

# Operational Plan 2011-2015

## DFID Nigeria

Updated June 2012

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# Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review to take a comprehensive and ambitious look at the countries in which DFID works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review, DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

# 1) Context

**Nigeria's poverty is stark.** Despite producing oil, Nigeria is not a rich country. Its total economy is one twentieth the size of the UK's economy, with many more people. The country is Africa's most populous, with an estimated 158 million people, and has a quarter of the continent's extreme poor. More than 100 million Nigerians (64%) live on less than £1 a day. The country has the most poor men and women after India and China. Nigeria now has 10% of the world's children out of school, 10% of the world's child and maternal deaths, and 25% of global malarial cases. Many girls and women are excluded from opportunities: 60% of 6-17 year old girls in northern Nigeria are not in school. As highlighted in the 2010 UK Bilateral Aid Review, unless progress is made in Nigeria, Africa will fail to achieve the Millennium Development Goals (MDGs).

**Nigeria's economic potential** is considerable because of the size of its domestic market, its geographical position and its human and natural resources. Oil price rises impact positively on government revenue, but more must be done to improve the use of oil revenues. The non-oil sectors of the economy have been growing fast in recent years (over 10% a year), but wealth creation is skewed to the already well-off. Constraints to more inclusive growth include poor infrastructure such as power and roads, and access to financial services for small and medium businesses, and poor people. Over 80% of Nigerian businesses identify the lack of electricity as their biggest constraint, with national power supply equivalent to that used by the UK city of Birmingham. 63% of Nigerians do not have access to financial services. Job creation is hampered by high import and export barriers, inefficient markets and the business environment, with Nigeria ranked 137 out of 184 in the global 2011 Doing Business Report. Agriculture is the main livelihood for poor people, but productivity is very low. Nigeria is a major food importer which makes poor people vulnerable to rising global food prices.

**Poor governance**, including the misuse of oil wealth and corruption, has held back Nigeria's development. Ethnic competition, extreme inequalities and regional tensions have also created grievances. Oil wealth has fuelled patronage and undermined the accountability of elites to citizens. During military rule very little of this wealth was used responsibly or reached ordinary people. Public institutions went into decline. Mismanagement of the economy discouraged investment and private sector growth. Better governance and stability are central to Nigeria's progress. Since the return of democracy in 1999 progress has been made and the 2011 elections were seen as Nigeria's best to date. However, over the last two years, increasing insecurity in northern Nigeria has resulted in thousands of deaths and greater economic, political and religious divisions. Underlying causes include youth unemployment, poor governance and political exclusion.

**The Federal Government of Nigeria's** *Vision 20: 2020* outlines the strategies needed for growth. The Presidency's *Countdown Strategy 2010 to 2015: Achieving the MDGs* outlines the gaps, policies and investments needed to reduce poverty. These documents provide good frameworks for development co-operation between the UK, other partners, and the Nigerian authorities at Federal and State levels.

**Development co-operation** was minimal before 1999, but has grown in line with Nigeria's democratic transition. In 2006 a Paris Club Debt Deal, in which Nigeria repaid \$12 billion, led to donors writing off \$18 billion. Total official development assistance (ODA) to Nigeria was a little over \$1 billion in 2008 (excluding debt relief). This is small compared to other African countries (less than 1% of Gross National Income (GNI)). DFID works within a joint Country Partnership Strategy for Nigeria (2010-13) with the African Development Bank (AfDB), USAID and the World Bank, but also co-ordinates with the European Union (EU) and United Nations (UN) agencies. Despite the small scale of ODA, it can contribute significantly to better government policies, institutions, and programmes, and have direct impacts on poor people.

## 2) Vision

**Overview:** A peaceful, more democratic and prosperous Nigeria, meeting the basic needs of its citizens, is possible within a generation. Progress in Nigeria will only be achieved by **reducing internal conflicts, deepening democracy, and building the confidence of investors**. DFID's governance programmes will help address the causes of fragility – in the North and Delta, between ethnic groups, and by addressing the needs of the most impoverished States. A very large expansion of DFID's work in northern Nigeria – potentially doubling the number of states in which DFID focuses its work – will deliver more direct support to poor people, help change the lives of many more girls and women, and help close the huge MDG gaps in this region. If opportunities allow, DFID will support conflict reduction and job creation initiatives in the unstable Delta region.

