); FAO (2008) Food, Energy, and Climate: A New Equation; NpopC (2008) Nigeria Demographic and Health Survey; Federal Ministry of Environment (2009) Managing the Nigerian Environment for Sustainable Development: Challenges and Opportunities; the implementation guidelines for UNDAF II; UN agencies situation analysis; Adopting Women's Human Rights Legislation in Nigeria[1]; the Paris Declaration and the Accra Agenda for Action on Aid Effectiveness; UNICEF, UNDP and UNODC CPAPs; Transnational Trafficking and the Rule of Law in West Africa. Also consulted were global initiatives such as the Rome Declaration of Harmonization; and documentation pertaining to UN Reform. Relevant government policy and strategy documents were also examined. The information thus obtained was treated using the UNDAF Monitoring and Evaluation Framework as guide.

[1] Ayesha M Imam (ed.) 2010. Adopting Women's Human Rights in Nigeria: A synthesis Analysis & Report

2 SITUATION UPDATE ON PROGRAMMING ENVIRONMENT

Nigeria has a population officially[2] projected to be 160,821,353 in 2010 and 166,055,660 in 2011. The country's development profile reveals a rather paradoxical and challenging picture: endowed with considerable human and natural resources, yet at the time when UNDAF II was being developed it ranked 158th out of 177 countries on the human development index (HDI).

The country's socio-demographic indices (NDHS 2008)[3] reveal the poor living conditions of the vast majority of the population. Maternal Mortality is 545/100, 000, infant mortality is 75/1,000 while childhood mortality is 157/1, 000. Only 39% of child deliveries are by skilled attendants while contraceptive prevalence is 10% for modern methods. There is low access to basic health care services. Access to vaccination in the first year of life is 68% while only 19% of children are fully immunized in the first year of life. About half (54%) of children with fever have access to health facility.

Access to improved water source is 54.2% while access improved sanitation is 31.2%. The national HIV prevalence rate is 4.6% (range 1.0%-10.6%). This translates to about 2.9 million people living with HIV (PLHIV) in the country[4] with disproportionate numbers of females affected. Nigeria accounts for 30% of the global burden of Mother to Child transmission of HIV[5]**.** There is low status of female across all parts of the country in income, social status, decision making and participation in politics.

There is low school enrolment with a net attendance ratio (NAR) of 62% for primary school and 49% for secondary schools. There is disproportionate low enrolment for girl child with a Gender Parity Index (GPI) of 0.91 for primary school and 0.89 for secondary school. The national poverty prevalence is 54.4% with variations with gender (females earn about 45% of their male counterparts). There are wide disparities in school enrolment (and other in socio-demographic indicators) across social strata, regions of country and disadvantaged groups.

Nigeria's development challenges have been blamed chiefly on the country's over-dependence on oil revenues, amplified by governance issues such as corruption and mismanagement. A situation that is furthermore exacerbated by the following government shortcomings: (a) weak responsiveness to citizens' welfare and protection of rights and (b) limited capacity to perform responsibilities towards the system and in system maintenance and sustainability. An alignment of factors that have combined to yield limited economic opportunities, high unemployment and socio-economic inequalities with the ultimate result of an insignificant trickledown effect of the nation's wealth, and this more so towards the rural sector.

The oil sector provides 95 percent of foreign exchange earnings and 65 percent of government revenues, however it accounts for less than 25 percent of Gross Domestic Product (GDP). Economic growth however has come mostly from the non-oil sectors, agriculture and services in particular, which have received relatively less attention. Before the discovery of oil in Nigeria,

[2] NPopC, FRN Gazette, Volume 90, January 2007 and Volume 96 February 2009.
[3] NpopC, 2008 NDHS
[4] National HIV Sero-prevalence Sentinel Survey FMOH, 2008
[5] Towards Universal Access: Scaling up Priority HIV/AIDS interventions in the Health sector. Progress Report, 2009

agriculture was the main stay of the economy, and according to NDHS (2008) it offered satisfactory livelihood to over 90 percent of the population. Comparatively, current reports (e.g. MDGs + 10 2010) estimate that 60 percent of population are engaged in agriculture, with small holder farmers constituting over 90 percent of practitioners. Although agriculture provides 88 percent of non-oil earnings it has however, remained at the subsistence level. It is beset by "low productivity, huge post harvest loses, lack of storage system, poor research and extension support, low technological input, low access to finance, inadequate infrastructure (poor rural road limits marketing of agricultural products and increases spoilage), inconsistent, uncoordinated and inappropriate policies" (ILO, 2009) among others. In addition, most of the produced commodities lack standard and quality. Their markets remain fragmented, unsupported by market information. Agricultural expansion and linkage to the wider network therefore, appear imperative if the country will continue to feed its large rapidly growing population.

Environmental degradation and impact of climate change present additional challenges. Natural phenomena, population pressure and human impact account for the current situation. Drought in the northern parts of the country, deforestation, over grazing, heavy rainfall and erosion, pollution and oil spill, particularly in the South, all add to degrade the environment and create food insecurity. Access to safe water, adequate waste management, sanitation as well as affordable and efficient energy services, all critical ingredients, not only for good health but also for overcoming poverty and facilitating environmental sustainability, are still out of reach for the majority of Nigerians. .

While population and labour force indicate an increasing upward pattern, employment creation has however not been able to meet up with this trend. In 2003, the unemployment rate was 11 percent, by 2007 it rose to 15 percent and by 2009 when UNDAF II was launched, it had risen up to 19.7 percent and in 2010 it stood at 20.4 percent (NBS, 2010). Among the factors adduced for this situation is the global financial and economic crisis, which led in 2008 to a sharp drop in economic activity. In adjusting to the crisis, MDAs and private firms engaged in staff rationalization, premature retirements and mass layoffs of workers. Given the capital intensive nature of the oil sector, the drop in crude oil earnings, further impacted negatively upon employment possibilities. Unemployment itself seems to hit the youth relatively harder. This is traceable to the large supply of secondary school leavers, who are unable to secure admission into higher institutions, the large number of graduates turned out annually by the tertiary institutions without entrepreneurial skills, and the absence of job openings in the wage sector of the economy (ILO, 2010). Moreover, over the years, formal sector employment (only 10 percent) has grown rather slowly in Nigeria, leaving 90 percent of the employment opportunities to the rural sector and the urban informal economy. In addition to these, the issue of underemployment is equally challenging. Both UNDP National Human Development Reports 2008 and 2009 and MDGs + 10 Report (2010) stress the gender differential in unemployment rate and access to land among others, in urban and rural areas. From the figures supplied by NBS (2006), females are three times more likely to be potential workers out of workforce as against their male counterparts. The considerable wastage of human capital due to both underemployment and unemployment is counterproductive to Nigeria's quest for sustainable development.

Attention has been drawn to the increasing insecurity brought about by these economic and social developments. Indeed, Nigeria has also remained a conflict-prone country and home to

cycles of localized but deadly communal armed conflict and political violence in different parts of the country.

2.1 Changes in the Development Situations

The development challenges mentioned in the preceding section constituted the background against which efforts by various development stakeholders, during the 2009-2010 period, brought about the following key changes in Nigeria.

The Development of a Countdown Strategy (2010 -2015) to Achieve the MDGs: It is acknowledged that Sub Saharan Africa (SSA) is the only Region still severely off track to reach the MDGs by 2015. Nigeria is not an exception. With the adoption of a 5 year coordinated countdown strategy for MDGs and Road Map, aimed at fast tracking policy actions and pro-poor investment and impact by 2015, the Government has retained the attainment of the MDGs as one of the core platforms of its Reform Agenda and Vision 20: 2020, MDGs have therefore been mainstreamed, as suggested by the UN, into National Development Plans, interfacing and aligning them with the 7 point Agenda and the Vision 20:2020, with potential focus in the education, health, and agriculture and environment sectors. It is envisaged therefore, that from 2011, budgets will not only be gender sensitive, but also MDGs compliant.

Scaling Up of Conditional Grants Scheme to LGAs: From the MDGs report (2010; 10), it is indicated that the innovative transfer of funds from the Federal to the sub national levels are to be scaled up to cover 113 local government councils across the country; with the aims of strengthening the planning and response capacity of the local government areas (LGAs) authorities and maintaining new infrastructures for effective delivery of basic services: education and health in particular in rural areas.

Establishment Of a"National Sovereign Wealth Fund (2010): One of the suggestions made in the UNDP (2008 – 2009) Human Development Report, for the maintenance of macroeconomic stability was the establishment of a more formal and stable framework, such as a "Sovereign Wealth Fund" for the management of oil savings and investments, than the practice of holding it in the Excess Crude Account at the Central bank of Nigeria (CBN). This suggestion has been adopted by the Council of State and forwarded to the National Assembly for enactment. It is envisaged that with clear guidelines and accountability, the Sovereign Wealth Fund will not only increase public savings but also insulate the economy, from the shocks and uncertainties of the effects of global economic crisis as witnessed in previous years in the wake of fluctuations of oil prices.

Environment: Forest accounts for about 2.5% of the country's GDP (MDG, 2010) and offer jobs to over 2million Nigerians. According to FAO (2010) however, forestland area is on the decline from 14.4 percent in 2000 to 12.2 percent in 2005 and 9.9 percent in 2010 thus, impacting further on sustainable livelihood, and unemployment rate,which is yet to come down to a relatively acceptable level.

Man Made Natural Disasters: Nigeria is prone to drought, flood, epidemics, and road accidents, much of which is human-induced and preventable. Huge crises have recently resulted from large-scale flooding in diverse parts of the country almost on a yearly basis (Sokoto, Kebbi, Lagos and

Ogun), drought in the northern-most states of the country, and internal displacement of persons as a consequence of armed communal conflicts.

Improved Access to Water: In Africa, diarrhea is recognized as the biggest killer of under-5 children and lack of access to water is a major contributory factor. Some minor progress was made to improve water sources. It is estimated that 58.9 percent of the population now (2010) have access to water compared to 55.8 percent in 2008 (NDHS, 2008). Intensive measures to effectively contribute towards the achievements of the MDG 7, to ensure Environmental Sustainability is therefore, imperative.

Petroleum Industrial Bill: A new Petro-Industrial Bill (PIB) to take into account all aspects of environmental safeguards for oil and gas sector is currently (2011) undergoing legislative process in the National Assembly (NASS). When in force, it is envisaged that the oil and gas sector would be more comprehensively regulated. As stipulated in the Bill also, Corporate Social Responsibilities are to be enforced, to address the severe environmental pollution and impact on the host communities' health, social and economic survival.

National Strategic Health Development Plan: The health sector developed the first evidence based and costed national health plan (2010-2015) with a national results matrix, which is anchored on primary health care. The plan developed through a participatory approach with State, LGA and CSO levels involvement serves as the overarching framework to guide the achievement of measurable results. In committing to implement the plan, government and development partners entered into a Country Compact while the President and the thirty-six states and the FCT Minister entered into a National Health Partnership declaration in support of the plan's results.

In the Niger Delta, the chronic armed conflict has considerably receded since the implementation of the Federal Government Amnesty Programme and Post-Amnesty Reintegration from late 2009. However, the conflict has not been completely resolved and there are still violent expressions of grievances in the region.

In the Rest of the Country, armed political and criminal violence has continued to precipitate widespread conditions of insecurity and the city of Jos in Plateau State (North Central Nigeria) has become the new hotbed of political violence over the last few years, including the period since 2009.

The Jos conflict has claimed thousands of lives and displaced thousands more with wanton destruction of invaluable livelihoods. It has also defied various efforts at resolution by the federal and state governments. Apart from the episodic manifestations of mass violence, recent anecdotal reports indicate an on-going pattern of systematic but latent violence involving overnight invasions and cold-blood annihilation of whole communities.

Violent extremism has become a new source of insecurity since 2009. The most fearsome manifestation is the current Boko Haram movement in the North East of the country, which has continued to launch frequent fatal attacks on the civilian population and institutions of criminal justice (the police, courts and prisons) in Borno and Bauchi States.

Election-related violence, recorded in various parts of the country in the 2007 general elections, constitutes another manifestation of armed conflict. There has been no general election since the start of the UNDAF II, apart from the re-run elections in Anambra, Ekiti, and Delta states. While the Ekiti election turned out to be very violent, with reported cases of murder, arson, violent disorder and criminal damage, those in Anambra and Delta were relatively peaceful and credible.

The use of explosives, in the past, had been a tool of sabotage deployed only by the Niger Delta insurgents. Bomb explosions in public places have recently become a recurrent phenomenon in other parts of the country, creating widespread fears that terrorism may be slowly taking roots in the country: a deadly bomb explosion occurred in the Jos conflict late on Christmas Day, while the Federal Capital Territory of Abuja witnessed deadly twin explosions on 2010 Independence Day (October 1) and another deadly explosion on New Year Eve.

Violent criminality has also continued to generate grave insecurity across the country. The particular forms that violent crimes assume in the country include armed robbery, kidnapping, and human and drug trafficking. The last four years have witnessed a precipitous worsening of crime-induced insecurity in the country, with the South East zone in particular being turned into a dangerous place to live and work.

Kidnapping as a particular criminal enterprise has tended to shift from the core Niger Delta to the neighbouring zone of the South East with the de-escalation of the Niger Delta conflict, from late 2009. Overall kidnapping, armed robbery, car snatching and ritual killing have continued unabated throughout the country.

The apparent inability of the police to effectively fight violent crime and in compliance with human rights have continued to feed widespread disillusionment, public distrust and allegations of police complicity in criminal incidents, leading to mass protests and marches on police stations.

2.2 New Initiatives in Government

In response to the development challenges summarized above, efforts from all three branches of government have resulted during the 2009-2010 period in the initiation of the keys actions chronicled below.

Amnesty Granted to Niger Delta Militants in 2009 and Skill Acquisition Programmes in Place: Government granted amnesty to about 20,000 ex-militant youth in the Niger Delta Region. The initiative includes rehabilitation and reintegration of the youth, and providing them with technical skills for resettlement and empowerment for self or paid employment.

Job Creation in 2011 Budget: One of the highlights of the 2011 proposed Federal budget is the allocation of the considerable fund of N500 billion for job creation in the manufacturing and Small and Medium Enterprises (SME): a start in the right direction that still requires monitoring, for, among other things, gender sensitivity. In addition, N76 billion is set aside for the Niger Delta Amnesty programme for the ex-militants. It is ensisaged that this specific allocation should address youth unemployment and their restiveness in the Niger Delta region.

Policy Reviews and Guidelines in the Environment Sector: In response to Agenda 21, Stockholm Convention, Copenhagen Declaration, Kyoto Protocol and the Prince of Wales Rain Forest Project, among others, a number of policies have received a revisit and update. These included the National Regulations Guidelines for Oil Spill, Recovery, Clean up, Remediation and Damage Assessment and the National Environmental Regulations and Guidelines for the Management of Oil Spill and Oil Waste. Both documents await government official gazetting. In addition, a new Environmental Enforcement Policy is in force since 2010.

Social Protection Bill: Although a Social Protection Policy aimed at "reducing poverty and protect vulnerable groups, through effective sustainable risk management mechanism thereby, achieving sustainable social protection by the year 2015", does exist, a new Social Protection Bill, more inclusive, and containing updated programmes and framework for implementation has been presented in 2010. This Bill when enacted will give legal force to the existing policy. If properly implemented the Act should bring succor to the increasing number of vulnerable groups, to enable them to cope better with their life's predicament.

Health Bill: The National Assembly has passed the Health Bill (2010) which provides for improved funding, through the allocation of 2% of the consolidated revenue to the health sector. The bill is currently awaiting reconciliation between the two chambers versions before presentation to the President for assent. When operational, it will ensure availability of resources for health care delivery especially for primary health care which caters for the populace.

Expansion of Universal Basic Education to reach street children (Almajiris) in Northern States: In an effort to accelerate Universal Basic Education reaching the disadvantaged groups in the society, particularly the street children in many parts of the Northern states, the Federal government has embarked on an expansion of educational facilities for the Almajiri with plans to build 100 schools across the region and incorporate the Almajiri school system into the Universal Basic Education (2010)[6] scheme. This is expected to have profound effect among the segment of the population with the lowest school enrolment and thereby enhance the achievement of universal education.

Provision of free maternal and child health care services: Several state governments have embarked on a number of free intervention programmes aimed at enhancing access to critical services for mothers and children in order to reduce maternal and child morbidity and mortality. The Ebonyi State mother and Child Care Initiative provides free health care services for mothers and children and has made significant progress in the last two years – building of a fistula centre offering free services to VVF clients and which has been converted to a National Fistula Centre (2010). In addition, the passage of the Maternal Mortality Monitoring Law of Ebonyi State compels all pregnant women in the State to access medication in the hospitals and as well as regulates the activities of quacks and other health care providers (Law passed in 2008 and amended in 2009). These developments have made marked improvements in services and serves as examples to others. Other states that offer free maternal and child health care services include Bauchi, Kano, Osun etc.

[6] http://allafrica.com/stories/201101060670.html

Following strong advocacy by development partners and the impact of globalization on government, there have been increased interest by government to embark on development programmes that address the MDGs and improve the living conditions of the people. There has been accelerated activities in the health related MDGs. There is an office in the Presidency on MDG which oversees the use of the fund from the debt relief for implementation of MDG related activities. The Office has provided support to several activities that enhance the health status of the people. The activities have ranged from supporting health care system development, supporting implementation of critical interventions in maternal and child health, provision of essential medicines and supplies for reduction of maternal and childhood morbidity and mortality etc.

Several state governments have embarked on a number of free intervention programmes aimed at enhancing access to critical services for mothers and children in order to reduce maternal and child morbidity and mortality. Similarly, governments at different levels have embarked on programmes to improve access to water to the populace. Some state governments have embarked on school feeding programmes thereby supplementing the nutrition of the children and reducing malnutrition.

The National Strategic Plan for HIV 2010-2015 has provided a roadmap for the national response, including the major HIV funding streams –the GFATM and the US Government (PEPFAR). Over the last two years there is increasing attention to HIV prevention and in particular prevention of mother-to-child transmission of HIV. Clear strategies have been articulated by all concerned agencies, to accelerate expansion of PMTCT services through decentralization and integrated services delivery at PHC levels.

In response to these frequent emergency situations, the government had established the National Emergency Management Agency (NEMA). All the states are expected to replicate the structure with the establishment of State Emergency Management Agencies (SEMA) at the state level and LGAs, the Local Emergency Management Committees (LEMC) at the local government level. To date SEMAs exit legally only in 23 States and LEMCs in 53 LGAs.

Fully Aware of the challenges the nation is facing with regard to policing, the Government has decided to institute a programme of police reform. This was launched with the establishment of the Presidential Committee on Police Reform in 2008, whose report has been published as White Paper in 2009. However, the implementation of the White Paper has remained the main challenge as it has not commenced.

In the cases bomb explosions, some suspects were arrested and are currently on trial in respect of the October 1 incident, while no known arrests have been made so far in the other cases, although the Federal Government has announced intention to appoint a Special Assistant to the President on Terrorism.

Government has taken some steps to address the question of elections and its attendant insecurities since 2010. This has been evident in the change of leadership of the Independent National Electoral Commission (INEC), the ongoing electronic registration of voters, and the new culture of wide stakeholder consultations in the major decisions of INEC.

With regards to the Jos conflict, the Federal Government and the Plateau State Government had set up various commissions of inquiry at every major episode of violence with the aim of identifying a lasting solution. In addition, the Federal Government had consistently deployed joint military-police operations to intervene in each violent outbreak of the conflict. Yet, the conflict has continued to intensify with increasing levels of massacre and destruction of properties, particularly around periods of local elections. The various reports of the inquiries have not been implemented and the military operation has been unable to bring the running violence in Plateau State under control.

2.3 Changes in UN Comparative advantages

The United Nation is accepted widely as a universal, neutral and politically independent actor which allows it to coordinate the international community and provide global leadership including the adoption of the Millennium Declaration and the Millennium Development Goals. The same ideological neutrality and impartiality makes the UN a trusted partner in Nigeria such that it is able to foster partnership with local stakeholders at all levels, as demonstrated in the introduction and signing of cooperation frameworks with the federal and state governments as well as the joint development of Annual Work Plans with these levels of government.

In addition, the engagement of Agencies in emerging areas during the 2009-2010 time period has both demonstrated UN agencies unique expertise, beyond their traditional anchoring role of norms making, and lead to right holders and duty bearers' acquisition of skills, capacities and competencies.

Delivering As One (DAO): One of the recent reforms in the UN system is the Delivery as One (DAO) UN family initiative, which is of relevance to Nigeria UNDAF II. In January 2007, the United Nations Secretary-General launched ***Delivering as One*** as an initiative to increase the UN system's impact. The governments of the following eight programme countries volunteered to become "Delivering as One" pilots: Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Viet Nam. They agreed to work with the UN system to capitalize on the strengths and comparative advantages of the different members of the UN family.

The initiative itself is part of the UN system's response to mandates from the General Assembly, the Economic and Social Council, and other governing bodies, most notably the Triennial Comprehensive Policy Review resolutions of 2001, 2004 and 2007; the initiative's roots are to be found also in the High-Level Panel on System-wide Coherence November 2006 report "Delivering As One". Having considered how the UN system works in the fields of development, humanitarian assistance, and the environment, the High-Level Panel offered a number of recommendations with the hope that by harnessing expertise from across the UN System and creating synergies between UN organizations, "Delivering as One" will increase the impact of UN operational activities in support of national priorities, and help countries to attain the Millennium Development Goals and other development objectives. In that sense, the main objectives of "Delivering as One" are: (1) to increase the impact of the UN System at country level by (2) increasing national ownership of UN activities; (3) reducing transaction costs generated by UN organizations, and (4) increasing the UN's efficiency and effectiveness.

Even though the launching and implementation of the DAO initiative in Nigeria, as observed by the MTR Team, has been burdened, during the period under review, by marked delays and persistent agency and MDAs 'silo mentality' due mainly to an absence of clear strategic process drivers like concept notes and strategies, dedicated UN advisers and a fully functioning capable coordination unit, the Nigeria DAO has already been credited by many DAO States as already positively affecting their own planning and programming processes. This acknowledged 'contagion' of its programming rigor is just but an indication of the potential value additions of this UN DAO initiative.

3 UNDAF II's Relevance

The relevance of an UNDAF hinges on its design as a focused, coherent and results-oriented construct. These required characteristics of the UNDAF's design are assessed through a number of factors that include: (i.) the extent to which the framework's programmes have a direct bearing on national and state development priorities, (ii.) the extent to which UNDAF programme are compliant with the country's international commitments like the achievement of the MDG goals, (iii.) and the extent to which the UNDAF results are specific, measurable, achievable, realistic and time-bound (SMART). UNDAF's relevance entails also (iv.) the strength of inter UN agencies inter-linkages and (v.) the strength of UN linkages with other development partners, the extent to which the UNDAF clearly addresses (vi.) risks and assumptions, (vii.) responsibilities for tracking indicators and (viii.) how implementation, monitoring and evaluation be clearly identified at design stage.

In assessing linkages with national and state development priorities as well as the MDGs, the MTR observed that all of UNDAF II's outcomes and outputs have very strong relationships with both national development priorities and MDGs as illustrated by the following instances.

UNDAF II's first outcome, entirely dedicated to economic governance and accountability, was designed as a programme of assistance to address the key development challenges facing Nigeria. These challenges include low non-oil revenue, weak procurement mechanisms, poor accountability in the use of public resources, weak statistical base for development planning and monitoring of the MDGs among others. The design of UNDAF II in these areas has direct bearing on national and state priorities and to the objective of achieving the MDGs at the stipulated time. Likewise the "Deepening Democracy and Electoral Cycle Support" fits into the Nigerian Government's national priority of strengthening good governance and accountability and in the pursuit achieve the goals of the 7-Point Agenda, Vision 2020:20 and the MDGs.

With regard to results-orientation and focus requirements, UNDAF II's performance has been relatively weak as none of the UNDAF outcomes, agency outcomes and outputs in UNDAF II meet the requirements of a "SMART" result. As further illustrated by these examples from cluster B, this weakness cuts across many aspects of the results-orientation and focus requisites.

In the design of the productivity and employment cluster, some UNDAF and Agency Outcomes) though relevant, appear rather loaded, not well defined and rather ambitious, to be achievable, within the time frame of the programme cycle. Also, a number of targets and outputs, twenty in total, do not seem to be realistic. For instance, UNDAF Outcome B.1 states: ***"Enabling Policies and investments lay the basis for faster and more sustainable growth in output and employment in the rural economy"***while the set **Target** reads***:-"X states have at least 10 percent increase in input into the rural economy by 2010"***. Also, The **Baseline** for the **same o**utcome is presented as- ***"Fiscal and investment Policies are currently pro-urban, anti-poor, inadequate resources for sustainable growth in the rural economy"*** *and the envisaged target reads as follows- "**X states have at least 10 percent increase in input into the rural economy by 2010"***.(UNDAF,2008,p.48) The UNDAF Outcome itself appears more as a simple statement rather than an achievement to be made; not only has the target year expired, but also, the desired target itself was not achieved by the year so stated. In addition, the "output" indicated in the

Outcome statement is open to interpretations. For instance, what types and quantity of "output" were envisaged to inform interventions and for a realistic assessment of the achievement made?

The design of the UNDAF is weak with respect to its compliance with the Results Based Management (RBM) principle. While the outcomes are specific, it is difficult to measure the attainment of many of them as most of the targets are not time-bound.

With regard to UN agencies inter-linkages and the focus and coherence qualities of the UNDAF, it became obvious, reviewing Cluster B that some UN agencies did operate vertical interventions, which, though in line with their mandates, the initiatives did not feature in UNDAF II. For instance, UNITAR, which pledged $5.048 million to UNDAF11, has been involved since 2006 in Negotiations and Conflict Resolution, technical capacity Development Programme for Youth Empowerment, Environmental Protection and Compliance, Business Development. The Agency has also collaborated with Bilateral Development Partners (e.g. Norway, Namibia) to provide technical training for Youth. These interventions by UNITAR were relevant to the Cluster's concerns anddirectly or indirectly impact on UNDAF Outcomes, even if not linked to UNDAF. Such initiatives were therefore, not considered or assessed as part of UNDAF II's performance. Similarly, IFAD undertook food security activities relevant to this cluster, across the nation, yet most of these were not accounted for under UNDAF. The reporting lines of UN Agencies to their respective Governing Boards coupled with the inclination of some Boards for funding-driven strategies, could account for theis situation. In addition, FAO and ILO have not aligned their programming cycle with that of Nigeria. These present limiting factors to the attainment of a level of coherence, as envisaged in the principles of Paris aid effectiveness and the related Accra Agenda for Action. If joint programming is to increase, so as to re-ienforce coordination and thereby expand Delivery as One (DAO) to attain MDGs, the issues raised here have to be addressed. Also, a Change Management Programme for UN Officials could further enhance the DAO vision, to increasingly be a shared one.

In terms of UN linkages with other development partners, the relevance of UNDAF can also be seen from the fact that it provides a unified UN framework for leveraging strategic partnership with other development partners in delivering assistance to Nigeria on crisis, conflict and insecurity. UNDAF II envisages harnessing the vital programmes of development partners already existing in the country as well as partnership with CSOs. Apart from national and state development priorities, Outcome D.1.0 has been developed to benefit from the existing rich programmes and experience of the EU, World Bank, ADB and USAID in policy development and programme design in relation to the Niger Delta. Similarly, Outcome D.2.0 is expected to be pursued in collaboration with the World Bank, DFID, EU, USAID, The International Red Cross and CSOs.

Overall, donors are yet to contribute directly to UNDAF, but rather, fund MDAs, focus states, organized private sector (OPS) and others directly, in stand-alone projects. This approach does undermine one of UNDAF's strategies of a common funding pool –a Strategic Fund (SF) mentioned in the UNDAF II document.

For instance, the World Bank, DFID and USAID are funding Research and Advocacy activities of The Better Business Initiatives (BBI) as an effective mechanism for public-private sector research and dialogue, to remove obstacles to private sector development in the country. The focus is on agricultural infrastructure, functional reforms on SME, Trade and Micro-economic

policy. Areas that are pertinent concerns of UNDAF under the "B" Cluster, yet no linkages were established in these areas.

With regard to indicators and responsibility for tracking them: All the set outcomes in UNDAF II have clearly specified indicators measuring progress towards results; however processes to track the indicators as well as the parties accountable for their implementation were never clearly specified. As a consequence, evidence based baselines have not been effectively established as instructed by the UNDAF.

On risks and assumptions, only one assumption was made which states: "The new approaches will be locally acceptable" for the whole Cluster B. It is unclear as to the approaches being alluded to. Also, no risk was stated. Cluster D received a similar blanket treatment. These are areas to review when re-programming, as Assumptions and Risks are to be acknowledged early enough to inform appropriate interventions and set more realistic targets.

In terms of implementation, monitoring and evaluation, UNDAF II has a monitoring and evaluation component that had provided for measureable indicators for assessing progress towards achievement. However, this component failed to include clear responsibility to any agency, IP or actor for tracking progress against the indicators.

Finally, *the missing components*: There are however some design gaps that may render inadequate UNDAF II's support towards the attainment of Nigeria's stated priorities. This is most noticeable under Outcome D.2.0, which has no Agency Outcome on conflict. The existing Agency Outcomes focus on natural and man-made crises on one hand and crime on the other. While addressing these two challenges are necessary conditions for promoting internal security in the country, they are not sufficient. In the context of growing political violence and armed conflict in various parts of the country, particularly in the North Central and North East zones, UNDAF Outcome D.2.0 contribution would have been enhanced with an Agency Outcome that focuses on conflict prevention, management and resolution to address conflict-induced insecurities in the rest of the country beyond the Niger Delta. A complementary outcome on humanitarian assistance for IDPs should also be considered.

4 UNDAF II CLUSTERS ANALYSIS

4.1 Strengthening Governance and Accountability

4.1.1 Cluster Overview

Right from the outset of African struggles for independence, many of their leaders, from Nkrumah to Cabral, have always placed an emphasis on the necessary political preconditions for economic development. The view according to which for sustainable economic development to occur, certain political preconditions must be met has also guided the paths followed by many countries which have developed economically. These pre-conditions include the existence of stable, transparent and just governance structures and policies. The existence of such structures would constitute the necessary conditions for development. But by themselves they are not sufficient to guarantee development. They must be accompanied by equally sound, transparent and accountable economic governance structures and policies. These structures and policies include the capacity to generate domestic resources in sufficient quantity with which to finance development and the judicious, transparent, accountable and fiscally responsible use of the resources that are generated. Such is the importance of the economic and political governance nexus that it was accorded a significant place in the United Nations Development Assistance Framework (UNDAF II) to Nigeria. The aim of the cluster is to further strengthen this nexus in order to permit an enhanced and sustainable growth and development in Nigeria. The overarching objective of UNDAF II's first cluster, made of the following two pillars: "to ensure that resource mobilisation and public expenditure management meet international standards of fiscal responsibility and requirements necessary for achieving national development targets, consistent with the National Development Plan and the MDGs" and "to ensure improvements in the three main pillars of accountable governance – elections, justice and anti-corruption and this should be achieved in accordance with the rule of law and in response to public demand" is to strengthen governance and accountability in Nigeria.

4.1.2 Mid Term Review Findings

4.1.2.1 Results Achieved

Governance and Accountability cluster is based on two UNDAF Outcomes. The first outcome aims to ensure that more resources are mobilized and channeled effectively in support of national development priorities, including the MDGs.

UNDAF Outcome A.1
"*Resources mobilization and public expenditure management meet international standards of fiscal responsibility and requirements for achieving national development targets consistent with the National Development Plan and the MDGs*"

In response to the unsustainably high reliance on oil and gas revenue, UNDAF II expects the relevant agencies active in Nigeria to support Nigerian efforts at reducing the country's high reliance on gas and oil revenue through domestic resource mobilization. At the federal level, the responsibility for expanding the revenue base is vested in the Federal Inland Revenue Service

(FIRS), whose establishment in 2005 predated UNDAF II. Since its establishment, the FIRS have been making progress to mobilize domestic revenue. According to FIRS sources, the tax revenue it has generated has increased from N1,866.2 billion in 2006 to N2,830.34 billion in 2010—a 35 per cent increase. This achievement has been made possible by the introduction of the electronic payments system; the internal reforms within the FIRS; aggressive collection drive; and improved performance by companies.

The states of the federation were expected to follow the example of the federal government by establishing their own Inland Revenue services. Lagos and Adamawa states have complied with this directive while Ogun and Bauchi states are in the process of following suit. Benue state has recently passed a bill establishing an agency for the administration and collection of internal revenue at state and local government levels. Figures are however not available on state by state basis to show how much they have generated in revenue. Even those states that have established Inland Revenue boards, these boards are not autonomous as they tend to operate as parastatals and not as independent bodies. Being under the control of their respective government, their performance tends to be limited. While the FIRS is doing relatively well, the same cannot be said of its state counterparts.

Resource mobilization is not a direct UNDAF outcome but it is relevant to UNDAF in as much as UNDAF is aimed, among other things, at ensuring fiscal responsibility and accountability in the use of public funds, the same resources that are mobilized by the FIRS. Between 2005 and 2007 the UN had provided support to the FIRS, notably in upgrading its e-payments system, an initiative that has contributed in no small measure to the achievements referred to above. If the IFRS is to continue to play this role and if the capacity of its state counterparts is to be strengthened to be able to match the success of the FIRS, the UN ought to extend further assistance to the FIRS and also initiate programme of assistance to its state counterparts.

Agency Outcome A.1.1

The thrust of this outcome is the development of national and state capacity to develop and manage development programmes, including their financing. To date such capacity has been built at the national and some state levels. For example, the UN has assisted the National Planning Commission (NPC) to develop the National Vision 20:2020 long term plan which has been launched by the government. In order to operationalise the Vision, the First Medium-term Plan (2010-2012) has been prepared and this received substantial assistance from the United Nations. The UN is currently providing assistance to two states (Benue and Niger) in the development of their State Medium-term Plan which will be directly linked to the National Vision. Benue state has just (2010) produced the first draft of her Plan titled ‘’Our Benue, Our Future’’.

Sectorally, working collaboratively, three UN agencies are providing assistance to the Federal Ministry of Health in conducting National Health Accounts (NHA and Public Expenditure Reviews (PERs) in the health sector. These reviews provide evidence on expenditure levels, effectiveness, efficiency and equity of expenditure in the health sector. This work is being carried out in the context of the National Health Plan. The UN supported the development of the Gender Budget Statement of the National Assembly (NASS) as well as the NASS Women

Affairs Committee for the monitoring and evaluation of the 2010 budgets of three sectors (health, agriculture and education) from a gender perspective. The UN is also in the process of providing assistance to Cross River State to conduct PERs in the Social Welfare and Women and Child Affairs Department.

The UN has collaborated with the Office of the Special Assistant to the President on Millennium Development Goals (MDGs) in conducting an MDG Costing/Needs Assessment in partner states. This exercise has completed in four states (Niger, Benue, Delta and Adamawa). Similar costing exercises have been conducted for the health plan at the federal and state levels. Some states have developed education plans and costed budgets. The overall goal is to ensure that plans are linked to budgets at all levels of government.

Agency Outcome A.1.2

Under this outcome, it is expected that a framework for timely production of socio-economic data would be put in place at both federal and state levels. To achieve this objective, the United Nations has supported the National Bureau of Statistics (NBS) and State Statistical Agencies in their effort to create awareness within Ministries, Departments and Agencies (MDAs) about DevInfo as a tool for storing, retrieving and presenting evidence in charts, tables and maps and sharing same with a large audience in a uniform format for purposes of monitoring the achievements of MGDs as well as its uses for planning, monitoring and evaluation. In this context also, support has been provided to NBS to develop first version of the national socio-economic specific data base. The UN also supported twenty (20) State Planning Commissions/State Statistics Agencies to develop state specific data bases. Anambra, Benue, Cross River, Ondo, Oyo, and Rivers states have in addition customized their databases called ANSInfo, BenueInfo, CrossRiverInfo, OndoInfo, OyoInfo, and RiversInfo respectively Anambra State was supported to upgrade its Statistical Agency to State Statistics Bureau.

The UN has assisted the NBS to develop and deploy a Virtual Private Network in 17 states. The network is supposed to facilitate a seamless and timely exchange of data and statistical information between NBS and state statistical agencies. In addition support has been provided for the production of Statistical Yearbook in Delta, Niger and Sokoto states with the aim of improving the quality and timely release of this yearbook in these states. The UN has also provided assistance to the NBS for the conduct of various technical programmes for federal and state officers in technical areas of data collection, analysis, processing, survey management, etc. The UN has assisted the NBS to develop a National Strategy for the Development of Statistics (NSDS) and the platform for actualizing it in the form of a web portal (www.nigerianstat.gov.ng). The NSDS covers federal and state producers of statistics. At the state level, each state is supposed to develop a state strategy of its own or a Statistical Master plan peculiar to its own statistical system. With support of UNDP, the NBS has also created the Nigerian Data Nervous System (NDNS) by bringing all data users and producers and the NBS conducted a Capacity Needs Assessment of the implementation of the National Strategy for Development of Statistics (NSDS) in the context of the Federal and State Statistical Master Plan in Niger and Delta states.

Seventeen states have been linked with the NBS Virtual Private Network as of the time of writing. This network is facilitating a seamless and timely exchange of data and statistical information between the NBS and state statistical agencies. While the capacity of the NBS to develop user-friendly databases has been developed along with its ability to conduct timely surveys related to the MDGs, the same cannot be said of its state counterparts. The UN also conducted a survey with the NBS on "NBS/EFCC Business Crime and Corruption Survey" which was conducted in partnership with the Economic and Financial Crimes Commission (EFCC). The survey was carried out in 2007 as part of the project "Support to EFCC and the Nigerian Judiciary" funded by the European Union

While progress has been made in achieving the expected outputs of Agency Outcome A.1.1, many of the interventions are still on-going. Their successful completion would permit a more favorable assessment of achievements under this outcome. For now, one can only say that efficacy under this outcome is satisfactory.

Agency Outcome A.1.3

With respect to this outcome, it is expected that broad coalitions of non-state actors in demanding fiscal responsibility and effective use of resources would be built. In order to achieve this outcome, the UN conducted a mapping exercise of civil society organizations (CSO) in the FCT and 9 states including five DAO states (Akwa Ibom, Imo, Kaduna and Lagos). About 200 civil societies were identified in the process. Their capacities were enhanced in key areas of public procurement, budget formulation, budget analysis, budget tracking, budget monitoring, development projects monitoring and reporting and facilitation skills. These CSOs are now organized into a coalition called the Civil Society Development Watch Initiative (CSDWI). UN support is also being provided to CSOs to track programmes that deliver services to women and children in Cross River state; monitor procurements and the implementation of development projects at national and state levels; facilitate the enactment of the Public Procurement Act in Ondo state; and stepped up advocacy efforts to fast-track the enactment of public procurement and fiscal responsibility laws in Imo and Kaduna states. Some State Houses of Assemblies have made standing requests to extend invitation to members of the Initiative to participate in annual budget reviews.

The UN is supporting a local CSO in partnership with International Budget Partnership to replicate the Open Budget Index at the State and local government levels. The index is a measure of transparency, openness, and participation in the budgeting processes. The Economic and Financial Crimes Commission (EFCC) is also being supported towards the development of tools to support civil society work in budget tracking at all levels of government. A similar effort is being supported with the Bayelsa State Due Process Office and Civil Society Network (BANGOF) for the Bayelsa State budget. The organization is also being supported in its effort to engage citizens at local levels to be involved in the fight against corruption, economic and financial crimes. To this same end, support was also provided for the conduct of a Baseline Survey on Budget Literacy and Corruption and an Assessment of Civil Society Budget and Accountability Initiatives in Benue, Lagos, and Cross River, Adamawa, Sokoto and Imo states. The Independent Corrupt Practices and other Related Offences Commission (ICPC) is receiving

support to build capacity of member organizations of the National Anti-corruption Coalition (NACC) on budget tracking across Nigeria.

The UN facilitated the funding of representatives of the EFCC Strategy and Reorientation Unit, a representative of the Nigerian CSOs, a representative of the Budget Office and a representative of the ICPC to embark on study tour to South Africa to learn about Budget Processes and Tracking.

The UN has provided assistance to three states (Niger, Benue, and Adamawa) for sensitization and advocacy meetings towards the passage of the Fiscal Responsibility Act. In addition, Niger State is currently developing a Fiscal Policy Toolkit as well as a Public Expenditure Management Assessment. Similar exercise will be conducted in Adamawa and Benue States. Further still on public expenditure management, the idea of establishing a National Sovereign Wealth Fund (SWF) to run parallel with the Excess Crude Account (ECA) as a fiscal stabilization tool was recently approved by the Council of State in November 2010 and it is being forwarded to the National Assembly for the enactment of the appropriate legislation. The SWF will invest funds internationally and with external fund managers in order to increase their potential return and limit corruption.

In the area of fiscal policy management, the UN has also assisted states to identify national experts with experience in fiscal policy management (mostly on consultancy basis) to help with advocacy meetings on fiscal responsibility laws and also in conducting public expenditure reviews and the development of a fiscal policy management toolkit. This is one approach that has worked very well. Indeed in four states (Niger, Benue, Rivers and Adamawa) it has contributed to the progress made in the passage of the fiscal responsibility Act while Niger state is currently developing a Fiscal toolkit as well as a Public Expenditure Management Assessment. With the support of the UN, the Bureau of Public Procurement has been able to initiate the passage of the Public Procurement Bill which sets out guidelines for public procurement of goods and services. But only few states have enacted such legislations. The passage of a Fiscal Responsibility Act in some states does not automatically guarantee transparency and access to budgetary information for civil society.

To mitigate this, there is a need for capacity building process for the implementers of the reform laws. Furthermore, given that majority of the public expenditure in Nigeria is incurred at sub-national levels, support for implementation is required at the state as well as the LGA levels. The UN can also leverage its partnership with the anti-corruption agencies to be able to provide avenues for cooperation between civil society coalitions and the Agencies especially in the area of access to information. Even with the passage of the Public Procurement Act, the major challenge remains that of ensuring compliance with the provisions of the Act.

