



Department  
for International  
Development

# **Operational Plan 2011-2016**

## **DFID Nigeria**

Updated December 2014



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## Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During the Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

## Context

Despite being Africa's largest economy, Nigeria it is not a rich country. Oil exports provided £30.9 billion of government revenue in 2012, but in per capita terms this translated into only £0.50 per day (£183 per year). The country is Africa's most populous, with an estimated 170 million people. New estimates show that approximately 60 million people live below the national poverty line, and a further 60 million people live not far above it. More than 60% of those living in poverty are in the north and more than three quarters are estimated to be in rural areas. Nigeria now has 15% of the world's children out of school and 10% of the world's child and maternal deaths. Many girls and women are excluded from opportunities: only about 57% of girls in northern Nigeria attend primary school, and less than 1 in 4 transition to secondary 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 production and revenues are significant but have been on a downward trend in recent years. More must be done to improve the collection, transparency and use of these 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, as well as limited access to financial services for small/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 Greater Birmingham area. 57% 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 147 out of 189 in the global 2013 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 and ongoing instability undermine Nigeria's prosperity, political and economic reforms and any fundamental attempts to improve security. Attacks by Boko Haram/JAS in the north have increased sharply since 2012, prompting the declaration of a State of Emergency in three states in May 2013. Disputes over land and water and access to (government) resources have also created grievances and violence. The Niger Delta continues to be fragile, but there has been no significant return to violence since an amnesty was implemented in 2010. 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 to democracy in 1999 progress has been made and the 2011 elections were seen as the most credible since then. However, subsequent years have seen thousands of deaths and greater economic, political and religious divisions. The All Progressives Congress (APC) was formed in 2013, presenting the first credible national level alternative to the ruling People's Democratic Party (PDP). In February 2015, Nigeria will hold elections which are likely to be closely contested and have the potential to be violent.

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 is small compared to other African countries DFID works within a joint Country Assistance Framework for Nigeria (2013) with other donors. Despite the relatively small ODA spend, it can contribute significantly to better government policies, institutions, and programmes, and have direct impacts on poor people.

## 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 and conflict programmes are helping to address the causes of fragility – in the north and Delta, between ethnic groups, and by addressing the needs of the most impoverished states. The large expansion of DFID's work in northern Nigeria – doubling the number of states in which DFID focuses its work – is delivering more direct support to poor people, helping to change the lives of many more girls and women, and helping to close the huge MDG gaps in this region. In the North East, DFID is supporting local peacebuilding organisations and providing technical support to federal government programmes to address underlying socio-economic issues.

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 half of all public expenditure. DFID is supporting federal and state governments to use their resources more effectively. This includes 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 2015 elections more credible and less violent. 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 include both 'enabling' initiatives and direct support to poor people working in agriculture, construction, processing and trade. Our support to Nigeria's trade policy complements 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 inter-dependent. 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 DFID and wider UK Government priorities

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, democratic governance and stability agendas.

## Results 2011/12-2015/16

**Headline results** (those with a \* directly attributable to DFID. In all other cases, DFID is contributing to the results)

Pillar/ Strategic Pillar	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)	2015/16 results (single year results where programmes remain in place)
<b>Governance</b>	Number of people voting in Nigeria's national elections.	35 million (43% women) (2007)	40 million people voted in the 2011 election.	55 million (45% women) (March 2015)	
<b>Wealth creation</b>	Number of poor people whose income increase by between 15% and 50% due to DFID projects.*	0	515,708 poor people with incomes raised above 15%, estimated 98,000 women. (March 2014)	600,000 (of whom 250,000 women) (March 2015)	240,000 (Of whom 100,000 women)
	Number of people with access to formal financial services.	30.7 million	7.1m increase by 2012/13, of which 4.1m are women.	40.7 million (At least 5 million of the additional people are women) (March 2015)	
<b>Health</b>	Number of births delivered with skilled health personnel in targeted sites in northern Nigeria over Operational Plan period.*	0	493,000 (March 2014)	500,000 (March 2015)	200,000
	Number of insecticide treated malaria nets distributed with DFID support.	2 million (2009)	6.6 million. (March 2014)	10 million (March 2015)	
<b>Education</b>	Number of additional children receiving education in Nigeria. *	0	481,000 additional children (48% girls) (School year 2012-13)	800,000 (55% girls) (March 2015)	100,000 (55,000 girls)
<b>Water and sanitation</b>	Number of people using safer water and living in open-defecation free villages as a result of DFID support.	0	2.2 million, women and girls estimated at 49% (March 2014)	5.5 million (50% girls and women) (December 2015)	1.3 million (50% women and girls)

Pillar/ Strategic Pillar	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)	2015/16 results (single year results where programmes remain in place)
<b>Poverty and vulnerability</b>	Number of pregnant women and unique under five children reached by DFID supported nutrition programmes in northern Nigeria.*	0	4.3 million women and pregnant mothers (March 2014)	2.345 million (50% girls) (March 2015)	400,000 (50% girls)

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. 2015/16 results are in-year figures for results expected from existing programmes (April 2015 to March 2016). These results will be additional to 2015 expected results where programmes meet or exceed 2015 expected figures. In the case of water and sanitation there is considerable overlap between the two periods; in all other cases the periods are distinct.