**Better governance** in Nigeria requires strengthening democracy and the way government works at Federal and State levels, the latter being so important because States are responsible for 50% of all public expenditure. DFID will support Federal and State governments to use their resources more effectively. This will include technical support for better financial management and investment, public sector reform and accountability. Technical support and innovation by DFID projects can leverage much greater changes in the quality of government, infrastructure, health and education services. DFID will provide support to make the 2011 and 2015 elections more credible. No UK aid will go through government budgets, to protect against corruption and avoid substituting Nigerian public resources.

**Unleashing Nigeria's growth potential** will create more jobs, raise incomes and reduce poverty. It requires reducing the constraints on businesses (such as poor power, transport and access to finance), building investor confidence (for example through better and less costly business regulation), and making markets work for poor men and women (for example by providing more financial services for poor people). DFID wealth creation programmes will include both 'enabling' initiatives, and direct support to poor people working in agriculture, construction, processing and trade. Our support to Nigeria's trade policy will complement wider DFID work to improve the movement of goods and people within West Africa, as part of promoting an African Free Trade Area.

**In understanding how Nigeria will change, better governance and growth are interdependent.** Recent changes in Nigeria include a growing business and middle class demanding better government. Growth diversifies tax revenues, reducing states' reliance on oil revenue, and makes a tax-paying public expect better services. This change is happening in Lagos State. A growing business and middle class is demanding more from the state government, which in turn is delivering more. Our continued support to Lagosian reformers – both public and private sector – will help improve the lives of huge numbers of poor people in this mega-city but will also provide a model for other states to follow. Further progress across more states will create a future where external aid and technical assistance could be irrelevant within a generation.

**Alignment to wider UK Government priorities: A prosperous Nigeria will benefit UK trade and security interests**, and help reduce crime, money laundering, and illegal migration. Nigeria is an emerging power, and contributes its armed forces to international peace-keeping. The economy, particularly Lagos, offers big investment opportunities for UK businesses. More progress in northern Nigeria will help regional stability across the Sahel, where the potential for terrorism is a concern. DFID Nigeria will work closely with other UK government departments on the prosperity and stability agendas. Conversely, DFID Nigeria will initially not support new climate change work. The UN and the World Bank are leading in this area. From 2012 DFID Nigeria will work towards a climate smart office and programme.

### 3) Results

Pillar/ Strategic Priority	Indicator	Baseline (2010 unless specified)	Expected Results (By 2015 unless specified)
<b>Governance</b>	Number of people voting in Nigeria's national elections.	<b>35 million (2007)</b> (43% women)	<b>55 million</b> (45% women) (DFID contribution)
<b>Wealth creation</b>	Number of poor people whose income increase by between 15% and 50% due to DFID projects.	<b>0</b>	<b>600,000</b> (of whom 250,000 women) (Partially attributable to DFID).
	Number of people with access to formal financial services.	<b>30.7 million</b>	<b>40.7 million</b> (44% women) (DFID contribution)
<b>Health</b>	Number of additional pregnant women and children under five able to access health care free at the point of use.	<b>0</b>	<b>4 million</b> (600,000 directly attributable to DFID support)
	Number of insecticide treated malaria nets distributed with DFID support.	<b>2 million (2009)</b>	<b>10 million</b> (Directly attributable to DFID).
<b>Education</b>	Number of additional children receiving education in Nigeria.	<b>0</b>	<b>800,000</b> (75% girls) (Partially attributable to DFID).
<b>Water and sanitation</b>	Number of people using safer water and living in open-defecation free villages as a result of DFID support.	<b>0</b>	<b>5.5 million</b> (50% girls and women) (Directly attributable to DFID).
<b>Poverty and vulnerability</b>	Number of pregnant women and unique under five children reached by DFID supported nutrition programmes in northern Nigeria.	<b>0</b>	<b>2.345 million</b> (50% girls) (Directly attributable to DFID).

Note: Results that are attributable to DFID Nigeria are a) those where DFID Nigeria will directly pay for the item (such as bednets), b) or where there is strong evidence that without DFID Nigeria's input that result would not have been achieved.

### 3) Results (continued)

**Evidence supporting results.** DFID analysis of conflict, **drivers of change and governance** in Nigeria has been extensive (see references). A recent review of DFID Nigeria's governance portfolio describes the evolution of our work since 1999: from a largely technical approach to one which supports champions of change, key reforms, more government accountability, and pressure groups and coalitions (both private sector and civil society) which make government more responsive. While expert technical assistance is still an essential part of what DFID can provide our Nigerian partners, the evidence shows how important it is to take a wider 'political economy' approach to strengthening the incentives for progressive change. The evidence on women's systematic discrimination, exclusion and unmet needs justify our big push to provide **more opportunities for women and adolescent girls** across all our projects, drawing on the resources of the DFID-Nike Girl Hub.