Most of the initiatives under UNDAF Outcome A1 are on-going, but at this stage, it can be said that satisfactory progress has been recorded in achieving the stated objectives. There are no indications from available evidence that the programme will not be satisfactorily implemented. On completion therefore, it should be expected that the goals would be fully realized.

UNDAF Outcome A2
"*Improvements in the three main pillars of accountable governance – elections, justice and anti-corruption – achieved in accordance with the rule of law and in response to public demand.*"

Agency Outcome A.2.1:

This outcome seeks to increase the performance of both national and state electoral organizations in planning, conducting and monitoring of credible elections, in collaboration with key stakeholders and in conformity with national and international standards.

From the review of this outcome, UN support has contributed towards putting in place plans, systems to enable INEC to organize free and fair elections in 2011 as INEC in conformity with the 2010 Electoral Act passed by the National Assembly. The country s electoral management body itself has been reconstituted with funding coming directly from the consolidated revenue account of the federation. The digital registration systems are in place. INEC Staff capacity building, as well as ad hoc personnel's, has been stepped up. There is high level of enthusiasm on the part of government, political parties, National Assembly, civil society, citizens and indeed the UN and other development partners to supporting the existence of a strong electoral system that will produce free and fair elections in 2011 and beyond.

The programme and projects that have been implemented are relevant because they address the national developmental priority of promoting electoral reform and good governance in the country. However, there is still much work to be done at the state level where elections are organized by SIECs and are under the control of State Executives.

Secondly, UN support has contributed to the provision of appropriate platforms for citizens to articulate their opinions on the much needed electoral improvements during the national debate on electoral reform. They raised issues such as strengthening INEC, making it autonomous from the executive in the area of appointment of personnel to run the body, funding etc. Other issues include strengthening of procedures within political parties to make them democratic; strengthening voter registration and voting procedures; and judicial strengthening to handle electoral cases. All issues considered key problems if not addressed do constitute serious impediment to laying the basis for deepening democracy. Procedures for broadening political education and participation have been designed to boast the participation of women in politics as well as guide against the use of children in election related violence. The programme and projects are relevant as they address the national developmental priority of promoting citizens participation in deepening democracy. Their effectiveness and efficiency will be noticed during the May 2011 elections and beyond. Since they are targeting elections in May 2011, INEC is seen working assiduously by putting in place procedures, equipment, capacity building of election personnel, and public sensitization for voter registration**.** The outcome of the support may not be seen immediately, but the design and implementation procedures if not abandoned, will help produce long-term intended results.

Thirdly, progress has been made in strengthening and creating new CSO networks to promote election education, voter registration and voter sensitization on the need to play a decisive role in

deepening democracy. Some of these coalitions are at the national level while others operate at zonal and at the state levels. The building of CSO networks addresses the national priority of expanding the scope of participation of citizens in governance as well as deepening democracy. The commitment of the CSOs has been noticeable since the implementation of the deepening democracy project.
This outcome is contributing to the attainment of article 21 of the UN Convention on the right of people to participate in governance, particularly women and other disadvantaged groups in society.

Agency Outcome A.2.2

This outcome seeks to increase performance of the justice system and law enforcement institutions, at Federal level and in the focus States, necessary for the transparent, fair and timely consideration of civil and criminal cases, in conformity with national and international standards.

The review has shown that progress has been made in mainstreaming reforms, updating rules and procedures to enhance the performance and integrity of the judiciary in line with the Nigeria's African and international commitments as well as UN Guidelines on the strengthening of judicial institutions and making them citizen, gender and child-friendly.

For instance, the courts have started to deliver judgments against the politically powerful elite and overturning electoral mandates that were stolen. These actions have been lauded by many citizens and gradually the judiciary is regaining citizens' confidence. However, there are implementation gaps in carrying out State Action Plans in promoting judicial integrity in some DAO states, sometimes because of capacity and technical gaps. The strategies are in line with national priority of improving governance at all level in society, but the effectiveness and efficiency have not matched expectations. The efforts can be sustained in the future since the basic framework is in place. Regimes not financially committed to pursuing the judicial reforms may affect performance levels and therefore sustainability. In addition to efforts aiming at maintaining the judiciary's relative autonomy in the performance of its functions, alternatives to formal adjudication models (ADR) have been introduced.

Secondly, progress has also been made in strengthening the police and the prisons through capacity building, advocacy, policy dialogues and the modernization of working equipment. The innovative inclusion of human right principles in police and prison work as well as the mainstreaming of gender and youth perspectives address the national priorities of providing internal security, a sine qua non social enabler for economic development. However, there are still gaps in the operations and behavior of members of these institutions as cases of right violations by the police and prisons personal remain too common.

Thirdly, the UN which has worked with the Human Rights Commissions in training security forces for election work is also supporting capacity building of prisons personnel on how to mainstream human rights in their routine work. A Task Force on Prison Services constituted with government, UN system and civil society as members has meanwhile been integrated into the National Prison Roundtable managed by the NPS. It is important to note that the assistance

rendered in the outcome is also fulfilling UN Convention on the protection of human rights of citizens who may come across the police and the prisons.

Finally, the UN has assisted the National Judicial Institute to build human capacity, revamp the law library, and provided equipment to facilitate the mandate of the Institute which is to train Nigerian Judges throughout the Federation.

Agency Outcome A.2.3

This outcome seeks to mainstream anti-corruption and procurement reform measures in key areas of public sector management at Federal level and in the focus States. Under this outcome, there has been progress made in putting in place draft bills on public procurement that resulted in the National Assembly passing the Procurement Act. MDAs are been sensitized on its implementation. Little progress has been recorded at the States level as many of them, thirty (30), are yet to pass the procurement law. The strategies adopted are relevant as they address the national priorities of the Federal Government of Nigeria in the "vigorous pursuit of due process" and the fight against corruption. It is hoped that with the passage of the bill across all states and the sensitization of the private sector about the need to conform to the requirements of the bill, the UN convention on the elimination of Corruption would have been complied with.

Progress has also been made in putting e-procurement solutions in place as well as steps towards mainstreaming them into all aspects of Nigerian life. Little progress has been recorded in terms of putting procedure in place, although CSOs are engaged in advocacy efforts in this regard at all levels of government.

Furthermore, progress has been noticed in government anti-corruption institutions like the EFCC, ICPC, CCB, BPP, IATT, NEITI, and many procedures have also been put in place to achieve the goal of stamping out corruption in both the public and private sectors. Some states have taken the initiative in fighting corruption by requesting assistance from UN agencies. Skills have been built while assistance has been provided by the UN agencies for putting in place ICT systems to detect and prosecute offenders. Petitions have been received by the anti-corruption bodies and fewer prosecutions have been made considering the magnitude of the phenomenon in Nigeria. The strategy fits into the government priorities of fighting corruption. However the continuing corruption in both public and private sectors could slow down the implementation of these efforts. The position which the country is occupying on the Corruption Perception Index as at 2010, with Nigeria scoring 2.4, shows that more work has to be done to eliminate this threat by strengthening governance and accountability.

There has been progress made in increasing citizens' involvement in the fight against corruption. All the implementing agencies have components where civil society is playing a role in mobilizing and voicing out public opinion against corruption. Anti-corruption coalitions have been created and IPs such as the BPP, EFCC and ICPC, NEITI are working with individual CSOs at National and State levels as well as Anti-Corruption Coalitions e.g. Zero Corruption Coalition, National Anti-Corruption Coalition etc. A limiting factor is the lack of a freedom of information laws to facilitate their work. Even CSOs attempts at budget tracking at national, state and local government levels have been weak due to this factor. The UN assistance in this area is

one essential element of fostering community involvement in anti-corruption action (Art. 13 UNCAC) as well as the UN Convention against Corruption

4.1.2.2 Efficiency

In terms of resources, the total allocation to Governance and Accountability Cluster is $ 142,827,000 (7.3 per cent of total). Within this category, a sum of $ 44.6 million was allocated to UNDAF Outcome A.1 (Resource Mobilization and Public Revenue Management to meet international standards of fiscal responsibility and requirements for achieving national development targets, consistent with the National Development Plans and the MDGs. UNDAF Outcome A.2 (Improvements in the three pillars of accountable governance—elections, justice and corruption—in accordance with the rule of law and in response to public demand) in turn was allocated a sum of $ 29.8 million.

The efficiency criterion is a concept that can go beyond costs (as a traditional measure of efficiency) for example to include issues like capacity utilization, disbursement rate and the timeliness of implementation of a project. It also answers questions relating to total resources utilized, the relationship between output and cost and the contribution of to UNDAF outcomes. As the information on some of these issues is not readily available, some insights are offered below on the cost of the programme, disbursement and timeliness.

In the particular case of this programme, an important factor which makes the evaluation of the efficiency criterion difficult is that there is no single location for UNDAF fund. There are agency financial pledges but each agency supports its own programme as permitted by its work programme. In other words, there are neither funds pooling, nor information pooling on funds movement. An official went as far saying that the efficiency of UNDAF is the sum total of individual agency efficiency. This makes the evaluation of UNDAF efficiency difficult as it would involve evaluating each agency efficiency—an activity which is beyond the scope of this work. In spite of these limitations, some statements can still be made on the efficiency criterion as regards economic governance and accountability. The review will discuss the following measures of efficiency: cost of programme, disbursement rate, implementation and its timeliness.

The budget for the Governance and Accountability Cluster is US $142.9 million. In the absence of comparable figures (on similar programmes), it is difficult to say if this budget is a reasonably efficient one or not. Similarly, we do not have access to market prices or quotations to be able to answer the question as to whether the costs of the equipment bought for the project were the least costs. In the same spirit, one cannot say whether or not the recorded outputs justify their cost. However the resources expended have contributed to the achievements of the recorded UNDAF and Agency outcomes as described above. It can be mentioned though that UNDAF is likely to increase transactions costs initially but as processes are put in place and as agencies progressively learn lessons, transactions costs are more likely to be reduced for all agencies. This is one of the Paris Declarations on Aid Effectiveness.

The amount to be disbursed is determined by the head of each agency in accordance with each agency's work programme. But so far, a combined total amount of US 15,698,657 was disbursed in 2009 and 2010 out of US $ 71.0 million earmarked for Economic Governance and

Accountability. This represents about 22.1 per cent disbursement rate. This can hardly be described as efficient considering that the programme is already in its mid-life. But little as it may be the amount disbursed has facilitated the achievements described above. Slow disbursement in the early years of a project/programme is normal because of start-up problems. But as time progresses and relevant lessons are learnt, disbursement and rate of implementation would certainly pick up. The disbursement for UNDAF cluster A2, Deepening democracy shows that in 2009, the amount approved was $1,275,000 and the amount expended was $1, 006,898. In 2010, $574,000 was approved, while a total of $692,137 was expended.

4.1.2.3 Effectiveness

In implementing UNDAF, the UN has relied on a combination of strategies. These include networking, capacity building, advocacy, and partnership. These strategies have been effective as evidenced by the achievements that were recorded. In the context of a large and diverse country like Nigeria, effective strategy of intervention has to include networking and partnership. A capacity building strategy is also relevant where there are human and institutional capacity constraints. But a vital strategy appears missing: policy dialogue, by which is meant the ability of the UN to try to change national orientation through the findings of studies carried out on specific issues. In a resource-rich country like Nigeria, money may not be the binding constraint on development but rather those issues that have direct bearing on attitudinal change towards development. The UN can certainly play a critical role in committing to policy dialogue on economic management.

For example, under agency outcome A.1.1, the strategies deployed include support for sectoral technical working groups (network of national experts in sectoral planning), participation of key stakeholders from states and recognized professional associations in order to broaden stakeholder participation in development planning. In the development of the mid-term plan (2010-2013), The UN supported the facilitation of stakeholder workshops in geo-political zones in the country in order to enhance buy-ins and inputs of the different zones. At the state level, strategies include the facilitation of state expert network to develop mid-term plans which fit into the State long-term plan and the National Vision Framework. There are however useful lessons that can be learnt from the strategy. One is that the network expert approach can be useful in development planning and implementation. The other is that partnerships can be further strengthened in the areas of supporting implementation of policies at the state and LGA levels as relevant (UN technical and gender focused agencies link together in collaboration with those active at federal development levels thereby linking national with sectoral developments. These strategies are not without constraints. These include the inability of the Federal and state governments to link up properly for development planning and for fiscal policy management purposes. On-site discussions with officials of the NPC also confirmed this view. Another constraint is the low buy-in by top political actors in fiscal policy activities.

A harmonized approach to capacity building for the NBS and partner states was used y the UN under Agency outcome A.1.2; it has the advantage of ensuring that the NBS regulates the type and quality of training provided to State Statistical agencies. Another strategy was the linkage of UN activities with identified priority areas in the National Statistical Master Plan and the NSDS. Another strategy is the delivery of ICT and infrastructure development to States through the

NBS. This has the advantage of keeping the NBS informed of the kind of support which states are receiving under UNDAF II so as to avoid the duplication of efforts. The challenge of using these various data sets to inform policy and programme implementation remains and is one that that will be focused on remaining UNDAF period.

Achievements observed under Agency outcome A.1.3 have been made possible largely through capacity building and networking. This is partly in response to the observation that civil society organizations may not have the capacity to carry out the monitoring functions expected of them. Thus building their capacity and encouraging them to network has been found useful. Another strategy is that of facilitating partnerships between the coalitions and anti-corruption agencies (EFCC and ICPC). This way they can share information and complement each other in their various functions. These strategies have worked well: Coalitions now have access to Anti-Corruption Agencies while the awareness of the work of the Agencies has increased. According to the EFCC the number of petitions submitted by citizens has increased since the beginning of 2010. As a result of enhanced capacity, the level of monitoring of the procurement process of development projects has also increased. DWI members have also recorded varying degrees of participation in bidding processes.

UNDAF Outcome A2

Agency Outcome A.2.1: "Strengthening electoral and other political institutions". The strategy has been effective in addressing the institutional structuring/capacity deficits of INEC; providing a voice for citizens through CSOs' participation in electoral reforms. When electoral reforms are comprehensively legislated and implemented, the electoral process will improve the quality of democracy. However, the support framework is limited to the national political institutions at federal and state levels. Local governments are not specifically targeted.

Agency Outcome A.2.2: "Strengthening the justice and security sectors". The challenge is the size of the country which makes the support to be inadequate in terms of coverage. The strategies put in place to reform the justice sector are slowly becoming effective in terms of improving capacity and integrity.

Agency Outcome A.2.3: "Mainstreaming anti-corruption and procurement reform measures into public sector management". The strategies have not been effective as both MDAs and state governments are unwilling to use the procurement regulations to curb corruption as well as refusal to pass these laws at state levels.

4.1.2.4 Sustainability

Sustainability is the likelihood that the achievements recorded so far will be sustained beyond the programme life and the resilience of the achievements to financial, political, systemic and other risks. It also deals with questions such as the likelihood of the sustenance of the achievements after the withdrawal of external support, the extent to which counterparts are able to continue erstwhile UNDAF supported activities, and the extent to which UNDAF has built human and institutional capacities, the continued commitment of stakeholders, including government (at all

levels) -and civil society to the programme in terms of sustaining the momentum that has been generated.

Under this outcome A.1.1, the capacity of MDAs at all levels for cross-sectional planning and budgeting is to be developed. This outcome has relatively been achieved. The UN has assisted the Federal government in developing Vision 2020 and the first National Development Plan. Some states (Benue, Niger) have developed their state plans as a result of their enhanced capacities. While not all states have been able to develop such documents, the achievements recorded to date are only sustainable for now because of the ongoing UN system support. In the area of fiscal responsibility, the recent approval by the Council of State of the SWF and the development of Fiscal Policy toolkit by some states are indications that both the FGN and the states are committed to reforms in public expenditure management. The sustainability of the achievements is mostly likely for now because of the continued UN support to both the FGN and the states. While not all states have been able to develop such documents, the achievements recorded to date are likely to be sustainable, provided that political support for the Vision 20: 2020 as a planning instrument remains given the continuing support of the UN. In the area of fiscal responsibility, the recent approval by the Council of State of the SWF and the development of Fiscal Policy toolkit by some states are indications that both the FGN and the states are committed to reforms in public expenditure management. Sustainability is most likely if the political will remains. UN support will work if there is high level backing. Analysis of current leadership indicates that this backing is likely to remain with political consensus at the very top level of government.

Agency Outcome A.1.2

Under this outcome, a framework for timely, reliable and accessible data on MDGs and other socio-economic targets would be institutionalized. As discussed above, significant progress has been made in meeting this outcome. The Virtual Private Network of the NBS is operational in 17 states and all states have passed legislation approving the establishment of State Statistical Bureaus. The web portal of the NBS, which can be assessed by all states and all users, is now fully operational. These achievements are likely to be sustained because of the commitment of the UN system and the federal government. On the part of the federal government, on-site discussions show that the unwritten understanding is that government commitment is about 20% of the total cost of the programme. In an agency like the NBS for example, government counterpart funding to the NBS is about N 281,482,000 out of N401,482,758 required to achieve outcome A1.2. This amount has been mainstreamed into the First National Implementation Plan 2010-2014, thus guaranteeing continuous and sustained government support. In addition the political will of the government is expressed among other things, by the support of the Minister of National Planning. This support ensures sustainability over the long term.

Agency Outcome A.1.3

This outcome expects the formation of broad coalitions of non-state actors that can make demands for fiscal responsibility and effective use of resources. To a large extent this objective has been achieved with the formation of the Civil Society Development Watch Initiative. The Initiative is being registered to enable it form a credible vanguard to strengthen people's voice to

demand accountability and service delivery at all levels. The Initiative facilitated the enactment of the Public Procurement Act in Ondo State, among its other achievements. These achievements are likely to be sustained because the new political dispensation in the country (full and open democracy) will not demand anything less and because of continued UN support. But there is a danger that the civil society organizations might not be effective as expected if they are not insulated from government funding and management. Sustainability of this outcome would depend critically on the ability of the UN to provide an independent means of financing for the Development Watch Initiative.

4.2 Promote Productivity and Employment

4.2.1 Cluster Overview

Four main concerns underlie the Productivity and Employment Cluster: Poverty, Unemployment, Agriculture, and Environment. Nigeria's population is estimated to be 150 million. Before the discovery of oil in Nigeria, Agriculture was the main stay of the economy, and according to the 2008 Nigeria Demographic and Health Survey (NDHS), it offered satisfactory livelihood to over 90 percent of the population. Current reports (e.g. MDGs + 10 2010) estimate that 60 percent of population are engaged in agriculture, with small holder farmers constituting over 90 percent of practitioners. While population and labour force indicate an increasing upward pattern, employment creation has however not been able to meet up with this trend. Environmental degradation and impact of climate change present additional challenges. Natural phenomena, population pressure and human impact account for the situation. The establishment of the National Economic Summit Group (NESG), served as an attempt at getting the private and public sectorsto dialogue on significantly removing constraints to private sector growth. The National Planning Commission (NPC) was charged with the responsibility of developing an effective dialogue on macroeconomic and policy issues with the private sector, which besides the NESG were other groups advocating for better business environment.

It is in response to the above concerns that UNDAF II incorporated a specific cluster seeking to "Promote Productivity and Employment". The Cluster's three constitutive UNDAF Outcomes are respectively:- *"Enabling policies and investments lay the basis for faster and more sustainable growth in output and employment in the rural economy"; "Organized agents articulate and demand for and help to ensure equitable delivery of services for growth and employment in rural markets (credit, production, renewable energy, skills formation, business development, and market information)"* and *"Enabling policies for trade and investments stimulate businesses in the rural economy that are competitive in domestic, regional and international markets"*.

UNDAF Outcome B.1 seeks to deal with the national challenge of rural sector development in the area of agricultural reform, manufacturing and small/medium enterprises. It is linked to MDG 1 "*Eradicate extreme poverty and hunger in particular*", MDG 3 "*Promote gender inequality and empower women*" and MDG 7 "*Ensure environmental sustainability*". UNDAF Outcome B.2 was envisaged to effectively contribute to one of the stated national priorities of building a robust private sector-led economy that enhances poverty eradication. MDG 1 is

specific on eradication of poverty and hunger. Because the rural poor experiences challenges in accessing credit and other strategic resources and feminization of poverty is prevalent in Nigeria, cross cutting issues of human right and gender equality (MDG 3) were embedded in this outcome. UNDAF Outcome B.3 aims at a) Driving and promoting increased value addition to Nigeria's potential in agriculture, minerals, oil and gas and b) Ensuring value addition to productivity, such that investors could be encouraged to go beyond production of raw materials and processing. Not only are MDGs 1 & 3 addressed through this outcome, but also, MDG 7 "*Ensure environmental sustainability*" and indirectly the health focused MDGs 4 and 5, since environment could impact on child and maternal morbidity through water and pollution related ill-health provoking situations. Furthermore, this UNDAF Outcome targets MDG 8- "*Develop a global partnership for development*", when implemented, should link businesses in the rural economy to institutions and opportunities in the global markets.

4.2.2 Mid Term Review Findings

4.2.2.1 Results Achieved

The "Promote Productivity and Employment" Cluster is made up of three UNDAF Outcomes, 7 Agency Outcomes and 20 Agency outputs.

UNDAF Outcome B.1 "*Enabling policies and investments by the basis for faster and more sustainable growth in output and employment in the rural economy*"

The first goal of the Millennium Development Declaration is the eradication of poverty. Thus, in recognition of the multi-dimensional nature of poverty, the UNS in Nigeria has supported government priorities of rural development (agriculture, land reform, manufacturing and SME) with the goal of "*Enabling policies and investments by the basis for faster and more sustainable growth in output and employment in the rural economy*"- To achieve this Outcome are three Agency Outcomes, namely: B.1.1, *B.1.2 and B1.3*

Agency Outcome B.1.1:

" ***Sectoral MDAs at Federal level and in the focus States are able to develop evidence-based medium term plans and budgets that support sustained growth and employment in rural economy"***

As part of the assistance to the country in building national capacity, the UNS, collaborated with the National Bureau of Statistics, to support the conduct of Needs Assessment at sub-national levels in 4 states (Adamawa, Benue, Delta and Niger States). This resulted in leveraging the respective state officials' capacities in the allocation of the required resources in yearly plans and budgets in the different sectors, up to 2015 for achieving MDGs. This intervention is in line with the Paris and Accra Declarations, which emphasize national capacity development to plan and execute own programmes. It is to be appreciated also that such needs assessment, could facilitate new policy development and appropriate budgeting measures incorporated, aimed at

improving rural economy in the states involved. Similar skills should be scaled up in other states and MDAs.

The UNS also assisted the Federal Ministry of Commerce and Industry in the development of industial sector specific Action Plan –Vision 20:2020, which has been signed by Government. Also, with the support of the UNS, the Government endorsed the National Employment Action Plan (NEAP) and mandated all Ministries, Departments and Agencies (MDAs) to include employment content in all contracts. The implementation of these Action Plans will confirm government committment in this regard.

In collaboration with the UNS, the Federal Ministry of Labour and Productivity has developed a Draft Nigeria Decent Work Country Programme (DWCP) II for 2011-2014. It is an evidence-based medium term framework of coooperation, between the Government, OPS and CSOs. It is an attempt at Public-Private-Partnership to address the unemployment situation in the country.

The Ministry of Education, Science and Technology, Benue state, was supported by UNS in the conduct of training activities in ICT for unemployed graduates.Also, 30 students of three co-educational (mixed sexes) Colleges of education in three senatorial zones were similarly trained. Laptops were distributed to the trainees on completion of the training.

Agriculture value chain analysis and the report generated was supported by UNS, so also was a Baseline Survey on Agriculture value chain on mango crops in Benue state (UNDAF State) with the aim of igniting interest in agro-processing for value added output and job creation in the rural economy. A similar survey was supported by the UN in Rivers State. However, follow-up activities and similar analyses in the other focus states were still awaiting implementation.

The UNS supported the development of pro-poor fiscal policy options, in collaboration with the World Bank. To this end, a baseline national Micro-finance Survey by Central Bank of Nigeria (CBN) to inform National Policies revision and strategy development and facilitate rural finance institutions building programme (RUFIN) has been completed, soon to be validated for policy reforms.. Also, a Microfinance leasing workshop was conducted but a consultancy to undertake a micro leasing study as a follow up to the workshop wasyet to be engaged.

The Millennium Development Project Villages in Kaduna and Ondo states, each with the eight components of the MDGs, were established, supported by the Earth Institute, Columbia University, Japanese Government and UN System as special projects. These demonstrate possibilities to uplift the rural poor from subsistence level, through access to basic services, assets and justice. Ninety-five co-operatives groups (both sexes) were formed for different agro-allied and other products. Through this system, members were empowered to participate and organize the groups linked up to agro-allied companies and to a Bank to access micro credit. These interventions have added value and self worth to the villagers (both men and women) in addition to being able to express their rights to participation and organization. The UNS is suporting another Pilot Project, which seeks, through ILO's Decent Work and Microfinance Programme, to empower rural women in particular, to access funding for the schooling of their children.This was being implemented in 4 states at the time of the mission and by the Lift Above Poverty Organization (LAPO). Over 2000 families have been reached. If the project proves to be successful, as a bottom–up approach in reaching the rural poor, it could be replicated in other states.

Furthermore, in collaboration with the Federal Ministry of Labour and Productivity, a Proposal for Labour Market Info-System (LMIS), to track employment in rural economy and project human resource requirements for future growth and employment in agriculture, agro-industial and other sectors, has been designed by the UNS, to be implemented in the new year.

In the area of agro-forestry, the UNS is assisting the National Programme for Food Security (NPFS) in establishing orchards, bee keeping, community agro-forestry farms among others, in different parts of the country. Gardens modules were also implemented. Though targets were yet to be met, progress was being made. In addition, in recognition of the fact that HIV/AIDS has become a rural development problem, the UN in collaboration with the NPFS, conducted series of nation wide HIV/AIDS, and nutrition related campaigns among farmers. A Monitoring and Evaluation Plan was designed as part of FAO's annual work plan with the respective MDAs. However, monitoring activities have been irregular on both sides (Government counterparts and UN system). Monitoring activities in the UN system are still agency based and the inter-agency Data committee yet to be active. An exception: the regular monitoring of MDG village project by UNDP, the MDG Office and the Kaduna State Ministry of Economic Planning.

Overall, noticeable progress has been made towards achieving B.1.1 Agency Outcome.

Agency Outcome B.1.2: "***Revitalized approaches to business development and technology transfer increase productivity and employment in selected sectors of the rural economy***"

Through the support of the UNS some progress was made on gender concerns, by the provision of livelihood support, skills and equipment for garri processing, bread making, soap making for victims of Gender Based Violence (GBV), Vasico Vaginal Fistula (VVF) and human trafficking in 4 focus states (Benue, Kaduna, Imo and Akwa Ibom States). Slower progress was however made in Kogi state, due to delays in counterpart inputs into UN Women's support for the provision of garri processing mills in five communities for women to improve their livelihood. The UNS further supported women in the development of casava flash driers in Oyo state, rice milling and salt small scale industries in Ebonyi state. Follow-up activities and monitoring are required to ensure the maintenance of the equipment and efforts at susutainablity by the institutions in the respective states. A National Network of Women Entrepreneurs (NNEW) has been established in Abakalili (Ebonyi State), Kano (Kano State) and Port-Harcourt (Rivers State). Some members of this network have also been trained in self-employment using ILO entrepreneurship development training tools. This skill enhancing activity enabled NNEW to organize a 2-day exhibition in Lagos to show the women entrepreneurs' products. UNIDO has also continued to hold quarterly meetings with Organized Private Sector(OPS), to facilitate production management skills of the members. UNS support was also extended to farmers nation wide, on Research-Extension-Input Linkages System (REFILS) to improve on agro production..In addition, crop intensification was promoted, aquaculture modules processed, and animal production implemented among others. More pertinent was the formation of about 4664 groups in different parts of the country, as apex groups which benefitted from training in Community Driven Development (CDD) approach. Periodic Bulletins on market information systems were also published to update farmers. Meanwhile, a proposal for Facility Inclusive Markets (FIM) was being reviewed for selection for UN support. When approved, such facility

could offer among others, a window of opportunity to women to further facilitate their economic empowerment.

Under this Agency Outcome, it was noted that for the Niger Delta Youth in particular, special curriculum on mind-set re-orientation, restiveness and vocational training for 150 youth was supported by UNS through UNOPS. This was aimed at meeting the demand for blue collar skills and to boost Niger Delta Youth employment. Only Delta state out of the 9 Niger Delta states in the region was covered. The number of trained youth is however, not substantial to the extent of changing the youth situation in the troubled areas. The planned multi-purpose vocational Youth Centre (VYC) is yet to be completed and adequately equipped. Trainees were therefore, transferred to the Petroleum Training Institute (PTI) in Warri, Delta State, for continuation of the training. Attempts have been made to link up the already trained youth to the Delta state government for possible employment. Here progress however has been slow. This slow pace could breed further discontent among the affected youth. As part of youth employment promotion, the UNS system also supported the Ministry of Youth Development to develop a National Youth Employment Action Plan (NYEAP). Along with this, was the establishment of a manual on youth employment creation templates, to be used by all MDAs.

The above interventions, the technology transfer as well as the OPS involvement would need to be scaled up considerably, if an appreciable increase in productivity and employment in selected sectors of the rural economy pursued through this agency outcome and its outputs is to be achieved.

*Agency Outcome B.1.3****: "Environmental policy regulatory and enforcement agencies at federal and in X states able to establish and manage an integrated framework for environmental governance"***

Environmental governance remained an area of concern under UNDAF II. The UNCT supported the Federal and state Ministies of Environment through dialogue and meetings on environmental issues. One of the highlights of UNDAF achievements in this thematic area included the development of an Environmental Enforcement Policy destined to setting directions and mechanisms for environmental governance in the country. Also of note is the National Regulations Guidelines for Oil spill, Recovery, clean-up Remediation and Damage Assessment that has been produced by National Oil Spill Detection and Remedial Agency (NOSDRA); so also is the National Environmental Regulations/Guidelines for Management of Oil Spill and Oil Waste. Both documents have been submitted to Federal Ministry of Justice to be gazetted by government. The Petroleum Industrial Bill, currently in the National Assembly (NASS), when enacted will contribute greatly to enhance the effectiveness of the existing Environmental Regulations and Policies. The National Enviromental Standard and Regulatory Agency (NESRA), is also in the process of developing an Environmental Public Awareness Master Plan. A similar Environmental Management Plan for FCT was in preparation at the time of the mission

From the foregoing discussions, overall, highly noticeable progress was made towards UNDAF Outcome B.1, through the different Agency outcome interventions even if the 2010target Date () has now been exceeded. The activities were relevant but not sufficient in quantity to fast track achievements to meet up with the set Outcome target date. There were outstanding interventions , while some were at stage setting state, such as the proposal for Renewal Energy Pilot Projects

for increased employment, productivity and output in rural economy. In addition, the advisory support to the preparatory meeting being organized by Federal Ministry of Environment to establish a national network of expert practitioners, so as undertake research and analysis on major environmental issues (B.1.3.3 outstanding) , if undertaken, could have been an important contribution that would have facilitated the provision of valid Baselines.

UNDAF OUTCOME B.2.0
"Organized agents articulate and demand for equitable delivery of services for growth and employment in the rural markets (ccredits, production and renewable energy, technology, skills formation and market information"

The statement of this UNDAF II Outcome is rather loaded. The Outcome has 3 Agency Oucomes, one of which (B.2.1) and four Outputs were not reported on. The two with interventions were thus-Agency Outcome : B.2.2- Institutional financing arrangements at Federal and in X states increase scope for private sector participation in expanding access to services; and B.2.3- Innovations in employment ceation,social safety nets and social corporate responsibility influence the design and implementation of labour and employment policies.

Agency Outcome B.2.2. *Institutional financing arrangements at federal and in X states increase scope for privte sector participation in expanding access to services*

Only few interventions were carried out under this agency outcome, and therefore slow progress was made towards the achievement of UNDAF Outcome B.2.0

The UN, collaborated with the World Bank, to organize a study tour to Indonesia and the Philippines for six CBN management staff on successful microfinance regulatory and policy development Initiatives However, the acquired skills were yet to be applied, due to the ongoing review of National Policy reforms in the microfinance sector. A post study tour follow up activity, the formation of a National Apex Association for microfinance institutions, was also supported to assist government in the regularization of the sector. In addition,the training of 115 managers of 55 microfinance institutions, 15 ministries, 8 cooperative societies on inclusive microfinance delivery across 10 states (Adamawa, Akwa Ibom, FCT, Ondo, Delta, Rivers, Niger Anambra and Sokoto), aimed at re-orienting both public and private operators towards positive credit risks management was assisted by the UN. However, most of the retained managers have been unable to apply the skills acquired. This was due to the ongoing restructuring process of Micro Finance institutions and major management changes as a result of observed non-transparent and irregular operations. In view of the importance of microfinance operations to the rural and urban poor in particular, the process of capacity development in this sector should continue when there-certification exercise of government is completed. The importance of inciting of the private sector to participate in the delivery of financial services to the rural economy, as envisaged by agency outcome B.2.2 and output B.2.2.1 cannot be overemphasized. It is also in line with this Cluster's bent towards the realization of the right to development through the achievement of pro-poor growth in the rural areas at sub-national level and through the promotion of citizens' participation.

Agency Outcome B.2.3: *Innovations in employment creation, social safety nets and social corporate responsibility, influence the design and implemeentation of labour and employment policies*

As part of the ILO Global Jobs Pact, and a response to the issue of unemployment crisis, the Government of Nigeria and the UNS co-hosted a National Employment Summit, "The Nigerian Job Summit: Meeting the Employment Challenges of the Global Economic and Financial Crisis", from April 21 -23, 2009. The Summit explored the potentials of the various ministries and private sector entities to create more jobs as Nigeria's response to the Global financial and economic crisis and culminated with a tripartite Declaration and a National Plan of Action for Employment Creation in Nigeria (NAPEC**)**. Implementation is being planned for 2011. In addition, the Federal Ministry of Labour and Productivity (FmoL&P) is working with the UNS to ensure that a Labour Migration Policy is developed and signed into law as soon as practicable, to address the issue of irregular migration in the country. Already, a Government Technical Working Group has been set up, and receiving technical guidance from the UNS. Futhermore, the UNS is collaborating with the Ministry of Labour through the National Directorate of Employment (NDE), through the National Directorate of Employment, to create more jobs for Nigerian youths. Within the past year, about 4, 000 jobs have been created. Within the next quarter, it is expected that additional 20, 000 jobs are to be created in agriculture and commerce. In addition SMEs, agro-allied industries, and export drives for non-oil products were promoted as a means towards the generation of employment. It is expected that during the remaining time of UNDAF II that more jobs would be created through the further promotion of wealth creation.

On the development of pro-poor fiscal policy options, the UN System, in collaboration with the World Bank, supported a baseline national Micro-finance Survey by Central Bank of Nigeria (CBN) to inform National Policies revision and strategy development to facilitate rural finance institutions building programme (RUFIN). A draft report of the survey findings is yet to be finalized and validated by stakeholders, the outcome of which will inform the development of a new policy. Also, a Microfinance leasing workshop has been conducted but the consultant to undertake a micro leasing study as a follow up to the workshop is yet to be engaged due to the organizational reviews at the CBN.

In collaboration with the UNS,The Nigerian Labour Congress was assisted to conduct a Train the Trainers Seminar in December 2010, on ILO Recommendation 200 on HIV/AIDS and World of Work, to sensitize the leadership of the Trade Union Congress, affiliates and CSOs on the ILO standard. The objective was to ensure the integration of the principles into national policies and the elimination of stigma and discrimination in the work place in particular, Follow –up trainings in the 6 geo-political zones are scheduled to take place in the following quarter to ensure that workers as claim-holders, especially those living with HIV/AIDS, are aware of their rights as their human rights and the performance obligations to which duty-bearers like governments should be held accountable for.

At sub-national level, the mission noted that unlike in the other visited focus state, Benue State Organized Private Sector (OPS) compiled a list of Association of Chamber of commerce, industry, manufacturing and Agriculture (BACCIMA) members, and also the list of Small/Medium Enterprises (SME). This preparatory activity was undertaken in readiness for

support from UN system for capacity development, in line with Outcome B.2.0 of their state specific UNDAF work plan. As part of the effort to foster equitable employment in rural communities, a Tomato Processing Industry at Wanume in Tarkar Local Government Area (LGA) of Benue State, was supported by the UNS. The initiative has been incorporated into the State Development Plan entitled "Our State Our Future" for future budgetary allocations so as to ensure sustainability. The DAO Benue State has made an in- road under Outcome B. However, the late signing of the Letter of Understanding (LOU) by the state and the non-payment of Government Counterpart Cash Contribution (GCCC) have delayed the implementation of the Annual Workplans. With two Outputs and their respective activities at both national and sub-national levels outstanding, slow progress was made under Outcome B.2.O.

UNDAF Outcome B.3.0
"Enabling policies and investments for trade and investment stimulate businesses in rural economy that are competitive in domestic, regional and international markets." production from Only one Agency Outcome was indicated to achieve the above Outcome, thus:-

UNDAF Outcome B.3.0 reads as an expression, and not as a higher objective to be achieved. It is also not time bound, No intervention was undertaken under this Outcome. Out of seven Agency Outcomes under Cluster **B,** which were envisaged to contribute to the realization of UNDAF Outcomes, interventions were made only in relation to four. The other three are yet to be operationalized. Moreover, going by the number of activities undertaken, the progress made, was not in such considerable terms that would fast track the achievement of all the Agency Outcomes expected to lead eventually to the achievement of UNDAF Outcomes by 2012.

Overall therefore, under Cluster B, while good progress was made in certain areas, such as environmental interventions (e.g. Environmental Enforcement Policy; Environmental Awareness Master Plan, Oil Spill Regulations and Management), in other equally Cluster concerns –(rural poverty, agriculture, microfinance, job creation and PPP), all of which are crucial national priorities, which UNDAF II is supporting, made slower progress. The only exception was the MVP. However, the sustainability of the project in quantity and quality, as presently being supported, is an area requiring critically review. In summary, a revisit of the Cluster Outcomes and some indicators to become more appropriate and sharper measurement as earlier discussed would be necessary. Also, there are as yet an UNDAF Outcome, two Agency Outcomes and quite a number of Outputs (10) to be implemented**.**

4.2.2.2 Efficiency

At the moment of UNDAF II's signing between the UN and Nigeria, total UN Agencies' commitment to Cluster B was two hundred and twenty two million, six hundred and eighty eight thousand dollars (US 222,688,000), out of which only eight million two hundred and ninety three thousand, nine hundred and sixty four dollars (US 8,293,964) were disbursed within the period under review, according to figures obtained through the Office of the Resident Coordinator. This figure however, might not reflect the up to date resource mobilization and utilization situation. More so, as this aggregate does not take into cognizance non- resident Agencies' outlays.

A review of this financial information indicates a low resource utilization rate of only 3.72 per cent of the committed fund. The exception was UNDP with a relatively higher expenditure profile under the Productivity and Employment Cluster, compared with other Agencies. This could be due to the nature of its interventions

Attempts at securing information on pledges, resource mobilized, committed or expended under each Cluster for UNDAF interventions revealed critical organizational gaps**:** there was no common data consolidation point where information related to UNDAF itemized expenditure could be given. This made it difficult to verify expenditure details and objectively evaluate efficiency, which is an important criterion in programme implementation. Also, a breakdown of Output expenditure for each Agency was not available, but lump sums allocated for groups of activities as indicated in the Result Matrix, which in itself would need to be reviewed for before the Final Evaluation of UNDAF II for a more meaningful assessment. Furthermore, in the discussion of efficiency, mention should be made of timely (or not) provision of required Agency inputs towards the achievement of Outcomes , but this was not available to the mission as being one or the other, to inform any rationale basis for deduction or analysis. To this end, it is necessary to set up a centralized, UNDAF funding recording system. This would also serve as information point for monitoring funding committments and disbursements, while relating these to overall programme performance level.

At the programme level, there is room for the promotion of synergy between the B and D Clusters in the area of environmental issues at both federal and state levels in order to achieve reduced transaction costs, more efficient coordination and programming for an ultimate greater impact as stipulated in the Paris Declaration and AAA. Furthermore, with the exception of the MVP, there was a near absence of expended resources on such interventions that would have targeted diminished livelihood caused by environmental challenges or poor environmental governance and thereby achieve improved results.

Overall, the very low utilization rate (3.72%) of available resources, along with many output activities at both national and focus state levels remained outstanding, midway in UNDAF II programme cycle, does not auger well for a timely and efficient way of ensuring programme implementation. These would need to be fast tracked during the latter half of the cycle and taking into consideration lessons learned, for more rationale and efficient use of the already existing resources.

4.2.2.3 Effectiveness

In implementing Cluster B UNDAF Outcomes the activities undertaken, though relevant, were yet to increase in quantity for the interventions to have been effective in making considerable progress towards achieving the envisaged UNDAF/Agency Outcomes

Effective Policy Dialogue and Advocacy as a tool was strategic in securing gender budget statement by Human Rights and Women Affairs Committees of the National Assembly. Also as a result of the advocacy by UNS during the 2010 Nigerian Energy and Power Summit, renewable energy is to be included in the proposed National Independent Power Project (NIPP)

Overall. during the MTR process, some challenges were encounteed in the analysis of progress made in the Cluster. This was due to a number of indicators that could not provide adequate degree of the sensitivity required for measuring progress. For instance, the indicator for Outcome B.1.0 as contained (i.e. "Proportion of X states where input enables growth in the rural economy"), fell short of serving as an effective specific measure for assessing progress even with the listed Means of Verification (MOV), This points to the need and presents an opportunity to revisit both the Results Matrix and the Monitoring and Evaluation Framework to make them more effective programme implementation and management tools,

4.2.2.4. Sustainability

The issue of sustainability has been discussed in places in other sections of this text. Suffice to mention that the incorporation and payment of GCCC as a precondition for UNS support, serves as one assured approach to financial sustainability of UNDAF programme. It is important however, that continuous dialogue and advocacy for timely release of the budgetted funds cannot be over-emphasized, so as not to impede encouraging programme performance level.

4.3 Transform Social Services Delivery

4.3.1 Cluster Overview

The national development priorities for social service delivery as articulated in the Vision 20:2020 are infrastructure (water supply and sanitation inter alia) and human capital development (education, health and skill acquisition) with the cross-cutting issues as Gender and HIV/AIDS. The UNDAF outcomes for the attainment of the national priorities in this sector are: policies, investments and institutional changes for quality social services; changes in individual/household reflect growing public engagement in the achievement of better social outcomes; and country policies, plans and institutions provide the basis for preventing and managing cross-border threats with the aim to "provide favourable policy environment and institutional changes for sustainable growth", "stimulate positive behavior that will encourage participation in development", and "preparedness for cross-border threats".

4.3.2 Midterm Review Findings

4.3.2.1 Results Achieved

UNDAF OUTCOME C.1:

Policies, investments and institutional changes enable access to quality social services to achieve national development targets, including progressive realization of the MDGs (health, basic education, water and environmental sanitation and universal access to HIV and AIDS prevention, treatment, care and support).

The performance of UNDAF Outcome C1 is generally good (3/4) in all areas except in the provision of support for pro-poor and gender sensitive strategies for upgrading and human settlement (2/4). The findings are presented below.

Agency Outcome C.1.1: Existence of Evidence Based Policies, Strategic and Financial Plans
The capacities of relevant government institutions (NBS, NPopC, NACA, and Federal Ministry of Education) have been built to generate and manage data for evidence based decision making. Analysis of existing national surveys (census, demographic and health surveys) has provided fully disaggregated data in relevant socio – demographic variables (gender including GBV, social class, regional etc) and disseminated in the states and FCT and are available in the website. Similarly, school census data and HIV/AIDS data have been generated, analyzed and disseminated.

Gender sensitive policies, plans, frameworks and guidelines have been developed to provide the necessary tools for development in education, health, gender, HIV/AIDS water, sanitation and hygiene. The development of the tools enhanced the participation of all segments of society in social policy and programming. Thus, the development of the National Strategic Health Development Plan (NSHDP) involved the use of nationwide contributory and consultative public meetings and drew inspiration from 36 States and the FCT Health Development Plans (SHDP). The costing and budgeting of the National Health Plan and its federal and state components, as well as the articulation of the national results framework was supported by the UN. The development of the tools and frameworks has helped to build the skills of the state programme managers in the development of policies and plans as well as corresponding budgets.

Several mechanisms have been supported for public participation and effective delivery of social services. Even if the coordination of all programme activities by the National Planning Commission is not fully functional at the moment, there are sub-sectors coordinating committees in place at national and state levels. The national councils on education, health, women affairs, AIDS, and water resources oversee activities in their respective ministries and serve as the highest decision making body in the ministries. The UN system participates in these councils and provides technical assistance. In addition, there are committees in each ministry which coordinate programme activities and bring together all development partners (multilateral, bilateral and CSOs) and harmonize intervention activities. Amongst these are the Health Partners Coordination Committee, the National Expanded Theme Group on AIDS, the Development Coordination Meeting (ministry of water resources) and the Coordinating Committee (Ministry of Education). The latter two need to be reinvigorated to fully discharge their responsibilities.

National and state MDAs have been supported by the UN system to build their capacities in human rights-based policy formulation and planning in social service delivery incorporating. These encompass gender sensitive planning, budgeting, monitoring and evaluation. Some of the assistance include building of the capacity of educational planners in gender mainstreaming and rights based planning and implementation, SBMC members on Whole School Development Planning, integration of basic education data into Development Information System (DEVINFO), the application of gender tracking tools in reviewing education investments priorities and the development of knowledge products for actors in the justice systems, law enforcers and civil society to facilitate access to justice process especially for victims of GBV.

The engagement of the Ministries of Planning at Federal and States levels in building their capacities in policy formulation and planning so that they constitute the driving force in continuing the process thereafter is not explicitly manifest in the UNDAF programme. This needs to be given due considerations in the future in order to ensure sustainability and ownership.

Limited pro-poor intervention activities have been supported. They include cash grants to schools in resource poor environments, conditional cash transfers to poor parents who send their female children to school, Integrated Quaranic Education (IQE) for Northern pupils and Mobile Education (ME) for Riverine Areas fishing people. In addition, thousands of orphans and vulnerable children received free external support to reduce the impact of HIV/AIDS among children while ongoing activities target strengthening social welfare workforce for OVC care and support. Many more development programmes addressing the need of the marginalized groups need to be given due attention if the national development goals and the MDGs are to be met considering the pervasive nature of poverty in the Country[7].

Agency Outcome C.1.2: X states provide quality and affordable social services in Y% of facilities

Substantial support was provided to build the institutional and human capacities of MDAs in social service delivery cluster as well as the strengthening of the institutional structures and systems, and in providing equipment and supplies for quality service delivery. This is manifest in the following areas, support for the implementation of the Midwifery Service Scheme, the implementation of the IMNCH Strategy, the various trainings in maternal and child health, nutrition, HIV/AIDS, Sanitation and Hygiene, and education.

The take off of the Midwifery Service Scheme with collaboration of the UN system is a bold step in addressing the dire shortages in human resources in the health sector. About 2, 500 midwives were recruited and deployed to primary health care centers across all states of the Federation and FCT. Assistance was provided for their training on key intervention measures (LSS/IMCI) to enable them to render quality maternal and child health care services.

Along with the ongoing efforts at task shifting, and in recognition of the fact that graduates in Community Health Extension Workers – CHEWs constitute for now the bulk of providers in primary health care services in Nigeria, the School of Health Technology curriculum has been revised to incorporate acquisition of skill in EMNOC for quality delivery of maternal and newborn services. This action became necessary to enrich the skills of the CHEWs and delegate to them greater responsibilities in delivering maternal and child health services.

The IMNCH Strategy has been rolled out in many states. The Strategy incorporates all intervention programmes targeted at Maternal, newborn and child health into a single entity and serves as template for intervention programmes in the states for the achievement of MDG 4, 5 and 6.

Capacities of various cadres of health workers have been built in various aspects of care delivery in line with national priorities. These include trainings in Life Saving Skill, Modified Life

[7] UNDP, Human Development Report Nigeria, 2008-2009

Saving Skill, Extended Life Saving Skill, Integrated Management of Childhood Illnesses etc. Seven states have been supported to provide services to children for severe acute malnutrition in145 sites in the Sahelian region of the Country and workers trained to provide services to the children at both community and facility levels.

Health facilities were assisted with physical renovation as well as basic obstetric equipment, medicines and supplies to enable them deliver quality maternal care services. Contraceptives supplies of about $7 million were procured and distributed to public health facilities nationwide. Five year forecast of the contraceptive needs of the country has been made with collaborative efforts of government and partners. Arrangements are in place to meet the national requirement and make provisions for sustainability.

In the education sector, a critical mass of experts on SESP/SESOP development have been trained at Federal (e.g. NIEPA) and States' (E.G. SMoEs and SUBEBs) level while systems for decentralized school management through establishment of SBMC nationwide and the cash grants to schools to strengthen decentralization have been built in 4 States. Capacities of LGEA officials (SUBEB school health Desk Officers) have been built on the use of school-based protocol for learners' participation, inclusion and gender equity.

Several measures have been put in place to address gender issues in development; Male and female officers of the Nigerian police force have benefited from capacity strengthening initiatives to enable them understand and intervene meaningfully to protect women and girls from GBV while a Gender Budget statement was developed for 2010 in collaboration with the National Assembly. Furthermore, the UN system supported the FMWA to develop strategies to mainstream Economic Empowerment of women into HIV and AIDS in Nigeria. In addition, there are consultations in the 6 Geo-political zones of the country for accelerated country action on women, girls and HIV.

In HIV & AIDS, state and local institutional capacity (SACA and LACA) strengthening was undertaken for better coordination of HIV activities. To back the NSP 2010-2015 overarching priority focus on prevention of new infections, support was provided particularly in the areas of PMTCT, HIV prevention for young people and services in sex work settings. For PMTCT, a 6-year National PMTCT Scale Up plan and 2-year operation plans were developed for which the UN provided technical and logistical supports. Resources were mobilized including through reprogrammed Global Fund Rounds 8 and 9. Nine states were supported to develop state PMTCT scale up plans to guide the expansion of integrated PMTCT service delivery. Skills were built for implementation as well as for measurement, monitoring, tracking and reporting including for the UNGASS (2009) and universal access reports. Assistance was also provided to review and adapt/adopt national HIV policies, guidelines, and training manuals taking into account evidence-informed revised international guidelines. In addition, capacities of programme managers in public and private sectors were built to provide HIV prevention services in sex work settings.

Though a lot of support has been provided to institutions and facilities in the cluster, the lack of measurable targets at the onset of what need to be attained makes assessment difficult. Secondly, the absence of a robust management information system to provide feedback on service utilization data to gauge the performance of the services and to enable managers take necessary measures to effect changes impacts negatively on the programmes. Significant proportions of

states do not report health data[8] regularly to the FMOH and those who do, indicate incomplete reporting by LGAs and facilities. The MIS is a vital arm of the service delivery that should not be neglected.

While substantial progress has been made in the implementation of UNDAF Outcome C1; particularly in data management and formulation of policies and plans, attention was not given to the pro-poor dimension of this UNDAF Outcome. Focus needs now to be placed on creating awareness for their use.

UNDAF OUTCOME C2: Changes in individual/household behavior reflect growing public engagement - especially of the poor and disadvantaged - in the achievement of better social outcomes.

Little progress (1/4) was made in the area of engagement of organizations with requisite skills to achieve the expected outcome except in the areas of HIV/AIDS and gender activities. The other sectors of the cluster (health, education and Water and Sanitation) had little use of the CSOs. Modest progress was achieved in reaching the populace to influence positive behavior (2/4). This was particularly evident in the WASH programme and HIV/AIDS while other sectors of the cluster (education, health and gender) made little progress. Similarly, the component on tools, mechanisms and options suffered similar fate with limited activities carried out and a rating of ¼performance was achieved.

Agency Outcome C.2.1: Groups and/or alliances of organizations stimulate public demand for and community participation in social service delivery in X states, with particular attention to the role of the poor and disadvantaged.

The implementation of activities to build capacities of organizations for social mobilizations is limited in the implementation of UNDAF II. The few areas of collaboration with CSOs are in gender and HIV/AIDS programmes. CSOs have become critical in the health domain at the national level. They contribute resources and skills to the provision of services, particularly in reaching poor and disadvantaged populations and in strengthening primary health care and community based health care. In many places, CSOs also assume a watchdog role in the protection of public health interests. While the UN system as a whole recognizes that sustainable development cannot be achieved without the robust engagement of civil society and its organizations[9] especially with regard to attaining the MDGs, there seems to be an apparent preference for working with community based organizations (CBOs) and MDAs for executing community outreach activities. While the CBOs may be able to implement some of the activities, other NGOs may be better informed and organized and therefore better placed to implement community mobilization and stimulate public participation.

The second output of positive behavior for better social outcome recorded progress in the WASH programme on guinea worm eradication, river blindness control and Community Led Total Sanitation. Twelve states are supported to mount community mobilization on guinea worm in

[8] FMOH, Report of analysis of state HMIS data (published March 2009)

[9] UNDP and Civil Society Organizations: A Policy of Engagement: http://www.undp.org/oslocentre/docs06/UNDPCSOPolicy.pdf- downloaded 24/01/2011

efforts to ensure case containment of the disease at the last phase of the eradication process. Community members are to report any occurrence of the disease to health personnel who promptly investigates the case and initiate necessary actions. No case of guinea worm has been confirmed in the last two years. Also nine states are supported in community based control of river blindness (onchocerciasis) with community members mobilized for yearly distribution of medicines (mectizan) using set guidelines and coordinated by health professional. Over 10 million people have benefitted from the drug distribution.

There have been reasonable progresses also in HIV/AIDS programme with regard to positive behaviors; CSOs and members of the National Youth Service Corps members have been used to reach the populace at the grass root and motivate them towards adopting positive attitudes and behaviors to HIV/AIDS. Community outreach measures on HIV/AIDS have provided social support to orphans and vulnerable children.

The component on the development of tools, mechanisms and options for public sector and CSOs to participate in social service delivery and citizen feedback made slight progress.

A number of organizations working in HIV/AIDs were assisted in building their capacities in Strategic Behavior Change Communications while National women coalition on HIV/AIDS was established to foster collaborative linkages between actors working in the HIV/AIDS field with focus on women.

There are available tools (National Health promotion Policy (2006), the National Health Promotion Strategic Framework (2007) and the National Health Promotion Guideline (2008)) to guide health promotion activities in the country. In addition, the UN system supported the government to develop the Communication for Behavior and Social Change Strategy (Nov.2009) which is the BCC tool for the IMNCH Strategy but support for promotion of health education activities in the communities to enable community participation and citizen feedback on social service delivery is not evident in the UNDAF programme. The draft of the Counseling Guide for Health promotion has been in abeyance three years after it was launched.

There are mechanisms for citizen participation that was supported in the education sector such as the SESP/SESOP Technical Committees set up in 18 states and FCT which provides for citizen participation and ensures inclusiveness of all major stakeholders' inputs. The building and strengthening of the necessary mechanisms for participation of the people in social service delivery need to be further pursued.

UNDAF OUTCOME C.3:

Country policies, plans and institutions provide the basis for preventing and managing cross border threats

Modest progress has been made in the implementation of this UNDAF Outcome. Public institution has been assisted to increase their knowledge and strengthen their capacities in preventing and managing cross border threats while surveillance system has been put in place to monitor risks.

*Agency Outcome C.3.1***:** The Federal Government and X states able to implement agreed international norms and conventions for the prevention and management of cross border threats.

The UN system is providing immense support to the Government in preparedness for both national and international threats. Some institutions such as the UCH Ibadan and ABU Zaria which train epidemiologists for the nation have been supported to build their capacities. Tools are available to guide operations in the field. Functional surveillance system is in place. All the states and FCT are assisted to conduct active surveillance of target diseases. The Country was assisted technically and by provision of vaccines to respond to the pandemic of Swine flu. The recent hosting of international conference on cross-border public health issues with participation of several neighboring countries is of note. However, the over-dependence on donor assistance portray that the nation is yet to come to terms to the seriousness of cross-border threats and its challenges to sustainable growth. More advocacies to government at all levels need to be carried out.

4.3.2.2 Efficiency

The amount of 407 million dollars was pledged by the UN system for social service delivery for the UNDAF II[10]. Access to Information on financial disbursement per UNDAF categories has been limited. As a result, it has been difficult to assess quantitatively the efficiency of resources usage. Timeliness in release of funds is an area that has witnessed complaints from partners. This stems from different causes; delays in signing of agreement between government and the UN system, incorrect completion of financial documents by partners, delays in the processing and release of the funds. Delayed release of funds could lead to low percentage of programme implementation and inability to achieve desired targets or laxity in compliance to lay down financial regulations. More data is needed for a fuller exploration of this.

Other proxies for efficiency considerations reveal that the existing coordinating mechanisms within the fields covered by the cluster provide forums for partners operating within a given area to interact map out areas of operation by each partner in contributing to the overall country programme and streamline their activities in order to reduce duplication and ensure better use of resources.

In addition UNDAF II has encouraged harmonization of tools (frameworks, strategies, guidelines, M&E reporting tools) so that there is congruity in activities being implemented by different partners in any sector of the cluster. This enhances monitoring and evaluation, reduces operational costs, creates conditions for efficient use of resources and better outcomes. The government counterpart cash Contribution has also led to poling of resources to achieve set development goals in the social service delivery cluster.

All these measures have contributed in ensuring some synergy, efficiency and achievement of UNDAF II outputs in the social service delivery cluster.

[10] UN Nigeria, UNDAF II 2009-2012

4.3.2.3 Effectiveness

UNDAF II is effective as means of delivering the programmes of the UN Agencies. The Strategies used include Advocacy and policy dialogue with government, capacity building, technical and financial support and joint/counterpart funding.

The consistent engagement of the UN system with government over time has led to government recognition of the need for evidence based decision making in the delivery of social services. Government institutions therefore have collaborated with the UN to strengthen national institutions in data generation, management and dissemination. This has provided government with needed information for decision making. Similarly, government has succeeded to establish necessary tools that guide actions. There are policies, frameworks, plans and guidelines for use in all aspects of the cluster (education, health, HIV/AIDs, nutrition, water and environment). Their existence has helped to ensure transparency in government transactions, reduce arbitrariness and ensure consistency and sustainability.

The UN assistance has strengthened coordinating mechanisms in different parts of the cluster providing forum for interaction, coordination and assessment of progress for actors working together in a given field. It brings together government representatives, UN system, the civil society and other development partners thereby strengthening partnership and better use of resources.

Most importantly, all the progress so far made have been achieved with the collaboration of the Nigerian government and its people who also identify the programmes as national or state programmes thereby confirming ownership and sustainability in consonance with the Paris Declaration.

4.3.2.4 Sustainability

There are strong indications that the development environment necessary for sustainable growth is being established. National institutions now have capacities to generate, analyze and disseminate gender sensitive socio-demographic data needed for evidenced base decision making. Government is increasingly giving due attention in formulating policies, plans, strategies and other needed tools and mechanisms that provide the platforms for implementation of interventions that address national priorities.

The development of the National PRSP Vision 20: 2020 which encapsulates national priorities and states Government commitments to meet the citizens rights, the development of sectoral plan like the NSHDP and the passage of the Health Bill (by the Legislature) are clear indications of improving conditions for sustaining the gains of UNDAF II.

The commitments of several states governments to payment of the GCCC is gratifying as well as the quest by several state governments to scale up some successful interventions such as free maternal and child health, the inclusion of some EMNOC medicines and supplies into routine maternal services provided by government is noteworthy.

The issues of gender equity and equality has been brought to the public domain and advocates of both sexes now call for gender sensitive and equity in community and national life. The

establishment of gender desks in all Federal MDAs is an indication of the commitment to mainstream gender in all spheres of national development.

The institutional and human capacities built in the process of implementing UNDAF II have been enormous in all sectors of the cluster. The institutional structures, systems and mechanisms have been strengthened while managerial, administrative and technical expertise has been built across all levels of the manpower. These will enhance sustainability of the UNDAF II programme.

4.4 Reducing the Risk of Crisis, Conflict and Insecurity

4.4.1 Cluster Overview

Nigeria's articulated development priorities spelt out in this UNDAF II cluster are two-fold. The first priority, focused on the Niger Delta regional development, calls for the *adoption of a holistic approach toward accelerated development and fostering of peace in the region*. The second priority centers on effecting *significant reduction of crime and enhancement of security in the whole country through security, law and electoral reform*. The agreed UNDAF II outcomes in support of these priorities are: (a) The Federal Government and selected States in the Niger Delta are able to secure a participatory policy and institutional environment conducive to sustained peace and equitable development and (b) State and non-state institutions responsible for crisis prevention, management and law enforcement in the country ensure security of persons and property.

4.4.2 Midterm Review Findings

4.4.2.1 Results Achieved

Half-way into the implementation of the UNDAF II, the UN system has made appreciable progress towards supporting Nigeria’s stated priority of reducing the risk of crisis, conflict and insecurity.

UNDAF Outcome D.1.0
Federal Government and selected states in the Niger Delta able to secure a participatory policy and institutional environment conducive to sustained peace and equitable development

UNDAF II has made highly noticeable progress towards this outcome at federal and state levels. The NHSDP, SSHDPs and the draft National Peace Plan of the IPCR provide frameworks for equitable development and sustained peace. The Federal Ministry of Niger Delta is on course to develop the capacity for development policymaking and planning, a key step necessary for achieving sustainable peace in the region. In addition, Niger Delta states are developing environment policies that will prove complementary in this quest for peace. However, these processes lack wide participation and opportunities for gender equity as involvement of the civil society, local communities, women and the private sector in the emerging policy process is very weak.

Agency Outcome D.1.1: Relevant Federal agencies and selected states in the Niger Delta able to design and implement participatory integrated development policies and plans in a transparent and accountable manner

As evidenced by the output analytical summaries (see output tables in Annex), UN support is beginning to generate increased capacity for relevant Federal and Niger Delta MDAs to design and implement policy and plans. The development of NHSDPs and SSHDPs in the health sector, and the draft National Peace Plan of the IPCR, are two instances of this growing capacity. Capacity building assistance is also ongoing, particularly in the area of development of state environment policy in the Niger Delta and for the development of policy and plans by the Federal Ministry of Niger Delta Affairs. However, issues of participation and gender equity have not featured prominently in this process as civil society and women participation in planning, implementation and monitoring of development have remained very weak.

Agency Outcome D.1.2: Government, communities, civil society and private sector organisations collaborate institutionally to address conflict prevention and management, internal security and emergency preparedness

Institutional collaboration between government, communities, civil society and private sector on preventing and managing conflict and crisis has not yet materialised in any state of the Niger Delta, thus missing the target for the year 2010. Nevertheless, UN assistance is creating opportunities for such broad institutional collaboration, most likely in the area of emergency preparedness. The UN evolving EPR mechanism is designed to build capacity of government EPR systems, including those in the Niger Delta.

In the area of conflict prevention, UN support for the biodiversity project has been designed to build durable partnerships with the relevant stakeholders in the Niger Delta oil and gas sector, including government, civil society, community, and private sector actors. It provides a crucial opportunity for broad collaboration to prevent and manage conflict and insecurity, most importantly because environmental issues have been a major trigger of the resource-based conflict in the region. However, the project is still at the formulation stage and has not yet resulted in such collaboration. The ADR system provides another opportunity for stakeholder collaboration on dispute settlement, but it has not been piloted in the Niger Delta. The activities of the CPN have brought about increased involvement of CSOs in internal security issues (child protection), but it has not involved institutional collaboration with the private sector or the communities.

UNDAF Outcome 2.0
State and non-state institutions responsible for crisis prevention, management and law enforcement ensure security of persons and property

UNDAF II has contributed to some noticeable progress towards this outcome, although the overall rating of law enforcement agencies is still very low. Law enforcement results against trafficking in persons and financial crimes have become more noticeable. However, the law

enforcement agencies have not been able to ensure adequate security of persons and property from the widespread menace of violent crimes. Also, communities and CSOs have not been involved in policing and crime prevention, while national emergency preparedness and response systems are not able to provide early warning and response to disasters and emergencies. There is no framework for community, CSO and private sector involvement or input to emergency preparedness and response.

Agency Outcome D.2.1: The Federal Government and civic institutions in the focus states assess, prevent and manage the response to natural and man-made crises.

UN support has strengthened the national emergency response mechanism (NEMA); however it has not resulted in the creation of an effective, inclusive framework. NEMA has not been able to effectively coordinate state level and sectoral EPR structures; it still lacks the capacity for disseminating data and for early warning and timely response, there has been no forum for broad dialogue and wide participation of CSOs, communities and the private sector.

Agency Outcome D.2.2: Federal law enforcement agencies able to perform key operational functions to prevent and reduce crime whilst respecting human rights norms

UN support has considerably enabled NAPTIP, the Nigeria Police Force and the Nigeria Immigration Service to combat trafficking in persons; and the EFCC to use more evidence-based approach to fight financial crimes. The fight against human trafficking and financial crimes has thus been increasingly effective. The EFCC in particular is increasingly relying on evidence-based investigation which is a core requirement for compliance with the rule of law in their operations and respect for human rights of suspects. NAPTIP, NDLEA and EFCC are concomitantly becoming internationally recognised and well respected. However, issues of continued human rights abuse and neglect of victims continue to hamper effective policing and law enforcement as well as fighting international and local organised crimes.

4.4.2.2 Efficiency

The total amount of money pledged for this cluster, as stated in the UNDAF document, is $175,508,000.[11] Information about the total amount that has been disbursed by all the agencies, active within the cluster, on completed and ongoing activities, was not available; rendering the assessment of resources used almost impossible. The only financial information available came from UNICEF, UNDP and UNODC. According to data provided by these agencies, UNICEF has pledged $18 million for cluster D, while the total amount disbursed for activities to date is $6,728,000, representing slightly over a third of the total pledge. UNODC pledged $2,500,000 for this cluster, and has spent $1,133,500 to support law enforcement agencies in 2009 and 2010. UNDP pledged $11,615,000 for the cluster, but did not provide actual figures disbursed. It should be kept in mind that the financial disbursements by UNICEF and UNDP communicated above are only for the first half of UNDAF II's implementation (i.e. for 2009 and 2010).

The financial data provided by UNICEF suggests that at mid-course of UNDAF II only a third of the pledged amount has been used. These aggregate figures on disbursement have not been

[11] See Nigeria – UNDAF II 2009 – 2012, p. 14

tabulated in such a way as to reveal expenditure per UNDAF outcome, Agency outcome or output. Nor do they provide information on actual cost of activities by components and for all activities. The limited information content of these financial aggregates has not permitted assessment of how actual or expected outputs justify the costs incurred. However, based on the available information on pledges and actual disbursements the following facts stand out: UNODC has so far disbursed about half of the total amount pledged for the four years, indicating a degree of timeliness in its disbursement; UNICEF has not achieved the same level of timeliness in its disbursement as only a third of their pledged amount has been spent at mid-course.

Nevertheless, the UNDAF II approach of counterpart funding as implemented in with federal and state MDAs holds promises of a certain degree of efficiency, both for the UN and the implementing partners as it ensures that resource use is tied to deliverables and contributes to mutual accountability (in compliance with the Paris Declaration) between the UN and implementing partners even if in actual implementation, counterpart funding still remains a challenge. Indeed, most of the MDAs sampled in the course of this review were very far behind in meeting their counterpart funding obligations, resulting in long delays and considerable loss of time in programme implementation.

UNDAF II's efficiency gains were also expected from strong intra-UN collaboration for a more coherent UN response. For instance, many challenges in the areas of child protection, violence against women, youth unemployment, electoral violence, etc, are still being responded to separately by different UN agencies. Finally, there is still no overarching mechanism for coordination of the programmes of UN agencies and other international donors working in the country.

The UN development assistance framework is meant to encourage agencies to plan and deliver collaboratively on programmes that require shared competence. In actual implementation, such cooperation has not yet become the norm. As evidenced by the collaboration between WHO and UNICEF in support for EPR, UNICEF and UNIFEM (UN Women) in support for capacity building of the police; and UNICEF and UNODC on issues of child victims of trafficking in person, there are some closer collaborations starting to take place but very slowly. Where they have occurred however, it has been ad hoc and has not resulted in the level of joint programming necessary for costs to start to fall. However, these emerging inter-agencies collaborations approach to UN assistance provides a vital opportunity for information sharing and possible elimination of duplication among the agencies.

While there is no evidence of overlapping activities among UN agencies and between the UNS and the broader development partners community in the country, there is existing mechanism among them for coordinating their assistance to avoid duplication. On the national side, the NPC, which is tasked with ensuring national coordination of donor assistance, is still weak does not currently possess the capacity for effective coordination. A predicament that undermines the occurrence of the mutual accountability advocated for aid effectiveness. Another important challenge has been the long delay in securing MDAs matching funds which slows down progress and increases inefficiency for UN agencies.

Overall, the specific areas where the UN has chosen to concentrate effort are yielding results, as indicated under Results Achieved above. Yet only a few of these results are on target. With half of the allocated time already gone, most of the outcomes have not been achieved up to half-way.

4.4.2.3 Effectiveness

After two years of implementation, UNDAF II is beginning to demonstrate the potential to be an effective way of delivering the programming of UN agencies in the area of crisis, conflict and insecurity. UN agencies are beginning to share information and are combining resources for joint assistance, and this collaboration is likely to become robust over the next two years.

Yet, there is a challenge to the current level of UNDAF's effectiveness. Joint work among UN agencies is still weak mainly due to the fact that while some agencies are well-resourced, many others do not have adequate resources to devote to the UNDAF process, particularly in terms of human resources. The design inadequacy highlighted in UNDAF Outcome D.2.0 does undoubtedly affect UNDAF II's effectiveness negatively.

4.4.2.4 Sustainability

The support given to Federal and State MDAs as well as to the parliament in the area of conducting needs assessment, developing policies and plans, and conducting gender responsive budgeting is likely to enhance the capacity and commitment of parliament and MDAs to eventually initiate their own medium-term, gender responsive development plans. However, the lack of engagement of civil society organizations may weaken the demand side and therefore constitute a threat to this likelihood. Another limiting factor may be the loss of capacity and commitment in parliament and in the MDAs due to very high staff turnovers and their subsequent loss of institutional memory. The increasing visibility of the CPN in monitoring the protection of the right of the child indicates emerging CSO participation in public policy engagement. This is highly likely to generate popular participation in planning and policy processes which will be sustained due to the critical nature of CSOs and their networks as well as their capacity to maintain durable pressure on policymakers and implementers. The 'Bridges to end GBV' has the potential for developing gender sensitive development planning in the Niger Delta. Also, the support for women's participation in governance promises to increase the involvement of women in decision making, development planning and plan implementation. Once engaged in this empowerment process, women are very likely to sustain the demand for increased participation in governance on their own without the need for further support.

Federal and State Governments now have their Annual Work Plans (AWPs) within which UNDAF support activities are structured. These AWP processes that are helping streamline government counterpart programming, are likely to become a tradition beyond UNDAF II's lifetime. However, without ensuring timely release of government budget allocation to MDAs, the enduring delays on the part of government in providing matching funds are likely to undermine the essence of the AWPs.

The WHO programme management course to all states and LGAs, and the UNDP LDP capacity building for MDA and LGA staff on planning and implementing community development

through participatory and accountable local governance focuses on building the capacity of permanent staff. Beneficiaries are likely to serve as trainers to other staff at the community level.

Though still a draft, the IPCR National Peace Plan contains emerging guidelines and procedures for joint planning and monitoring of conflict work. Similarly, UN growing work in the area of children in armed conflict has strong potentials for contributing to the development of strategies, guidelines and procedures to concretely address the emerging problem of child exploitation. The expected results from these interventions are likely to be sustainable because of the high level of engagement of government technical staff, the passionate commitment of UN agencies and the UNDP-UNICEF cooperation. IPCR has demonstrated ownership of and commitment to the Peace Plan and is therefore likely to make demands for support towards development of the guidelines. Also the assistance on children in armed conflict has involved the children and youths who are the primary beneficiaries. The likelihood is that these beneficiaries will take over the initiative over time and acquire voice to speak out against and resist their recruitment for political violence.

The work of CPN, dedicated to the exploration of the use of referral pathways, provides an opportunity to formally engage in issues of security and protection of children by community actors. The two ongoing special UN projects on child rights protection in elections in Rivers State are being implemented by local communities. The achievements are likely to be sustained because of the involvement of a large network of local civil society organizations and youth groups. Yet, this all important work has been facilitated by one UN agency alone and the projects are designed to end at the middle of 2011. It is not certain yet how the initiatives will continue to be funded beyond mid-2011, though the involvement of CPN will continue to sustain the momentum and demand for the initiative.

The UN supported ADR guidelines are currently being tested by the judiciary in the Federal Capital Territory, and this is very likely to be sustained as it is increasingly being integrated into the FCT's judicial system.

Experiences gained from UN cooperation with NGOs in Edo State and at Federal levels on preventing and responding to human trafficking is being replicated in other states and will ensure that growing civil society networks will sustain and improve human trafficking action in Nigeria. Environment is an issue that invokes emotions in the Niger Delta and is an area ranked as high priority by UN which has now engaged a wide array of critical stakeholders. It is also closely tied to the lucrative oil and gas sector and is therefore likely to continue to elicit wide stakeholder engagement. Issues of local control of petroleum oil resources in the Niger Delta and the impacts of oil extraction on the environment and livelihoods are central to the armed conflict in the region. Currently, oil revenues constitute the most important income of the Federal Government and disruptions in the industry caused by the conflict has compelled the concern of government, communities and the extractive industry about managing the environment in the region. Any multi-stakeholder engagement on the environment and mining that will reduce the disruptions in the oil and gas industry would be of strategic interest to government, communities and industry and is highly likely to be sustained.

The establishment of the common UN EPR is highly likely to sustain the collaboration of UN agencies and joint engagement towards the development of national early warning and response systems. Upgrading the operational capabilities of law enforcement agencies has received

assistance from the UN system, and plans for larger assistance during the second half of this UNDAF II are in place. In addition, a growing emphasis is being placed on the protection of the rights of women, children, victims of human trafficking and migrant workers through some of these activities, in conformity with HRBA. This is a huge area of UN engagement which is highly likely to continue for a long time. It provides a critical entry point for promoting human rights, which is a core objective of the UN and a point of convergence for many UN agencies. Security and law enforcement are issues of growing priority to national stakeholders and are likely to be areas where engagement with the UN will be strengthened.

5 Cross-Cutting Issues

5.1 Human Rights

UNDAF II has considerably integrated human rights both as outcomes to be achieved on their own merit and as a normative enabler underling all UN programming processes.

This is evidenced in Cluster A when strengthening political parties is supported to open up the political space for citizens' participation in party governance in general and women's in particular. This is also the case when the supported justice sector reform aims at protecting the rights of those awaiting trial as well as those serving jail terms. UN Support to case management improvement as well as judicial integrity are all designed to protect due process and the right of citizens seeking justice. Similarly, the training of Prison officials aimed at to reducing rights violation in all aspects of their work. Guided by the UN Common Approach to Justice for Children, the recently initiated UNODC-UNICEF collaboration to incorporate child justice into the justice sector reform will also contribute to protection and promotion of human rights of the most vulnerable. Finally in Cluster A, the rights based principles are at work in the anti-corruption outcome when corruption is approached as a violation of citizens' political and economic rights.

By focusing attention on capacity building through income earning possibilities and other pro-poor outcomes for vulnerable groups while adopting and maintaining a people-centered approach in programming built on participation and social inclusiveness, as is the case in the Kaduna Millennium Development Village, and by incorporating respect for cultural identity, the UN Development Assistance Framework is being fully in compliance with HRBA tenets.

Likewise, human rights are mainstreamed when the UN System, in recognition of its multidimensional nature, addresses issues of poverty not only in terms of income and perception, but also in terms of access to basic services, assets and justice – as demonstrated in the MVP project. Women's rights were enhanced when villagers (both males and females) were supported by UN System and its partners, to participate in decision making, and expand their individual and collective capacity, which resulted in lifting the villagers from a subsistence to a value added living.

It is also the case, in Cluster C, not only when Social Service Delivery policies, plans, programmes are human rights based and HIV/AIDS and gender sensitive but also when UN support and efforts goes to securing the passage of the bill prohibiting and punishing Discrimination Against Persons Living With HIV/AIDS in housing, employment, social, educational and health services.

In cluster D, the UN work on child protection in Nigeria, both in terms of building the capacity of civil society groups and their networks to promote the human rights of children. Human rights are also being protected when the UNS in Nigeria supports the police capacity to guarantee and promote the protection of the rights of children. This is also the case when support is provided to victims of trafficking in women and children. The mainstreaming of human rights in cluster D is also evident in education, awareness raising and campaigns meant to enhance the capacity of women and children to resist their trafficking. It supports judiciary reform and access to justice as capacity building for judiciary institutions to protect human rights. UN support to NAPTIP

also helps to build the capacity of the agency to protect the rights of victims of human trafficking.

5.2 Gender Equality

With its 167 million people, Nigeria is a country rich in culture and endowed with both geographical variations and ethnic diversity. Analyzing the country's gender equity situation, the Nigeria 2008-2009 Human Report concluded that "the female gender is generally disadvantaged in access". A reality that has undoubtedly not gone unnoticed by the drafters of Nigeria's UNDAF II who have paid more than lip service to gender mainstreaming. Indeed from cluster D with 17% of its agency outputs assigned a gender sensitive indicator to cluster A with a rate of 20% and clusters B and C with the respective rates of 30 and 40% UNDAF II's, designers have clearly sought to ensure that UN programming contributes towards reversing the trend highlighted by the 2008-2009 Nigeria HDR.

With the possible exception of the governance and accountability cluster's outcomes, gender mainstreaming seems to have received a similar adequate treatment during implementation as evidenced by the developments highlighted below.

A National Policy on Gender was developed along with a framework of actions to successfully mainstream Gender in a lot of sectors including Education, Health, HIV/AIDS, Productivity, Conflict resolution and Governance. Gender desks have been opened in all federal MDAs to enhance gender mainstreaming in all aspects of national development and enhance participation of women in decision making and the National Assembly Gender Budget Statements were noted with satisfaction. Advocacy groups are forming up against gender based violence and human rights abuse. Already, important instruments like the African Charter on Human and People's Rights and the Convention on the Rights of the Child (CRC) have been domesticated and incorporated within local laws of the Federal Republic of Nigeria. While the domestication of the CEDAW in Nigeria remains a key challenge, efforts are on-going to learn from countries which have passed the bill for Nigeria to re-strategize.

In areas covered by the productivity and employment cluster trainings in Inclusive Microfinance at both national and state (10) levels, were conducted with a gender balance; a capacity building study tour by 6 CBN management staff to Indonesia and Philippines on Microfinance regulations and policy development, had a gender balance; the training of farmers in the four Area Councils of FCT ensured fair gender representation and finally, the ICT Training and distribution of 30 Laptops in Benue State CO-education Schools of Technology also ensured gender balance. A Gender sensitive framework on economic empowerment and environmental governance was also supported through AFRICARE and NESRA.

However the most dramatic instance of gender mainstreaming in cluster B remains the Millennium Development Village (MVP) Project which provided avenues for village women to have a voice in committees, access to basic services and agro-processing initiatives, improve their income and increase their self worth. The MVP truly afforded them a space where these women enjoy the right to organization, by establishing own co-operatives linked to micro-financing Banks.

In the thematic areas under Cluster D, a very important milestone has been reached in gender equality within the security sector through the development of the police gender policy which was prepared with the critical support of the UN which also piloted training for the Juvenile, Women and Children (JWC) unit of the Nigeria Police Force in Imo State with the aim of enhancing JWC capacity for gender mainstreaming and institutional restructuring reflecting gender sensitivity through gender policy, and to respond to GBV in communities.

UN collaboration with FMWASD to advocate for the passing of the bill against Gender based violence (GBV) currently in the National Assembly is still ongoing and so is UN capacity building provision to the National Assembly to enable it to continue undertaking Gender Responsive Budgeting.

5.3 Environmental Sustainability

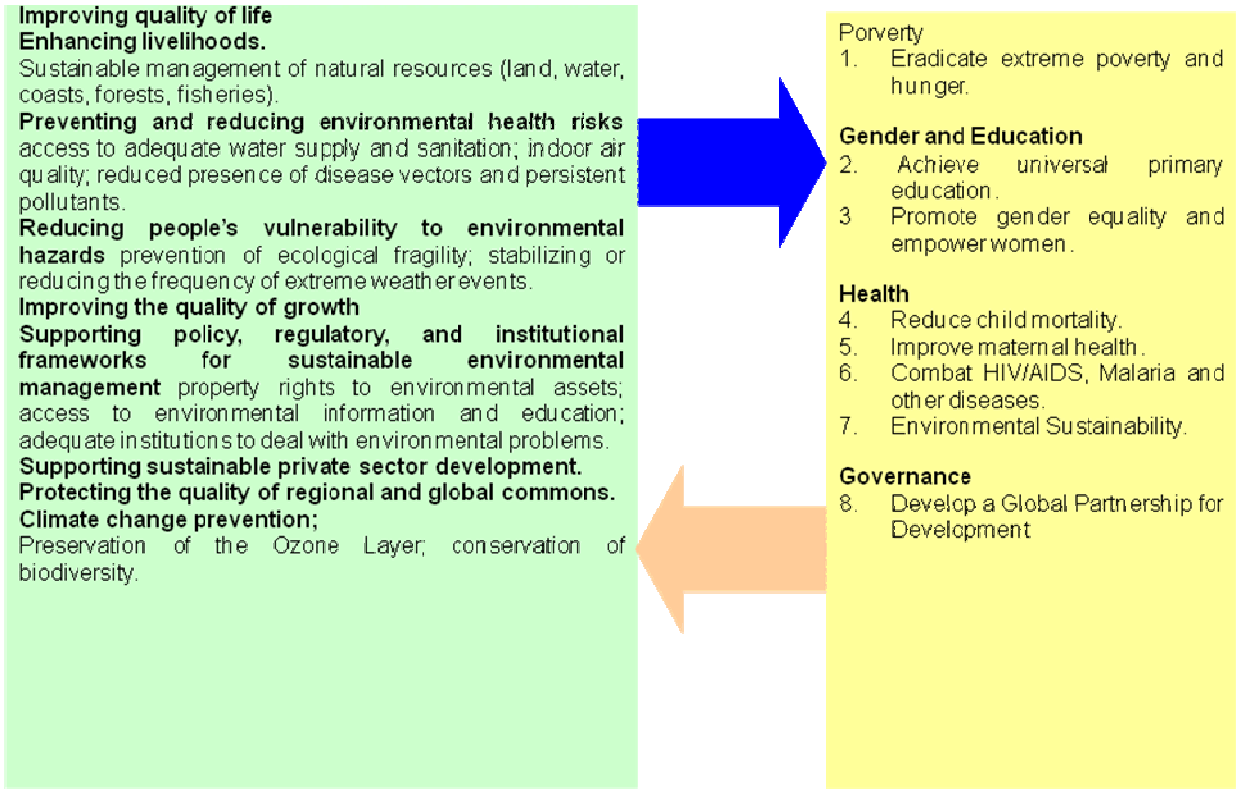
Eventhough it belongs to the restricted group of only four concerns that have been recognized by UNDAF II as cross-cutting issues, environment sustainability overall has neither been explicitly mainstreamed in UNDAF II's outcomes and outputs nor has it been treated during the framework's implementation in a manner that takes on board its multi-dimensional linkages with all of its outcomes. Thus, while the entire UNDAF II outcomes, and specifically Outcomes B.1.0, C.1.0 and C.2.0 implicitly incorporates some aspects of environmental sustainability, it is however Output D.1.2.5 alone, in the component dedicated to the Niger Delta, that exceptional focuses explicitly on natural resources management as it relates to environment sustainability, not least because, in the Niger Delta, natural resources management, the use of the environment and their implications for livelihoods have been central to the situation of crisis, conflict and insecurity. Beyond the Delta, the UNS has supported Government on relevant Policy measures, on environmental management and community empowerment and also on dialogue, awareness creation, as well as population management in relation to available land, water and resouces. These supports notwithstanding, this overall "benign neglect" of environmental sustainability as a cross-cutting issue appears as a potentially costly oversight when contrasted with the following facts: (a) Sub-Saharan Africa has been acknowledged as the only region still severely off track from reaching the MDGs by 2015; and (b) this off track trend has been attributed, above and beyond socio-economic constraints, to several biophysical factors: a testimony to the fact that the environment remains the multifaceted life supporting system for human existence and survival.