**The constraints to growth** (e.g. power supply, corruption), job creation (e.g. red tape, inefficient subsidies and markets) are well documented (see references). DFID and the World Bank have jointly supported analysis of the investment climate, doing business, power sector reform and the potential for public-private partnerships in Nigeria. Proposed projects build on past work which provide credible estimates of the results proposed for the next four years. Examples include: expanding existing DFID assistance to the power sector reform process being driven by the Presidency; helping government to improve the incentives for business and investment; extending path-breaking work on providing new financial services to poor men and women; and extending a DFID rural markets programme to raise agricultural incomes more widely across northern Nigeria.

**The estimated MDG results** on malaria, maternal mortality, and education are ambitious but achievable, based on past projects in Nigeria. DFID will expand existing and develop new projects based on lessons learnt to deliver the proposed results – in particular our emphasis on enabling more women-for-women services, and girls' education. Targets to provide safer water, prevent malnutrition and small cash grants to the poorest women are less tested in the Nigerian context. UNICEF, the World Bank and non-governmental organisations (NGOs) such as Save the Children UK have all piloted work on which DFID's results targets are based. Risks are spread to some degree by our approach of expanding or scaling-back our work in different states across the Federation – depending on their commitment and whether results are being achieved.

**Value for money (VfM) rationale.** Reduced conflict will save lives, lower the cost of business, encourage investment and improve services. The current peace in the Niger Delta allows over \$18 billion each year in additional government revenue. Public financial management reforms to make government expenditure more effective is a key DFID priority. Improving the efficiency of government spending by only 1% would create £150 million of savings each year. Technical assistance to government budgeting and appraising big infrastructure projects has the potential to leverage huge benefits from a planned £20 billion federal investment programme over the coming years.

Cost:benefit ratios for proposed projects on financial services, agricultural markets and power sector reform are all estimated at over 1:20. DFID projects on job creation will attract additional private sector investment (including from the UK CDC) and lending from other development partners. The costs and benefits of proposed MDG programmes were assessed against international benchmarks, showing good value for money particularly on bednets, maternal and child health, water and sanitation and girls education. The preventative aspects of our proposed nutrition programme are excellent value for money, and while treating acute malnutrition is more costly it saves lives. Cash grants to the most vulnerable are untested in the Nigerian context, and will need piloting and evaluation before expansion. These MDG projects are intended to have direct impacts on people, but also unlock federal education and health grants to states to sustain better services.



## 4) Delivery and resources

**DFID will deliver the results in this plan** through a combination of i) more direct delivery of services and opportunities for men and women, ii) working to improving the political, economic and policy conditions for progress, and iii) leveraging better use of Nigerian public and private resources. Our operating model will require more private sector and civil society engagement, particularly to deliver growth and governance results, but also private and community-based provision of health and education.

**Important Nigerian partners will include Federal institutions** most concerned with co-ordinating development, namely the National Planning Commission (the driver of the Vision 20:2020 plan), the Ministry of Finance, and the Presidency's MDG Office. DFID will also work with the Federal Ministries of Commerce, Power, Health, Education, Justice, and the Independent Election Commission. Through DFID's deepening democracy work we will explore ways of supporting effective legislative and budget oversight by the National Assembly. To deliver the proposed governance and MDG results DFID will need to **expand the number of in-depth State partnerships**, increasing from a present five focus states (Lagos, Enugu, Kaduna, Kano and Jigawa, covering 20% of Nigeria's population) to three more northern states, each equivalent to a small African country. Candidates for expansion have been identified, but final decisions on which states to expand into will depend on further analysis of commitment to reform and potential results. DFID will also explore supporting other states (e.g. in the Delta) where opportunities arise; and ways of working with the National Governors Forum, to promote wider reform and replicate successful interventions.

**Our main aid instruments** will be i) grants to non-profit development agencies, and ii) competitive procurement of service providers with contracts to deliver specific services and technical assistance, with the agreement of Nigerian partner institutions. These two instruments have lead-in times of nine and 18 months (respectively) from the start of project design to inception. The scaling up of some existing projects (subject to VfM assessments and agreements) may help us achieve results more quickly in some areas, for example girls education, water, anti-malaria bednets and financial services. DFID will continue to avoid putting any UK funds through government systems because of concerns about fiduciary risk, and avoiding the substitution of Nigerian resources with UK aid.

**Our present portfolio consists** of 27 projects with a commitment value of £860 million (including past expenditure). Detailed mapping of proposed projects to deliver the results in this plan show that up to 27 *new* project appraisals will be needed during 2011/12 and 2012/13. This includes: up to 12 projects to be refocused, expanded or replicated; and up to 15 projects to be newly designed. The actual number of projects may be smaller because DFID staff will look at combining two or more related projects into single initiatives so as to achieve management efficiencies. The new projects have an estimated commitment value of £716 million. (The actual commitment will be smaller given the need to include performance-based financial envelopes, to allow scaling projects up or down depending on results and VfM assessments.) **The total projects in the DFID portfolio will be a maximum of 42 by 2013/14.**

**DFID will continue to work with other development partners**, in line with the joint Country Partnership with the World Bank, AfDB and USAID. This will include parallel funding, particularly with the World Bank and AfDB on infrastructure; and with USAID on governance and health. DFID will expand its partnerships with UNICEF and NGOs on girls education, water and nutrition. The priority given to the World Bank and UNICEF is in line with the conclusions of DFID's Multi-lateral Aid Review, though DFID Nigeria will take into account the findings of this review when negotiating further funding agreements. DFID Nigeria will explore complementary planning with the EU.

## 4) Delivery and resources (continued)

### Planned Programme Spend

Pillar/Strategic priority	2010/11 (outturn)		2011/12		2012/13		2013/14		2014/15		TOTAL (2011-15)	
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000
Wealth Creation	24,700	0	35,000	0	41,000	0	72,500	0	78,000	0	226,500	0
Climate Change	0	0	0	0	0	0	0	0	0	0	0	0
Governance and Security	41,800	0	40,000	0	34,904	0	46,000	0	52,000	0	172,904	0
Education	24,304	0	27,035	0	23,850	0	47,000	0	42,000	0	139,885	0
Reproductive, Maternal and Newborn Health	20,648	0	37,000	0	11,483	0	65,000	0	59,000	0	172,483	0
Malaria	8,998	0	14,000	0	15,328	0	18,000	0	18,000	0	65,328	0
HIV/Aids	17,573	0	15,000	0	13,326	0	15,000	0	15,000	0	58,326	0
Other Health	1,074	0	1,394	0	19,413	0	0	0	0	0	20,807	0
Water and Sanitation	3,613	0	7,571	0	10,610	0	21,500	0	21,000	0	60,681	0
Poverty, Hunger and Vulnerability	80	0	3,000	0	14,086	0	20,000	0	20,000	0	57,086	0
Humanitarian	0	0	0	0	0	0	0	0	0	0	0	0
Other MDG's	0	0	0	0	0	0	0	0	0	0	0	0
Global Partnerships	0	0	0	0	1,000	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>142,790</b>	<b>0</b>	<b>180,000</b>	<b>0</b>	<b>185,000</b>	<b>0</b>	<b>305,000</b>	<b>0</b>	<b>305,000</b>	<b>0</b>	<b>974,000</b>	<b>0</b>

The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period. Figures for 2011/12 to 14/15 are planned budgets within the spending review period. The 2012/13 figures differ from the previously published Operational Plan as the 2012/13 budget round has now taken place and updated allocations for this year have been agreed. 2013/14 and 2014/15 figures are subject to updates in subsequent years.



## 4) Delivery and Resources (continued)

### Planned Operating Costs

	2010/11 (outturn)	2011/12	2012/13	2013/14	2014/15	Total (2011-15)
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	2181	2408	3835	3400	3500	13143
Frontline staff costs - Non Pay	2649	2805	3405	3450	3600	13260
Administrative Costs - Pay	796	880	1044	814	750	3488
Administrative Costs - Non Pay	1016	902	793	689	630	3014
<b>Total</b>	<b>6642</b>	<b>6995</b>	<b>9077</b>	<b>8353</b>	<b>8480</b>	<b>32905</b>

Notes:

12 additional staff are currently funded directly by programmes or by headquarters, including two secondees to the World Bank. It is expected that all of these posts, along with one new programme funded post, will remain for at least the first two years of the plan period.

The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period. Figures for 2011/12 to 14/15 are planned budgets within the spending review period. The 2012/13 figures differ from the previously published Operational Plan as the 2012/13 budget round has now taken place and updated allocations for this year have been agreed. 2013/14 and 2014/15 figures are subject to updates in subsequent years.