And yet these important linkages of the environment and its impact on the attainment of all the MDGs have been well demonstrated as illustrated in the table below provided in its original form by the Federal Ministry of Environment in 2004. Inter-relatedness well demonstrated at the PAMPAIDA Millennium Village where aspects of obviously harsh environmental realities, were positively manipulated and harnessed, with the support of the UNS and Partners, for a more sustainable livelihood.

Thus, boreholes were dug and they provide access to portable water all the year round with less than 400 meters reach, while previously, access to water was from wells, rivers and streams. Availability of the erstwhile collected waters was seasonal and only at more than 1 km walk away from the households, with risks for women. Furthermore the waters were untreated. Before the interventions, only 13 percent of total population of 5666, had access to improved

sanitation; today that number has changed upwardly. In addition, through continuous community enlightenment on environmental hygiene and sanitation, and the construction of VIP latrines in strategic locations in addition to the provision of Samplant for households to build own latrines. These interventions resulted in the reduction of water borne ailments in the communities. Tree planting is another continuous exercise as villagers still use firewood for cooking. However, low energy consuming stoves and solar energy devices are being tried out to fast track sustained environment, which to an extent remain threatened.

Table I. Environmental linkages to the MDGs.



Source: Adapted from Federal Ministry of Environment (2008; 4) GON, Abuja.

With the introduction of irrigation, boreholes and modern implements in the project villages, it has been possible to transit from a predominantly subsistence to some degree of commercial agriculture. Not only have the yields increased but also cooperatives have been linked to agro-inputs companies like NASCO in Plateau State and institutional markets.

5.4 Public-Private Partnership

UNDAF II has supported the building of a dense web of alliances with partners that are active in a variety of spheres ranging from promoting hand-washing to budget monitoring and tracking, and including HIV and AIDS, micro finance, chambers of commerce, women entrepreneurship, etc,. It has also has contributed, in different capacities, to several national coordination Forums,

amongst them TWGs on HIV and CCM for ATM. These government led forums have recorded notable successes over the last 2 years, including the collaborative development of the NSP 2010-2015 and ensuring that support from the major external and domestic funding streams are aligned to the national priorities as articulated in the NSP.

Despite CSOs strategic role which is recognized by the UN[12],[13],[14] the political economy of these collaborations reveals that, however commendable they may have been, these partnerships have mainly taken the form of transactions between the UNCT and state actors. Thus leaving aside non-state actors as a whole even if amongst them NGOs and CBOs appear to receive more attention than the private sector. For instance, while the organized private sector was not at all considered in the drafting of political institutions strengthening programmes, civil society was reflected in the design. In another instance, NGOs were mapped out, supported to regroup into an umbrella group and empowered to demand fiscal responsibility and accountability through the training of their members in public expenditure reviews. It is worth mentioning however that private sector involvement has been mainstreamed in the anti-corruption outcome where it is expected to work together with the state and civil society to monitor processes like procurements.

However, whatever density level may characterize each of these "bilaterally structured" partnerships, i.e., UNS-State vs. NS-Non State, they have not yet in turn successfully coalesce into a true public-private partnerships; the type that has brought about, at the global level, the GFATM even if initiatives like those taken by MTN, through its own foundations and the Nigeria Business Coalition Against AIDS (NIBUCAA), in the field of HIV/AIDS programming in Nigeria are showing the way.

Furthermore the UNS-State "bilaterally structured" strategic partnerships are not yet being utilized effectively and efficiently leaving ample room for deepening relationships with state by expanding beyond Federal and states levels towards the LGAs.

[12] UNDP and Civil Society Organizations: A Policy of Engagement: http://www.undp.org/oslocentre/docs06/UNDPCSOPolicy.pdf- downloaded 24/01/2011

[13] R E V I E W R E P O R T WHO's interactions with Civil Society and Nongovernmental Organizations WHO/CSI/2002/WP6

[14] The Resolution 1996/31 of the 49th Plenary meeting "Consultative relationship between the United Nations and non-governmental organizations

6 LESSONS LEARNED

6.1 UNDAF II Accomplishments

- A notable achievement of UNDAF II, particularly appreciated in the governance and accountability cluster, has been the support to the initiation and promotion of practitioners' networks. (Agency Output A.1.1.4; Agency Outcome A.1.1)

- The targeting of both state and non-state entities and actors for capacity strengthening for enhanced performance has proven to be a judicious move especially in the areas concerned with strengthening governance and accountability. (Agency Outcomes A.1.2, A.1.3, A.2.1, A.2.2 and A.2.3)

- Perseverance and consistency in policy dialogue and advocacy with government have proven to be a veritable tool in engendering commitment by government as seen in the implementation of the IMNCH strategy, the establishment of the Midwifery Service Scheme, the development of the NSHDP and the HIV/AIDS NSF. (Agency Outputs C.1.1.2, C.1.2.1, C.1.2.2, D.1.1.1; Agency Outcomes C.1.1, C.1.2 and D.1.1)

- Encouraging dialogue and advocacy initiatives were made under UNDAF II. (Agency Output D.1.1.1; Agency Outcomes A.1.2, A.1.3, A.2.1, A.2.2, A.2.3 and D.1.1)

- Implementing Partners also revealed that UN programming as crystallized in the UNDAF is opening up new and improved knowledge base in planning and financial management and therefore influencing their own choices of programming tools and practices. (Agency Outputs A.1.1.1, A.1.1.2, A.1.1.3, A.1.2.1, A.1.2.2 and A.1.2.3; Agency Outcomes A.1.1, A.1.2 and B.1.1)

- Emphasis on strengthening institutional frameworks for development supported with technical assistance to government has resulted in Government buy – in on use of evidence based decision making leading to more reliable and effective policies, plans, databases and reports. (Agency Outputs A.1.1.2, A.1.1.3, A.1.2.1, A.1.2.2, A.1.2.3, A.2.1.1, A.2.2.1, A.2.2.2, A.2.2.3, A.2.3.1, A.2.3.2, A.2.3.3, C.1.1.1 and C.1.1.2; Agency Outcomes A.1.1, A.1.2, A.2.1, A.2.2, A.2.3 and C.1.1)

- Policies and programmes in place in Education, health, Gender equity and equality and in the delivery of services such as the Universal Basic Education, education programmes for marginalized groups such as Quranic education, and for the Fishing Riverine people, seem to point to a renewed Government's commitment to social service delivery. (Agency Outputs C.1.1.2 and C.1.1.4, C.1.2.1 and C.1.22; Agency Outcomes C.1.1 and C.1.1.2)

- Support to national data collection and treatment institutions capacities acquisition, as exemplified by the National Bureau of Statistics and National Population Commission ability to conduct national surveys and post-survey analysis, is crucial for sustenance of programmes. (Agency Output C.1.1.1; Agency Outcomes A.11; A.1.2 and C.1.1)

- UNDAF has helped in fostering some level of inter-agency collaboration which did not exist in the past. (Agency Outputs A.2.1.2, A.2.2.1, A.2.3.1, A.2.3.2, A.2.3.3, C.1.2.2 and D.1.1.1; Agency Outcomes A.2.1, A.2.2, A.2.3, C.1.2 and D.1.1)

- The MVP presents a convincing evidence of few good practices that will deliver desired development results if unwavering political will continues. (Agency Output B.1.1; Agency Outcomes A.1.2 and B.1.1)

- The development of - DEVINFO- serves as an effective tool for monitoring the achievement of MDGs at the disposal of UNDAF Clusters, policy makers, key functionaries and IPs. (Agency Output B.1.1; Agency Outcome B.1.1)

- Most Implementing Partners expressed appreciation for the UN Development Assistance Framework for its harmonized reporting system, reduction in the number of meetings with different UN Agencies. (All Clusters)

- UN's role of convening critical stakeholders has been very strategic in leveraging resources, competence, experiences from other regions, and in strengthening coordination. This is very visible in the areas of EPR, conflict prevention, TIP and child protection. (Agency Outputs A.2.11 and D.1.1.2; Agency Outcome D.1.1 and Agency Output D.2.2.1; Agency Outcomes A.2.1 and D.1.1)

6.2 UNDAF II Challenges[15]

- UN Policy dialogue and advocacy initiatives on Nigeria's key economic governance challenges not noticeable under UNDAF II.

- Little or no knowledge and comprehension of development partners' fund transfers systems, management processes and requirements, combined with inadequate information/understanding of the support being provided by UN, by state/Federal programme managers while resulting in enormous time wastage, do constitute a serious impediment to the framework's interventions performance. For instance, the NPF does not seem to be aware of the UNDAF programme cycle and approaches its TIP work partnership with the UN on an ad-hoc basis rather as opposed to through a comprehensive programming process. Another example is the case of the difficulties and internal bureaucratic bottlenecks experienced in the procurement of specialized services (ICPC) by the EFCC. (Agency Outcomes A.1.2, A.1.3 and A.2.3)

[15] These UNDAF II challenges listed below are themselves shaped by a national development environment structured, amongst other limitations, by the following constraints: tardy release of earmarked project and capital financial resources; low political commitment to procurement reform at State level ; IPs difficulties, during implementation of activities, at mobilizing and engaging with key policy decision makers or high level officials such as members of State Houses of Assembly at state level; performance levels limited by national capacities that are themselves constrained by ineffective or missing systems; weak practice of evidence-based decision-making and programming demonstrated through the prevailing apathy to accessing data and reports to guide decision making and programming by many programme managers and policy makers; continued National Assembly's failure to pass key bills like the Freedom for Information Bill, the Prison Reform Bill, freedom of Information bill, the Evidence Act, the Witness Protection bill, the Anti-terrorism and other Criminal Law Procedural Codes that hampers implementation of international standardized practices as well as UN conventions; the judiciary's own corruption, slowness in the dispensation of justice and resistance to the introduction of new and innovative methods of justice administration; unaddressed environmental-based diminished livelihood situations and the lack of funding for conflict prevention, peacekeeping and some existing EPR plans.

- The UN system "excessive bureaucratization", in the eyes of many IPs, is a serious challenge responsible for delays in processing and releasing support to implementing partners. (Agency Output A.2.1.3)

- The non-inclusion and non-consultation with sub-national authorities, CSOs and the Organized Private Sector in the planning and implementation of UN supported interventions leads to "limited" ownership like in key Cluster B areas. (Agency Outputs D.1.1.4, D.1.2.5 D.2.1.3.; Agency Outcome D.1.1, D.1.2 and D.2.1; Cluster B)

- UN programming cycle length, its time and timeliness requirements not being always truly understood and factored in their programming by stakeholders contributes to lower the pace of programmes implementation.

- Conflation within some government circles of UN technical assistance provision posture with that of a funding institution and of GCCC payment with a complete fulfillment of their development duty bearer's responsibilities towards their citizens.

- The reduction of UN officially pledged resources resulting in inadequacy of UN funding as was the case with UNDP promised funding to BPP leading to scale down the level of the monitoring exercise in the 2010 AWP (Agency Outcomes A.1.3 and A.2.3)

- NPC limited human resources capacity makes it difficult for NPC to keep pace, at both federal and state levels, with UN agencies that must deliver on target, hence a serious challenge to national ownership, coordination and leadership of programmes. (Agency Outcome A.1.2)

- Focal MDAs programme leadership hampered by competition among the MDAs for resources and influence. (Agency Outcome A.1.1)

- Weak and unstable inter-sectoral linkages in sector reforms, programme design and implementation at the various government levels, e.g., Ministry of Education and Health, Ministry of Justice and Women Affairs on issues of child rights in some states; and the overall public expenditure management reforms being supported by UNDP. (Agency Outcome A.1.1)

- Retained challenges not always resulting from truly in-depth causal analysis.

- Outcomes, outputs and activities in work plans and UNDAF II not formulated as SMART results plus an absence of systemic specification of assumptions as well as identification of risks attached to each result; many outcomes and outputs not attainable for 2012. (All Clusters)

- UN human resources challenges include UNDAF tasks and responsibilities not always being accounted for in Agency staff's evaluation key areas, under-staffing and overstretched of some key UN units like the one dealing with conflict as well as high UN staff turnover rate. (All Clusters)

- The non-existence of a single one-stop UN budgetary framework or resources used information clearinghouse making it relatively impossible to gather information according to UNDAF categories like UNDAF outcome, Agency outcome and output.

- Insufficient involvement in, and awareness of, UNDAF processes by OMT members coupled with the absence of UN, not agency, staff dedicated to the implementation of UNDAF II making it difficult to collect and organize information on various aspects of the UNDAF outcomes and agency outcomes and outputs.

- Weak MIS leading to incomplete documentation and reporting of utilization data in the social service delivery cluster especially in the health sector. (Agency Outputs C.1.1.1 and C.1.1.2; Agency Outcome C.1.1)

- Multiplicity of tools (policies, plans, guidelines, etc) in gender and HIV/AIDS which may bring confusion in interpretation and implementation.

- The non-existence of a coherent national security policy and a corollary actionable national security strategy and the inattention to environmental challenges and/or poor environmental governance resulting in diminished livelihood. (Agency Outcome D.1.1)

- UN plans to work with some Niger Delta states constrained by the limited access to, and difficulty of engaging with, the Niger Delta Amnesty Committee as well as the continuing conflict in the region. (Agency Outputs D.1.1.2, D.1.2.1, D.1.2.2, D1.2.3 and D.1.2.4; Agency Outcomes D.1.1 and D.1.2)

- Difficulty for UN Agencies to access some conflict-prone areas, particularly the border areas of Cameroon and Nigeria. (Agency Output D.2.1.2)

- NEMA's weakness in its core mandate of coordination, while SEMAs and LEMCs seem to be ineffective, poorly funded or not well connected to NEMA. (Agency Outputs D.1.1.3 and D.1.2.3; Agency Outcomes D.1.1 and D.1.2)

- The fact that Nigeria is a DAO self-starter seems to have engendered a chilling effect on the DAO spirit, generally manifested in a deliberate "no rush, no sweat" attitude of the staff with regard to anything DAO.

- Lack of a mechanism to mobilize resources to bridge the financial gap for the implementation of UNDAF II.

- Weak understanding of the operational modalities of DAO and UNDAF by relevant MDAs and other IPs at state levels

- Commitment of IPs, particularly state governments have not been forthcoming with GCCC.

6.3 Opportunities

- There is considerable scope for collaborative work by the agencies. Amongst these are opportunities for joint work between UNDP, and UNIFEM in Gender budgeting, and between UNDP and UNICEF in the work on Children Budgets as well as UNFPA, UNICEF, WHO and World Bank in maternal and child health programme under the auspices of UNH4.

- The reality of a common UN premises with pooled common services in Abuja, the existence of inter-agency thematic groups, and the steps already taken towards harmonization and coordination of programmes are all fertile nutrients for a successful DAO process.

- More effort should be made to sustain dialogue with political leaders on the need for them to become developmental in their thinking and to benefit from the cooperation framework on behalf of their citizens.

- Beyond being a mere multi-agency data depository, DEVINFO has the potential to be a truly inter UN-agency information sharing modality.

- Potential linkages to explore between NBS and NPC as well as between medium term expenditure frameworks (MTEF) and federal, state and local governments budgets.

7 Conclusions and Recommendations

The MTR has observed that Nigeria's UNDAF II has shown a very strong relevance with regard to alignment with national and states priorities as well as with the MDGs. UNDAF II design and focus however failed to attain the same level of achievement with regard to the other criteria that are constitutive the relevance requirement. For instance, while UNDAF II's outcomes and outputs, designed in support of government initiatives and concerns, were well intentioned, some of them were poorly articulated, consequently unrealistic targets to be achieved. It is necessary therefore, to revisit and re-focus the present outcomes and outputs and more input to fast track joint programming, so as to attain and maximize the visible impact made by the UNS, and in readiness for UNDAF III. Similar shortcomings have been noted also in relation to indicators, M&E, risks and assumption, UN inter-agencies linkages as well as linkages with other development partners.

The MTR team was not able to access information on resources usage, organized by UNDAF II results categories, and could not therefore rigorously assess efficiency. During the quest for used resources data, the MTR Team was directed towards the OMT and the Data Group. The review team observed that the Data Group set up by the UNCT was simply moribund. Exchanges with the OMT revealed that neither the UNCT as a whole nor the individual agency had an UNDAF-inspired system in place to collect data on resources used towards achieving UNDAF Outcomes. The Team also noted that the OMT, citing its TORs, has been maintaining a rather passive and distant posture towards anything UNDAF, perceived as a domain strictly reserved to the PMT. While the MTR had no sufficient evidence to assert that UNDAF II's implementation has been efficient, it observed that by-in-large UNDAF II was designed as a mechanism to achieve a coherent UN response that minimizes transaction costs of UN support for national counterparts and UN agencies.

On effectiveness, the MTR has observed that the implementation of UNDAF II has witnessed noticeable progress in many aspects of the UNDAF Outcomes and Agency outcomes, especially with regard to sectorally disaggregated data, gender and human rights sensitivity, policies and initiation of institutional frameworks and systems to strengthen governance and accountability, promote productivity and employment, transform social service delivery and reduce risk of crisis, conflict and insecurity. Unsurprisingly, less progress has been detected in engendering behavior change practices. In its design UNDAF II has set the stage for progress to be made on its DAO initiative and non-DAO programmes. As a result of this focus state-level assistance, DAO states are now able to develop their own annual work plans. The MTR also recorded evidence of increased capacity in MDAs, LGAs, communities and CSOs has begun to show in terms of awareness, policy and plans. However, there are still some key limitations that need urgent attention. For instance, while this may vary considerably from one UN agency to the other, UNDAF II's engagement with Nigerian stakeholders has mainly focused on MDAs failing to encourage a robust participation from CSOs, CBO s and the private sector. Likewise, though on the increase, overall collaboration among UN agencies is still low and resources have not been pooled to a maximum level in addressing some of the daunting national challenges facing the country. The MTR also observed that a sizable chunk of UN interventions planned both at Federal and sub-regional levels remain unimplemented due to the various issues discussed throughout the report.

In view of past and present stakeholders' commitments, including recent government policy and programme initiatives, the MTR Team believes that sustainability of results achieved with UN support is likely, provided that efforts are made to ensure CSOs resilience and empowerment, continuous funding of agreed development priorities and timely funds release by government as well as UN uninterrupted focused advocacy on development priorities.

Recommendations have therefore been made to further facilitate the collaborative efforts of the UN System, Nigeria's State and non-State actors towards securing "a policy and institutional environment within which all citizens are active agents of development that distributes benefits equitably to the present generation without jeopardizing gains for future generations.

7.1 RECOMMENDATIONS FOR UNDAF II IN 2011 -2012

Taking into consideration that 2011 could be a less predictable year due to national elections, post-election settling down processes of incoming administrations, both at national and state levels in May 2011, delays in budget releases and GCCC Payments, possible changes/transfer of UN trained personnel in MDAs, a realistic timeline left for implementation of UNDAF II could be only 18 months. It against this context the following Recommendations for the remaining UNDAF II lifetime are presented, for consideration.

Recommendations for UN Consideration

- Perhaps the most important recommendation on UNDAF is that strong efforts must be made to ensure the full operationalisation of DAO. To concretize this, there is need for (a.) a renewed focus on putting in place the necessary prerequisites for a successful DAO; (b.) an in-house assessment of capacity and institutional requirements, with both DAO and non-DAO UNDAFII implementation in view and (c.) for the sensitization of all the UN agencies personnel on the UNDAF and the DAO and their differences, commonalities and linkages. Such sensitization sessions should address, among other things: (i.) the operational modalities of DAO including its required operating systems, financial and human resources; (ii.) familiarization with DAO success stories in other countries and (iii.) how to raise awareness of, and work with implementing partners on the DAO.

- The UN system has contributed tremendously towards strengthening human and institutional capacity in Nigeria. In spite of this effort, human and institutional capacity limitations remain binding constraints on Nigeria's development efforts. It is recommended that the UN system re-examine the conundrum to determine how to better provide further more-focused benchmarked and results oriented capacity building assistance. (All Clusters)

- Harness the untapped potentials of the organised private sector in conflict prevention work, particularly in the oil and gas sector and take stock of assistance offered by the UN on the implementation of the Local Development Programme (LDP) in the Niger Delta and replicate same in other states with similar challenges. (Cluster D)

- Support strengthening inter-MDA collaboration and information sharing. The MTR observed, for instance, that the connection of the NBS with the NPC was weak in terms of demand for and supply of data. Each of both institutions could be supported to take initiatives within a demand-and-supply framework to incentivize the NBS to areas where it can gather data that are relevant to aspects of development planning in its work programme. The thrust of this recommendation is that there an opportunity of complementarities between the NBS and the NPC. Similarly there should be stronger linkages in the area of fiscal policy. For example development plans should be reflected in the budget through the medium term expenditure frameworks (MTEF). In other words, the sectoral budget should closely follow the MTEF set by the Ministry of Finance. (Agency Outcomes A.1.1 and A.1.2)

- UN Agencies should prioritize advocacy with the government for equity sensitive resource allocation, resource use and policy design and implementation in order to help attain the MDGs while focusing on the poorest and most deprived social groups and regions.

- A systematic treatment of recurrent events, like violent ethno-religious conflicts in North East, North Central; South-South; electoral/political violence; corruption at all levels of society, as risks to the implementation of UNDF II outcomes. (Clusters A and D)

- Inter-agency partnerships should be further strengthened as this is likely to deliver results more effectively. Recommended areas may include elections, citizens participation and issues revolving around reduction in violent conflicts, in decent work agenda, gender budgeting, children budgets, and budget transparency; child justice issues into the justice sector, environment/water and sanitation, gender/job creation and employment opportunities, and scale up area of coverage to harness coherence, collective and visible impact of the support from the UN Family. (All clusters)

- Support to the extension of the anti-corruption work into the organized private sector including domestication of Standard international Procedures and norms. (Agency Outcomes A.1.1 and A.1.2)

- Intensifying advocacy and lobbying initiative to increase political representation of women in governance, gender perspectives in budgetting in other MDAs such as agriculture, environment etc and in focus states,and also efforts at improving and updating gender dis-aggregated data in all sectors and in the focus state. (Agency Outputs A.1.1.1, A.2.1.2 and B.1.1.1; Agency Outcomes A.1.1, A.1.2 and B.1.1)

- Policy dialogue, based on sound empirical findings, should become another key strategy of the UN in its interventions in Nigeria.

- Supporting a UN/Stakeholders Forum to revisit Outcomes/Outputs in UNDAFII, to prioritize on major outstanding activities and realistically appraise achievable interventions by the end of UNDAF II programme cycle in 2012 and provide SMART outcome formulations, develop appropriate indicators, assign risk to each result and evaluate each assumption. (All Clusters). The UN, during UNDAF II's revisit, could consider targeting diminished livelihood caused by poor environmental governance or challenges and working on a tighter integration and coordination of environmental issues and reformulate UNDAF

Outcomes accordingly for more efficient use of resources to achieve appreciable results. (B and D Clusters)

- Initiate a more aggressive resource mobilization strategy by the UNCT, led by the Resident Coordinator, as a key ingredient for the successful implementation of UNDAF II programmes through a fast-tracking of the establishment of the DAO Strategic Fund and an intensification of the drive for Donor involvement in UNDAF to mobilize resources and for capacity development of IPs in the spirit of AID Effectiveness. (All Clusters)

- Exploring the possibility of or PMT sub–committee/Theme Groups to adequately address substantive issues and monitor regularly the progress being made towards achieving UNDAF Outcomes. (All Clusters). The PMT Theme Groups could be tasked with ensuring that UNDAF M/E Plan is implemented Implementation of and facilitating joint monitoring with IPs. (Agency Outputs B.1.1.5, C.1.1.4, C.1.2.1, C.1.2.2, C.3.1.5; Agency Outcomes A.11, A.1.2, A.1.3, A.2.1, A.2.2, A.2.3, B.1.1, C.1.1, C.1.2 and C.3.1)

- Increasing the involvement of Organized Private Sector and CSOs even at this stage to leverage progress in programme implementation level. (Agency Outputs C.2.1.1 and C.2.1.2; Agency Outcomes A.1.3, A.2.3 and C.2.1)

- Engaging an Expert to develop an Advocacy and Communication Strategy. A strategy that will: facilitate and increase the quality of UNDAF implementation,; highlight UN expertise and comparative advantages and enhance approach to resource mobilization; boost knowledge harvesting and sharing both internally and externally, of UNS, its partners and to, support UN Advocacy -linking it with support to Nigeria fulfillment of her international commitments like with the MDGs. (Agency Outcomes A.1.1 and B.1.1)

- Supporting the development of effective strategies for mainstreaming the respective cross cutting issues with action plans /checklists and indicators, in the various clusters. (All Clusters)

- Support the Central Bank of Nigeria to develop appropriate UNDAFII-based M/E Plan. (Agency Outcome A.1.1. Cluster B)

- Relevant UN agencies should work jointly to engage public officials at the highest strategic level so as to galvanise and sustain political commitment to police reform, support capacity development of the executive branch regulatory entities and cognizant CSOs for an effective civilian oversight of the police Similarly inter-UN collaboration is encouraged to support the National Human Rights Commission in the areas of investigation, reporting and monitoring of human rights violations by security agencies and non-state armed groups in conflict and exhort the Committee on the Rights of the Child in the Office of the High Commission on Human Rights to give its work on children affected by armed conflict a special focus. (Agency Outcome A.2.2)

- A need for the UN to maintain their emphasis on human rights in training and other capacity building assistance to law enforcement agencies, particularly the police. (Agency Output A.2.2.2; Agency Outcome A.2.2)

- Cognizant UN agencies should consider incorporating Issues of child justice and violence against women into the wider conflict, security and justice sector work, support follow up refresher courses for police officers who had benefitted from TIP training and help revive the legislative advocacy for the passage of the Bills on GBV and the establishment of the Child Protection Agency. (Agency Outputs A.2.1.2, A.2.2.1, C.1.1.2 and C1.1.3; Agency Outcomes A.2.1, A.2.2 and C.1.1)

- UNODC should continue support to the advocacy initiative for the passage of the Witness Protection and Anti–terrorism bills (Agency Output D.1.2.3; Agency Outcome D.1.2)

- UNICEF, UNFPA and UNIFEM (UN Women) should sustain and expand work on network building in the areas of violence against women and child protection. UNDP should join them and work to establish a similar network on police reform (Agency Outputs A.2.1.2, A.2.2.1, A.2.2.2, C.1.1.2 and C1.1.3; Agency Outcome A.2.2 andC.1.1.)

- UNDP and UNICEF need to work together to link electoral reform to conflict prevention and police reform (Agency Outcomes A.2.1 and D.2.1)

- UNDP should actively engage civil society organizations in the Niger Delta and build their capacity to participate in planning, implementation and monitoring of development plans as a conflict prevention strategy. This includes enabling MDAs in the region to provide access to and disseminate information on resource flows and development performance (Agency Outputs D.1.1.1 and D.1.2.3; Agency Outcomes D.1.1 and D.1.2)

- UNDP and UN EPR Unit should expedite piloting of a Niger Delta-wide conflict and disaster early warning system (Agency Output D.1.2.1; Agency Outcome D.1.2)

- UNICEF, UNIFEM (UN Women), WHO and UNODC should strengthen coordination of MDAs relevant to particular programmes (e.g. TIP, EPR) into joint work, through the focal MDA.

- WHO and UNICEF should step up their efforts on strengthening the capacity of NEMA for coordination of national EPR mechanisms. (UNDAF Outcome C.3)

- All UN agencies should include supporting the strengthening of the NPC in programming to enhance realization of the Paris (and Accra) Declarations. All relevant agencies should also make the effort to share more information with the NPC on their state-level engagements, right from the inception stage (Agency Outcome A.1.1 and A.1.2)

- UNDP should commence support for development of guidelines and procedures for piloting community-based policing and crime prevention. UNDP may wish to collaborate closely

with UK DFID and CSOs which have some country experience in this area. (Agency Outputs D.1.2.2 and D.1.2.3; Agency Outcome D.1.2)

- Support the IPCR to develop guidelines and procedures for joint planning, monitoring and feedback for use in conflict prevention, management and resolution. UNDP has been the main agency in this area, but UNIFEM (UN Women) and UNFPA can come in here in order to address issues of violence against women in conflict and post-conflict situations. UNICEF has already done an assessment on Children Associated with Armed Groups in the Niger Delta Region and they need to come in too. (Agency Outputs D.1.2.2 and D.1.2.3; Agency Outcome D.1.2)

- The emerging UN EPR mechanism should establish a strong humanitarian component to support national response to humanitarian emergencies during armed conflict. This will require the lead agencies (UNHCR and UNICEF) to work more closely with UN OCHA at country level

- Gender and HIV/AIDS should be truly mainstreamed into all aspects of development programme and efforts should be made to harmonize the various existing tools on Gender and HIV/AIDS in order to reduce the multiplicity of tools (policies, plans, guidelines, etc) being developed in these sectors and thereby enhance comprehension and implementation. (Agency Output C.1.1.2; Agency Outcome C.1.1)

Government is urged to:

- Focus on rounding up outstanding activities on Micro Finance I**n**stitutions, by facilitating the completion of the policy review and strategy development (Agency Outputs B.2.2.1 and B.2.2.2; Agency Outcome B.2.2) and accelerate efforts being made to develop a labour migration policy and the back-up law to address irregular migration (Agency Outcome B.2.3).

- Support strengthening inter-MDA collaboration and information sharing. Notably take steps to create a demand-driven market to incentivize the NBS to areas where it can gather data that are relevant to aspects of NPC's development planning work. Similarly governments should work at strengthening linkages in the fiscal policy chain by ensuring that its development plans and policies are reflected in the budget through the medium term expenditure frameworks (MTEF). (Agency Outcomes A.1.1 and A.1.2)

- Systematize regular payment of GCCC to ensure high performance of UNDAF IIcannot be over-emphasized. (Agency Outcomes A.11, A.1.2 and B.1.2).

- Organize MDAs, Focus States and Stakeholders Forum to secure consensus on rationalized UNDAF interventions and re- prioritized areas. (All Clusters) rationalize and refine the number of attainable outcomes/outputs in the remaining period.

- Scale up activities to accelerate progress towards MDG I (UNDAF B.1.), 3, 7 & 8. and also, effort made for interventions to be undertaken under Outcome B.3 during the remaining period of UNDAF11. (UNDAF Outcomes B.1 and B.2)

- Support to State Ministries of Planning's or Planning Commission's capacities building in policy formulation and planning. (Agency Outcomes A.1.1 and A.1.2)

- Create awareness on the merits of the use of data for decision making for policy makers and technocrats and support strengthening the Management information system in all sectors of the Social Service Delivery for a robust MIS. (Agency Output C.1.1.1; Agency Outcome C.1)

- Engagement of CSOs and OPS in more areas of all four UNDAF II clusters for a more robust non-State actors' participation in programmes. (All Clusters)

- Increase support to the area of cross border threats and continued advocacy to government to commit resources to it

- Give an urgent and robust attention to the management and resolution of the conflict in Jos through a close collaboration of agencies that could contribute their respective expertise to respond to the challenges of the Jos conflict prevention, management and resolution. (Cluster D)

7.1 RECOMMENDATIONS FOR UNDAF III

- UNDAF III should take on the lessons learnt in implementing UNDAF II. The critical lesson in this regard is the need for a fast operationalisation of DAO.

- Leveraging joint programming and effort at establishing One Budget principle, if DAO is to be fully adopted.

- Designing an "Outcome" for Operations Management as important arm of the DAO process and to foster further appreciation of both programmes and operations teams, while providing opportunity to evaluate efficiency realistically. Both operations and programme Staff are urged to strengthen communications and information sharing.

- Development of a gender mainstreaming checklist prior to the UNDAF III planning process; a checklist that will be used in programme development in M&E both at the UNDAF and Agencies specific plans levels.

- Consult widely to ensure that UNDAF III orientation and focus are aligned with national, state and local development priorities.

- Initiate an early political sensitization of implementation partners on the start of the UNDAF III programming process to enable them to make provisions in various budgets and possible review of AWPs to respond to the needs of UNDAF.

- The need to strike a balance between support to government institutions at the federal and those at the state levels and likewise with non-state actors.

- Need to consider identifying key Universities and Research Centres for medium to long term partnerships and collaborations on policy studies, baseline surveys, short-term capacity building programmes etc.

- Supporting Government efforts towards achievment of the MDGs and other international committments.

- Stenghtening the Local Governance Devolpment Unit and promoting downstream/bottom-up approaches, in pro-poor programming, and to foster people partcipation in governance and development in the rural economy. (Agency Outputs C.1.1.4 and C.2.1.2; Agency Outcomes C.1.1 and C.2.1)

- Water and Sanitation could be considered under Environmental programming in the B. Sector with relevant UN Agencies contributing .Also, such challenges as erosion control, which might not be successfully and finally addressed by the end of UNDAF III, could be left to the World Bank to continue with its interventions, while exploring new possible areas of collaboration with ECOWAS.

- Climate change is an emerging development challenge. Therefore, the Environment- climate change vulnerability- poverty- food security nexus should be considered as strategic to sustainable livelihood and development.

- In view of the good practice presented by the MVP project visited, consider replicating same in selected impoverished LGA's in the country.

- Scaling up national benchmarked and results oriented capacity development at MDAs at both federal and state levels and among UN members of staff.

- Use UNDAF III as a means to leverage partnership with government to accelerate implementation of policies to deliver against national targets and the MDGs.

- To retain institutional memory for continuity and improved programme performance, undertake a serious effort at reducing experienced staff attrition of both UN and government by looking, among other things, at motivational incentives aimed

- Monitoring and Evaluating Plans should be better operationalized in UNDAF III. (Agency Outputs C.1.2.1, C.1.2.2, C.2.1.1 and C.2.1.2; Agency Outcomes C.1.2, C.2.1)

- More collaboration of the UN system with CSOs and NGOs enhancing participation by civil society and grassroots level citizens, as a way of ensuring responsiveness to the special needs of the poor, of girls and women, of persons with special needs, etc

- Consider changes to the title of the cluster to better reflect Natural & Human-induced disasters and EPR

- Give attention to youth development and build stronger link between employment and conflict prevention (National Youth Policy with Action Plan already exists and this is a good

opportunity) – cross cluster synergy (conflict/security and social protection/social services delivery) – out-of-school, out-of-work youth.

ANNEXES

Special Annex – DAO SWOT ANALYSIS

Background

In January 2007, the United Nations Secretary-General launched ***Delivering as One*** as an initiative to increase the UN system's impact. The governments of the following eight programme countries volunteered to become "Delivering as One" pilots: Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Viet Nam. They agreed to work with the UN system to capitalize on the strengths and comparative advantages of the different members of the UN family.

These countries are experimenting with ways to increase the UN system's impact through more coherent programmes, reduced transaction costs for governments, and lower overhead costs for the UN system. The aim of all these efforts is to deliver as one – that is working and planning together in a coordinated way to reduce duplication, increase efficiency, and encourage donors to pool their funds so that the UNS can be more strategic and deliver real impact.

The initiative itself is part of the UN system's response to mandates from the General Assembly, the Economic and Social Council, and other governing bodies, most notably the Triennial Comprehensive Policy Review resolutions of 2001, 2004 and 2007; the initiative's roots are to be found also in the High-Level Panel on System-wide Coherence November 2006 report "Delivering As One". Having considered how the UN system works in the fields of development, humanitarian assistance, and the environment, the High-Level Panel offered a number of recommendations with the hope that by harnessing expertise from across the UN System and creating synergies between UN organizations, "Delivering as One" will increase the impact of UN operational activities in support of national priorities, and help countries to attain the Millennium Development Goals and other development objectives. In that sense, the main objectives of "Delivering as One" are: (1) to increase the impact of the UN System at country level by (2) increasing national ownership of UN activities; (3) reducing transaction costs generated by UN organizations, and (4) increasing the UN's efficiency and effectiveness.

For development operations, the High-Level Panel organized its proposals around four "ones": (a) One Programme; (b) One Empowered Leader and Empowered Team; (c) One Budgetary Framework and (c) One Office.

- 'One Programme' brings all members of the country team together under one nationally-owned strategy that draws on the full range of UN expertise. The programme's outcomes are listed as measurable, costed outputs resulting from UN support to national partners.

- The empowered Resident Coordinator is expected to provide, to its empowered team, strategic leadership throughout the programming process. This through bringing together relevant analytical capacities – both national and international – and developing synergies between various UN "assets" and linkages between the UN entities with their respective mandates and other partners. While retaining authority and accountability over the use of agency resources, the agencies support the leadership role of the empowered RC over the preparation and revision of the UN plan and budget framework.

- The UN Country Team's agreed, costed results are presented in one financial framework, showing each agency's planned input together with the funding source. Unfunded results are also identified. The results in the financial framework can be funded by agencies' core resources, national government contributions, direct contributions from donors, and a specific country coherence fund established for interested donors. This "coherence" or "Delivering as One" fund is managed by the Resident Coordinator on behalf of the UN System.

- 'One Office' harmonizes and simplifies the team's business policies and procedures, allowing them to reduce overhead. Where it makes sense, some or all of the team may move into a common UN House. Where it will reduce overhead costs and increase effective support services, the UN agencies will co-locate and share support services such as procurement, IT, and human resource management among others.

Nigeria's UNDAF II

As in other parts of the world, where the UN is engaged in development activities, the United Nations Development Assistance in Nigeria for the 2009-2011 period is contained within the country's UNDAF II.

Using "the lens of the MDGs and global experience on 'Delivering as One'" the UN, constituted by seventeen (17) Agencies, together with the Nigerian authorities, have focused on the following five key parameters, i.e., (a) Nigeria is an exceptional low income country, with (b) an imperative to address the structural causes of poor development outcomes, in a context where (c) the sustainability of structural change remains a key concern and where (d) there are significant threats to future progress and where (d) finally, a high degree of focus and consistency over the long haul is a pre-requisite for breaking with past shortfalls, to craft a strategic vision for UNDAF II.

The Nigeria UNCT coordinated by a UN Resident Coordinator (RC), who is currently assisted by an embryonic RC Unit, within the context of UNDAF II's strategic vision, has committed itself to "support Nigeria in its efforts to secure a policy and institutional environment within which all citizens are active agents of development that distributes benefits equitably to the present generation without jeopardizing gains for future generations."

A vision that had yielded UNDAF outcomes organized around four ***thematic clusters*** in response to the following "four major priorities": (i) governance and accountability that supports transparent, equitable and effective use of resources; (ii) productivity and employment for wealth creation with a bias towards the poor and to help build a private sector-led non-oil economy, particularly in agriculture and agro-industry; (iii) social service delivery to invest in Nigeria's human capital; and (iv) reduction of the risk of crisis and conflict in the Niger Delta as well as other parts of the country.

Delivering As One in Nigeria's UNDAF II

Conscious of the country's self-starter status, the UNCT, while designing UNDAF II, has opted for a 'pragmatic approach' to 'Delivering as One'. An approach that, while in line with the globally experienced 'Delivering As One', would embody the uniqueness of the Nigerian context. Hence the choice, along with the four thematic clusters, of six Nigerian States (Adamawa, Akwa Ibom, Benue, Imo, Kaduna, Lagos) and the Federal Capital Territory as geographic ***focus States*** where the UN will work collectively and apply the principle of collective responsibility. The pragmatic option is also visible in the introduction and definition within UNDAF II of the notions of 'collective work', 'collective responsibility', to supplement the four "Ones".

Looking at the way UNDAF II defines 'collective work' and 'collective responsibility', the concepts must have been introduced with the aim of giving local contents to the 'one programme', 'one budgetary framework' and 'one empowered RC and UNCT'. The 'one programme' and 'one budgetary framework' are strengthened further with the introduction of 'strategic programme framework' and 'strategic funds'.

However the advent of a prolonged political transition with the incoming Yara'dua administration with new officials combined with the UN own international rotation of head of agencies, all uninformed on the work previously undertaken, has displaced the agenda and ultimately squeezed the momentum out of the work on providing conceptual clarity to the 'pragmatic' nature of UNDAF II's Delivering As One. As a consequence, neither a 'One Budgetary Framework' was ever put together nor were the 'Strategic Funds' or their funding mechanisms and sources specified. Equally striking is the absence of an agreed concept note that does serve as a driver with regard to the what, the why and the how of Nigeria's pragmatic DAO.

Both the cessation of the conceptual clarification process on Nigeria's *Delivering as One* and the related lack of an agreed driver on the DAO process from the onset may account for most of the confusions, lack of awareness and other challenges that have weakened the *Delivering as One* process during the 2009-2010 UNDAF II implementation period. For instance, when the MTR mission visited DAO State Benue, most stakeholders said they were not aware of DAO initiative or UNDAF in the state, even though UNDAF activities were already being implemented. It is possible that these activities were wrongly identified as being sponsored by other operating development partners in the state.

Nigeria's UNDAF II Delivering As One Planning

Records (see UNDAF II's annex 4) show that government participation has been effective throughout the whole UNDAF formulation process. However the government participants referred to may in all likelihood have come solely from the federal government. As a consequence, the priorities identified and the consensus reached in planning and developing UNDAF II were initially arrived at only with federal level stakeholders; the federating states at sub-national level were not involved from the onset in the design stage. When the time came to

operationalise the DAO in the Focus States, this initial omission had to be rectified through the design, acceptance and signature of LoUs and MTDFs. This additional process resulted in the fact that most of the first half of UNDAF II was spent engaging the states in the development of their UNDAF II Annual Work Plans, the signing of LoU and adoption of MTDF as well as acquainting themselves with required financial and other administrative processes. Both Kaduna and Benue States signed the LoU only late in the second year of UNDAF II November and August 2010 respectively. Among the DAO states, two (Lagos, Akwa Ibom) are yet to sign the Letter of Understanding (LOU), or paid up their Government Counterpart Cash Contribution (GCCC) – and put implementation structures in place.