## 4) Delivery and Resources (continued)

### Planned Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	Pipeline planning assumes DFID Nigeria will close poorly performing projects, and expand those demonstrating results	
Further examples of Programme efficiency	Re-focussing major health and education initiatives (total value >£250 million) to ensure they focus more on direct delivery as well as technical assistance to improving systems	250,000

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments		18						
Reduction in Travel				20				
Reduction in Training				20				
Reduction in Estates and Property Costs				20				58
Reduction in costs as a result of Office Restructuring				20	133		65	
Other Reductions		12		66				
<b>Total</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>146</b>	<b>133</b>	<b>0</b>	<b>65</b>	<b>58</b>

Per capita efficiency savings are considerably higher than indicated by the table, given that staff funded under the administrative budget will increase slightly to handle the doubling of programmes – but actual annual administrative spend will go down each year.

## 5) Delivering Value for Money (VfM)

**DFID** Nigeria has made significant strides in embedding VfM across its programme and operations in the past year. We formed a cross-office team to lead the VfM agenda, developed a strategy and carried out a number of key activities. For example, we were the first country office to pilot DFID's new tool to assess how departments approach delivery from a commercial point of view (Commercial Capability Review); and we are strengthening staff skills on VfM and have recruited a Results Adviser. DFID managers systematically track VfM savings and have incorporated a VfM assessment into annual project reviews. Moving forward, DFID Nigeria will retain its focus on results, manage aid and administrative funds well and become even more savvy in managing procurement, especially contracts with service providers that manage projects. DFID's overall push on independent evaluation and commitments under the UK Transparency Initiative will strengthen the arrangements DFID Nigeria has in place to demonstrate results and VfM.

For the period 2011 – 2015, DFID Nigeria will build on its existing VfM strategy and action plan. Key actions will include:

- Robust management for results – closing projects and redesigning implementation as appropriate.
- Continuing to improve staff skills. Priority areas for 2012/13 remain evaluation (see slide on Monitoring and Evaluation) and procurement skills.
- Implementing fully the recommendations of the Commercial Capability Review by mid 2012 (see recommendations in VfM action plan).
- Continuing to ensure that VfM is addressed at all stages of project management e.g. strengthening the use of evidence and economic appraisal to inform project design; systematically considering evaluation at the design stage of new projects; driving VfM by creating competition among our potential contractors; including measures of VfM in the monitoring framework of projects; strengthening VfM analysis in programme reviews.
- Improving internal DFID systems to monitor VfM more effectively e.g. review results framework every six months; monitor risks and track performance of the programme portfolio every quarter.
- Strengthening incentives for staff to drive VfM across the programme and operations.
- Continuing to ensure that our approach to VfM is informed by global best practice.

## 6) Monitoring and Evaluation

Good monitoring and evaluation are critical to delivering results and improving value for money. DFID Nigeria produced an evaluation stocktake and action plan at the time of the Operational Plan and has developed these into an Evaluation Strategy. In seeking to improve further DFID Nigeria recently conducted an M&E Stock take and Action Plan.

**Monitoring:** DFID Nigeria will continue to use robust monitoring approaches for our programmes: it will ensure each programme has a monitoring framework with data broken down by sex where appropriate; commission additional data collection where necessary, including baselines and perception surveys; promote community monitoring in ways which allow ordinary people to hold local officials and services to account; review programmes annually involving Nigerian stakeholders and government; agree annual review recommendations and act on them to improve programme implementation and impact. DFID Nigeria will also continue to review progress against its full Results Framework twice a year including the targeting of the poorest (equity) and girls and women (gender). These reviews will help manage the performance of implementing partners. The DFID Nigeria team will also monitor progress towards operational plan efficiency savings and VfM indicators agreed during project appraisal.

**Evaluation:** DFID Nigeria regularly reviews programmes and evidence to assess project performance so as to scale up or down financial allocations according to results. Half of DFID Nigeria's existing projects valued over £10 million have a research component, covering both programme implementation and impact. DFID Nigeria is working to implement DFID's decentralised evaluation policy and embed evaluation within the country programme. This means DFID Nigeria, with its expanding programme, will undertake more, and more rigorous, evaluations. Evaluations will be independent and will be published on the DFID website. A specialist evaluation adviser has been recruited to help scale up the number, rigour and quality of evaluations.