Strengths

One Programme: Along with UNDAF II and its annexes, an implementation guideline was developed. In some Focus States like Benue the State Multiyear Development Framework, MOBOF, was considered in the development of their MCFs; similarly the Federal Capital Territory Annual Work plan was aligned with its Sector Development Plans. And both Management and MDAs representatives who took part in the development of the MCFs have displayed both knowledge and understanding of these linkages.

With regard to intra-UN governance, the 'convening agency' mechanism has worked with the Ex-Com agencies showing more enthusiasm; likewise, with regard to the state partnership and other boards, where they are already in place, like Benue where there are signs of an organisation, things have gone well. That is also the case of Kaduna where there exists a strong sense of ownership. In term of Intra-UN coordination and Peer review, i.e., how well had convening agencies and cluster groups worked, no strength to report. In relation to harmonization and coordination with other development partners no strength to report outside of Kaduna where the World Band and DFID have joined forces with the UNS.

The existence of an implementation guideline has been recorded as strength in the area of Intra-UN Implementation Guidance. With regard to States and Non-States Implementation Partners, the MTR review team has observed a strong MDAs' involvement in implementation.

One Budgetary Framework: The introduction of the concept of 'Strategic Funds' as part of the adaptation process towards a Nigeria pragmatic DAO is noted. However in terms of both actual existence of 'one budgetary framework' and the alignment of all UN agencies resources, core or vertical, with the UNDAF, there is nothing to report. With regard to additional resources mobilization by the RC, DFID's funding targeted to the RC Office has been reported. Since no additional resources mobilization has occurred, the existing allocation criteria is based on 'agency capacity' and has only applied to the funding of ongoing UNDAF Mid Term Review process.

In the area of 'financing mechanisms' nothing to report on the harmonization of intra-UN financing mechanisms even though there is optimism that it will contribute to lowering

transaction costs. HACT macro- and micro- assessments have been conducted for Ex-Com Agencies and high risk was concluded. Direct cash transfers remains the most used UN disbursement modality.

One Office: The UNS in Nigeria works out a one UN House at the national level in Abuja were support services covering technical building maintenance, cleaning services, travel, cafeteria, conference rooms, garage, fuel, dispensary and security are shared. As a consequence transaction costs have been lowered compared to each agency having its own separate rental arrangements. Money also was saved with regard to conference and meeting rooms lettings. In the area of harmonization of office procedures, they have been harmonized in the areas of security, travel, cleaning and information and communication technologies. The harmonization has led to lowering of administrative costs. No evidence currently exists on the score of lowering overall intra-UN and UN partners' transaction costs. The existence of the Abuja UN House at the national level is credited with having facilitated integration among UN agencies and led to better intra-UN interactions as well. The existing common premises work smoothly thanks to the signed MOUs through which all participating agencies have a say in its overall management. The UN House in Abuja has no equivalent in the States where State co-sharing arrangements--most of the time with WHO--exist between individual agencies.

One Empowered Leader and an Empowered UNCT: On the question of how effectively and smoothly the empowered leader has been ensuring the implementation of the One UN, "very well" was the answer in addition to "the RC is in charge and he is the overall head". There was no strength recorded on the question of how effectively and smoothly the empowered UNCT has been meeting its responsibility for achieving UNDAF results.

An Integrated Communication Strategy: Some agencies, in the absence of UNS-wide initiatives, do manage to provide essential information on either the DAO or the UNDAF processes to their own staff and keep them abreast of new developments.

Weaknesses

One Programme: With regard to drivers and references, the strongest weakness in the non-existence of a DAO Authority, in the form of a concept note or an intra-UN MOU, that contains the what, the why and how of DAO in Nigeria, to drive the whole DAO process. Another striking weakness is the non-alignment of ILO and FAO programme cycles with Nigeria's programme cycle followed by the persistent project mentality as opposed to UNDAF II programme approach.

The fact that UNDAF II content was predetermined prior to engaging with the DAO States is a weakness with regard to ownership; so are the cases where State sector plan were not considered in the development of the MCFs. The fact that the stakeholders who did not participate in person in the development of their State MCF, including execution officers, were not targeted to receive information to build up their knowledge and understanding of these

linkages is a weakness. With regard to, In terms of alignment the State Multiyear Development Framework, MOBOF, was considered in the development of their MCFs; similarly the lack of systematized attempts at building up on DAO States Sectoral development plans is also a weakness. The most striking weakness is the fact that awareness of DAO and UNDAF is extremely limited at sub-national levels including in the DAO States.

Characterised by high volumes of meetings called, resulting in only few low attendance meetings actually held, the mechanism implies extremely high transaction costs for the convening agency in terms of initiated correspondences and reminder notes. Continuously criticized by UN staff, the 'convening agency' mechanism suffers from an overall ownership deficit, especially from the Non-Ex-Com agencies that tend to show less enthusiasm. When it comes to requesting updates on plans, agencies tend to be extremely slow to respond, if they ever responded as most agencies do not consider UNDAF coordination matters very high on their priority list. In term of Intra-UN coordination and Peer review proper, i.e., how well convening agencies and cluster groups worked, coordination is weak and getting agencies representative to attend meetings has remained a real challenge throughout the whole first half of UNDAF II. With regard to the state partnership and other boards, many have not yet even started to function. In relation to harmonization and coordination with other development partners, except for Kaduna, nothing has happened. Donors funding is still geared towards vertical agency and MDAs stand alone projects. Here the non-existence of clear rules of engagement with partners is often a serious limiting factor on timeliness. In terms of States and Non-States Implementation Partners, the MTR review team has observed a belated and weak Non-States involvement.

One Budgetary Framework: There is no 'one budgetary framework' and the concept of 'Strategic Funds' introduced by the UNCT to help adapt the DAO to Nigeria's unique situation has not evolved beyond UNDAF II and was never acted upon in practice. There is still a good proportion of UN agency resources not accounted for within the UN Development Assistance Framework. UN level Resources mobilization is weak and this is in line with the paucity of UN joint projects or proposals. Many UN agencies IPs are still operating outside of FACE and HACT.

One Office: In the area of harmonization of office procedures, there is the traditional UNDP provision of procurement, finance and human resources services which is not exactly harmonization.

With regard to the States, there was a mapping of capacities conducted for each state but the discussions have stalled. There were also offers from several states but the UN does not seem to have the (common) shoulders to actually maintain such offices out there. In the States, where a State Office co-share exist, typically the biggest challenge resides in the fact that only one partner bears the maintenance burden of the place.

One Empowered Leader and an Empowered UNCT: There was no weakness recorded on the question of how effectively and smoothly the empowered leader has been ensuring the implementation of the One UN. On the question of how effectively and smoothly the empowered UNCT has been meeting its responsibility for achieving UNDAF results, the issue of substance work not receiving adequate attention was raised in the following terms: "there is a little substantive work done to achieve UNDAF per se".

An Integrated Communication Strategy: Here, like with the other pillars, there is no reference document; and more striking, there is no integrated communication strategy. Intra-UN, there is no provision of the UN staff with essential information on either the DAO or the UNDAF processes, e.g., existing confusion between DAO States and UNDAF States. There is no evidence either that the UN staffs are systematically kept informed on processes and changes.

Facing the external world, no evidence exists that UN wide coordinated communication strategies are deployed around initiatives like the MDGs, or that there is a harmonized branding and publications at country level. Information is provided to partners via various media and platforms.

Opportunities

One Programme: The alignment between UNDAF II, MCFs, State Multiyear Development Framework and AWPs offer the opportunity for joint M&E with multiple stakeholders. Many DAO States MDAs officials have stated that the UN common programming process is serving as a model for their own programming process. Therein lays an opportunity to propose UN know-how in programming to States in the Federation that may be interested. The World Bank-DFID-UN cooperation in Kaduna offers an opportunity to explore other possibilities of partnership in the country. The various capacity building activities geared towards CSOs do offer an opportunity to correct the current weak implication of non-state actors by seeking implementation partnerships with CSOs and the OPS. -In relation to harmonization and coordination with other development partners no strength to report outside of Kaduna where the World Band and DFID have joined forces with the UNS.

One Empowered Leader and an Empowered UNCT: The MTR Report Team has recorded that mostly "individual agencies assume that whatever they do is part of the UNDAF". This attitude offers the opportunity for the UNCT to go beyond that assumption and tighten agency staff members' knowledge and practice of the Common UN programming requirements.

An Integrated Communication Strategy: The fact that some agencies, in the absence of UNS-wide initiatives, do manage on their own to provide essential information on either the DAO or the UNDAF processes to their own staff and keep them abreast of new developments can be used as the basis to build-up UN-wide similar initiatives.

Threats

One Programme: Few DAO States are yet to sign their LOU and put implementation structure and process in motion. Directional changes in national and State development priorities consecutive to post-election Administration changes may disrupt the MCFs and State Multiyear Development alignment. So could intermittent political, environmental and humanitarian crisis. The extent to which States plans are owned by large or small groups of people may strengthen or weakened MCFs and AWPs and make them more vulnerable to the above mentioned political, environmental, humanitarian and other disruptive risks.

One Budgetary Framework: The first recorded threat is the lack of understanding by stakeholders of UN required financial procedures perceived by them as the cause of unnecessary delays in programmes or projects implementation. There is also the high risk environment ratings' resulting from both the macro and micro HACT assessments. While the non-existence of a DAO Authority, in the form of a concept note or an intra-UN MOU is a key impediment to a coherent development and implementation of the DAO, the non-existence of a 'one budgetary framework', does constitute the biggest threat to the sustainability of the current Nigeria's DAO.

An Integrated Communication Strategy: The absence of an integrated communication strategy does constitute a threat already at foot in terms of UN staff inability to differentiate between UNDAF and DAO, programme approach and projects approach, process lead management and results-based management, etc.

Conclusion

On the whole UNDAF II DAO has progressed during this period under review, moved mainly by some agencies' sheer determination to do their part to push ahead with the DAO. However, this has happened without first securing the necessary prerequisites that would have ensured greater success to the efforts deployed. As a consequence, there is no 'one budgetary framework', and no 'integrated communication strategy'; the 'One Programme' currently in place is more a package of juxtaposed individual agency-centered interventions emanating from each agency's CPAP more than a coherent and focused 'One Programme' resulting from 'One UN' UNDAF outcomes as envisaged by the Strategic Programme Framework . Because UNDAF II lacks focus in terms of results-orientation, the existing State DAO programmes' results, though costed, unsurprisingly, are not SMART either. With regard to the 'One Office', no office procedures harmonization has been effectively carried out. Apart from the 'common Premises', that predates the DAO, and does contribute to lowering some overhead costs, there is no evidence of reduction in duplication or increase in efficiency. Based on donors predominant preference for vertical funding of MDAs and Agencies, encouragement for fund pooling by donors has not been effective.

As a milestone, this MTR could be ceased as an opportunity for the Nigeria UNCT to move beyond the current nominal DAO, mobilize and structure staff, systems and funds in favour of a

real deepening of intra-UN collaboration. It should also be ceased as an opportunity for the empowered Resident Coordinator as well to provide strategic leadership to his empowered Country Team, through a deliberate process of streamlining Nigeria's DAO by putting in place its pre-requisites in terms of concept and guidance notes, agreed strategies, governance as well as coordination structures and personnel capable of handling both process and substantive, DAO related issues.

SWOT ANALYSIS TABLE

DELIVERING AS ONE						
#	The 4 Pillars		Strengths	Weaknesses	Opportunities	Threats
01	One Programme	Drivers	References:			
			UNDAF UNDAF Annexes Implementation Guidelines for UNDAF 2009-2012	Missing DAO Authority (Concept Note, Intra-UNCT MOU) ILO and FAO Prgogramme Cycle not aligned with the Nigerian Programme cycle, therefore the UNDAF Programme cycle. Persisting Project mentality to the detriment of UNDAF's and DAO's Programme approach		Few DAO States yet to sign LOU and put implementation structures in place.
			Alignment of State Multiyear Development with State MCFs:			
			In some DAO States, the State Development Framework was considered in the development of the MCFs	UNDAF content pre-determined prior to engagement of DAO States	Opportunity for Joint M&E with other Stakeholders	Directional changes in National and State Development Priorities with changes in Administration Intermittent political, environmental and humanitarian crisis
			Alignment of State Sector Development Plans with State AWPs:			
			Well aligned in FCT State Multi-years Development Frameworks And/or Sector Development Plans State MCFs State AWPs	State Work Plans were not considered in the development of the MCFs Similarly for state sector plans, attempts may have been made to build on them but may not always have managed.		
			Knowledge and Understanding of Existing Linkages between State Multi-year and Sector Development Plans with State AWPs:			

			The representative of the MDAs who participated in the development of the MCFs should have a good idea of the linkages and understand them Linkages are well understood by the management.	Unless the information is properly disseminated to all stakeholders' staff if not those who were not parts of the development of the two instruments will not know what UNDAF is or the linkages between the state Development frameworks with the state MCF. Yes the linkages may be well understood by the management, and still may not be well clear for the officers engaged In execution. Similarly for state sector plans, no systematized attempts at building on them. Awareness of DAO is extremely limited, especially at sub-national level, including in the DAO States Not all tiers of government were involved in the initial level of planning		State plans are not necessarily strongly owned by large groups of people so one may question how well our AWP's are rooted into their own priorities.

		Governance	How well Are the Convening Agencies Working?			
			Have worked well More enthusiasm from EX-Coms;	UN Colleagues still criticize the idea often and ownership does not appear great. Less enthusiasm from non-EX-Coms; High Volume of Meetings Called (Reminder Notes and Unanswered Request), but not Held Attendance to coordination meetings is not high on many agencies priority list; Extremely high transaction Costs in terms of taking the lead to request update on plans; agencies tend to be slow to respond, if they ever respond.	Reasonably well (50%).	Not Really (50%). Lack of enthusiasm from some agencies;
			State Partnership Board: how well have they worked?			
			In the states where the structures are already in place, they have worked well. In Benue there are some signs of organization. In Kaduna, there is a strong sense of ownership.	This has not yet even started to work. Only recently set up. Will function well with time. In Benue there are some signs of organization, but not broad ownership.	Only recently set up. Will function well with time. If we don't have a clear structure on their own, these elements form part of how the UN thinks a state could organize itself towards working with the UN. It is up to the UN to push this governance structure and make it work. In Benue there are some signs of	Limited national and State operational capacities.

				organization.	
	Coordination & Peer Review	Intra-UN Coordination & Peer Review: Convening Agencies vs. Cluster Groups, how well have they worked?			
			Coordination of programme still weak Getting representatives of the various agencies to attend meetings is a major challenge. They have worked within the constraint of time and personnel.		Again there is a widespread doubt if this is ever going to work They have worked within the constraint of time and personnel.
		Harmonization and Coordination with Other Development Partners, is this happening?			
			Only within the UN system other partners yet to come on board except perhaps in Kaduna. Rules of engagement between UN and partners not always clear. For example, does silence means no? Donors funding still geared towards UN agencies vertical and MDAs stand alone projects	There are some signs of coordination with other partners at state level in Benue (DFID). Limited Initiatives for Strategic partnership with other development agencies	
		Intra-UN Implementation Guidance & Monitoring			
		Implementation Guidelines for UNDAF 2009-2012	Implementation: very slow/low degree and of uneven quality High Staff turnover Missing Dedicated UN Policy Advisers		

				No capacity assessment was conducted for the operationalisation of DAO.		
			State and Non-State IPs, degree and quality of Implication			
			The MDAs are involved in the implementation. MDAs, CSOs are involved.	CSOs have not been involved in planning and barely now in implementation.	Opportunities for CSO & OPS capacity building while leveraging programme implementation	Delays in or non release of GCCC

02	One Budgetary Framework	The Four Ones: One Budgetary Framework				
			Strengths	Weaknesses	Opportunities	Threats
		Drivers:				
				DAO Authority (Concept Note, Intra-UNCT MOU)		
		One Budgetary Framework	<u>One Budgetary Framework, Does It Exist?</u>			
				No! It does not exist! Not yet! There is no intention of having one budgetary framework.		
		Resources	<u>Are All Resources (Core and Vertical) Aligned with the UNDAF?</u>			
			In UNDP's case I believe we are 95% in line with UNDAF	No. Not all.		
			<u>Additional Resources Mobilization by the RC, Is this happening?</u>			
			Yes! Resource mobilization is being developed.	But the different accounting soft ware each agency uses is not aligned to generate expenditure in line with UNDAF priorities. There are very few joint projects or proposals so resource mobilization is very limited at UN level.	Presently, DFID has positively responded and funded staff to support the RC office to improve UN Coordination in Nigeria.	
			<u>Allocation of Additional Resources Mobilization by the RC, What Criteria Are Used?</u>			
					The criterion used in allocating these resources is the capacity of the agencies. This is done by the UNCT through PMT.	

					HACT and harmonized consultant rates used commonly by all agencies.	
		Financing Mechanisms	<u>Intra-UN Financing Mechanisms, Have they been Harmonized?</u>			
				Not Sure! This has not started! Refer to OMT!		
			<u>Intra-UN Financing Mechanisms, Have Transactions Costs Been Lowered?</u>			
			No assessment yet done, but expected that the transaction cost will be reduced.	To an extent. HACT and harmonized consultant rates used commonly by all agencies.		
			<u>UN Financing Mechanisms & UN Partners, how are FACE & HACT for Ex-Coms; FACE & Receipts for Specialized Agencies Working?</u>			
			Macro assessment conducted and result revealed that it is high risk environment. Micro assessment of IPs getting assistance jointly from all UN in excess of USD100, 000 per year has been made and result in general showed high risk. As per the UNCT decision, all Ex-Comm. Agencies were directed to undertake a pilot exercise starting July 2009 assuming high risk environment for preparation to fully implement by 01 January 2010. Currently, all Ex-comm. Agencies are	UNODC partners are not yet part of it so can't really say if it is working.		Macro assessment conducted and result revealed that it is high risk environment. Micro assessment of IPs getting assistance jointly from all UN in excess of USD100, 000 per year has been made and result in general showed high risk. As per the UNCT decision, all Ex-Comm. Agencies were directed to undertake a pilot exercise starting July 2009 assuming high risk environment for preparation to fully implement by 01 January 2010. Currently, all Ex-comm.

			implementing HACT and also undertaking micro assessment of IPs below the USD100, 000 threshold and to subsequently determine and agree on the modalities of payment and the nature and intensity of assurance activities to apply. The challenge with some of the agencies like UNICEF is the number of IPs they are dealing which is quite large in number. This has got its impact on full implementation. Otherwise all Ex-com agencies are using HACT, meaning that the FACE form is fully used for request of payment and for reporting of expenditure by IPs.			Agencies are implementing HACT and also undertaking micro assessment of IPs below the USD100, 000 threshold and to subsequently determine and agree on the modalities of payment and the nature and intensity of assurance activities to apply.
		UN Disbursement Modalities	<u>UN Disbursement Modalities uses w/ UN Partners i.e., Direct Cash Transfer; Reimbursement; Direct Payment to Contractor, How are they working?</u>			
					These are mostly Direct Cash Transfer.	Government counterparts and other national implementers or stakeholders are yet to understand and be conversant with UN required financial procedures, causes of many delay and non-access to funds, which impact on implementation

						level of DAO and UNDAF
		Accounting & Financial Reports	Accounting & Financial Reports			

03		The Four Ones: One Office				
	One Office		Strengths	Weaknesses	Opportunities	Threats
		Drivers		DAO Authority (Concept Note, Intra-UNCT MOU)		
		One Office	Existence at National Level?			
			This exists at the national level and it has led to efficiency gains.		This exists at the national level and it has led to efficiency gains.	
			Have It lead to efficiency Gains?			
			The transaction cost has been lowered compared to agencies having separate arrangement on these services. The office has also saved a lot of money in hire conference/meeting rooms.	UNDP does traditionally provide some procurement, finance and HR services to selected other agencies (UNIFEM, UNODC, UNFPA)		
			Existence at DAO State Level?			
			Not sure what is happening at the state level. Benue has provided a building for use but don't know about the other states.	There was mapping of capacities for every state but that discussion has not moved much further than that.	Co-State Offices sharing typically exist with WHO, but no formal agreements exist There was mapping of capacities for every state but that discussion has not moved much further than that. For now, Rivers State (UNDP, WHO, UNOPS, UNEP), Enugu & Bauchi States (UNICEF and WHO) others coming on board are Imo, Benue and Kaduna which have shown interests.	
			Have they lead to efficiency Gains?			

		Support Services	Pooled for Efficiency Gains			
			Areas of support services are technical building maintenance, cleaning services, travel, cafeteria, conference rooms, garage, fuel, dispensary & security.			Areas of support services are technical building maintenance, cleaning services, travel, cafeteria, conference rooms, garage, fuel, dispensary & security.
		Procedures Harmonization	Have Procedures Been Harmonized?			
			Procedures have been harmonized in the area of security, travel, cleaning, internet and this has lowered the cost. The introduction of HACT has a direct effect on cost savings as IPs will not be subjected to different reporting modalities which otherwise would have costed additional and financial resources. Yes. Yes. The administrative cost of transaction has been greatly reduced. Services are better coordinated for efficient service delivery.			
			Are Transactions Costs Being Lowered Intra-UN?			
			Are UN Partners Transactions Costs Being Lowered?			
		Common Premises	UN House Abuja: Does It Facilitate Integration?			
			They are working very well. Common premises have facilitated integration among UN Agencies. There have been better interactions among agencies as well.	We have offers from several states but I believe the UN does not have the (common) shoulders to actually maintain		It is certainly better as compared to working in separate locations.

			Yes,	such office out there.		
			<u>How Smoothly/Effectively Are the Existing Common Premises Working?</u>			
			The existing common premises work very smoothly and effectively through the good management structures and policies instituted which give all the participating agencies opportunity to have a say in the overall management of common premises. The existence of MOU makes them easier to manage.	Not to my knowledge.		
			<u>Do Common Premises Exist at DAO States Levels?</u>			
			Co-State Offices sharing typically exist.	Co-State Offices sharing typically exist. But this is often very challenging as only one partner or the other bears the maintenance burden of the office.	Co-State Offices sharing typically exist with WHO, but no formal agreements exist For now, Rivers State (UNDP, WHO, UNOPS, UNEP), Enugu & Bauchi States (UNICEF and WHO) others coming on board are Imo, Benue and Kaduna which have shown interests.	These are working smoothly with some few challenges.

		The Four Ones: One Empowered Leader & Country Team				
			Strengths	Weaknesses	Opportunities	Threats
		Drivers		DAO Authority (Concept Note, Intra-UNCT MOU)		
04	One Empowered Leader	The Empowered Leader (Ensuring the Implementation of the One UN)	How Effective and Smooth, has the Empowered Leader Been, in Ensuring the Implementation of the One UN?			
			This has worked very well. The RC is in charge and he is the overall head.			
		The Empowered Country Team (Responsibility for Achieving UNDAF Results)	How Effective and Smooth, is the Empowered Team working to meet its Responsibility for Achieving UNDAF Results?			
				There is very little substantive work done to achieve UNDAF per se.	Individual agencies assume that what they do is part of UNDAF and that is mostly it.	

		An Integrated Communication Strategy:				
05	Communication		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		Drivers:		DAO Authority (Concept Note, Intra-UNCT MOU)		
			Does a Communication Strategy Exist?			
				Not sure there is an integrated communications strategy.		
		Internal Communication	Provision of Staff with Essential Information			
			Yes, Within UNODC information has been provided to staff on UNDAF	Within single agencies information may have been provided to staff		
			Briefing Materials for RC & UNCT			
				Does not know		
			Staff Informed on Process and Changes			
			Yes within UNODC			
		External Communication	Coordination of Communication Strategies Around Key Initiatives …. Like the MDGs			
			Harmonize Branding and Publications at Country Level			
			Provide Information to Partners via Various Media and Platforms			

Annex B – OUTPUTS TABLES

EXPERT RATING KEY TABLE

#	Lowest →→→→ to→→→→ Highest				
01	Numerical Weight	1	2	3	4
02	***Effectiveness*** (Extent to which UNDAF II is a means of delivering the programming of the UN Agencies)	Highly Non Effective	Non Effective	Effective	Highly Effective
03	***Efficiency*** (Extent to which UNDAF II is a mechanism to achieve a coherent UN response that minimizes transactions costs of UN support for national counterparts and UN agencies)	Highly Non Efficient	Non Efficient	Efficient	Highly Efficient
04	***Progress*** (Changes towards the achievement of UNDAF II's stated results)	Highly Not Noticeable	Not Noticeable	Noticeable	Highly Noticeable
05	***Relevance*** (The design and focus of UNDAFII)	Highly Not Relevant	Not Relevant	Relevant	Highly Relevant
06	***Sustainability*** (Extent to which results achieved by UNDAF II during the period under review are likely to be sustained after its completion as (i) contributions to national development and (ii) in terms of value added to UN inter-agencies cooperation of UNDAF II)	Highly Unlikely	Unlikely	Likely	Highly Likely

Because the scope of the current assignment covers only half the term, not the full term, for which the indicators were designed, meeting the indicator's requirement half-way is sufficient for assigning the highest score.

To capture Progress for example, any achievement beneath or amounting to 12.5% of the indicator's requirement gets the lowest rating; between 12.5% and 25% (inclusive) gets the next level score. The third level score gets anything between 25% and 37.5% while the highest rating is reserved for any change that meets the 37.5% to 50% (inclusive) threshold of the indicator's requirement.

CLUSTER A – Strengthen Governance and Accountability

Nigeria's Stated Development Priorities

· Combating Corruption/Improving Governance: new value orientation, enforcement of anti-corruption measures (zero tolerance), liaising with the following institutions on policies, strategies and programmes – CPC, EFCC, Code of Conduct

· Macroeconomic Framework: effective revenue and expenditure management; accountability and transparency in private and public sector financial management.

· Good Governance and Sound Macroeconomic Management performance-based budget process: rigorous application of the Fiscal Responsibility Bill; promotion of citizen participation in public budgeting and expenditure monitoring; iii) vigorous pursuit of 'Due Process'.

· Public Service Reform: evolve measures for service-wide inter and intra-sector linkages as well as for joining-up of services; reduce corruption in the public service.

· Security, Law and Electoral Reform, internal security, law enforcement, justice

· Cross-Cutting issues Gender: to promote gender equality and women's empowerment in the social, political and economic sectors for sustainable democracy and development.

UNDAF Outcome A.1.0:
Resource mobilization and public expenditure management meet international standards of fiscal responsibility and requirements for achieving national development targets, consistent with the National Development Plan and MDGs.

Agency Outcomes	Agency Outputs	Primary Partners	Key Results Achieved in 2009-2010	Expert Rating
A.1.1 Cross-sectoral planning and budgeting organizations and sectoral MDAs at Federal level and in the focus States able to develop medium-term plans to achieve key development targets.	A.1.1.1 Guidelines for transparent, participatory, gender responsive and integrated planning and fiscal policy process developed for adoption at Federal and State level		**Output Summary:** **The target is for FGN and states to have systems whereby MTEF guide budgets at FGN and in focus states in 2012. FGN has this in place but only few states do. There is still time to achieve this.**	Rating: *noticeable*
			• Vision20.2020 formulated and First National Development Plan inaugurated through participatory and transparent process. Assistance is being provided to 2 states (Benue and Niger) have been provided with assistance to develop their own Plans. (UN, UNDP, UNCEF)	
		IPs NPC, State Planning Commissions,		
			• Federal Ministry of Health supported in conducting national health accounts and public expenditure reviews. (UNFPA, UNICEF, WHO)	
		FMOH		
			•MDG Costing and/Needs assessment conducted in 4 states (Niger, Benue, Delta and Adamawa), with the aim of mainstreaming the results of the costing into 2011 budgets	
			• The UN supported the development of the Gender Budget Statement of the National Assembly. This initiative supported the Women Affairs Committee of the Assembly for monitoring and evaluation of 2010 budgets in three sectors (health, education and agriculture).	
			• UNICEF is the process of providing assistance to Cross River	

			State to conduct PERs in the Social Welfare, Women and Child Affairs Dept	
	A.1.1.2 A core "toolkit" of methods and instruments for fiscal policy management piloted in selected institutions.		**Output Summary:** **An unspecified % (ambiguous target) of MDAs at FGN level and focus states would have piloted the Core kit. Assistance provided to 3 states to facilitate the passage of the fiscal responsibility bill and the procurement Act.**	Rating: *Noticeable*
		UN: Bureau of Public Procurement, CSOs	• Fiscal Responsibility Act passed at federal level, while assistance has been provided to 3 states (Niger, Benue, and Adamawa) for sensitization and advocacy meeting which will lead to the passage of the Fiscal Responsibility Act.	
		Bureau of Public Procurement, CSOs	• Public procurement bill passed by the federal government but only few states (e.g. Ondo) have done so.	
			• Niger state developing a Fiscal Policy Toolkit	
		FMF, Council of States, NASS	• Following approval by Council of State, Sovereign Wealth Fund bill now before National Assembly	
	A.1.1.3 Data analyses for effective cross-sectoral and sectoral development planning are in place		**Output summary** **NBS, state statistical agencies publish timely data for national and sectoral planning**	. Rating: *highly noticeable*
		NBS and state statistical agencies,	• Inauguration of DevInfo for storing, retrieving and presenting evidence in charts, tables, maps and for sharing same with a large audience (UNDP, UNICEF)	
			• Inauguration of and deployment of a Virtual Private network in 17 states	
			• Development of a web portal (www.nigerianstat.gov.ng) for seamless exchange of data between NBS, MDAS, states and facilitating online data accessibility by users	
		NPC	• UNICEF supported twenty (20) State Planning Commissions/State Statistics Agencies to develop state specific data bases. (UNDP)	
	A.1.1.4 Networks of expert are		**Output Summary:** **Here is more national although the CSO was instrumental in the enactment of the procurement bill**	Rating:

	available to formulate development plans		**in Ondo state.**	*Noticeable*
			• The participatory process of preparing the Vision document has helped to identify experts in various fields. (see annex to ''Economic Transformation Blueprint'', the Vision document for the list of experts (UNDP, UNICEF)	
		NPC,		
A.1.2 Framework for timely, reliable and accessible data on MDGs and other socio-economic targets in the national development plan at both federal and state levels	A.1.2.1 Guidelines for Organizational restructuring systems redesign at a minimum skills base in place to manage functioning Statistical systems		Output Summary	
	A.1.2.2 Federal and State data generating agencies have the capacity to conduct timely, well coordinated and relevant surveys and field research on MDGs		Output Summary	
	A.1.2.3 Accessible and User-friendly databases in place within key governmental		Output Summary	

	planning agencies and MDAs for monitoring of resource flows and progress on MDGs and other national developmental goals.			
Agency outcome A.1.3 Broad coalitions involving non-state actors at all levels create demand for fiscal responsibility and effective use of resources for development	A.1.3.1 Technical advisory services, grant making facilities and skills development programmes for national and state coalitions		Output Summary **The target is the involvement of the civil society in demanding fiscal responsibility and accountability. This was largely achieved with the mapping exercise of CSOs and the formation of the Development Watch Initiative. The target was largely achieved.**	
			• Mapping of civil society organizations (UNICEF)	
		Bureau of Public Procurement Federal Ministry of Finance, MDAs, Civil Society Organizations		
			• Formation of Civil Society Development Watch Initiative which will be registered and empowered to demanding fiscal responsibility and accountability in the use of public resources.	
			• Members of the Initiative have been trained in monitoring procurements and the implementation of projects at national and state levels	
		FMOF, MDAs, Civil Society Organizations		
			• The Initiative facilitated the enactment of the Public Procurement Bill in Ondo state	
			• Provision of assistance to three states for sensitization and advocacy meetings towards the passage of the Fiscal Responsibility Act	
			• Plans are on-going to develop a Public Expenditure Management Assessment in four states	

			• The enhancement of the capacity of CSOs in public procurement, budget monitoring, analysis and tracking and development project monitoring and reporting	
			• UNICEF is supporting CSO's to track programmes that deliver services to women and children in Cross River state.	
	A.1.3.2 Tools and procedures developed to build the capacity of CSOs		Output Summary:	
	A.1.3.3 Selected CSOs (including media and women) have the skills to monitor, assess and advocate on fiscal issues			Rating: Highly Noticeable
			•	
			•	

UNDAF Outcome A.2 **Improvement in the three main pillars of accountable governance – elections, justice and anti-corruption – achieved in accordance with the rule of law and in response to public demand.**				
Agency Outcomes	Agency Outputs	Primary Partners	Key Results Achieved in 2009-2010	Expert Rating
A.2.1 National and State electoral organizations able to perform key functions associated with the planning, conduct and monitoring of credible elections, in collaboration with key stakeholders and in conformity with national and international frameworks and standards	A.2.1.1 Organizational restructuring plans, systems and skills developed for INEC and State IECs to hold well-organized and credible elections in 2011		**Output Summary: UN assistance has supported Nigerian efforts in putting in place plans, systems for INEC to organize free and fair elections in 2011 as in alignment with the 2010 Electoral Act passed by the National Assembly; the digital registration systems are in place; the reconstitution of INEC personnel is initiated. There is high enthusiasm on the part of government, political parties, National Assembly, civil society, citizens and indeed the UN and other development partners to getting a strong electoral system and an EMB that will produce a free and fair in 2011 and beyond. However, there is much work to be done at the state level where elections are organized by SIECs and are under the control of State Executives**.	Score; 3 noticeable
			• All categories of INEC personnel including adhoc staff have been trained in different areas of election administration (UNDP,UN Women)	
			• Electoral Reform Proposal produced and under consideration by the National Assembly.	
			Technical assistance for the improvement of INEC electoral administration processes by UNDP and other donor agencies.	
			· UN support through a core team of 6 electoral experts to advice the EMB.	
			• UN has provided peer support from Ghana and South African Electoral Commissions;	
			• UN support to INEC through Voter Registration Experts and 9 consultants on voter education.	
		INEC ACE, CDD, LEADS,	• The UN has facilitated non-UN support towards the deepening of democracy project.	

		Inter-Gender		
	A.2.1.2: Proposals developed, debated extensively and submitted as inputs into the electoral reform process, focused on: (a) transparent and enforceable rules, procedures and mechanisms for stakeholder participation in the conduct and monitoring of elections; and (b) other critical issues		**Output Summary: UN assistance supported processes leading to citizens 'participation in the electoral reform debate where they raised issues such as strengthening INEC, making it autonomous from the executive in the area of appointment of personnel to run the body, funding etc; strengthening procedures within political parties; voter registration and voting procedures; judicial handling of electoral cases as a foundation for deepening democracy. Procedures for broadening political education and participation have been developed. Support has equally been given to processes leading to improvements in participation of women in politics as well as guiding against the use of children in election related violence.**	*Score: 3 Noticeable*
			• The National Assembly has passed into law the Electoral Act 2010 (UNDP, UN Women)	
		NASS, ACE, CDD, LEADS, Inter-Gender, Center for Human Development; Women's Aid Collective; Gender for Development Action; Poverty in Africa Alternative		
			• Technical capacity of CSOs in delivering voter education, voter registration processes; generation of proposals for the electoral reform process	
			• Strengthening the National Assembly as a platform for reforms e.g. advocacy visit on the Committee on the Review of the 1999 Constitution.	
			•Support of the capacity assessment	

			of the National Assembly	
			• UNDP and UNIFEM have worked with political parties to increase the number of women running for elective positions in 2011; increase participation of women as voters in 2011 elections; support to women candidates in the 2011 election;	
			• Empowerment of women - UN-Women has worked out a proposal to be submitted to the relevant government agencies and political parties for the implementation of the affirmative Action for women in all political institutions.	
			• Through JDBF, UNDP/UN-women support, CSOs are carrying out the following projects: •"National Gender Policy sensitization, voter education for women addressing capacity building for female party candidates" is being implemented in SW, SS, SE, NE, NW and NC is ongoing	
			•Observation of Voter Registration Process in SW, SS, SE, NE, NW and NC is ongoing	
			•voter education and mobilization of electorates in SW, SS, SE, NE, NW and NC is ongoing	
			• voter education on the amendment of the Constitution in SW, SS, SE, NE, NW and NC is ongoing	
			•UNICEF Program on Child Rights Protection in Elections (Mitigating Juvenile Inducement into Electoral Malpractices and Violence; Engendering a protective environment for children in the 2011 electioneering period) in Rivers States (December 2010-june 2011) in place. Project to be replicated in Borno State	
	A.2.1.3: Skills and collaborative networks developed for national and State level CSOs as well as the print and electronic media to undertake specific elections-related		**Output Summary: UN assistance has facilitated the strengthening and development of new CSO networks working in the area of promoting election education, voter registration and voter sensitization on the need to play a decisive role in deepening democracy. Some of these**	*Noticeable*

	activities.		**coalitions are at the national level while other exists at the state level. The process of project implementation is ongoing. The building of CSO networks addresses the national priority of expanding the scope of participation of citizens in governance as well as deepening democracy.** **This programme is fulfilling the UN convention on the right of citizens and their groups to be involved in the political developments in their countries**.	
		TMG, ERN, CFCR, ACE, CDD, LEADS	• support of UN to further strengthen CS Coalitions, including media-focused CSOs, at national, regional and state levels capacities as well as their collaborative work on elections. (UNICEF, UNODC)	
			•CSOs at national level have been trained and are in turn engaged in voter registration education, voter education generally at zonal levels;	
			•CSOs have been publishing bulletins, newsletters, magazines periodically to raise consciousness on electoral matters is ongoing	
Agency Outcome A.2.2 Increase Performance of the justice system and law enforcement institutions at Federal level and in the focus States necessary for the transparent, fair and timely consideration of key civil and criminal cases, in conformity with national and international	A.2.2.1: Updated and reformed procedures and systems for case management, judicial training and legal aid services identified and piloted, in line with relevant UN conventions and protocols.		**Output Summary: Through UN assistance, there has been good attempts at updating and reforming rules, procedures to enhance the performance and integrity of the judiciary in line with the UN Conventions and protocols as it relates to the strengthening of the institution and making it citizen, gender and child- friendly and to increase its performance in deepening democracy and good governance. Some courts have attempted to maintain relative autonomy in the performance of their functions, while an alternative to formal judicial model of work (ADR) has been introduced. For instance, they delivered judgments against the politically powerful in society thereby meeting the hopes and aspirations of citizens. There are however implementation gaps in**	Score: 3 Noticeable

standards			**carrying out State Action Plans in some DAO states, sometimes because of capacity gaps.**	
		States Ministries of Justice in DAO States CSO – Child Protection Network (CPN)	•DAO States, including FCT, have State Action Plans prepared with assistance of the UNODC to strengthen judicial integrity and capacity. The plans include measures to enhance access to justice; improve timeliness and quality of justice delivery; enhance accountability, independence, integrity and oversight. (UNODC, UNICEF),	
			• UNODC has developed guides to educate citizens on how to access the judiciary and defense of their rights through publishing "Contacts for Court Users"	
			• ADR has been mainstreamed into the justice sector as a reform measure;	
			• Guidelines for Dispute resolutions for traditional Rulers in the North and South have been published and are in use	
			• the pressures on the courts have minimally reduced as pending cases between 2009/10 are reduced at a low rate in High Courts, Sharia Courts and Customary Courts	
			•Legal services are offered by 35 States Legal Aid Councils as well as 48 civil society organizations	
			• UNODC/EU provided support to the National Judicial Institute for 40 trainings in nine pilot states namely Anambra, Benue, Borno, Delta, Enugu, Kaduna, Katsina, Lagos, Rivers and the FCT to improve the quality and timeliness of justice	
			• UNICEF joined UNODC to assist the development of Justice Sector Plan in Bayelsa State to ensure Child Justice incorporated into the wider justice sector plan.	
			• UNICEF assisted the establishment of Child Protection Network (CPN) - (a mixture of government and NGOs with mandate of human/child rights protection) in 10 states - Rivers, Kwara, Bauchi, Niger, Kogi and FCT.	

			• UNICEF assisted state CPNs to enhance their capacity in child human rights monitoring, reporting and response,	
	A.2.2.2: Police and prison services have tools and procedures to operate in line with minimum service and human rights standards and under effective oversight mechanisms		**Output Summary:** **The police and the prisons have been strengthened through capacity building, advocacy, policy dialogues and the modernization of working equipment. There have been innovative attempts to include human rights principles, gender and youth perspectives in police and prison work. The assistance is fulfilling UN Convention on the protection of human rights of citizens who may have to interact with the police and the prisons.**	Score: 3 Noticeable
		The Police, the Prison Service, CSOs	• UNIFEM developed a gender policy to address HR and other related policies of the Force in a gender-sensitive manner within the context of on-going reforms of the Police Force at the request of the Police. (UNODC, UNICEF, UNIFEM)	
			• UNICEF supported the Police to participate in the 4th specialized meeting on child trafficking in West and Central Africa. The meeting facilitates review of the status of implementation of the ECOWAS-ECCAS Convention and other agreements signed by countries to protect the rights of children and development of regional frameworks to fight cross border child trafficking	
			• UNODC supported Project on building capacity of Nigerian Prison Service to comply with UN standards and Norms for Prison Management and treatment of prisoners done and is still ongoing (100 senior managers of NPS at HQ trained	
			• A prison reform proposal and been developed through UNODC support and has been presented to the National Assembly: but yet to be passed into law	
			• A revised curriculum and course	

			structure for the Prison College integrating human right approach has been finalized through UNODC support and will soon be in use.	
			• Capacity training of other categories of the prison staff undertaken to enable them improve on their work schedules from 2009-2010	
			•Human rights principles, standard minimum rules for treatment of prisoners and those leaving with HIV/AIDs have been mainstreamed into the contents of the senior management training programme (85 staff have undergone training)	
	A.2.2.3: Monitoring, documentation, reporting and enforcement tools for promotion and protection of human rights developed for use at national level and in each of the six geopolitical zones (in selected CSOs and the National Human Rights Commission/NHRC		(**Output Summary:** *There is no information in this output*	Score: 1 Not noticeable

Agency Outcome A.2.3 Mainstreaming of Anti-corruption and procurement reform measures in key areas of public sector management at Federal level and in the focus States	A.2.3.1: Technical assistance facilities in place for the development of draft public procurement bills, procedures and associated implementation plans at State and local levels		(**Output Summary:** **Good efforts have been made in putting in place drafts bills on public procurement; the National Assembly has passed into law the procurement law; MDAs are been implementing the law.** **There is little progress made in the implementation of the law by the MDAs as well as states that have passed them. Many states (30) states are yet to pass the procurement law. The strategies adopted are relevant as they address the national priorities of the Federal Government of Nigeria in the "vigorous pursuit of due process" and the fight against corruption. When this law is fully implemented in both the public and private sectors, the article 9 and 62 of the UN Convention Against Corruption (Public procurement and management of public finances) and that of economic development and technical assistance would have been complied with.**	Score: 3 Noticeable
		BPP, MDAs, National Assembly, States Assembly; States Procurement depts. In 6 states	•At the national level, UNODC and UNDP have provided technical assistance for the development and implementation procurement bills and other related procedures. At State level, support has been provided to strengthen due process offices (providing ICT) in Delta, Niger, Anambra, Rivers, Sokoto, and Ondo States (UNDP, UNODC)	
			•The implementation of the PPL by all MDAs with various levels of compliance	
			•The passage of public procurement legislation in Delta, Niger, Anambra, Rivers, Sokoto, and Ondo States	
			•UNDP support to the ICPC to conduct system studies in the office of FCT Lands Administration and the Inspectorate Division of the Ministry of Education.	

	A.2.3.2: Organizational designs, e-procurement solutions and training programmes in place in procurement offices in government and/or to improve the operations of existing offices		**Output Summary:** **UN assistance has complimented the efforts of the Nigerian Government in putting in place e-procurement solutions as well as integrating it into the mainstream of public sector. However little progress has been made in putting the procedure into use. However civil society has mounted pressure through advocacy and dialogue with National Assembly and State Governments to implement the e-procurement solutions. Although the strategies are in line with the stated priority of the federal government of Nigeria to stamp out corruption, many MDAs at federal and state level including local governments are resisting implementation. However, the support provided by the UNs fulfils the UN hope of stamping out corruption at all levels according to its Convention Against Corruption**	*Score: 3* *Noticeable*
		EFCC, ICPC, BPP, IATT, EITI	• E-procurement solutions exist at the national levels and all MDAs are implementing it (with various degrees of compliance) (UNODC, UNDP)	
			• trainings/sensitization workshops on public procurement have been extended to Houses of Assembly committees and Local Government training is ongoing	
			• UNDP in collaboration with UNODC is providing support for the stakeholder consultations to fulfill the UN Convention Against Corruption (UNCAC)	
			• UNDP has build knowledge network for BPP on procurement practices with China	

	A.2.3.3: Systems (including ICT systems), skills and procedures for timely detection and prosecution of offenders developed in anti-corruption bodies at Federal and State levels (EFCC, ICPC and any State equivalents)		**Output Summary:** **Anti-corruption institutions like the EFCC, ICPC, CCB, BPP, IATT, and EITI have updated many procedures to achieve the goal of stamping out corruption in both the public and private sectors. Some states have taken the initiative in build capacity in fighting corruption and the UN agencies have provided assistance. Skills have been built while assistance has been provided by the UN agencies for putting in place ICT systems to detect and prosecute offenders. Petitions have been received by the anti-corruption bodies and fewer prosecutions have been made considering the magnitude of the phenomenon in Nigeria. The strategy fits into the government priorities of fighting corruption. However the continuing corruption in both public and private sectors could slow down the implementation of these efforts as resistance to reform could be prevalent. The position which the country is occupying on the Corruption Perception Index of 2010 shows that more work has to be done to eliminate this threat to development assistance towards strengthening governance and accountability. The UN assistance is in fulfillment of Article 60 of the UN Convention Against Corruption**	*Score: 3* *Noticeable*
		EFCC, ICPC, CCB, BPP, IATT, EITI	• The "Promoting Ethics and Transparency in Business Transactions in Nigeria – Project" a 2yrs, 10mths and started 1.3.2008, has produced Business ethics principles adopted and widely disseminated and an Assessment report on customs is available while the draft report on corruption risks	

		BEITI Secretariat; Bayelsa State Due Process Office; Bayelsa State Judiciary	and vulnerabilities in the transport sector is pending review by UNODC. (UNODC, UNDP)	
			•The Project on "Partnership with Bayelsa State: Bayelsa Expenditure and Income Transparency Initiative (BEITI) and Judicial Integrity Action Programme (JIA)" To last for 3yrs, 4mths started 10/02/2010: policy advise, technical expertise, training and other services to the Bayelsa State Due Process Office, the BEITI secretariat, and the Bayelsa Stakeholder Working Group.	
			•"National Strategy to Combat Corruption" has been drafted by the IATT with the technical assistance of UNODC and UNDP	
			•UNODC is managing assistance in a project titled: "Support To The Economic And Financial Crimes Commission (EFCC) And The Nigerian Judiciary" funded by the European Union under the 9th European Development Fund. The project, which was launched in 2006 and will be completed in 2010	
			• specialized training for staff and management of EFCC has been provided	
			• basic operational equipment provided,	
			•EFCC's Training and Research Institute built (iv) a forensic laboratory created and the mentoring of its staff carried out.	
			• IT system provided and EFCC assisted in developing and implementing custom-made specialized database applications - goAML and goCASE- used in case-management and financial intelligence analysis.	
			• several assessments of corruption	

			studies conducted	
			• assistance in developing a national anti-corruption strategy given,	
			• assistance towards the development of a specialized non-conviction based asset forfeiture draft legislation given	
			•Inter-agency Task Team (a platform of various government agencies with anti-corruption or accountability mandates) with its secretariat in the technical Unit on Governance and Anti-corruption Reforms (TUGAR) has been assisted	
	A.2.3.4: Selected national and State level CSOs, private sector and media have the capacity to mobilize public opinion against corruption and monitor and act upon corruption		**Output Summary: Citizens' involvement in the fight against corruption is noticeable. All the implementing agencies have components of their programmes where civil society has played a role in mobilizing and voicing public opinion against corruption. The limiting factor is the lack of a freedom of information law to facilitate their work. Even civil society's attempts at budget tracking at national, state and local government levels have been weak due to this factor. The UN assistance in this area is facilitating the fulfillment of the UN Convention Article 13 dealing with the citizens 'participation in demanding for the enthronement of good governance and accountability.**	*Score: 3 Noticeable*
		UNODC UNDP	•both BPP, EFCC and ICPC, NEITI are working with individual CSOs at National and State levels as well as Anti-Corruption Coalitions e.g. Zero Corruption Coalition, National Anti-Corruption Coalition etc	
		EFCC, ICPC, BPP,NEITI, IATT, civil society such as the Zero Corruption Coalition, National Anti-Corruption Coalition etc		

			• BPP for instance is working with 39 civil society organization including media-based CSOs on corruption and governance reforms	
			• UNODC assisted the work of State level CSOs in sensitizing the public on anti-corruption, the need for public procurement reform and general improvement in public accountability	

.

CLUSTER B – Promote Productivity and Employment

Nigeria's Stated Development Priorities -Rural sector development agriculture/land reform. Manufacturing/ SMEs -Regional Development, erosion management control, desertification, environment -food security through growth in production output, employment generation, export expansion, supply of raw materials, domestic consumption and value addition				
UNDAF Outcome B.1.0: Enabling policies and investments lay the basis for faster and more sustainable growth in output and employment in the rural economy.				
Agency Outcomes	Agency outputs	Primary Partners	Key Results Achieved in 2009-2010	Expert Rating
B.1.1 Sectoral MDAs at Federal level and in X states able to develop evidence-based medium-term plans and budgets that support sustained growth and employment in the rural **economy**	B.1.1.1 Systems and skills developed for Sectoral MDAs to general, analyze and interpret data on agriculture and other aspects of the rural economy		**Output Summary: The comparative advantage of the UN fostered its use of Advocacy as a strategic soft intervention tool, which proved effective in securing a Gender Budget Statement by the respective Committees on Human rights and Women Affairs of the National Assembly to monitor National Budgets for agriculture, education and health to ensure that they adopt a gender perspective, thereby,improve on gender disparities in these sectors for equitable human and sustained development.A mix of stategies adopted by the UN in its support to Government led to policy formulation to enhance environmental governance; stepped down capacity building of MDAs in 4 states,to conduct MDGs needs assessment for appropriate midium-**	**Noticeable**

			term budgetary provisions, which if implemented could contribute to sustained growth,productivity and employment; so also would the ILO supported National Employment Action Plan and UNIDO assisted Industrial Sector Specific Action Plan for vision 20.2020 .More MDAs at Federal and focus states need to be covered for increased Outcome progress.	
		MDAs	**Supported Interventions:** • Advocacy and dialogue to foster human rights, policy formulations, environmental governance, renewal energy and achievement of MDG s. (**UNS)**	
		UNFPA	•Gender Budget Statement by National Assembly, Women and Human Rights Committees to monitor budgets for health, agriculture and education (**UN WOMEN)**	
		MDAs		
		UNS	•MDG Needs Assessment conducted in collaboration with MDG Office and National Bureau of Statistics in Adamawa, Benue, Delta and Niger States to enable them allocate required resources in yearly plans budgets up to 2015 for achieving MDGs. (**UNDP)**	
		MDAs in selected states MDG Office		
			•Government endorsed the UN	
		FMOL & P		

		CSOs	supported National Employment Action Plan. (**ILO)**	
			• Development of a draft decent work country programme (DWAP) for 2011-20. **(ILO)**	
		FMOL & P **CSOs**		
			•Industrial sector specific action plan for vision 20:2020developed & signed with Government. (**UNIDO)**	
			•Supply of Laptops to trained students (males/females) in 3 Colleges of Basic & Technical Education in Benue State. (**UNDP)**	
		Fed.Min. of Cmmerce		
	B.1.1.2 Research and analysis on key aspects of the rural economy is available to policy decision makers as well as a wider audience of experts and general public.		**Output Summary: The UNDP facilitation of a baseline survey on value chain on agric products in Benue is highly relevant for informed policy decisions, which if replicated in other focus states would effectively contribute to knowledge and more sustainable growth in output and employment in the rural economy**	**Noticeable**
			Supported Interventions: •River state recruited consultant for policy gap analysis.**UNDP**	
		Rivers State Govt.		
			•Baseline Study on value chain Analysis in Benue state. **UNDP**	
		Benue State Govt.		
			•Agriculture value chain analysis in Benue State and report generated **.(UNDP)**	
		Benue State Govt.		
	B.1.1.3 Policy options and financing plans exist for		**Output Summary: The UN through UNDP and ILO, facilitation of solid**	**Noticeable**

	expanding decent and productive work and employment in the rural economy, especially in agriculture and agro industry		**and transparent gender sensitive micro finance sector that would benefit the rural Small and medium scale entrepreneurs especially women and encourage productive work and employment in the rural economy. More however, need to be done to ensure support to agro-industries that do not require extensive power supply.**	
		Sustainable Dev. Dept. Rivers Gov. office	**Supported Interventions**: •Draft report on Micro Finance Survey to inform national policy revision reform and strategy development when adopted, will facilitate rural finance institutions building.(**UNDP)**	
		Lift Above Poverty Org.	•Programme for rural women in 4 states to access funds for children's fees access. (**ILO)**	
		CBN NBS/ World Bank	•Workshop on Micro Finance leasing. (**UNDP)**	
		UNS UNV **MDG Office Kaduna State Govt. Earth Institute, USAID JICA**	•95 Co-operative in Millennium Village in Kaduna State linked to financial institutions**. (UNDP)**	
		NPFS **Min. of Agriculture (nationwide)**	• Agro-Forestry – 52 nurseries; 102 orchards; 35 be keeping; 79	

			community agro-forestry farms out of 327 targeted; 176.5 hectares of woodlot established out of 12000 ha targeted**. (FAO)**	
	B.1.1.4 Labour market information systems(LMIS) in place to track employment in the rural economy and project human resources requirements for future growth and employment in the agricultural, agro- industrial and other sectors		**Output Summary: The UN through ILO has facilitated a proposal that will support the tracking of employment in rural economy in sectors of agriculture and agro industries within the rural economy. A stage setting effort that would require scale up steps to bring the proposal into effect.**	**Not Noticeable**
		FMoL&P	**Supported interventions:** • Proposal for Labour Market Info-Systems (LMIS) to track employment in rural economy and project human resource requirements for future growth and employment in agriculture and Agro-industrial and other sectors, at the design state. **(ILO)**	
	B.1.1.5 A monitoring and Evaluation Plan is in place in selected MDAs to track public and private investment flows to the rural economy especially agriculture and agro-industry		**Output Summary: The UN has supported a monitoring and evaluation plan within UN and the MDAs. However the inability to have a unified monitoring process and budget creates some challenges in ensuring that targets are met, set indicators are evaluated and appropriate budgets are committed at the right time by both**	**Noticeable**

			UN and the Government partners. **The UN has however,continued to support increased health related campaigns on HIV/AIDS and Nutrition to farmers nationwide, as these impact on population and rural development.**	
		UNS/ **MDG Office, Kaduna State**	**Supported Interventions:-** •Monitoring and Evaluation Plans in place in both the UNS and MDAs but monitoring activities very irregular and Agency based/Data committee were unable to undertake monitoring activities. Only Millennium village project regularly monitored by UNDP, MDG Office, and Kaduna State Min. of Economic Planning.(**UNDP)**	
		NPFS	•706 home gardens & 64 school garden modules were implemented; 372 HIV/AIDS & 343 Nutrition related campaigns were conduct (**FAO)**	
B.1.2 Revitalized approaches to business development and technology transfer increase productivity and employment in selected	**B.1.2.1** Organizational change programmes in place to upgrade and link agric research and extension systems to technological development and dissemination		**Output Summary: UN-WOMEN and UNFPA support to women in improving technology of processing through the ministries of women affairs if replicated in other states especially in DOA states will facilitate economic empowerment of**	**Noticeable**

sectors of the rural economy			**women, employment and productivity in rural economy.Also, FAO research extension input linkages and UNIDO's development of improved technology in cassava preservation and processing are added value that would leverage input into job creation in the rural economy.**	
		UNFPA **UNS** **Kogi** States' **MOWA**	**Supported Interventions:-** •Provision of Garri Processing Mills to 5 communities in Kogi State for women to improve livelihood. **UNIFEM (UN WOMEN)**	
		UNS/ States' **MOWA**	•Provision of livelihood support skill and equipment for Garri processing, bread making, and soap making for victims of GBV, Human Trafficking and VVF in Benue, Kaduna, Imo and Akwa Ibom States. (**UNFPA)**	
		UNS States' **MOWA**	•Research-Extension-Input Linkages – System for 24940 farmers nationwide established. **(FAO)**	
		UNS **State MOWA**	•Development of cassava flash driers in Oyo state. **UNIDO**	
		UNS/ **OPS**	•Support to development of equipment that support women to participate effectively in rice milling and salt small scale industries in Ebonyi state**.** •Quarterly meetings with OPS on	

			production management **(UNIDO)**	
	B. 1.2.2 Selected organizations in the public and private sectors are equipped to serve as resource centers and clearing houses for transfer of business knowledge and technologies(e.g . from firm to firm , across sectors especially agriculture and agro industry and between geographic areas).		**Output Summary: The UN assisted Community driven development in collaboration with the National Programme on Food Security will strengthen the capacity of rural farmers to grow improved crops , ensure sustainability and improve on subsistence living.In addition, the ILO supported National Network of Women Entrepreneurs will foster women economic empowerment and should be strengthened.**	**Moderately noticeable**
		UNS NPFS	•Enhanced research extension input linkage system REFILS through support for monthly technical review meeting under FAO/National Programme for Food and Security(**FAO)**	
		UNS **Govt. &OPS**	•Proposal for facility inclusive markets (FIM) to support national and state level value chain planning, etc (**UNDP)**	
		State MOWA and Min. of Commerce	•Establishment of network of women entrepreneurs(NNEW) **(ILO)**	
		 State Ministries of Agriculture **NPFS**	•National aquaculture modules and fingerlings have been processed. (**FAO)**	
		 NPFS	•Animal production (over 1264) layers	

			modules implemented **(FAO)**	
		NPFS	•4664 groups were formed nationwide as apex groups benefiting from training in CDD approach(**FAO)**	
		NPFS	•12 bulletins were published on market information system. (**FAO)**	
		NPFS	•Enhanced research extension input linkage system REFILS through support for monthly technical review meeting under FAO/National Programme for Food and Security-(**FAO)**	**Highly Noticeable**
	B.1.2.3 Change programmes in place to upgrade/reform Technical Vocational Education and Training (TVET) and other educational institute to link skill formation with the needs of the rural labor market, especially for agricultural and agro industry		**Output Summary: The National Youth Employment plan developed by Federal Min. of Labor and productivity with the support of UN will facilitate a more harmonized employment possibilities andyouth self employment. Also the UNOPS assisted special curricula on mindset re-orientation should provide the Delta State Youth to with marketable skills in the oil industry or self employment if assisted by the state government. The possibility of linking trained youth to employment remains a challenge to be addressed .However the emphasis on farmer training schools by the UN**	

			will diversify rural economy, through creating job opportunities.	
		UNS **(FML&P)**	•Supported the development of a National Youth employment plan(NYEAP) **(I LO)**	
		Delta State Govt.	•Special curriculum on mind-set re-orientation and vocational training development for 150 Youths to meet demand for blue skills and boost Niger Delta Youth Employment uncompleted. (**UNOPS)**	
		Delta State Govt.	•Multi-purpose Vocational Youth Centre (VYC) rehabilitated in Delta State.(**UNOPS)**	
		NPFS	•Supported Agriculture and agricultural development projects to establish Farmer Training Schools and strengthen Farm Service Centres for vocational training in Agriculture in different parts of the country and in FCT Area Councils	
		NPFS	•126 out of 474 demonstration farms were established and 2356 out of 6692 expected benefited. (**FAO)**	
		OPS	•Facilitated the establishment of computer model for feasibility analysis and reporting, and IT graduate training in info-technology. **(UNIDO)**	N**oticeable**
		OPS	•Facilitated the establishment of COMFAR project	

			(computer model for feasibility analysis and reporting. **UNIDO**	
	B.1.2.4 Renewable energy pilot projects provide a replicable and scalable model technologically, financially and institutionally) for expanded and sustainable access to energy for increased employment, productivity and output in the rural economy		Established GET-IT-Programme and IT graduate entrepreneurship training programme in info technology. **(UNIDO)**	
		OPS		
			Output Summary: The UN has supported pilot projects on renewable energy at sub-national level i.e. in Benue, Taraba and Ebonyi states. These were noted to be still at very rudiment stages and cannot be assessed to have contributed to sustainable energy increase that would ensure productivity and employment in the rural economy. However, if eventually the pilot initiatives are confirmed to be cost effective and environmental friendly, it would be an anchor for power generation to support small scale industries in the rural communities.	
		UN	**Supported Interventions:** • Regional centre for small hydro power developed and capacity building provided to African countries.**(UNIDO**)	
		Africa Region		
			• 400 kilo warts provided in the mambila plateau in Taraba state , and 1.2 mega watts in Benue in 2009 (**UNIDO)**	
		Govts. of Benue and Taraba states		

		Ebonyi state govt.	• Solar lanterns developed in Ebonyi state.(**UNIDO**)	
		Govts. of Ebonyi and Ogun states	• Development of Baromas power from Rice husk and sawdust in Ebonyi and Ogun states respectively.(**UNIDO)**	
B.1.3: Environmental policy, regulatory and enforcement agencies at Federal level and in the focus States able to establish and manage an integrated framework for environmental governance	**B.1.3.1** Proposals prepared and dialogue processes established on the principal challenges to environmental governance in Nigeria and priorities for policy, regulatory and institutional reforms.		**Output Summaries : UN WOMEN support to the publishing of a national strategic document on guidelines on economic empowerment especially of vulnerable women is a stage setting for women employment. The involvement of an NGO is a positive development that needs to be encouraged to ensure extensive reach to beneficiaries. The dialogue on environmental governance across the nation facilitated by UNDP helps to flag environmental issues to limelight. More advocacy needs however to be done to ensure implementation of guidelines and dialogue outcomes.**	**Noticeable**
		UNS **Fed.MOWA/AFRICARE**	• Initiative to publish a national strategic document on guidelines on economic empowerment of women – a gender sensitive framework for vulnerable (HIV/AIDS) women. **(UN WOMEN)**	
			• Supported	

		Ministry of Environment at Federal and State levels	Federal and State Min of Environment enforcement dialogue/meetings in progress, to establish mechanism for environmental governance across the nation. (**UNDP)**	
	B.1.3.2: Technical advisory system in place to support change management programmes implementing a reformed, integrated, gender sensitive framework for environmental governance		**Output Summary: Environmental guidelines in the oil industry facilitated by UNDP and public awareness master plans will ensure sustainability if environmental policy enforcements are undertaken. NOSDRA s ability to move this forward will make it relevant to environmental governance**	**Highly Noticeable**
			• National Regulations Guidelines for Oil Spill Recovery, Clean-up, Remediation and Damage Assessment produced. (**UNDP)**	
		NOSDRA		
			• National Environmental Regulations/Guidelines for the Management of Oil Spill and Oily Waste. (**UNDP)**	
		NOSDRA		
			•Environmental Public Awareness Master Plan Produced (**UNDP)**	
		NESRA		
			•Environment Enforcement Policy in place (NESRA). **(UNDP)**	
		NESRA		
			•Environment Management Plan for FCT in draft form. (UNDP)	
		Fed.Capital Development Administration (FCDA)		
	B.1.3.3:			**Implementatio**

	A national network of expert practitioners established to undertake research and analysis on major environmental issues	**FCDA**	Management code and guidelines being developed for protection of FCT. (**UNDP)**	**n at zero level or not documented**

Nigeria Stated Development Priorities: **-Build a robust private sector-led economy that enhances poverty eradication**				
UNDAF Outcome B.2 Organized agents create demand for and help ensure equitable delivery of services for growth and employment in rural markets(credit, production, renewable energy, skills formation, business development and market information)				
Agency Outcomes	**Agency outputs**	**Primary Partners**	**Key Results Achieved in 2009-2010**	**Expert Rating**
B.2.1 Institutional mechanisms in place and used to enable private-public sector dialogue on selected policy, legislative and budgetary issues	**B.2.1.1 selected producer** and creditor associations/networks and representatives of labor at Federal level and in the focus states engaged in key policy, legislative and budgetary processes affecting the private sector		**Output Summary:** **No reported intervention**	**Nothing noticeable**
	B 2.1.2 **S**elected formal and informal private sector organizations/associations have the analytical and advocacy skills to participate in policy, legislative and budgetary processes		**No intervention reported**	**Nothing noticeable**
Agency Outcomes	**Agency outputs**	**Primary Partners**	**Key Results Achieved in 2009-2010**	**Expert Rating**
B.2.2 Institutional and financing arrangements at Federal level and in the focus states increase scope for private sector participation in expanding access to services	**B.2.2.1** Policy regulatory institutional and financing frameworks allow for private sector participation in the delivery of services to the rural economy		**Output Summary:** **The UN in collaboration with the world bank has supported capacity development of CBN management staff on micro finance regulatory and policy development.** **This is expected to facilitate policy decisions that will benefit small entrepreneurs, encourage employment and productivity.**	**Noticeable**
			Supported	

		CBN/ World Bank	**Interventions:-** •Through study tour capacity building of CBN management staff on Microfinance regulatory and policy development. (**UNDP)**	
		MDAs /NBS	•Post Study Tour follow up activities – Formation of National Apex Association for Micro Finance institutions. (**UNDP)**	
	B.2.2.2		**Key Results Achieved in 2009-2010**	
	Guidelines and operational strategies that demonstrate the role of the private sector in service delivery to the rural economy exist to promote public private partnership and engagement of women/youth led enterprises		**Output summaries:** **Capacity building of micro finance managers and institutions ensures sustainability good management and effective distribution of micro finance support to relevant bodies and by implication encourage productive ventures and set stage for employment possibilities**	**Noticeable**
		MDAs in selected states Organized Private Sector /OP OPS	**Supported Interventions:-** •Supported compilation of BACCIMA&SME (OPS) established by private individuals in Benue State. **(UNDP**)	
		Benue Min. of Agriculture	•Commercial Tomatoes Processing Industry at Wan me in Tarkar L.G.A. Benue Min. of Rural Development	

			and Cooperatives.(**UNDP)**	
Agency Outcomes	**Agency output**		**Key Results Achieved in 2009-2010**	
B.2.3 Innovations in employment creation, social safety nets and corporate social responsibility influence the design and implementation of labor and employment policies	B.2.3.1. Reforms in institutional mechanisms as well as regulatory and financing frameworks identified with stakeholder participation to promote socially responsible businesses and affirmative action for women		**Output Summaries: No reported intervention**	**Not Noticeable**
			Supported Interventions:- No reported intervention	
	B.2.3.2. Demonstration projects identified and piloted on the basis of local context (e.g. on labor-intensive public works, employment guarantee schemes, social security systems)		**Output Summaries:Min. of Labor and productivity in collaboration with ILO development of an approved national Plan of Action for employment creation while providing guidelines will need to put in place a modus operandi to ensure that it is an achievable plan. Involvement of the National trade union organizations and Nigeria Labour congress in HIV/AIDS will ensure involvement of all citizens in productivity and guarantee employment for the vulnerable population**	**Noticeable**
		UNS	**Supported Interventions:-**	
		FMoL&P/ (NDE)	• **De**veloped the government approved	

			National Plan of Action for Employment Creation in Nigeria, as part of Global Jobs Pact	
		UNS	•-Labor Migration Policy in preparation, to address irregular migration. Government TWG set up. -Collaboration with Government on job creation.-4000 jobs created for the youth. (**ILO)**	
		FMoL&P/ NDE		
		NLC/TUC	•Supported Nigeria Labor congress/ Trade Union Congress to organize a one day seminar on HIV/AIDS and world of work for its affiliates (**ILO)**	

UNDAF Outcome B.3: **Enabling policies and investments for trade and investment stimulate businesses in the rural economy that are competitive in domestic, regional and international markets**				
Agency Outcomes	**Agency outputs**	**Primary Partners**	**Key Results Achieved in 2009-2010**	**Expert Rating**
B.3.1 Trade and investment policies and regulatory framework open up opportunities for value added production from agricultural and extractive industries	B.3.1.1 Analysis of gaps between national policies and international/regional protocols and agreements which affect value addition in the Agricultural and agro-industrial based sectors available for policy- and decision-makers		**Output Summaries:**	
	B. 3. 1.2		**Output Summaries:**	
	Consultation and dialogue processes lead to consensus on policy and regulatory reforms that promote and prioritize sustainability and value addition in agricultural, agro-industrial and extractive industries			**Zero level of implementation.**

CLUSTER C – Transform Social Service Delivery

Nigeria's Stated Development Priorities ·Human Capital Development: education, health, skills acquisition. ·Human Adoption of a holistic approach toward accelerated development and fostering of peace in the Niger Delta ·Regional Development: Niger Delta ·Human Capital Development: education, health, skills acquisition. ·Human Capital Development: education, health, skills acquisition.				
UNDAF Outcome C.1.0: Policies. Investments and institutional changes enable access to quality social services to achieve national development targets, including progressive realizations of the MDGs (health, basic education, water and environmental and universal access to HIV and AIDs prevention, treatment and care).				
Agency Outcomes	Agency Outputs	Primary Partners	Key Results Achieved in 2009-2010	Expert Rating
C.1.1 The Federal Government and the focus States able to utilize evidence-based approaches to formulate policies and develop transparent plans and budgets for improved social service delivery	C.1.1.1 Data and analysis on social conditions including on key disparities as well as their underlying and structural causes are widely available and accessible to politicians, planners, civil society and the public.		**Output Summary:** **There is substantial evidence of activities carried out to achieve the stated output. Relevant organs of government (NBS, NPopC, Federal Ministry of Education and NACA) were strengthened. Further analyses of National surveys (the 2006 National Census and 2008 NDHS) were carried out[16]. The priority Tables of the National Census 2006 and monographs of further analysis of the NDHS have been released with detailed characteristics (including social differences, gender, regional differences etc). NBS, NACA and Education conducted surveys on nutrition (SMART methodology), M& E system and annual school census (2009/2010) respectively. The output performance is rated highly noticeable (4/4) and has achieved the output target. The remaining UNDAF II period should focus on promoting the use of data in decision making.**	4/4: Highly Noticeable; Focus to be on promoting use of data
			•National HIV/AIDS database established in NACA with widely available disaggregated data on HIV/AIDS and HIV/AIDS database established in 26 states as at 2009. (**UNAIDS, UNDP, UNICEF, UNFPA, UN Women)**	
		NACA, NASCP & SACA		
			•Reports available UNGASS, NNRIMS, 2007 - 20010, National HIV/AIDS response review (2005 – 2009), National HIV/AIDS policy review report (2009) (**UNAIDS, UNICEF, UNFPA & UNDP)**	
		NACA		
			Supported wide dissemination and implementation of the OVC NPA (**UNICEF)**	
			supported the FMWASD to develop national OVC programme monitoring and evaluation data collection and reporting tools **(UNICEF)**	
			•Further analysis of NDHS (2008) with	

[16] The further analysis of the 2006 National Census and the 2008 NDHS were carried out during the period UNDAF II period (2009 – 2010)

		NPopC,	disaggregated data available nationwide & NPopC website **(UNFPA, UNICEF)**	
		EU	•Further analysis of National Census (2006) disaggregated data available nationwide and on website **(UNFPA)**	
		NPopC,		
			•Capacities of state institutions to manage gender disaggregated data strengthened to conduct national surveys, analysis and use it for national planning processes (NDHS, MICS) (**UNFPA, UNICEF)**	
		NPopC, NBS, f NACA, FME		
			• Supported NACA to conduct M&E system assessment using the twelve M&E components and to develop costed M&E operational plan (**UNICEF, UNAIDS, UNFPA & UNDP)**	
		NACA		
			•Capacities of NBS and 8 states built to conduct rapid nutrition survey using SMART methodology in 8 Sahelian states (**UNICEF)**	
		NBS		
			•Support provided for integration of basic education data into Development Information System (DEVINFO) - enhanced planning and advocacy on different aspects of basic education. (**UNICEF, UNESCO)**	
		FME		
			•2009 & 2010 EFA Global Monitoring Reports produced, disseminated and utilized as resource-guide for programming. **(UNICEF, UNESCO)**	
		FME		
			• National Education MIS software updated and used in States & FCT. (**UNICEF, UNESCO)**	
		FME		
			•Published Basic education data (2005-2007) integrated in DevInfo & awaiting customization to be uploaded into the internet.(**UNICEF, UNESCO)**	
		FME		
			•15 States, including 3 UNDAF focus states & FCT conducted and processed their 2009/2010 annual school census and updated the data of other sub-sectors. (**UNICEF, UNESCO)**	
		FME		
			•NEMIS software updated and used in 15 state and FCT in the analysis of data **(UNICEF, UNESCO)**	
		FME		
			•Key officers of the Education Data Bank - National Education Management Information System unit of the FME trained on data management, data consistency, implications of data inaccuracies and e-transfer of processed data (**UNICEF, UNESCO)**	
		FME		
			• Gender disaggregated population and RH data for evidence based policies, development plans and programmes available **(UNFPA)**	
		NPopC		
			• 2 monographs on further analysis of Family planning data and Adolescent demographic data produced and disseminate. (**UNFPA)**	
		NPopC		
		UNFPA	•Capacity of state institutions to manage gender disaggregated data in the states strengthened.	
		NPopC		
			• Data processing, equipment supplied to 6 Planning departments in programme states **(UNFPA)**	
		SMOH		

			Support provided for the analysis on the incidence, nature and pattern of GBV in Nigeria (within the NDHS) **UNFPA & UN WOMEN**	
		NPopC		
			• Capacity of MDAs working on Migration issues in Nigeria strengthened on data management, policy planning and mainstreaming migration on PRSPs	
		NPopC, NBS, NCFR		
			• Support to the development of the first published National Migration Profile for Nigeria	
		TWG		
			• Basic IT equipment donated to NpoC to enhance their capacity to support subsequent production of the Nigerian Migration Profile	
	C.1.1.2: Tools and mechanisms developed to enable public participation notably of women, youth, the poor and disadvantaged – in social policy and programme formulation		**Output Summary:** **Policies, frameworks, plans and guidelines were developed, reviewed or adapted with the assistance of the UN system in all areas of the cluster and incorporated right based approaches equity and gender. Most of these are in HIV/AIDS, Gender equity, education, health, and nutrition. The large number of tools in HIV/AIDS and in Gender may make coordination and implementation difficult.** **Less progress was made in water sector with the National Water Policy being in use for 10 years and only six states have developed or adopted the policy and 16 states have produced drafts of the policy.** **The development of the NSHDP was through a consultative process of stakeholders and incorporation of HRBA. Similar processes were followed for other tools like National Strategic Framework on HIV/AIDS.** **The output performance is good ¾ (Highly noticeable) and most of the output targets have been met. More efforts need to be put on the review of water policy and adoption (or development) by the states and to harmonize the various tools in HIV/AIDS and Gender for ease of implementation.** **(Gender and HIV needs to be involved in the development of all tools in the cluster and mainstream the cross cutting issues of gender, HIV/AIDS and thereby reduce the number of independent tools).**	¾: Noticeable
			• Draft copy of Family Life and HIV/AIDS	

			Education adapted for Universities and Colleges of Education (sent to stakeholders in the 36 & FCT)	
		FMOH, SMOH	• The National Health Strategic Development Plan (NHSDP) developed with technical and financial support from the UN system including states plans (NHSDP costed and made available to the relevant arms of government including the Ministry of Finance and the legislature) **(UNFPA, UNICEF, WHO, UN Women, UNAIDS)**	
		FMOH, NA	• The Health Bill passed by the legislature provides for increased funding for health and will greatly benefit the implementation of the NHSDP.	
		NACA	• The UN System supported the Country in the review of the National Policy on HIV/AIDS (2009) **(UNFPA, UNAIDS, UN WOMEN)**	
		NACA	• National Strategic Framework on HIV/AIDS developed with assistance of UN system. **(UNAIDS, UN Women, UNFPA)**	
		FMOH	• National Guideline for management of severe Acute Malnutrition developed with assistance of the UN system. **(UNICEF, WHO)**	
		NACA	• HIV/AIDS & Infant and young child feeding guideline revised. **(UNICEF, WHO)**	
		NACA	• States adopt draft National Guideline for management of severe acute malnutrition. **(UNICEF, WHO)**	
		SMWR	• 6 states have developed/adapted policies for water (4 approved, 2 with EXCO) and 16 states supported to produce drafts of the policy while the rest are yet to commence work on it. **(UNICEF)**	
		FMWR	• Sanitation policy developed in 2004, has been approved by Ministry but is yet to be approved by the Federal Executive Council (FEC) **(UNICEF)**	
		FME	• National Policy on Gender in Basic education developed and disseminated. (**UNICEF, UNESCO)**	
		FME	Strategic Framework for mitigating Violence in Basic Education (2008) and Guidelines for the establishment of School health Clubs were developed. **(UNICEF, UNESCO)**	

		FME	• Over 10,000 copies of the National Policy on Gender in basic education widely disseminated across the country. **(UNICEF, UNESCO)**	
		NACA	Supported the review of the National Peer educator Plus Manual for MARP **(UNAIDS, UN WOMEN)**	
		FMWA	• Supported the development of national guidelines for mainstreaming economic empowerment into HIV&AIDS programmes (**UN Women)**	
		ASWHAN, NACA	• Technical support to the development of ASHWAN strategic Plan **(UN WOMEN , UNFPA, UNAIDS & UNDP)**	
		Nigerian Police	• Development of Gender Policy for the Nigerian Police while Gender sensitive training modules in advanced stage of development **(UNFPA & UN Women)**	
		NACA & FMOH	• Gender responsive NSF II & NSP 2010-2015 developed Support given to NACA to develop tools and map treatment sites in the country and support of the mapping profile of existing CBO and service providers at identified LGAs **(UNAIDS, WHO & UNICEF, UN Women, UNFPA)**	
			• Review of 2005 – 2010 OVC NPA and development of new OVC NPA 2011 – 2015 and standard of practice developed	
		NACA, FMOH	• Supported the development of the National Framework for HIV Prevention in Sex Work settings **(UNFPA, UNAIDS, UN Women)**	
		NACA, FMOH	• Supported an assessment of STI services in Nigeria **(UNFPA, UNAIDS, UN Women)**	
		FMJ	• Supported the development of knowledge product to facilitate empowerment of victims of trafficking by the justice process**(UN Women)**	
		FMWA & CSOs	• Supported a synthesis and comparative analysis and report of key studies on the CEDAW and the AU women protocol, their interpretations and implementation in other African countries in order to identify Lessons learnt and strategies used that can be applied to Nigerian setting. **(UN WOMEN)**	
		FMWA, CSOs	• Supported the analysis of the congruence of CEDAW with Muslim laws analysis of the congruence of the rights principle of CEDAW and the AU Protocol with Christian tenets and beliefs	

			(UN WOMEN)	
			• Supported the development of Gender Budget statement (Federal) 2010 **(UN Women & UNFPA)**	
		FMWA		
			• Support was given to the FMWSD for the development of guidelines on gender responsive planning and budgeting (**UNFPA)**	
		FMWSD		
			• Supported the development of State specific tools on GBV monitoring and reporting (**UNFPA & UN WOMEN)**	
		FME, FMWA, NACA, NAWOCA		
			• Technical Assistance provided for the Nigeria Vision 20:2020 Country Blueprint **(UN System)**	
		NPC		
			. Guidelines for the establishment of School health Clubs developed. **(UNICEF, UNESCO)**	
		FME		
			• Supported the conduct of desk-review of policy instruments in the agriculture, Education and Health sectors to facilitate the implementation of the NSF. **(UN Women)**	
		IPs		
			• Support for specific legislations at state levels on GBV(**UNFPA)**	
		SMWA		
			• Supporting advocacy for the enactment of a Domestic violence bill in Benue state. **(UNFPA)**	
		BESMWA		
			• Working with CSOS and government partners to advocate for the enactment of gender mainstreaming and equal opportunities bill in Lagos State (**UNFPA**)	
		Lagos SMWA & CSOs		
			• Provided technical support for the development of a draft national Labor Migration Policy to be presented to the FEC for endorsement (**IOM**)	
		FML&P		
C.1.1 The Federal Government and the focus States able to utilize evidence-based approaches to formulate	**C.1.1.3:** MDAs in the social sectors possess the capacity for policy formulation and planning		**Output Summary: The UN system has collaborated with government at national and state levels to build their capacity in policy formulation and planning in the social sector. This is manifest in the number of policies enacted in the cluster. This is to enable national personnel acquire requisite skill to engage in nationally driven developmental goals, policies and plans. The government was assisted at the**	¾: Noticeable; However, the Ministries of Planning (or Planning Commission) need to be strengthened to drive the

policies and develop transparent plans and budgets for improved social service delivery	for social service delivery incorporating HRBA, and mainstreaming gender equality		**national level to develop the PRSP (Vision 20:2020). States were also supported to develop policies and plans for the different sectors of the economy.** **The collaborative efforts of the UN system in the development of the various policy instruments with government strengthened the capacities of government personnel in the formulation of policies and plans using HRBA. Some specific capacity building activities were carried out in education, gender and HIV/AIDS (capacity building for key personnel of MDAs and NFE Partners (NMEC, SAMEs and NCNE) in HRBA and RBM: gender sensitive planning, budgeting and monitoring and evaluation in education; capacity building on gender for police officers, gender based violence, gender responsive budgeting for desk officers in MDAs and gender mainstreaming in MDAs).** **There is no clear evidence of provision of support primarily to build capacities of Federal and States Ministries of Planning (or Planning Commission) to strengthen innate capacities in policy formulation and planning so that they could thereafter continue to drive the process of providing direction to the government in this area. All the assistance recorded was tied to specific policies, plans, guidelines etc. The output rating is ¾ (noticeable); Most aspects of the targets have been achieved.**	processes in Federal and States.
		 FME	• A critical mass of personnel in 15 States, (including 3 UNDAF focus states and FCT) trained on Human Rights Based Approach to Programming in education. **(UNICEF, UNESCO)**	
		 FME	• Capacity of key personnel of MDAs built in HRBA and RBM, gender sensitive planning, budgeting and monitoring and evaluation. **(UNICEF, UNESCO)**	
		 FME	• Policy makers at national and states level sensitized on gender sensitive education policies and programmes. **(UN Women)**	
			• Strategic engagement and capacity development	

		FME	of key government NFE Partners (NMEC, SAMEs and NCNE) on planning and management of rights based, gender sensitive NFE programmes are on-going. **(UNICEF, UNESCO)**	
		FME	• Capacity of policy makers, planners and education technicians enhanced in planning and implementing gender sensitive education programmes and budgets. **(UNICEF, UNESCO)**	
		MDAs in Assisted States	• Capacity of state institutions to manage gender disaggregated data in the states strengthened (Over 130 personnel trained) **(UNFPA)**	
			• Developed capacity for gender analysis(2008) and Conducted gender analysis of UN agencies(2009) **(UN Women, UNICEF, UNFPA, FAO, UNDP, WHO, ILO, UNESCO)**	
		NPF, LACVAW	•Supported the police in the drafting of a policy implementation framework for addressing issues of discrimination and marginalization. **(UNFPA, UNIFEM)**	
		IPs	A report and analysis on the failure and lessons learnt on the 2007 CEDAW bill was carried out as one of the means to devising a successful strategy for adopting women's HR legislation in Nigeria. **(UNFPA, UNIFEM)**	
		FME	• States including 3 UNDAF focus states, and FCT established functional State Technical committees on educational sector planning and policy development composed of both males and females from different sectors. (**UNICEF, UNESCO)**	
		NACA & SACA	Supported the conduct of Capacity needs assessment of SACAs, LACAs, MDAs & CSOs in Edo, Imo and Taraba states **(UNAIDS)**	
		NACA	Supported the Harmonisation process of GF R5, R8 &R9 grants, also supported the development of GFR 10 proposal **(UNAIDS)**	
		JUNTA **NACA**	Participated in the National Prevention Technical Working Group	
		NUT, NACA, FME, NERDC, NCCE,	Organized stakeholders (NUC, FME, NCCE, NTI, NUT, NERDC, TRCN, NGOs, etc) consultative meeting to create stakeholder buy-in and develop project implementation and funding strategies. **(UNESCO)**	