DFID Nigeria is committed to early evaluation planning and will systematically assess needs and plans for evaluation of all new projects more than £5 million in value. Many evaluations are already planned and some are contracted. All three teams either have, or are planning, at least one impact evaluation using the most rigorous methods, such as randomised controlled trials (RCTs). DFID Nigeria has contracted an independent monitoring and evaluation consortium to evaluate governance, education, health and employment projects in five existing focus states. We will prioritise evaluations of our larger, innovative, higher risk or contentious programmes. Teams will prioritise thematic areas which are critical to meeting Nigeria's development challenges such as girls' access to primary schooling, poor people's access to justice and security and their ability to earn a decent living.

**Strengthening partners' monitoring and evaluation:** A third of DFID Nigeria's projects valued more than £10 million have a component to improve the ability of government agencies to produce and use data. For example, DFID Nigeria supports the Nigerian government to generate quality data on teacher numbers and utilization of health posts. In future, more attention will be given to producing impact (rather than input or output) data, such as mortality rates and income levels. We will do this through our current programmes and by encouraging better co-ordination amongst key development partners supporting statistics (World Bank and the United National Development Programme). DFID Nigeria will also work with Nigerian government partners to support efforts to build coherent and effective national M&E systems.

## 7) Transparency

Transparency is one of the top priorities for the UK Government. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents and all spend above £500. We will continue to ensure that information is accessible, comparable, accurate, timely and in a common standard with other donors and that we provide opportunities for those directly affected by our projects to provide feedback.

### **Nigeria will prioritise three strands of work to meet our corporate commitments under the UK Aid Transparency Guarantee:**

#### **Publish comprehensive details of projects and programmes on the DFID website:**

- Ensure information is accurate, of high quality, and in plain English;
- Publish project information and documentation on time and in accordance with DFID guidelines;
- Seek exclusions only when strictly necessary on grounds of security, programme effectiveness or commercial sensitivity;
- Update Nigeria pages on DFID's website at least once per quarter.

#### **Promote transparency in Nigeria more widely:**

- Promote transparent government finance and accountable public institutions to help Nigerians hold decision makers to account;
- Provide information about our current and planned programme to Nigeria's federal and partner state governments, and encouraging other donors to do the same;
- Work with state houses of assembly to increase transparency and public access to information and debates;
- Support Nigerian civil society to assess the level of transparency of budget and financial management processes, and to improve transparency in the oil and gas sector.

#### **Provide opportunities for people affected by our projects to provide feedback to improve effectiveness:**

- Discuss plans with people affected by our work as part of project design whenever possible and appropriate;
- Ensure feedback is collected during project annual reviews, evaluations and field visits –and acted upon where possible.

## 8) UK Human Rights Assessment

### Human Rights Context:

#### ***Nigeria is rated as “partly free” by Freedom House.***

- Freedom House notes: “*Freedoms of assembly and association are generally respected in practice.*”
- However, Human Rights Watch (2012) notes Nigeria has some “*Deeply entrenched human rights problems*”.
- Access to basic services is very limited for the majority of the population; more than 100 million Nigerians live on less than £1 a day.
- Nigeria is ranked 118 out of 134 countries on the Gender Equality Index. Only 16% of women own land compared to 84% for men.
- Women are politically underrepresented: women comprise only 6% in the National Assembly (Africa average 19%).
- The legal and institutional framework is gradually improving, but implementation of human rights law remains highly selective.
- Violence and insecurity remain challenges. Human Rights watch notes the “*Nigeria Police Force was implicated in frequent human rights violations, including extrajudicial killings, torture, arbitrary arrests, and extortion-related abuses.*”

### Direction of Travel:

#### ***The Human Rights situation has seen some significant improvements as well as challenges in the last 18 months.***

- International observers agreed that Nigeria witnessed the most credible election in its history in 2011.
- A Freedom of Information Bill was signed into law in May 2011 and is being tested by civil society.
- Citizens’ awareness of entitlements and civil society engagement are improving (e.g. 2011 elections and the January 2012 fuel subsidy protests).
- Social media has developed rapidly in a context where the media is already “*partly free*”.
- Nigeria’ non-oil economy is growing at around 7%, improving the economic opportunities for many Nigerians.
- Social norms are improving on rights issues, especially among the youth and the urban middle class.
- However, progress on gender discrimination and on delivery of basic services has been slow.
- The last two years has been increasing attacks by militant Islamist groups in northern Nigeria. The response by the security services has been heavy-handed with reports of extra-judicial killing and imprisonment (This contrasts to a de facto moratorium on the death penalty).