		TRCN		
			Produced harmonized HIV/AIDS teacher education curriculum and accompanying training manual/guidelines & supported the review of the harmonized curriculum and training manual/guidelines in line with international standards and best practices(**UNESCO)**	
		NUT, NACA, FME, NERDC, NCCE, TRCN		
			Supported a draft policy implementation framework to address issues of gender discrimination and marginalization in the Nigerian police force (**UNFPA, UN WOMEN)**	
		NPF, MDAS		
			A GRB Advocacy kit developed for pre-testing with different audience before publication and dissemination (**UNFPA, UN WOMEN)**	
		NPF, MDAS		
			Supported the development of a TOR to accelerate the operationalisation of the FEC policy directive on the establishment of a Gender desk. (**UNFPA, UN WOMEN)**	
		NPF, MDAS		
			Supported the development of practical handbooks for guiding gender mainstreaming in plans **(UNFPA, UN WOMEN)**	
		NACA, FME, FMWA		
			Supported gender mainstreaming into NSF (UN WOMEN, UNFPA)	
		NACA, FME,FMWA		
			Regional consultations conducted on Women, Girls, Gender Equality and HIV in the 6 geo-political zones. **(UNAIDS, UN Women)**	
		SMWA		
			Establishment of Anti-VAW committees and Para-legal training for anti-VAW committees in 3 states **(UN Women)**	
		SMWA		
			Organized 3 zonal workshops (North-central, North-West and South-south) to strengthen the capacity of policy makers and managers of teacher training agencies to effectively deliver HIV/AIDS teacher education	
			Supported 50 policy makers and managers of teacher training agencies to cascade HIV/AIDS teacher education training in their respective institutions	

			Strengthened the institutional capacity of major stakeholders – FME, NUC, NCCE, NTI, NERDC, TRCN, Universities, Colleges of Education and State Ministries of Education to review and implement their HIV/AIDS policies, develop monitoring indicators and infuse HIV/AIDS lessons into mainstream education curriculum	
			Supported the development of IEC/BCC materials and collation of secondary data on GBV to improve quality of data and advocacy for the prohibitions against persons bill (PAVB). **(UN WOMEN & UNFPA)**	
		NAPTIP FMOJ GAATW (Global Alliance Against Traffic in Women)	• Support was given for Access to Justice for Trafficked Persons IN Nigeria - A Hand book for legal Actors and Service Providers. (**UN Women)**	
		FMWA &CSOs	• Good Governance project on Election, Gender and Human rights conducted by FOMWAN supported in 2010. **(UN Women)**	
		Imo SMWA	Equal opportunity committees established successfully advocated for the newly developed policy known as the Imo State Elimination of All Gender-Based Discrimination Law, to enhance women's participation in elective and appointive positions. (**UN HABITAT, UNFPA)**	
		IPs	Supported the conduct of desk-review of policy instruments in the agriculture, Education and Health sectors to facilitate the implementation of the NSF **(UN Women)**	
		IPs	Strengthened the capacity of the Gender committee and Gender awareness/sensitivity of NACA and develop linkages with Human rights advocates **(UN Women)**	
		NACA	Provided technical support to NACA with placement of Gender expert in NACA **(UN Women)**	
			Support to national Assessment of Labor Migration Policies, Legislation and Practices (IOM)	
			Strengthened the Capacity of NPC, NCER and the	

		NPC, NCFR, TWG	members of the TWG on migration data management, policy planning, and mainstreaming migration into the national development plans (IOM)	
			Conducted sensitization on the national Policy for the protection of Trafficked Persons with a specific focus on addressing health, HIV/AIDS and gender mainstreaming (IOM)	
		NAPTIP, EMOH, FMWA & SD, NHRC, Technical Committee for the Protection of Trafficked Persons in Nigeria		
C.1.1 The Federal Government and the focus States able to utilize evidence-based approaches to formulate policies and develop transparent plans and budgets for improved social service delivery	C.1.1.4 Integrated, pro-poor and gender sensitive strategies for slum upgrading and human settlements planning identified and implemented		**Output Summary: (there is a mismatch of the UNDAF M&E matrix for the output. It is presented as Output 3.1.5 instead of Output 1.1.4)** **Limited activities have been carried out in this area. The UN Habitat is working in the building of capacity for slum upgrading and access to housing delivery, safe water and sanitation. In addition, special provision has been made for the education of disadvantaged groups (Cash Grants schools in resource poor environments/poor parents who send female children to school, Integrated Quaranic Education (IQE) and Mobile Education (ME) for Riverine Areas fishing people).** **More than 63,457 orphans and vulnerable children were provided social support in the form of school fees, feeding and health care to mitigate the effects of HIV/AIDS.** **The rating is ¼ (Highly Not Noticeable). Progress has been slow in the achievement of the output target. Efforts need to be intensified.**	¼: Highly Not Noticeable .
			Support for Pro-poor sanitation in two selected Local government through advocacy and trainings Behaviour Change through value-based water, sanitation and hygiene **(UN WOMEN, UN HABITAT, UNFPA)**	
			Cash Grants schools in resource poor	

		FME	environments and Conditional cash transfer targeting poor parents who send their female children to school. **(UNICEF, UNESCO)**	
		FME	Integrated Quaranic Education (IQE) for Northern pupils and girls, and Mobile Education (ME) for Riverine Areas fishing people (UNICEF, UNESCO)	
		SMOH	• More than 63,457 orphans and vulnerable children received free external support e.g. School fees, food & health care to reduce the impact of HIV/AIDS among children **(UNICEF)**	
C.1.2 Focus States provide quality and affordable social services in Y% facilities	**C.1.2.1:** Y% of MDAs at State and LGA levels has the institutional and human capacity for quality service delivery and social mobilization to meet coverage, quality and cost targets.		**Output Summary:** **The UN system provided support for institutional strengthening of various sectors within the cluster. The IMNCH Strategy and the Midwifery Service Scheme were supported in Health. The IMNCH Strategy is being supported in states (25) as template for implementing maternal and child health programmes while the MSS recruited midwives (2,488), deployed to facilities and trained them in LSS/IMCI.** **145 facilities (and 3,000 providers) in 7 states have been supported by building their capacities to manage sever acute malnutrition in the sahelian region while mapping of PMTCT facilities was conducted and findings used in producing costed PMTCT plans in the states.** **Capacities of various cadres of health workers have been built in various aspects of health care delivery particularly related to MDG 4, 5 and 6. These include trainings in Life Saving Skill, Modified Life Saving Skill, Extended Life Saving Skill, Integrated Management of Childhood Illnesses, Kangaroo Motherhood Care, family planning, HIV/AIDS etc.** **In education technicians were trained on implementing gender principles in their routine work and LGEA personnel acquired skill on use of school based protocol for learners while in gender, police officers were trained on**	3/4: Noticeable

			managing gender based violence. **Qualitative assessment of the output will reveal that most categories of institutional and personnel capacities across the cluster have been provided. Quantitative assessment of facilities and personnel supported may not be feasible due to absence of stated number to be assisted at the onset of the programme.** **The output performance is rated ¾ (Noticeable).**	
		FME, SME	• A critical mass of experts on SESP/SESOP development trained at Federal (e.g. NIEPA) and States' (E.G. SMoEs and SUBEBs) level trained; SUBEBs now have systems in place which considers Action plans of schools and funds school developmental projects based on their WSDP. **(UNICEF, UNESCO)**	
		FMOH, SMOH	• IMNCH strategy implementation in 12 states on-going; first year review conducted 2010, additional 13 states commenced roll out of implementation. **(UNFPA, UNICEF, WHO)**	
		NPHCDA, FMOH, SMOH	• More than 2400 midwives trained in LSS and 651 in IMCI in hard to reach facilities in 36+1 states. **(UNFPA, UNICEF, WHO)**	
		FMOH, SMOH	• Capacities of health workers built in FP, MLSS, ELSSI, IMAI/IMPAC, in the context of HIV/AIDS, IYCF, ENC, MLM, PMC, IMCI, and KMC. **(UNICEF, UNFPA, WHO)**	
		FMOH, SMOH	• Over 136 providers trained on FP technology & 530 on CLMS **(UNFPA)**	
		NPHCDA	• Commencement of the Midwifery Service Scheme (MSSs) led to the employment of 2488 midwives by the FMOH – plans to engage more. **(UNFPA, UNICEF, WHO)**	
		SMOH	•7 states (145 sites) supported to provide free treatment for severe acute malnutrition (SAM) (**UNICEF)**	
		SMOH	• About 3,000 workers trained on management of SAM (**UNICEF)**	

			• Capacity of public health care workers built on family planning and HIV Education. (**UNFPA)**	
		SMOH		
			• Training of Health Care providers on RH-HIV integration guidelines. (**UNFPA)**	
		FMOH, SMOH		
			SASCPs and SACA in 3 states trained in programme management and NYSC schedule Officers in 8 states trained in programme management **(UNICEF)**	
		SASCP & SACA		
			• Mapping of PMTCT service delivery undertaken to inform planning in 12 states to inform evidence based planning. (**UNAIDS)**	
		NACA		
			9 states have costed PMTCT scale up plans (**UNAIDS)**	
		NACA		
			Supported the training of 30 Senior police officers in November 2009 on response to violence against women and human trafficking. **(UNFPA, UN-Women)**	
		NPF		
			Support to relevant organizations e.g. NAPTIP, Legal Aid Council and the National Centre for Women Development and relevant NGOs (FOMWAN, SWAAN) to enable them reach more women and children **(UN WOMEN & UNFPA)**	
		NAPTIP, Legal Aid Council, National Centre for Women Developme nt, FOMWAN, SWAAN		
			• Education technicians sensitized on implementing the principles of gender policy in their routine work. (**UNICEF, UNESCO)**	
		FME		
			• Capacities of LGEA officials (SUBEB School health Desk Officers) are built on the use of the School-based protocol for Learners' participation, inclusion and gender equity. (**UNICEF, UNESCO)**	
		FME, SME		
C.1.2 Focus States provide quality and affordable social services	**C.1.2.2:** Y% of facilities and institutions have management		**Output Summary:** **Three hundred facilities were assisted with basic obstetric equipment and supplies while additional 120 were provided with medicines and supplies for EMNOC services.** **Contraceptives supplies of about $7 million were procured for public health facilities**	Noticeable: Substantial progress has been made but the absence of

in Y% facilities	structures, systems, skills, equipment and supplies in place for gender-sensitive service delivery and social mobilization		**nationwide and a five year forecast of country's requirement done with provisions for sustainability being put in place. About 1,000 HCT are assisted to provide services. Support was provided for immunization and LLINs while 30 states were assisted in water and sanitation with about 3 million beneficiaries including pupils** **The school of Health Technology curriculum has been revised to incorporate acquisition of skill in EMNOC for quality delivery of maternal and newborn services. Similarly, the Government has granted approval to the Schools of Midwifery nationwide to increase their student enrolment in order to meet the manpower needs for quality care delivery.** **States (15) have been supported in updating the NEMIS software and personnel trained in data management (National Education Management Information System unit of the FME) while coordinating mechanisms have been instituted in education, gender, HIV/AIDS, health, water, sanitation and hygiene e.g; (Systems for decentralized school management built in 4 States, Inter-Sectoral IECD Consultative Committees at national and sub-national levels to coordinate ECD interventions at Federal and local levels and NEMIS Committees in 15 states for informed policy dialogue and evidence-based planning, in gender - Gender committee and Gender awareness/sensitivity of NACA, and in HIV/AIDS coordination forums for PMTCT service delivery etc).** **The assessment of the output show that significant activities have been done in supporting facilities/institutions in the cluster and in the provision of services and that coordinating mechanisms are highly noticeable.** **The output rating is ¾ (noticeable).**	baseline and quantification of the extent of work to be done makes progress difficult. Qualitative assessment of the categories of activities place the rating at 3/4
		NACA, SMOH	•Provision of HCT supported (By July 2009, the number of sites providing HCT had risen to 998 with a total of 3,371,220 persons reported to have accessed the services)[17].(**UNAIDS)**	

[17] NHRR, 2005 -2009, pg16

			•Over 120 facilities assisted with safe motherhood/EMNOC medicines and supplies	
		SMOH		
		UNFPA	•Contraceptives of about $7 million procured for FMOH for distribution nationwide **(UNFPA)**	
		FMOH		
			•School of Health Tech supported to review curriculum for quality EMNOC capacity **(UNICEF, WHO)**	
		FMOH		
			•Government has granted approval to all schools of Midwifery to increase their student enrolment - in order to increase the availability of human resources in health.	
		FGN		
			Bi-annual MNCH Weeks celebration (IMNCH Strategy) incorporates Vitamin A supplementation in Southern and Northern states. **(UNICEF)**	
		SMOH		
			•All States capable to carry out immunization programme and surveillance of immunizable diseases. **(UNICEF)**	
		SMOH		
			30 states supported to provide communities, schools and health facilities with safe water supply and sanitation (about 2 million people including pupils benefited). **(UNICEF)**	
		SMWR		
			•NIEPA acquired facilities for web-based on-line training in planning, etc; **(UNICEF, UNESCO)**	
		FME		
			•Systems for decentralized school management have been built in the 4 States where GEP 2 is being implemented.(**UNICEF, UNESCO)**	
		FME		
			•2 States have right-based gender sensitive SESP and SESOP which informed their budget in 2009 and 2010. **(UNICEF, UNESCO)**	
		FME		
			Supported upgrade of facilities at NAPTIP offices and shelters in Lagos and Abuja (IOM)	
		NAPTIP, CSOs		
			Donated vehicles for logistic support to NAPTIP and CSOs (IOM)	
		NAPTIP, CSOs		
			Provided technical support for the upgrade of passenger registration system at 5 recognized international airports	
		NIS		
			Provided technical support for the upgrade of facilities at Sokoto Illela Land border control post (IOM)	
		NIS		
			Upgraded facilities at Document Fraud Control Unit of NIS in Abuja and donated equipments to improve their forensic capacity (IOM)	
		NIS		

			Developed a Document Fraud Control training curriculum for the service (IOM)	
		NIS		
			Trained relevant MDAs on basis counseling and communication skills for migrant community leaders and community workers (IOM)	
		NEMA, FMOA & WR, NAPTIP, NCFB		
			• Training of Trainers on Strategic Behavior Change Communications for CISHAN, NEPWHAN and NYNETHA from 7 + 1 states (One state has stepped down this training) **(UNICEF)**	
		SACAs & CSOs		
			Support for programmes to increase fully immunized children, using LLINs, prevention of HIV and adequate treatment of pneumonia and diarrhea (**UNICEF)**	
		SMOH		
			• Establishment of Inter-Sectoral IECD Consultative Committees at national and sub-national levels to coordinate ECD interventions at Federal and local levels. (**UNICEF, UNESCO)**	
		FME		
			• Learning Plus courses developed and utilized to capacitate School health critical mass from COEs, MOEs and key education institutions. **(UNICEF, UNESCO**)	
		FME		
			Establishment of NEMIS Committees in 15 states for informed policy dialogue and evidence-based planning **(UNICEF, UNESCO)**	
		FME		

UNDAF OUTCOME C2: Changes in individual/household behavior reflect growing public engagement – especially of the poor and disadvantaged – in the achievement of better social outcomes.				
Agency Outcomes	Agency Outputs	Primary Partners	Key Results Achieved in 2009-2010	Expert Rating
C.2.1: Groups and/or alliances of organizations stimulate public demand for and community participation in social service delivery in the focus states, with particular attention to the role of the poor and disadvantaged	**C.2.1.1: Organizations for social mobilization have the skills required to plan, deliver, monitor and evaluate programmes to reach individuals/households and communities**		**Output Summary:** **The engagement of CSOs in programmes is limited. This is mostly seen in HIV/AIDS and gender. The notable ones are CISHAN, NEPHWAN, NYNETHA, FOMWAN and LACVAW. The other sectors in the cluster (education, health, water and sanitation, nutrition) had little engagement for the organized NGOs. There appear to be a preference to engagement of CBOs in implementation of programmes by the others.** **The CBOs may have their advantages in addressing local needs and inducing positive behaviors to health issues but may most likely be lacking in mounting coordinated pressure on relevant sectors of the society and the technical competences to execute certain core interventions like the type of role expected of CSOs to play in this output – "skill required to plan, monitor and evaluate programmes"** **Output performance is ¼ (highly not noticeable); the set target of CSOs assisted and individuals/household reached is far from being met.**	¼: Highly Non Noticeable; Progress is slow.
		MDAs in assisted states	Capacities of Programme Managers of MDAs, CSOs and CBOs built on planning and implementation of youth friendly policies and programmes (FLHE, ASRH, RR, HIV & young adult participatory process) (**UNFPA)**	
		SMOH	• Capacities of 1290 state personnel & 2174 community members built on WASH programme components. **(UNICEF)**	
		CSO	• Creation of network of Muslims on population and reproductive health	

			(UNFPA)	
		CSO	• Creation of network of Christians on population and reproductive health. (**UNFPA)**	
		LACVAW	• Supporting the Legislative Advocacy Coalition on Violence Against Women (LACVAW) (**UNFPA, UN Women)**	
		MDAs in assisted states	• Supported activities to promote role of traditional leaders in promotion of MNCH, polio (**UNICEF)**	
		FMOH, SMOH	• 40 programme managers mainly CSOs trained on prgramme management in context of sex work **(UNFPA)**	
		CSOs	• Youth groups including NYNETHA, NYSC sensitized on African Youth Charter. **(UNFPA)**	
		SACAs & CSOs	• Training of Trainers on Strategic Behavior Change Communications for CISHAN, NEPWHAN and NYNETHA from 7 + 1 states One state has stepped down this training **(UNICEF)**	
		FMWA &CSOs	Supported the development of IEC/BCC materials and collation of secondary data on GBV to improve quality of data and advocacy for the prohibitions against persons bill (PAVB). **(UNIFEM & UNFPA)**	
		FMOI, FMOH, SMOH, FMA & WR, SMA & WR	Social mobilization for migrants and mobile population on avian influenza and pandemic preparedness (IOM)	
C.2.1: Groups and/or alliances of organizations stimulate public demand for and community participation	C.2.1.2: Positive behaviors and practices for better social outcomes known in at least Y% of the population in the focus States		**Output Summary:** **Support for implementation of positive behaviors for better social services is limited. This is seen mostly in HIV/AIDS (use of NYSC members for peer education on HIV/AIDS, use of traditional and religious members to promote immunization and management of SAM, support to youths on acquisition of skills and in WASH programmes.** **The capacities of 1,290 state personnel**	2/4: Not Noticeable; Modest progress made to achieve set target.

in social service delivery in the focus states, with particular attention to the role of the poor and disadvantaged			**and 2,174 community members were built on WASH (Water Sanitation and Hygiene) programme components. They are empowered to engender public discourse and stimulate positive behavior to WASH activities especially community led total sanitation. Thirty states are supported in the Community Led Total Sanitation.** **The use of community members in guinea worm and river blindness is remarkable.** **Significant achievement were made in inducing positive behaviors' in aspects of control of communicable diseases (guinea worm and onchocerciasis), community led total sanitation but more needed to be done in other areas to achieve the desired social change in the output.** **Output performance is 2/4 (not noticeable). Modest progress made.**	
		SACA, NYSC	• NYSC peer education trainers are trained periodically all states 36 + 1 states of the Federation. **(UNICEF)**	
		FMOH, SMOH	• Support was given for the training of NGOs in HIV Program Management in sex work settings **(UNFPA)**	
		MDAs of assisted States	Capacities of youth built on skill acquisition, responsible adulthood and self employment **(UNFPA)**	
	C.2.1.3: Tools, mechanisms and options developed and demonstrated in selected public sector and civil society organizations to enable (a) community participation in and (b) citizen		**Output Summary:** **The National Health promotion Policy (2006), the National Health Promotion Strategic Framework (2007) and the National Health Promotion Guideline (2008) are in place as instruments to guide health promotion activities and engender knowledge, positive attitudes and behavior to healthy living. UN system supported the government in developing the Communication for Behavior and Social Change Strategy (Nov.2009) which is the BCC tool for the**	Highly Not Noticeable

	feedback on social service delivery, paying special attention to the role of the poor and disadvantaged		**IMNCH Strategy but support for promotion of health education activities in the communities to enable community participation and citizen feedback on social service delivery are not evident. The draft of the Counseling Guide for Health promotion has been in abeyance three years after it was launched.** **KAP surveys on immunization Strategy have been conducted and baseline survey conducted in 8 states in the WASH programme while community surveys were conducted on population and reproductive health. But the use of these to enhance community participation is not evident** **The phone –in programme supported by Zain and used in HIV/AIDS programme is innovative** **The engagement of public sector and CSOs in the output is skeletal except in selective areas -HIV, Gender. The number of public sector and CSOs with enhanced knowledge and skills for effective participation and monitoring of social service delivery is limited. The performance of activities under this output falls short of its expectations to achieve the desired goal. The rating is ¼ (highly not noticeable)**	
		UNICEF **SMOH**	• Baseline survey conducted in 8 states in wash sector establishing behavior baseline.	
		UNICEF **SMOH**	• KAP surveys conducted on immunization strategy to guide decisions on improvement of the strategy	
		WHO, UNFPA, UNICEF & UNDP	• Supported the public – private partnership which brought in a phone in counseling programme on HIV/AIDS with special free phone lines provided by Zain	
		Zain		

		UNICEF	Social Data Analysis, review of private sector role in provision of Care & mapping of NGOs for core services supported	
		FMWR		
		UNICEF	Community based user friendly tools developed for community based approaches –e.g. CMAM (now integrated into national policies, guidelines and strategies)	
		SMOH		
			Development of National Action Plan for Accelerating Progress in Implementing Programmes for Young People supported **(UNFPA)**	
		MDAs		
			Strengthened capacity of counseling and rehabilitation unit on victim protection (IOM)	
		NAPTIP, CSOs		
			Established a referral network between NAPTIP and NGO service providers on victim assistance (IOM)	
		NAPTIP, CSOs		
			Supported training on tracing and confiscation of assets of convicted traffickers (IOM)	
		NAPTIP, CSOs		
			Supported tracing and confiscation of assets of convicted traffickers (IOM)	
		NAPTIP, CSOs		

UNDAF Outcome C.3: Country policies, plans and institutions provide the basis for preventing and managing cross border threats				
Agency Outcomes	Agency Outputs	Primary Partners	Key Results Achieved in 2009-2010	Expert Rating
C.3.1: The Federal Government and the focus states able to implement agreed international norms and conventions for the prevention and management of cross-border threats	C.3.1.1: Public officials in relevant institutions are knowledgeable about international norms, conventions and mechanisms on the prevention and management of cross-border threats		**Output Summary:** **Two institutions (UCH Ibadan and ABU Zaria) assisted to build capacities of personnel - running of the Nigerian Field Epidemiology and Laboratory Training Programme. The institutions are linked to Center for Disease Control, Atlanta Georgia, USA.** **Monthly meetings of Disease Surveillance and Notification Officers provides forum for trainings and re-trainings for managing epidemics and maintaining surveillance system and as the platform for coordinating disease surveillance and Notifications in all states of the Federation; state epidemiologists, disease control managers and the DSNOs in all LGAs in the states participate.** **There has been an international conference held in Nigeria where a number of the neighboring Countries participated and agreement reached on collaboration.** **Output performance ¾**	¾: Noticeable
		WHO **ECOWAS**	• Meeting on cross border public health issues held in Abuja for Nigeria, Niger, Chad, Benin, equatorial guinea, Cameroon & Core agreement made for collaboration	
		FMOH	Two institutions (UCH Ibadan and ABU Zaria) assisted to build capacities of personnel running of the Nigerian Field Epidemiology and Laboratory Training Programme. The institutions are linked to Center for Disease Control, Atlanta Georgia, USA. (WHO)	
		SMOH	Monthly meetings of Disease Surveillance and Notification Officers supported in all states and FCT (***WHO)***	

			SMART surveys conducted across Sahel region to facilitate adequate response to nutrition crisis in Northern states **(UNICEF)**	
		SMOH		
	C.3.1.2: policy and legislative proposals in place for domestication of international norms and conventions on the prevention and management of cross boarder threats enhanced and set up		**Output Summary:** **The UN system has supported the Government (NEMA) in the review of the national framework for emergency response (2010) and in the development of the National HIV/AIDS emergency preparedness plan. Support is being provided for the review of the National Policy on Integrated Disease and Surveillance Response which derives from the International Health Regulation.** **There is a need to build capacity of stakeholders working on migration;** **Though there is a National Emergency response framework, it applies solely to emergency situation among refugees. It does not apply to migrants working or trading along the corridors of countries bordering Nigeria.** **The output performance is on course at rating of 2/4.**	2/4: Not Noticeable
			• Review of the national framework for emergency response (2010). Technical and financial assistance was provided to NEMA to conduct the review. (**UNICEF)**	
		NEMA		
		JUNTA	• Development of national HIV/AIDS emergency preparedness plan supported by UN system	
		NACA, NEMA		
			Support for the review of the National Policy for Integrated Disease and Surveillance Response (**WHO)**	
		FMOH		
	C.3.1.3: Relevant public institutions and CSOs have the planning and management competences to handle cross-border risks and emergencies		**Output Summary:** **Two institutions training personnel on management of epidemics and surveillance are provided technical assistance in the training of the personnel. They are assisted to participate in management of disease outbreaks in order to build their competences. The government was also supported in provision of technical assistance and provision of vaccines to respond appropriately to the swine flu pandemic.**	2/4: Not Noticeable

			Work needs to be done with the Immigrations, Customs, Border Police, and NAPTIP. Joint work needs to be done with other donors already working with the migrant groups. E.g. The World Bank is carrying out a Corridor Project in HIV/AIDS along the Abidjan-Lagos Transport route. **The performance rating is 2/4.**	
		WHO **FMOH**	• Provision of technical and financial assistance to government to respond to pandemics - avian flu, swine flu.	
		UCH Ibadan, ABU Zaria	• Capacity building on emergency preparedness planning supported **(WHO)**	
	C.3.1.4: Plans and functional surveillance systems in place for prevention and management of cross-border risks in selected states		**Output Summary:** **Surveillance systems are in place in all states and FCT. The surveillance personnel (Disease Surveillance and Notification Officers) are present in all LGAs.** **Monthly meetings are organized in the states to coordinate the activities of the personnel, provide updates in knowledge and collate data. The personnel are supported with resources for active surveillance of targeted diseases and weekly and monthly reporting is sustained. States possess capacities to conduct surveillance of the immunizable diseases on their own with collaboration of partners. The following surveillance systems are on-going in the states – Nutrition surveillance, Poliomyelitis and Meningitis.** **It is unfortunate that most of the surveillance activities in the states are provided by development partners with little or no in-puts by the state governments. This brings to question the sustainability of these programmes.** **Performance rating for UN assistance is**	¾ Noticeable

			¾.	
		SMOH	• Support provided for surveillance systems in all states and FCT. (The surveillance personnel - Disease Surveillance and Notification Officers are present in all LGAs). **(WHO, UNICEF)**	
			• Poliomyelitis, meningitis, nutrition surveillance systems supported for operations in states **(WHO, UNICEF)**	

CLUSTER D – Reduce the Risk of Crisis, Conflict & Insecurity

Output Summary Table

Nigeria's Stated Development Priorities ·Regional Development: Niger Delta ·Adoption of a holistic approach toward accelerated development and fostering of peace in the Niger Delta				
UNDAF Outcome D.1.0: The Federal Government and selected States in the Niger Delta able to secure a participatory policy and institutional environment conducive to sustained peace and equitable development.				
Agency Outcomes	Agency Outputs	Primary Partners	Key Results Achieved in 2009-2010	Expert Rating
D.1.1 Relevant Federal Agencies and selected States in the Niger Delta able to design and implement integrated development policies and plans in a transparent, participatory and accountable manner	D.1.1.1 Proposals and technical assistance facilities in place for the Federal Governments and the States to develop the structures, systems and skills necessary to prepare, monitor and review fiscally responsible, multi-sectoral and medium – term development plans		**Output Summary:** **The UN is offering demand-driven assistance to federal government and states in the Niger Delta for assistance in the area of capacity building to develop medium-term development plans. Through this capacity support, the Federal Ministry of Health and the State ministries of health in the Niger Delta have developed the harmonized National Strategic Health and Development Plans (NHSDPs) and SSHDPs. The reintegration support to the Amnesty Implementation Committee (AIC) as well as the evolving Stabilization, Recovery and Development entail multi-sectoral development planning and promise to strengthen the capacity of the AIC and the government to evolve integrated plans in response to the security and development challenges in the Niger Delta. While no MDA has yet completed a programme cycle for medium term development plans, UN assistance to the Federal Ministry of Niger Delta (capacity needs assessment, CDF Concept and M&E strategy) and Rivers State (monitoring and evaluation) is highly likely to enhance the capacity of MDAs towards achieving that goal. The support for parliamentary gender responsive budgeting is crucial for achieving fiscal responsibility and for mainstreaming gender equity in development planning**	Noticeable
		FMOH,NPC	**WHO & UNICEF** facilitated the development of the harmonized National Strategic Health and Development Plans (NHSDPs) and	

			SSHDPs for all states, including the **Niger Delta** states	
			UNDP held renewable energy policy meetings in Ondo	
			Review of Delta state environment policies in progress through **UNDP** support	
			Rivers State environment policy for compliance on environmental legislation being developed through **UNDP** support	
			UNIFEM (UN Women) is collaborating with the **UNFPA; UNICEF** & FMWASD to advocate for the passing of the bill against Gender based violence (GBV) currently in the National Assembly. This proposed law has national coverage, including the Niger Delta	
		MNDA	**UNDP** facilitated capacity needs assessment of the Ministry of Niger Delta Affairs, and the Ministry's concept paper for the Proposed Niger Delta Collaborative Development Framework (CDF)	
		MNDA	UNDP assisted the Ministry of Niger Delta Affairs to develop its draft Monitoring and Evaluation (M&E) Strategy in 2010	
			UNDP supports MDAs in Rivers State in capacity building for effective monitoring and evaluation of development processes	
		EC, UK-DFID, USAID, & World Bank	UNDP is currently supporting the evolution of the strategy on stabilization, recovery and development in the Niger Delta	
			UNDP has given technical assistance to the Amnesty Implementation Committee (AIC) on planning and preparedness for the implementation of the Reintegration programme in the Niger Delta	
			UNIFEM (UN Women) provided capacity building to the National Assembly to enable it undertake Gender Responsive Budgeting	

	D.1.1.2 Conflict- and gender-sensitive guidelines, procedures and mechanisms exist for the participation of key stake holders in the preparation, monitoring and review of development plans		**Output Summary:** **There are yet no conflict resolution guidelines in place at both federal and state levels for the Niger Delta. The publication of the draft National Peace Plan is however a positive development as it provides an opportunity for developing the guidelines with provisions for mainstreaming HRBA and gender mainstreaming. There are also no CSOs participating directly in the development planning cycle, although the visibility of the CPN in monitoring the protection of the right of the child indicates emerging CSO participation yet, although training for the media on conflict-sensitive reporting and the multi-stakeholder training on gender mainstreaming in conflict prevention are highly likely to result in extensive participation of key stakeholders (including CSOs and communities), if sustained. The 'Bridges to end GBV' project seeks to engender response to violence against women and HIV/AIDS, and has potential for developing gender sensitive development planning in the Niger Delta. Also the support for women participation in governance promises to increase the involvement of women in development planning and implementation. The ongoing IPCR conflict mapping has potentials for supporting the development of conflict sensitive guidelines. The UN support for police on election security provides an opportunity for integrating election related violence and conflict into such guidelines**	Not noticeable. But evolving
			UNICEF and **UNDP** worked with the Institute for Peace and Conflict Resolution (IPCR) on the development of the draft National Peace Plan	
		IPCR, NCR		
		NORAD, IPCR	**UNDP** supported IPCR on training for media on conflict-sensitive reporting in Ibadan, Jos and Kaduna	
			UNDP supported IPCR to training on gender-mainstreaming and conflict	

			prevention in development (2009 and 2010) for CSOs, women groups and the academia in Yenagoa, Jos and Ibadan	
			UNDP supported IPCR's conflict mapping in Benue, Kogi and Kwara States in 2010	
			UNDP reviewed the curriculum of the police training school for delivery of training on election security before the election	
			UNIFEM (UN Women) is supporting 'Bridges to end GBV' as a strategy for addressing HIV/AIDS in GBV in Cross Rivers and Ebonyi States	
			UNIFEM (UN Women) worked with **UNDEF** towards strengthening women participation in governance in the Niger Delta (Akwa Ibom and Imo State) through Community Partnership for Development (CPD) and Alliance for Africa	
	Output D.1.1.3 Selected states MDAs and LGAs have the management skills and tools in place for sustained implementation of development plans and institutionalized accountability to stakeholders		**Output Summary:** **The WHO programme management course applies to all states and LGAs, including those in the Niger Delta. The A core element of the LDP has been capacity building for MDA and LGA staff on planning and implementing community development through participatory and accountable local governance.**	Highly noticeable
			WHO conducted programme management course for Maternal, Newborn and Child Health managers	
			UNDP piloted the Niger Delta Development Programme (LDP) in Bayelsa and Ondo States of the Niger Delta from 2007 to 2010	
	Output D.1.1.4 Tools and procedures prepared and demonstrated in key Delta-based public and civil society		**Output Summary:** **No UN activity**	Highly not noticeable
			There has been no evidence of UN assistance in towards this output	

	institutions to provide access to and disseminate information on resource flows and development performance			
D.1.2 Government, communities, civil society and private sector organizations collaborate institutionally to address conflict prevention and management, internal security and emergency preparedness	**Output D.1.2.1** A common Niger-Delta wide early warning system for conflict and disaster prevention and management designed and piloted for scaling-up with the participation of key stakeholders		**Output Summary:** **There is not yet any assistance in the Niger Delta focused directly on conflict early warning system. However, the activities below provide emerging opportunities for strengthening exiting early warning systems for disaster prevention and management at the regional level in the Niger Delta or leading to the development of a new one**	Not noticeable
		NEMA	Ongoing development of UN Emergency Preparedness and Response (EPR) Contingency Plan to achieve coordination and information sharing among the various existing early warning systems in the country	
		FMOH	**WHO** gave technical support (presentation on guidelines on surveillance system) to a 2-day workshop on IDSR for all West African countries in August 2010	
		FMOH	**WHO** held an Inter-Ministerial conference on cross-border public health issues for Nigeria and neighboring countries in October 2010. The conference involved Commissioners of Health from the 6 zones of Nigeria and from the states on the border	
			UNICEF and **WHO** supported the Vulnerability Capacity Assessment (VCA) in 6 DAO States and FCT including Akwa Ibom state in the Niger Delta	
			UNICEF participated in the development of the National Disaster Management Framework and its review in the six geo political zones	
			UNICEF participated in the First Niger Delta Disaster Management Summit in Rivers State to review the peculiar challenges of the Niger Delta, effects of oil exploration and Climate change issues	

	Output D.1.2.2 Guidelines and procedures for joint planning, monitoring and feedback developed for use by institutions/agencies involved in conflict prevention, management and resolution		**Output Summary:** **Though still a draft, the IPCR national Peace Plan contains emerging guidelines and procedures for joint planning and monitoring of conflict work. Also UNICEF's growing work in the area of children in armed conflict has strong potentials for contributing to the development of such guidelines and procedures as they relate to children. Other issues need to be brought on board, such as women in conflict.**	Noticeable
		IPCR, FMoWA, FMoJ	**UNICEF** and **UNDP** worked with the Institute for Peace and Conflict Resolution (IPCR) on the development of the draft National Peace Plan	
			UNICEF has a proposal to conduct an assessment on Children Associated with Armed Groups in the Niger Delta Region	
			UNICEF brought up the issue of Children in Armed Conflict in development discussion with counterparts and partners	
			UNICEF supported 5-member government delegation to participate in the international Conference on Children in Armed Conflict in Chad in June	
			UNICEF is advocating for the ratification of CRC Optional Protocol on the involvement of Children in armed conflict	
	Output D.1.2.3 Structures and mechanisms for community participation in conflict and disaster prevention and management, including internal security, piloted and replicated in selected areas of the Niger Delta		**Output Summary:** **Formal structures of community participation in conflict and disaster management in the Niger Delta, including internal security, are virtually non-existent. However, the work of the CPN provides an opportunity to formally engage in issues of security of children by community actors. Already the two UNICEF projects on child rights protection in elections in Rivers State are being implemented in and through local communities.**	Not Noticeable
		CPN, FMoWA, NHRC	UNICEF facilitated establishment of and provided capacity building for the Child Protection Network (CPN) in 10 states, including Rivers, Imo, Akwa Ibom and Bayelsa States for monitoring, reporting and response to	

			child protection in emergency.	
			In 2010 UNICEF developed two projects to protect children/youth at risk from election-related violence in Rivers State.	
	Output D.1.2.4 Guidelines for alternative dispute resolution tested in selected institutions responsible for internal security and the administration of justice	NHRC,	**Output Summary:** **The UNODC supported ADR guidelines are currently being tested in the judiciary of the Federal Capital Territory. However, this test has not been extended to the police for internal security.**	Highly Noticeable
			UNODC developed guidelines on alternative dispute resolution (ADR) by traditional rulers for northern and southern states.	
	Output D.1.2.5: Mechanisms and guidelines developed to bring together government, communities, civil society and the private sector to ensure sustainable management of natural resources to protect the environment and livelihoods		**Output Summary:** **The oil spill compensation guidelines provide for collaboration between NOSDDRA and state and LGA agencies to enforce compensation of liabilities to communities in the Niger Delta. Although the biodiversity conservation project is still at the formulation stage, it is designed to build durable partnerships with the relevant stakeholders in the Niger Delta oil and gas sector, including government, civil society, community, and private sector actors. State environment policies in the Niger Delta are yet to be reviewed and there is no progress report on the TACC.**	Noticeable
			Commencement of Niger-Delta Biodiversity conservation project by UNDP, aimed at mainstreaming biodiversity priorities into development planning	
			Programme on Territorial Approach to Climate Change (TACC) in the Delta commenced (located in Delta State)	
			Oil spill compensation guidelines, standards and rates in the Delta region developed	
			Policy dialogue on climate change held in Adamawa and Akwa Ibom	
			UNEP conducting environmental impact assessment in Ogoniland	
			Report on Energy wastages and	

			potential savings produced by UNDP	
			Assessment report on the potential of modern bio-energy in Nigeria produced by UNDP	
			UNIFEM (UN Women) worked with **UNDP** to support the Ministry of Environment on gender and climate change	

Nigeria's Stated Development Priorities: Security, Law and Electoral Reform: internal security, law enforcement Significant reduction of crime and the enhancement of internal security				
UNDAF Outcome D.2.0: State and non-state institutions responsible for crisis prevention, management and law enforcement ensure security of persons and property				
Agency Outcome D.2.1: The Federal Government and civic institutions in the focus states assess prevent and manage the response to natural and man-made crises	**Output D.2.1.1** Systems and skills updated in selected institutions to generate, analyse, interpret and disseminate data on natural and man-made crises	NEMA,FMOH	**Output Summary:** **UN support has equipped NEMA with updated functional systems and skills in 6 states, and enhanced NEMA's capacity to generate, analyze and interpret data on crises. However, NEMA's ability to disseminate such data is still weak for several reasons including states reluctance to create or fund functional SEMAs as mandated by the NEMA Act. The IDSR guidelines, the NEMA VCA, the NDMF, the national surveillance system and the periodic health risk assessment are crucial steps for strengthening systems for effective response to health crises. Though the nutrition emergency plan is very central to strengthening this system, it is still at the development stage.**	Noticeable
			WHO supported the development of the National Technical Guidelines for the Integrated Disease Surveillance Response (IDSR)	
		FMOH		
			WHO supports the national surveillance system for natural, health and man-made health crises	
			WHO prepares a continuous health risk assessment whenever there is a crisis in any part of the country, including the Niger Delta	
		FMOH		
			UNICEF supported the development of NEMA's Vulnerability Capacity Assessment (VCA) Pilot for 6 states and FCT, Natural Disaster Management Framework (NDMF) and National Infrastructure Contingency Plan	
		NEMA,FMOH		
			UNICEF supports awareness programmes and advocacy visits and workshops of NEMA at the zonal level, facilitated the legislation and establishment and training of functional SEMAs, developed Rapid Assessment Tools and state specific contingency plans.	
		NEMA,FMOH		
			UNICEF is collaborating with NEMA and the FMOH on nutrition emergency plan and working with the National Bureau of Statics and national planning Commission on SMART Nutrition Surveys for effective	
		NEMA,FMOH		

			preparedness action.	
	Output D.2.1.2 Institutional mechanisms established for early warning and timely response to natural and man-made crises		**Output Summary:** **The community early warning system is beginning to evolve and could be replicated elsewhere, but this is limited only to conflict. The UN EPR has yet to midwife a formal national early warning mechanism in relation to crises. UNHCR and UNICEF humanitarian relief assistance is robust and strengthens host community capacity for responding to crisis. Importantly, the relief work provides for the protection of the human rights of refugees against discrimination as foreigners in the country as well as the human rights of children to protection and care, in conformity to the HRBA to programming.**	Noticeable
		WEP	UNDP worked with WEP to implement a project on strengthening community-based early warning and conflict monitoring mechanism in Agila community of Benue state	
			UN EPR working group led by UNHCR & UNICEF held the first internal mini-workshop in August 2010, followed by the humanitarian stakeholders retreat for the draft National Contingency Plan in Dec 2010	
		NEMA, FMOH, FMoWR		
			UNHCR supported the National Refugee Commission (NRC) to: Construct 3 boreholes and 4 motorized well for the refugees and local population in Ituav community of Kwande LGA of Benue State; 1 block of 2 classrooms, furniture and renovated a block of classrooms in Ituav; 14 pit toilets in Ituav; provide primary and secondary education for refugees in Benue (Ituav) and Lagos States; free medical treatment for refugees in Benue (Ituav) and Lagos States; fertilizers, farming inputs, agro-chemicals to refugees and local community in Ituav; food on quarterly basis to refugees and local community in Ituav; sanitary pad (14,000 units) to refugees and local community in Ituav and Lagos State; conduct HIV/AIDS campaign and stigma reduction among youth in refugee hosting communities in Benue (Kwande) and Lagos States	
			UNICEF provided WASH and Health interventions/support to conflict situations in Jos, Bauchi and Maiduguri; flood affected populations in Sokoto, Kebbi, Jigawa and	