### DFID Approach:

#### ***The UK Government is promoting social, economic, civil and political rights through our aid programmes and diplomatic efforts.***

- DFID is investing heavily in strengthening civil and political rights through a Deepening Democracy programme.
- We promote rule of law and access to justice through our Justice for All programme.
- A new Stability and Reconciliation programme will work to lower violence and reduce conflict (including violence against girls and women).
- A range of programmes are promoting basic services in health, education and water and sanitation for poor Nigerians.
- A range of programmes are helping citizens to drive their own development and hold decision makers to account.
- A range of programmes are supporting economic opportunities for poor women and men.
- We are investing heavily in girls’ and women’s empowerment across the programme.
- FCO and DFID raise human rights issues as part of the dialog with the Nigerian government.

# Annex: Results Progress

## Progress towards headline results – one year on\*

Pillar/ Strategic Priority	Indicator	Baseline (2010 unless specified)	Progress towards results (including year)	Expected Results (By 2015 unless specified)
<b>Governance</b>	Number of people voting in Nigeria's national elections.	<b>35 million (2007)</b>	40 million people voted in the 2011 election. Target on track.	<b>55 million</b> (45% women) (DFID contribution)
<b>Wealth creation</b>	Number of poor people whose income increase by between 15% and 50% due to DFID projects.	<b>0</b>	No data is available yet to measure this indicator, but the number of people participating in project interventions is an early indication that this target is on track.	<b>600,000</b> (of whom 250,000 women) (Partially attributable to DFID).
	Number of people with access to formal financial services.	<b>30.7 million</b>	The indicator is only measured bi-annually. The project is on track.	<b>40.7 million</b> (44% women) (DFID contribution)
<b>Health</b>	Number of additional pregnant women and children under five able to access health care free at the point of use.	<b>0</b>	The project to achieve this indicator is slightly delayed, but the target is regarded as feasible.	<b>4 million</b> (600,000 directly attributable to DFID support)
	Number of insecticide treated malaria nets distributed with DFID support.	<b>2 million (2009)</b>	750,000 bednets were distributed in 2010/12, and latest data shows 500,000 bednets have been delivered so far in 2011/12. Target on track.	<b>10 million</b> (Directly attributable to DFID).
<b>Education</b>	Number of additional children receiving education in Nigeria.	<b>0</b>	Data is not yet available, but project is regarded as on track.	<b>800,000</b> (75% girls) (Partially attributable to DFID).
<b>Water and sanitation</b>	Number of people using safer water and living in open-defecation free villages as a result of DFID support.	<b>0</b>	497,200 people between Apr and Dec 11 are benefitting from improved hygiene, and sanitation. Safe water component has not yet started. Some delay but target feasible.	<b>5.5 million</b> (50% girls and women) (Directly attributable to DFID).
<b>Poverty and vulnerability</b>	Number of pregnant women and unique under five children reached by DFID supported nutrition programmes in northern Nigeria.	<b>0</b>	320,600 pregnant women and children were reached by DFID nutrition programmes up to the end of 2011. Target on track.	<b>2.345 million</b> (50% girls) (Directly attributable to DFID).

\* These results may not directly aggregate with other country results due to different measurement methodologies

Note: Results that are attributable to DFID Nigeria are a) those where DFID Nigeria will directly pay for the item (such as bednets), b) or where there is strong evidence that without DFID Nigeria's input that result would not have been achieved.



## Annex: Nigeria Operational Plan: Gender Strategy

Globally we will not meet the MDGs, unless we improve the lives of adolescent girls and women in Nigeria, especially in the poorest north of the country. Being born female is a massive indicator of disadvantage in Nigeria.

- Nigeria ranks 118 of 134 countries in the Gender Equality Index.
- Nigeria has 2% of the world's population but 10% of global maternal deaths.
- In eight northern states, over 80% of women are unable to read (with 54% for men). In Jigawa state women's illiteracy is 94% (42% for men).
- More than two thirds of 15–19 year old girls in Northern Nigeria are unable to read a sentence compared to less than 10% in the South
- Only 3% of females complete secondary school in the northern zones
- Over half of all women in the North are married by the age of 16 and are expected to bear a child within the first year of marriage.
- Most 15 – 24 year old females in Northern Nigeria think it is reasonable for husbands to beat their wives if they burn the food, refuse sex or go out without his permission. Nearly half of unmarried women in parts of Southern Nigeria have experienced physical violence.
- A third of 15-19 year olds in Northern Nigeria have delivered a child without the help of a health professional, traditional birth attendant or even a friend or relative
- Only 15% of Nigerian women have a bank account, own land or a house compared to 85% of men.
- Women are marginalised and politically underrepresented. Their upper and lower house representation fell from 7% in 2007 to 6% in 2011 election (African average: 19%) with only seven female senators out of 109 and 25 females out of 360 in the House of Representatives.

**In support of the DFID's overall strategy**, we will deliver results against four pillars:

DFID Pillar	Nigeria Results Offer
Direct assets for girls and women	<ul style="list-style-type: none"> <li>• provide 5 million more women and adolescent girls with access to finance</li> <li>• help 250,000 women raise their incomes by 50% in Northern Nigeria through agriculture</li> <li>• provide 130,000 girls and women with some form of cash transfer</li> <li>• provide 2.75 million more girls and women with access to safe water and sanitation</li> <li>• support 2.5 million girls under five with supplementary nutrition</li> </ul>
Delay first pregnancy	<ul style="list-style-type: none"> <li>• improve maternal care for 600,000 mothers</li> <li>• get 600,000 more girls in school</li> </ul>
Get girls through secondary school	<ul style="list-style-type: none"> <li>• mobilise 10,500 women to provide services for women, especially in health and education</li> </ul>
Prevent violence against girls and women	<ul style="list-style-type: none"> <li>• create safe spaces, support networking, mentoring and leadership for over 100,000 adolescent girls and women</li> <li>• increase the number of women legislators reduce violence against women</li> </ul>

## The Approach

**1. Focus on Results** We will focus on results with ambitious targets, particularly in northern Nigeria, through direct delivery, but also by leveraging Nigeria's resources and longer term transformation (economic, social and political).

### **2. Put adolescent girls and women at the centre of our work.**

- **Build in rather than bolt on results** for adolescent girls and women in all our major programmes
- Understand and begin to **address attitudes, behaviours and social norms** which constrain women's and adolescent girls' lives and which perpetuate exclusion and poverty
- **Measure the impact** with better information and analysis by age and sex so that adolescent girls and women count.

### **3. A major programme push on adolescent girls and women**

with interlinked new programmes on:

- Expanding our girls education programme
- Conditional cash transfers for girls education
- A new teacher training initiative, focusing on women teachers
- Cash transfers in Jigawa targeted at girls and women
- Expanding our maternal and child health programme
- Providing training for women health workers
- Increasing women's and adolescent girls' access to finance
- Improving access to services for women farmers
- Creating jobs for women
- Changing attitudes, behaviours and social norms towards adolescent girls and women
- Improving adolescent girls' and women's ability to hold government to account in Northern Nigeria

### **4. A major influencing push**

With Nigerian Partners:

- The Presidency's MDG Office; Ministry of Women Affairs, Governors, State and Local governments
- Civil society including NGOs, media and private sector
- Religious and traditional authorities

At Federal level:

- Developing a robust evidence base on girls and women in focus areas and the extent and impact of gender inequality and drivers of change
- Supporting a *Nigeria Gender Report*, that pulls together all data, research, lessons and complements the Girl Hub State of a Nation Report on adolescent girls
- To shape media, public communications, campaigns, influencing as well as programme design more generally

And at state level:

- Strengthening channels for girls and women to articulate their needs and to hold service providers – state, non state and private sector actors – to account
- Strengthening community participation by and for adolescent girls and women
- Supporting coalitions, mentoring and leadership, innovative technology and communications, and safe spaces for adolescent girls e.g. girl clubs linked to schools, to strengthen social capital, self belief, knowledge and action
- And working with International Partners, including GirlHub, the World Bank, UNICEF and International NGOs such as Save the Children Fund, BRAC, Care, Population Council.

## ***5. Getting gender analysis into the DFID Nigeria bloodstream***

We are investing in our organisational systems and staffing so we have the skills, support and performance incentives to put girls and women at the centre of our work including strengthening our Social Development and gender expertise

Whether in our business plans, staff performance reviews, meetings with programme implementers or programme monitoring and evaluation, we will be asking about the impacts on poor adolescent girls and women.

With gender champions in DFID and beyond we are working to leverage resources and to send a clear message: improving the lives of millions of adolescent girls and women is critical for meeting the MDGs and for the future of Nigeria.