			Niger states; and Cholera affected populations in 12 states of the North West, East and North Central Nigeria. This is in addition to UNICEF's support to FMOH on Measles and CSM emergencies.	
	Output D.2.1.3 Participatory fora established, with gender balance, for dialogue and engagement between civil society, communities and private sector on prevention and management of natural and man-made crises		**Output Summary:** **While no robust forum has been formally established in any state, these engagements indicate progress towards multi-stakeholder avenues for dialogue and engagement on disaster risk reduction. The campaigns of the YACPIF has led to the establishment of the 'Conciliation Group' which serves as a consultation forum involving political groups in the Jos conflict and lays a basis for community participation in responding to the crisis.**	Noticeable
		NEMA,FMOH	**UNDP** working with CSOs, NEMA, SEMAs and the NOA on emergency preparedness, with focus on reducing violence in Jos up to the 2011 elections	
			UNDP is supporting ongoing campaigns against reprisal attacks through community leaders and the Young Ambassadors for Community Peace and Inter-Faith Foundation (YACPIF) at the community level in Jos	
		NRCS	**UNICEF** signed MOU with Nigerian Red Cross Society on rapid assessment and distribution of relief materials during conflict and natural disasters	
			UNODC and UNICRI are supporting the CSO coalition (ENCATIP), to deliver micro-credit, secondary education and life skills training to victims of human trafficking and vulnerable women rescued from the awareness raising campaigns	
Agency Outcome D.2.2: Federal law enforcement agencies able to perform key operational functions to prevent and reduce crime whilst respecting human rights norms	**Output D.2.2.1** Key technical and operational capabilities upgraded in selected law enforcement agencies (e.g. crime detection, information management , investigation , forensics and contingency		**Output Summary:** **This output has received robust assistance from the UN system. Through these activities, most law enforcement agencies (the police, immigration, prisons, EFCC and NAPTIP) have received upgrading of their capabilities to combat internal and cross-border crimes. In addition, a growing emphasis is being placed on gender equity and protection of the special rights of women, children and migrant workers through some of these activities, in conformity with HRBA**	Highly Noticeable
			UNODC supported the Installation and Adaptation of the SIDDA Software at the National Monitoring Centre (NMC) of	

	planning		NAPTIP	
			UNODC supported capacity of 13 NAPTIP staff built on the use of the SIDDA Database	
		EU	**UNODC** gave support to the Economic and Financial Crimes Commission (EFCC) and the judiciary: training and research, equipment, IT system, national anti-corruption strategy, data base applications, assets forfeiture draft legislation for the EFCC.	
			UNICEF facilitated establishment of 'specialized unit' for child protection (as per Child Rights Act 2003) in the police	
			UNICEF supported the training of 22,857 Police Officers in 13 Police training institutions across the country on child protection issues	
			UNICEF supported the Police to participate in the 4th specialized meeting on child trafficking in West and Central Africa. The meeting facilitates review of the status of implementation of the ECOWAS-ECCAS Convention and other agreements signed by countries to protect the rights of children and development of regional frameworks to fight cross border child trafficking	
			UNICEF developed the training manual for the police on trafficking in persons (TIP), and delivered training to about 5,000 officers on TIP	
			UNIFEM (UN Women), in collaboration with UNFPA, developed a gender policy for the Nigeria Police Force. **UNIFEM (UN Women)** also supported the capacity of the Nigeria police on gender mainstreaming and institutional restructuring reflecting gender sensitivity through the gender policy	
		Finland, Switzerland & UK	**UNODC** organized Town Hall Meetings and Capacity Building Workshops on Child Witch Stigmatization in Akwa-Ibom state	
			UNODC facilitated establishment of a Prison Reform Taskforce comprising of stakeholders and relevant Ministries to drive reform process with government and development partner	
			UNODC provided capacity building for 50 NAPTIP officers on stress and trauma management for victims of trafficking in persons (TIP)	
			UNODC supported NAPTP with the	

			conduct of Human Trafficking- Training Needs Assessment	
			UNODC developed a training manual on Smuggling of Migrants, and supported capacity building for law enforcement officers and prosecutors on the prevention, investigation and prosecution of smuggling of migrants while protecting the rights of smuggled migrants	
			UNODC supported the capacity of senior management staff of Nigeria Prisons Service (NPS) through training on leadership, management, strategic planning and standards on the treatment of prisoners	
			UNODC supported the review of the existing NPS training curriculum and course structure which complies with UN standards and norms for prison management and treatment of prisoners	
		Global Alliance Against Traffic in Women (GAATW)	UNIFEM (UN Women) facilitated the preparation of handbook on Access to Justice for Victims of Trafficking for NAPTIP to be used to organise training of law enforcement agents working on trafficking in persons	
			UNIFEM (UN Women) piloted training for the Juvenile, Women and Children (JWC) unit of the Nigeria Police Force in Imo to enhance capacity for gender mainstreaming and institutional restructuring reflecting gender sensitivity through gender policy, and to respond to GBV in communities	
			UNIFEM (UN Women) conducted review of curriculum and training module of the police	
			UNODC built the capacity of law NAPTIP in the area of profiling of passengers to detect suspected criminals (traffickers at the point of entry and exiting the country through the international airports	
			Capacity of Law Enforcement Officers built in the area of Digital Evidence	
			UNHCR organized training for border officials on 'protection of refugees from migratory flow' in conjunction with ECOWAS	
			UNIFEM (UN Women) is working towards promoting sustainable engagement in eliminating violence against women and girls in Delta State. This is still a proposal in collaboration with **UNFPA** and yet to proceed to implementation	

	Output D.2.2.2 Guidelines and procedures developed and piloted for community based policing and crime prevention and management in selected states (information gathering , participation and accountability)		**Output Summary:** **Though important for raising awareness of communities for preventing the crime of TIP, this activity is yet to result in the establishment of guidelines and procedures for community crime prevention**	Highly Not Noticeable: Implementation is at zero level and engagement needs to be urgently expedited to meet 2012 target
			UNODC gave support to the NGO Coalition on human trafficking (ENCATIP) to develop coherent messages addressing key audiences through radio, seminars and workshops, enlightenment talks, school visits and widespread information and awareness raising activities in markets, at social and religious events, and in key public places on issues of human trafficking. They produced information tools, promoted strategic partnerships to foster community mobilization. The campaigns were targeted at different groups like minors, in and out of school young pupils, women, men, opinion leaders, government officials, etc.	

ANNEX C

REFERENCES AND BIBLIOGRAPHY

1. Alliance for Credible Elections/Civil Society Coordinating Committee on electoral Reform, 2010, *Electoral Reform News, Vol. 1, no. 6; Jan-Feb 2010*
2. Alliance for Credible Elections, 2010, *Election Watch, Bulletin of, July 2010 and August 2010*
3. Alliance for Credible Elections, 2010, *Handbook for Training of Voter Registration Observers,*
4. Alliance for Credible Elections, undated, *Electoral Reform: Recommendation of the Electoral Reform Committee*,
5. Benue State, UN, *Medium-Term Cooperation Framework (MCF)*
6. Benue State, UN, 2010, *Annual work Plan (AWP),*
7. Benue State, *Terms of Reference for the UNDAF Outcome Board*
8. Bureau of Public Procurement, 2007, *Public Procurement Act*, Abuja
9. *FCT Annual Work Plans (AWP) for UNDAF*
10. Federal Capital Territory, *Terms of Reference for the UNDAF Outcome Board*
11. FGN, UNICEF, *Country Programme Action Plan, Country Programme Cooperation,*
12. Federal Government of Nigeria, 2010**,** *Millennium Development Goals, Report,* Abuja
13. Federal Government of Nigeria, *Millennium Development Goals: Countdown Strategy, Abuja* (undated)
14. Federal Government of Nigeria, *The Nigeria National Economic Empowerment and Development Strategy, (NEEDS), 2008 – 2011,* FGN,
15. Federal Government of Nigeria, 2010, *The Presidential 7 Point Agenda,* FGN,
16. Federal Ministry of Environment, 2009, *Final Draft – National Implementation Plan for the Stockholm Convention on Persistent Organic Pollutants,* Abuja. FME
17. Federal Ministry of Environment, 2010, *Rain Forest Project*, Abuja, FME
18. Federal Ministry of environment, Housing & Urban Development, 2008, *Managing the Nigerian environment for sustainable development: Challenges and Opportunities,* Abuja, FMEH & UD
19. Federal Ministry of Women Affairs and Social Development, 2008, *Guidelines for Mainstreaming Economic Empowerment for Women into National HIV/AIDS Response*, Abuja, FMWA&SD
20. Food and Agriculture Organisation (FAO), 2008, *Food, Energy and Climate: A New Equation,* Rome, FAO
21. FAO, 2010, *Global Forest Resources Assessment, Nigeria Country Report*, Rome, FAO
22. IATT-TUGAR**,** *The Presidency – Inter-agency Task Team (Anti-Corruption Agencies): Fact Sheet*
23. International Labour Organisation (ILO), 2010, *Nigeria Decent Work Country Programme (2011-2014),* Government of Nigeria, ILO
24. Institute of Peace and Conflict Resolution, UNDP, 2009, *National Peace Policy,* Abuja, IPCR
25. Kaduna State Annual Work Plans (AWP) for UNDAF
26. Kaduna State, *Terms of Reference for the UNDAF Outcome Board* 2009 – 2012
27. Kaduna State Government, UN, *Medium-Term Cooperation Framework (MCF)*
28. Kaduna State Government, UN, 2010, *Annual work Plan (AWP)*

29. KADSG/UNDAF II Programme, *Terms of Reference for Conduct of Free, Fair and Credible Elections – Capacity Building for Members and Principal Officers*
30. KADSG/UNDAF II Programme, *Terms of Reference for Conduct of Voter Education/Enlightenment Workshops for Women/Youth*
31. KADSG/UNDAF II Programme, *Terms of Reference for Design, Print and Distribution of IEC Materials on Voter Education/Enlightenment*
32. Millennium Development Goals Office, 2010, *Countdown Strategy (2010 – 2015) Achieving the MDGs,* Abuja, Government of Nigeria.
33. Millennium Development Goals Office, 2010, *Millennium Development Goals +10 Report,* Abuja, Government of Nigeria.
34. National Bureau of Statistics, 2005, *Poverty Profile For Nigeria,* Abuja, NBS
35. National Environmental Standards and Regulations Enforcement Agency (NESRA), 2010, *Environmental Enforcement Policy,* Abuja, NESRA.
36. National Planning Commission, 2009, *Economic Transformation Blueprint*, Abuja,
37. National Planning Commission, 2009, *First National Development Plan,* Abuja,
38. National Population Commission, USAID, UNFPA, ICT Macro, 2009, *Nigeria Demographic and Health Survey 2008*, Abuja. NPOPC
39. Rivers State, *Terms of Reference for the UNDAF Outcome Board*
40. Rivers State Annual Work Plans (AWP) for UNDAF
41. Rivers state Micro Finance Agency (RIMA), UNDP, 2010, *Report on Credit Risk Management training for Micro Finance Banks in Rivers state,* Port Harcourt, RIMA
42. The Development Associates Limited, 2010, *Final Report Inclusive Microfinance Management training: first Run: August 2-13 Second Run: August 16-27 2010, September 10, 2010*
43. The Niger Delta job Creation and Conflict Prevention imitative, 2010, *Final Report on MINDSET change and Re-Orientation Programme by Niger Delta Professionals for Development Creating Safe Space for Peace and Development Action*.
44. The Niger Delta Job Creation and Conflict Prevention Initiative, 2010, *Progress Report 2009,* Abuja
45. The Niger Delta Job Creation and Conflict Prevention Initiative, *Curriculum and teaching syllabus for technician's certificate in welding and fabrication*
46. The Niger Delta job Creation and Conflict Prevention Initiative, *Curriculum and teaching syllabus for technician's certificate in Motor Mechanics*
47. The Niger Delta Job Creation and Conflict Prevention Initiative, *Curriculum and teaching syllabus for technician's certificate in Diesel Plant fitting*
48. The Niger Delta job Creation and Conflict Prevention Initiative, *Curriculum and teaching syllabus for Technician's certificate in Carpentry and joinery*
49. The Niger Delta Job Creation and Conflict Prevention Initiative, *Report on Consensus Building Workshop for Stakeholders*
50. The Niger Delta Job Creation and Conflict Prevention Initiative, *Report on Job creation and skills Needs Assessment Survey*
51. The Niger Delta Job Creation and Conflict Prevention initiative, *Partnership for job creation and conflict prevention initiatives*
52. The Presidency, 2010, *Making Debt Relief Work for The Poor: Achieving the MDGs in Nigeria 2005 -2010,* Abuja, Government of Nigeria

53. Millennium Promise PAMPAIDA Millennium Villages Project Kaduna – Nigeria Information Pack
54. Millennium Promise IKARAM _ IBARAM Millennium Villages Project Ondo State – Nigeria Information Brochure
55. United Nations, 2003, *Country Assessment and UNDAF; Guidelines for UN Country Teams*, UN
56. United Nations, 2008, *Implementation Guidelines for United Nations Development Assistance Framework , 2009 – 2012*
57. UNDAF Outcome Area Review, Guidelines for Programme Review UN Common
58. United Nations Nigeria, 2008, *Development Assistance Framework (UNDAF II) 2009 - 2011,* Abuja: BCOMmedia
59. United Nations Nigeria, 2010, *UNDAF II Mid-Term Review by UN Agencies: Education*
60. United Nations Nigeria, 2010, *UNDAF II Mid-Term Review by UN Agencies: Health*
61. UNIDO 2009 Report Highlights of UNIDO Programme and Activities in Nigeria
62. UNIDO in Africa: Mobilizing Resources for the 21st Century
63. United Nations Development Programme, 2008, Human Development Report Nigeria 2008 -2009: Achieving Growth with Equity; UNDP
64. United Nations Nigeria, 2008, *Summary, Human Development Report Nigeria* 2008 - 2009: Achieving Growth with Equity; UNDP
65. Mid Term Review Key Questions, UNDP, Abuja
66. UNITAR, 2010, *Synopsis of UNITAR Achievement till Date*, Port Harcourt.
67. UNIDO Development of High Quality Cassava Flash Dryer: Technical Assessment Report; SF/NIR/05/17-59
68. United Nations Development Programme, Nigeria: Human Development Report, 2008-2009
69. United Nations, United Nations Development Framework II, Abuja, 2008
70. United Nations Development Programme, 2010, *Report on Pre-midterm Review of Activities of UNDAF Cluster 1: Governance,*
71. United Nations Evaluation Group, 2005, *Standards for Evaluation in the UN System*
72. UNICEF, 2010, *Strategic Moments of Reflection, Proposed Options for Mid Term Review 2010,*
73. United Nations Development Fund for Women, *UNIFEM and the JDBF on Democratic Governance in Nigeria: Implementation of Pillar 6*
74. United Nations Development Fund for Women, *Women and Democracy in Nigeria: Towards Sustained Increase in Women's Participation in Democratic Governance in Nigeria (2010-2015)*
75. United Nations Development Fund for Women, *Affirmative Action for Women's Political Empowerment for 2011 Election: The National Gender Policy, A Tool for Political Parties*
76. UNDP, 2009, *Human Development Report: Overcoming Barriers: Human Mobility and Development,* N.Y, UNDP
77. UNDP, 2010, *Human Development Report: The Real Wealth of Nations*, N.Y, UNDP.
78. UNDP, 2010, *Nigerian Facility for Inclusive Markets (Draft Copy),* UNDP, Abuja Niger
79. UNDP, *Report on "Agency Outcome A2.3: Anti-corruption and procurement reform measures integrated further in key areas of public sector management at Federal level and in the focus states*".

80. UNDP, 2010, *Report on Pre-Mid-Term Review Activities of UNDAF Cluster 1: Governance; 14 November 2010*
81. UNDP *"Brief Update on UNDP Support on Anti-Corruption and Public Procurement November 2010"*
82. UNDP, *Support to Democratic Governance for Development: CIDA-DFID-EU-UNDP Partnership for Support to the Electoral Cycle and the Deepening of Democracy in Nigeria, 2010 – 2015*
83. UNODC, 2009, *Report on the Public Perceptions of the Anti-Corruption Agencies*,
84. UNODC, *Assessment of Justice Sector Integrity and Capacity in Ten States: Report of a Baseline Study*
85. UNODC, *Impact Assessment of Justice Sector Reform in Three Nigerian States 2002-2007*,
86. UNODC, *Alternative Dispute Resolution; Court Users Guide 2*
87. UNODC, *Contact for Court Users; Court Users Guide 6*
88. UNODC, *Guidelines for Dispute Resolution by Traditional Rulers – Northern Zone*
89. UNODC, *Guidelines for Dispute Resolution by Traditional Rulers – Southern Zone*
90. UNODC, Delta State: *Judiciary Plan of Action for Strengthening Justice Sector Integrity and Capacity: 2008 - 2010*
91. UNODC, Benue State: *Judiciary Plan of Action for Strengthening Justice Sector Integrity and Capacity: 2007 - 2010*
92. UNODC, FCT, *Judiciary Plan of Action for Strengthening Justice Sector Integrity and Capacity: 2008 - 2010*
93. UNODC, Rivers State: *Judiciary Plan of Action for Strengthening Justice Sector Integrity and Capacity: 2008 -2010*
94. UNODC, *State Action Plan to Strengthen Judicial Integrity and Capacity in Kaduna State*,
95. UNODC, 2008, *Improving the Nigerian Prisons Service Adherence to International Standards in the Treatment of Prisoners: Quarterly Project Report from Implementer to Post*, October
96. 3ADI African Agribusiness and Agro- Industries Development initiative: *A programme framework*

NIGERIA UNDAF II – TEMPLATE FOR SPECIFIC PROGRAMME INTERVENTIONS CLUSTER " B" :- PROMOTE PRODUCTIVITY AND EMPLOYMENT

NIGERIA STATED DEVELOPMENT PRIORITIES	■ Rural Sector Development – Agriculture, Land Reform, Manufacturing, SMEs ■ Regional Development – Erosion management and control, desertification, environment. ■ Food Security through growth in production output, employment generation, export expansion, supply of raw materials, domestic consumption and value addition.
UNDAF OUTCOME B.I	Enabling policies and investments lay the basis for faster and more sustainable growth in output and employment in rural economy.

SUB-NATIONAL LEVEL -STATE OUTCOMES:-

Output	Planned Activities	Actual Activities Undertaken	M.O.V. Evidence	MDAs/ Agency Involved	Key Achievements	Main Challenge/ Constraints	Opportunities	Way forward/ Sustainability

NIGERIA UNDAF II – GENERAL QUESTIONS

In addition to the questions on the template, kindly let us know the following:

1. Were the stakeholders involved in the design of the programme?
2. Can you claim Ownership of the programme you are implementing? Why?
3. Are you of the view that the programme is relevant to National developmental needs and your specific priorities taking into account the stated outcomes? Please explain further.
4. To what extent were aspects of human rights, with reference to your stated outcomes and outputs considered in your work plans?
5. What are the gender considerations in the programme activities?
6. Is any aspect of HIV/AIDS integrated in your programming?
7. Do you think the outstanding activities are likely to be completed by the end of the programme year in 2012? What are your reasons for your view?
8. To what extent is capacity development an important component in your programming?
9. Did you consider cost -effectiveness in programming the activities?
10. Besides the challenges indicated on the Template, are governance issues factors to reckon with in the implementation of your programme?
11. Do you have some ideas that could be tried out and tested Or good practices that emerged during programme implementation?

UNDAF MTR List of Persons Contacted

S/No.	Name	Title	Institution
1.	ABARI,	Advisor to the Governor on State Electoral Commission	
2.	BOYER, Jacques	Deputy Representative	UNICEF
3.	ABUBAKAR, Lawal	UNDAF State Focal person	FCTA
4.	ADEDOKUN, Debo	Director	BPP
5.	ADELEKE, A.	Assistant Director –Development, Technical Adviser	CBN
6.	ADEOYE,	Director	NACA
7.	ADUDA, Gabriel	Director	EFCC
8.	AGBANUSI, Uche	National President	Nigerian Environmental Society
9.	AGBIDRA, T.M.		
10.	AGWA, Sam		State UN Focal Person
11.	AIR-ILYU, Ayaka		
12.	AJIR,R.M.		
13.	AKOR, Raymond	Senior PME Program Officer	UNICEF, Kaduna State
14.	AKPEN, Linus		
15.	AKUNGA, Alice		UNICEF
16.	ALH, Idris M		State Director of Statistics, Kaduna State

17.	ALOM T, Innocent		
18.	AMANKWAAH, Kwasi	Coordination Specialist	UN
19.	AMISEH, Jane N.		
20.	ANEHOUI, Dauda Rabiu		SMOH, Kaduna State
21.	ANGER, C.M.	PAO	SMOH, Benue State
22.	AROSAFE, Babajide	Programme Analyst	Private Sector Development, UNDP
23.	ASOGWA, Robert	Director	UNDP
24.	ASUQUO, Godwin	Programme Officer	UNFPA
25.	ATIM, Grace	Representative	CSO, Rivers State
26.	ATAGHER, Eryum		
27.	ATTAH, J.A.	Director, Development Finance Department	CBN
28.	AUTA, Raymond	Accountant	Kaduna State Industrialization & Micro Credit Mgt board.
29.	AWUTE, L.N.	Permanent Secretary	FMOH
30.	AYONRIDE, Folashade	Senior Program Officer	ILO
31.	AYONWUR, V.Y.		
32.	BABALOLA, Olusola	Executive Director	TMG
33.	BAKAM, Peter K.	Permanent Secretary	Kaduna State Ministry of Economic Planning
34.	BALONI, Amina Mohammed	Health Specialist	UNICEF, Kaduna
35.	BAMIDELE, Ruben O.	National Programme Officer	UNIDO
36.	BANEBO,	Director General	NESREA
37.	BINIYAT, Hannatu Usman	Chairperson	SIEC, Kaduna State
38.	BOMS, Lawrence	Head	UNITAR Office
39.	CHENGE, Gregory	Coordination Associate	UN

40.	CHUA, Galina	Programme Officer	UNV
41.	DANMAIG-ONA, Jidaida	Assistant Director	Kaduna Ministry of Agriculture Cooperative Development
42.	EGBUNEFI, Godwin	Assistant Chief Education Officer	FMOE
43.	EKEANYANWU, Lilian		IATT/TUGAR
44.	EMISHE, Bulus	Special Adviser	Governor's Office, Kaduna State
45.	EZEAZU, Emma	Executive Director	Alliance for Credible Elections
46.	EZEKWEM, Oganna	Programme Officer	UNODC
48.	FAFUNMI, Biyi		NBS
49.	FANIRAN, Sanyo		NPC
50.	FATIGUN, Olosegun	UNDAF Focal person	FCT Economic Planning Research and Statistics
51.	FEHINTOLA, David	House Manager	UNDP
52.	FELE, N.W.	Planning Officer	BSPC
53.	GABRIEL, N	Director	Department of Statistics, Rivers State
54.	HARRY, S.		NBS
55.	HIEMSTRA, Janthomas	Deputy Resident Representative/Programmes	UNDP
56.	HUKPORTIE, Gogo	Resident Representative/	UNHCR
57.	IBEANU, Okey	Technical Adviser	INEC
58.	IBRAHIM, Jibrin	Country Director	Center for Democracy and Development
59.	IKPEME, Anne		UNODC
60.	ITYAVYAR, Dennis	Executive Director	Inter-Gender
61.	IORNM, Udeh Samuel		
62.	IYO, Kenneth A. A.		
63.	JACKSON, Omenazu N.E.	Representative	CSO, Rivers State
64			

65.	JAJI, O.B.	Director	FME
66	JOBIN, Denis		UNICEF
67.	KENNETH, A. Iyo	Coordinator	Development Watch Initiative, Benue State
68.	KWOGHAFFAT, Asen	Director of Accounts	Accountant General's Office, Benue State
69.	KYONG, Habiba D.	Director	MOE, Kaduna State
70.	LAWAL, Tunde		NPC
71.	LAWSON, Agathe	Resident Representative/	UNFPA
72.	M, Al Idriss	Special Adviser	Governor's office Kaduna
73.	MAIDUGU, Asheikh A.		FRIS Government
74.	MAIWADA, Alhaji S.	Operations Director,	National Food Security Programme - FAO
75.	MALLAM, Stephen	General Manager	Kaduna State Min. of Poverty Alleviation
76.	MANI, Raba	Assistant Representative	FAO
77.	MBEWE, Andrew		WHO
78.	MOHAMMED, Ari Isa	Director	FCT Economic Planning Research and Statistics
79.	MOHAMMED, Lawal Abubakar	UNDAF Focal person	FCT Economic Planning Research and Statistics
80.	MUGAJU, James	Chief Field Officer	UNICEF, Kaduna
81.	NASIDI, Kabiru	Programme Specialist	UNDP
82.	NDIELI, Kemi	National Programme Officer	UNIFEM (UN WOMEN)
83.	NDYANABANGI, Bannet	Deputy Resident Representative	UNFPA
84.	NnWOKA, Bestman N.	Special Assistant to the Governor on International Donor Agencies	Rivers State
85.	NUHU, Moses	Secretary MDGs	Ministry of Economic Planning, Kaduna State
86.	ODE, Ijale Aduma	Director	Statistics Department, Benue State
87.	ODELE, Mujiwa	Team Leader	Environment Unit, UNDP

88.	OGBANGA, Nemi	Manager Pilot Projects	Rivers State Sustainable Development Agency
89.	OGBONNA, Chinwe		UNFPA
90.	OGBONNA, Hilary	National Programme Officer	UN DP
91.	OGUGUA, Azuka	Assistant Programme officer	ICPC
92.	OKAURO, Ifueko		FIRS
93.	OKECHUKWU, Amadi	Administrative Officer to Special Assistant to the Governor on International Donor Agencies	Office of the Executive Governor of Rivers State
94.	OKORIE, Mohammed		SP/HEO. PATHS 2, Kaduna
95.	OKORJI, Emmanuel U.	TA to MD/CEO	Rivers State MicroFinance
96.	OKUDUWA, Racheedat	Programme officer	ICPC
97.	OKWECHIME, Uche	Director General	NOSDRA
98.	OKWORI, Adah G		
99.	OLUOKUN, Folake		UNDP
100.	ONAH, Monday		
101.	ONAJI, A	Director	Inter-Party Advisory Council
102.	ONWUKA, Cynthia	President	Women Rights and Empowerment Initiative, Port Harcourt
103.	ORINGA, Daniel	Secretary	BSPC
104.	OSIADE, Peter	Zonal Leader	UNICEF, Enugu
105.	SAKAI, Swami	Resident Representative	UNICEF
106.	SAKO, Rebecca		CSO-{EADS, Kaduna State
107.	SANUSI, Olayinka	Procurement Analyst	UNDP
108.	SARR, Cheikh Tidiane	Chief Technical Adviser	FAO
109.	SHAAPERA, Isaac M		

110.	SHITTU, Shehu M.	General Manager	Kaduna State Industrial and Financial Co. Ltd
111.	STOLPE, Oliver	Senior Programme Officer	UNODC
112.	TAIWO, Abiodun		NPC
113.	TAVARES, Raymond	Industrial Development Officer	UNIDO
114.	TEROUGH, Augustine	Senior Executive Officer	State Audit, Benue State
115.	TOURE, Daouda	Resident Coordinator	UN
116.	UCHE, Hawa	Programme Officer	FCT Research and Statistics
117.	UCHE, Owete	National Programme Officer	UNODC
118.	UDEH, Samuel	Director	State Planning Commission, Benue State
119.	UJOH, John I	DAr	MDGS, Benue State
120.	WAL-JACKSON, Mimi.	Commissioner	SIEC, Rivers State
121.	YAYAH, Sylvester		SUBEB, Benue State
122.	YONGE, Wirba Alidu	Programme Coordinator	UNOPS
123.	YUNUSA, Bala Y	Operations Manager	MVP, UNDP
124.	ZAMBA, Colleen	Economic Adviser	UNDP

ANNEX D

UNDAF II Mid-Term Review (MTR)

Consultants' Terms of Reference

1. Background

The second generation 2009-2012 of the United Nations Development Framework (UNDAF II) 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 the 7-Point Agenda, which is implemented through the Medium Term National Development Plan (NDP) with a long term vision 20:2020, expected to transform Nigeria to one of the top 20 economies by 2020. Nigeria's development priorities are expressed within the framework of the MDGs and other commitments, goals and targets of other international conferences, summits, conventions and human rights instruments of the United Nations.

The mid-term review (MTR) of UNDAF II is a joint UN process, conducted with national partners, to assess the progress made towards Nigeria's development priorities selected within the UNDAF. It also takes stock of the environment within which the UN is operating and assesses the effectiveness of UNDAF II as a tool of support to the achievement of national priorities and enhanced coordination and harmonization among all UN agencies. The UN and Government will review progress of the UNDAF and the appropriateness of its planned results and strategies. The review provides a unique opportunity to assess achievements against the planned results; and the relevance, effectiveness, efficiency and sustainability of UNDAF II outcomes, interventions and strategies. This assessment will identify issues and gaps, and help UNS and its partners to make recommendations for course corrections from 2010-2012 and chart the way forward for the UNDAF III. It is in the context of this process that the UNS in Nigeria is seeking this consultancy.

2. Purpose, Use and Users of the MTR

The purpose of the UNDAF Mid-Term Review is to enable meaningful and high quality assessment of the UNDAF components. The UNS in Nigeria and its national and other partners involved in the UNDAF implementation will use the MTR to make necessary mid-course adjustments to the programme and outline the next generation UNDAF.

3. Objective of the MTR

The main objective of the MTR is to assess the extent of programme implementation in the first half of the programme period and chart a way forward towards the achievement of UNDAF II outcomes. Specifically the MTR will:

1. Provide the opportunity to take stock of:
- Progress towards Nigeria development priorities;
- The environment in which UNS is operating;
- Progress towards the outcomes and
- Contribution of each Agency.
2. Facilitate necessary course corrections and
3. Provide lessons and recommendation for the development of UNDAF III.

4. Analytical Framework

Wherever possible and appropriate, Government Ministries, Departments and Agencies (MDAs), UN agencies and theme groups will conduct sectoral updates of the situation analysis through desk reviews of national research surveys, government data, results of evaluations (existing or conducted in the process) and research reports from reputable universities or research institutions. The analysis would as much as possible take into account:

- The changes in the country environment (demography, economy, new laws and policies);
- Changes in development indicators;
- New insights and experiences obtained during the first half of the UNDAF cycle;
- Changes in National and UN policies and priorities.

The MTR shall benefit from existing or newly commissioned studies, research or evaluations conducted by individual or collaborating Agencies.

Based on the documented innovations, lessons learned and findings from the research, studies and evaluations, the UNS and partners will conduct in-depth analysis of progress towards results, identify lessons learned and propose corrective actions. Simultaneously, state governments and UNS will produce a report on lessons learned related to Delivery as One in the six states (Adamawa, Akwa Ibom, Benue, Kaduna, Lagos, Imo) and FCT to feed into the draft MTR report.

After this initial review, MDAs and UNS will assess:

- Progress achieved in each of the UNDAF outcome areas against expected results;
- Strategies used, taking into consideration sector- or outcome- specific frameworks and how UN has contributed towards strengthening existing or emerging national frameworks;
- How well the current strategies are working to achieve equitable access to development.

5. Role of UN System

- Provide the consultant with the required documentation necessary for the MTR
- Provide consultant with working space and facilities.
- Facilitate communication with the UN Agencies
  Review the report drafts and final report before submission to the office of the RC.

6. Role of consultant

- Thoroughly review and familiarize self with the UNDAF documents including the Country Analysis, the UNDAF Outcomes, the UNDAF Results Matrix, the Monitoring and Evaluation Framework and the UNDAF MTR Concept Note;
- In close consultation with the Chair PMT manage the day-to-day coordination of the detailed tasks of the MTR including communication with the MTR 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 the meetings of PMT on the MTR;
- Convene coordination meetings with and provide technical guidance to the UNDAF Area/Sub-area consultants and ensure their full understanding and application of the MTR principles and guidelines to both the processes and outputs.
- Attend and provide technical support to UNDAF Area/Sub-area consultative and review meetings and ensure.
- Review and analyze inputs from all UN agencies and stakeholders, ensure that the reports answer the MTR Key Questions (see below) and collate into the draft MTR Report;
- Draft the text for the crosscutting parts of the report including the executive summary; and synthesis of the Situation Analysis update, the constraints, the lessons learned, summary of proposed changes and recommendations for UNDAF III;
- Plan, organize, facilitate and summarize outputs from a participatory comprehensive SWOT analysis of the Delivery-as-One planning and operationalisation process.
- Present the draft MTR Report to the PMT 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 MTR meeting including preparation of the report document, the accompanying presentations and the meeting logistics.
- Attend the MTR meeting and incorporate any comments or changes and produce the final MTR report

Submit final version of the report to the Chair of the PMT.

7. Methodology

- Desk review of guidelines and standards for UNDAF MTRs, reports, evaluations of individual UN agencies.
- Intensive interaction with the PMT, Outcome Consultants and key staff from the UN agencies.
- Organizing, leading and facilitating various types of meetings
- Where necessary, the consultant may be required to undertake in-country travel outside Abuja

8. MTR Key Questions

The mid-term review report should answer the following questions:

1. How relevant is UNDAF II to the national and State development priorities and the achievement of the MDGs?
- Linkage with the national priorities;
- Linkage with the MDG;
- Has the comparative advantage profile of the UN been leveraged in the country?

2. How effective was UNDAF II as a means for delivering the programmes of the UN agencies?
3. Was the mix of strategies used appropriate? (Advocacy and policy dialogue, building and using a knowledge and evidence base, promoting and building partnerships, developing systems for improved performance)? Did the strategies contribute to strengthening existing and emerging national frameworks?
4. What was the progress made towards the achievement of stated results?
5. Does UNDAF II address the equity issues in the development of the country?
6. To what extent is UNDAF II compliant with the Paris and Accra Declarations' guidelines on aid effectiveness and National Execution?
7. To what extent were Human rights HIV/AIDS and gender issues integrated in programming?
8. To what extent was Results based management applied in programming?
9. What strategic partnerships did UNDAF II build? Were these partnerships utilized effectively?
10. How did we apply M&E to our collective work?
11. How efficient are the UN agencies in achieving the UNDAF desired outcomes and objectives?
12. What challenges did UNDAF face? What innovations did UNDAF introduce and what lessons were learned that can be scaled up by Government to improve the situation of Nigerians?
13. What were the strengths, weakness, opportunities and threats in the planning and operationalisation of the Delivery as One frameworks and plans? What lessons should the UNS and Government draw from that experience to guide future operations?
14. What changes to any of the UNDAF components and processes need to be introduced in 2011 and 2012?
15. What are the major recommendations for shaping UNDAF III?

9. Information Sources

The following minimum documents will be used for obtaining detailed background information on the UNDAF II:
- The UNDAF Document
- The results matrix
- The monitoring and evaluation framework and plans
- The available Medium Term Cooperation Frameworks and Annual Work Plans for the DAO states and FCT.
- Relevant Reports.

10. Accountabilities

The Consultant shall work under the guidance of the UNDAF MTR Joint Coordination Team (JCT) and the direct Supervision of the Chair, Programme Management Team (PMT). The

Consultant is responsible for the deliverables detailed below within deadlines agreed upon with UNS in Nigeria. UNS is responsible for facilitating access to stakeholders, information and logistics to enable the smooth implementation of the assignment.

11. Deliverables

- Inception report describing consultant's understanding of the assignment and his/her plan to execute it
- Weekly progress report to the PMT
- SWOT analysis report on the DAO
- MTR Report (*50 pages content including not more that 5 page Executive Summary)*

12. Composition of the Evaluation Team:

There will be a team of five (8) consultants made up of one international expert and six National Experts; the international consultant will be the team leader. Each of the other four national consultants should possess relevant qualifications and experience in at least one of the four UNDAF outcomes areas. As much as possible, the composition of the team should be gender sensitive. The selected consultants are expected to be independent and should not have been involved in the implementation of UNDAF II programmes in any of the Agencies.

13. Competencies of Consultants:

13.1. International Expert P5 (Team Leader)

The International consultant should have the following qualifications and competencies:

- Advanced University degree in one or more of the following areas: political science, demography, economics, social sciences, public health, law or related fields;
- At least 15 years experience in development programming;
- Expert knowledge of and working familiarity with results-based management, human rights based and gender mainstreaming approaches;
- Demonstrated experience in quantitative and qualitative evaluation methodology;
- All-round understanding of the UN's mandate and *modus operandi;*
- Excellent facilitation, coordination, communication and writing skills in English;
- Ability to work in a team and deliver results.

13.2. National Consultants Governance and Accountability NOD

The National Consultant Governance and Accountability should have the following qualifications and competencies:

- Advanced University degree in one or more of the following areas: political science, economics, social sciences or related fields;
- At least 15 years experience in accountable governance, anti-corruption programming, institutional and regulatory reforms, public procurement and fiscal responsibility laws in Nigeria;
- Expert knowledge of and working familiarity with results-based management, human rights based and gender mainstreaming approaches.

- Demonstrated experience in quantitative and qualitative evaluation methodology
- Understanding of the UN's mandate and *modus operandi*
- Excellent communication and writing skills in English
- Ability to work in a team and deliver results.

13.2.1 National Consultants Governance and Accountability NOB

The National Consultant Governance and Accountability should have the following qualifications and competencies:

- Advanced University degree in one or more of the following areas: political science, economics, social sciences or related fields;
- At least 10 years experience in accountable governance, anti-corruption programming, institutional and regulatory reforms, public procurement and fiscal responsibility laws in Nigeria;
- Expert knowledge of and working familiarity with results-based management, human rights based and gender mainstreaming approaches.
- Demonstrated experience in quantitative and qualitative evaluation methodology
- Understanding of the UN's mandate and *modus operandi*
- Excellent communication and writing skills in English
- Ability to work in a team and deliver results.

13.3. National Consultant Productivity and Employment

The National Consultant Productivity and Employment should have the following qualifications and competencies:

- Advanced University degree in one or more of the following areas: Economics, Social sciences or related fields;
- At least 15 years experience in programming for poverty reduction through productive activities, trade capacity building, business development and technology transfer, environmental governance etc;
- Expert knowledge of and working familiarity with results-based management, human rights based and gender mainstreaming approaches.
- Demonstrated experience in quantitative and qualitative evaluation methodology
- Understanding of the UN's mandate and *modus operandi*
- Excellent communication and writing skills in English
- Ability to work in a team and deliver results.

13.4. National Consultants Social Service Delivery NOD

The National Consultants Social Service Delivery should have the following qualifications and competencies:

- Advanced University degree in one or more of the following areas: Health sciences, Demography, Social Sciences, Law or related fields
- At least 15 years experience in programming for social services (including Education, Health, skills acquisition) delivery etc;
- Expert knowledge of and working familiarity with results-based management, human rights based and gender mainstreaming approaches;
- Demonstrated experience in quantitative and qualitative evaluation methodology;
- Understanding of the UN's mandate and *modus operandi;*

- Excellent communication and writing skills in English;
- Ability to work in a team and deliver results.

13.4.1. National Consultants Social Service Delivery NOB

The National Consultants Social Service Delivery should have the following qualifications and competencies:

- Advanced University degree in one or more of the following areas: Health sciences, Demography, Social Sciences, Law or related fields
- At least 10 years experience in programming for social services (including Education, Health, skills acquisition) delivery etc;
- Expert knowledge of and working familiarity with results-based management, human rights based and gender mainstreaming approaches;
- Demonstrated experience in quantitative and qualitative evaluation methodology;
- Understanding of the UN's mandate and *modus operandi;*
- Excellent communication and writing skills in English;
- Ability to work in a team and deliver results.

13.5. National Consultant Reduction of Risk of Crisis, Conflict and Insecurity

The National Consultant Reduction of Risk of Crisis, Conflict and Insecurity should have the following qualifications and competencies:

- Advanced University degree in one or more of the following areas: Political Science, Economics, Demography, Social Sciences, Law or related fields;
- At least 15 years experience in programming in conflict prevention and management, internal security and emergency preparedness, management and responses to natural and manmade crises, design and implementation of integrated development policies;
- Expert knowledge of and working familiarity with results-based management, human rights based and gender mainstreaming approaches;
- Demonstrated experience in quantitative and qualitative evaluation methodology;
- Understanding of the UN's mandate and *modus operandi;*
- Excellent communication and writing skills in English;
- Ability to work in a team and deliver results.

14. Time Frame and Remuneration

The consultancy is expected to last 60 working days from the beginning of October 2010. Remuneration will be in accordance with the UN Rules and Regulations and will be commensurate with the complexity of the assignment. The UN will in addition to the agreed fee meet the costs for official travel of the consultant and pay the appropriate Daily Subsistence Allowance.

15. Ethical Issues

- Within the consultants' reports, individuals should not be identifiable directly or indirectly. Care should be taken when reporting statements or interviews. When in doubt, it is recommended to feedback to the informant and ask them to confirm their statements.

- All informants will be offered the option of confidentiality, for all methods used.
- No participant other than UN staff may be compelled to cooperate with the assignment.
- Dissemination or exposure of results and of any interim products must follow the rules agreed upon in the contract. In general, unauthorized disclosure is prohibited.
- Any sensitive issues or concerns should be raised with the Chair of PMT as soon as they are identified.