## Headline Results

The DFID Nigeria headline results represent a balance of indicators set up to monitor the portfolio of programmes operated by DFID Nigeria during the period 2011-15. These indicators do not capture the full extent of results by DFID Nigeria but a broadly representative selection. These indicators will be reviewed in relation to future programming in the next Operational Plan period.

As a result of the above approach, indicators and expected results for Nigeria remain unchanged from the previous versions of this plan. However, the gender balance for the headline education results has been revised. Nigeria has seen increasing conflict in recent years. The programme which was specifically designed to target girls education was only implemented in 5 of 10 originally planned states. Whilst our education programmes are still expected to deliver the same overall number of additional children in school, the nature of programming in the current Nigerian context will result in more equal numbers of additional girls and boys entering education than previously expected.

## Evidence supporting results

**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. New projects build on past work which provides 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 ground-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 and progress in these areas is challenging. DFID has expanded existing and developed new projects based on lessons learnt. 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 and improved governance 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** Economic growth projects on financial services, agricultural markets and power sector reform are all estimated to give strongly positive net present values. 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. Our nutrition programme integrates the treatment and prevention of acute malnutrition into health systems, using proven and cost-effective community based management methods. Greater value for money on the supply of therapeutic ready to use food (RUTF), currently imported by UNICEF, is being sought through a private sector partnership. We are piloting and evaluating cash grants to mothers of children under 2 in the poorest states (untested in the Nigerian context). Their purpose is to prevent stunting in the under 5s, increase household dietary diversity and leverage greater government commitments to social assistance programmes.

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

## Delivery and Resources

The 2014 Operational Plans include budget updates for financial years 21014/15 and 2015/16. In-country allocations have been determined based on the current context, and to reflect lessons learned and individual programme performance.

DFID delivers 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 requires 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. The 2015 elections will be critical. We have been working with our programmes to factor the elections into their approaches in the run-up, during and afterwards, be aware of risks and develop mitigation plans. The outcome and conduct of the elections will affect our priorities and approach from 15/16 onwards.

### Instruments of delivery

Our present portfolio consists of around 40 projects. Our main aid instruments are i) grants to non-profit development agencies, ii) competitive procurement of service providers with contracts to deliver specific services and technical assistance, with the agreement of Nigerian partner institutions, and (iii) agreements with multilateral agencies, particularly UNICEF. These instruments have lead-in times of around 18 months from the start of project design to inception. Due diligence assessments are conducted to ensure appropriate financial management systems are in place before funds are released. 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.

### Other Delivery Mechanisms and Partners

Important Nigerian partners include federal institutions most concerned with co-ordinating development, namely the National Planning Commission (the driver of the Vision 20:2020 plan) and the Ministry of Finance. DFID will also work with the Federal Ministries of Commerce, Power, Health, Education, Justice Police Affairs, Office of the National Security Adviser, the Nigerian Human Rights Commission and the Independent Election Commission. Through DFID's deepening democracy work we are supporting effective legislative and budget oversight by the National Assembly. We also work closely with and through Civil Society Organisations. To deliver the proposed governance and MDG results DFID has expanded the number of in-depth state partnerships, increasing from previously five focus states (Lagos, Enugu, Kaduna, Kano and Jigawa, covering 20% of Nigeria's population) to three more northern states (Katsina, Zamfara and Yobe), each equivalent to a small African country. 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.

### Multilateral Organisations

DFID will continue to work with other development partners, in line with the joint donor strategy. This ranges from coordination and parallel funding (e.g. in the health sector) to co-funding and delivery through other agencies, particularly UNICEF and the World Bank. The priority given to these two agencies is in line with the conclusions of DFID's Multilateral Aid Review, which found them to be among the strongest multilateral agencies with a clear focus on priorities similar to DFID's.

### Other Country Activity

The bilateral spend is complemented by around 12 DFID regional programmes, particularly on health, trade and regional integration as well as around 20 centrally managed programmes, of which GAVI is by far the biggest (followed by the Girls Education Challenge and Neglected Tropical Diseases).

### Maximising the impact of our people

Supporting staff performance and looking for productivity gains continue to be important for the delivery of the country programme. Successive People Survey results show that staff are committed, and team-working is effective. A People Action Plan is in place to help staff remain motivated and continue to perform well. Induction of new staff is a key part of our people management, and remains a priority. DFID Nigeria has worked hard to clarify job roles for junior staff to allow them to take on more responsibilities. While the number of staff has

increased, our training budget per capita continues to reduce; but this is compensated for by more in-house training by experienced staff instead of relying on external trainers, use of Civil Service learning, and peer learning in areas such as project management, commercial and evaluation skills.

## Planned Programme Spend

Pillar/Strategic	2011/12*		2012/13		2013/14		2014/15**		2015/16 (provisional***)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £000
Climate Change	0	0	1,094	0	1,347	0	2,000	15,000	
Education	27,035	0	26,252	0	30,838	0	28,640	0	
Global Partnerships	0	0	4,809	0	7,794	0	0	0	
Governance and Security	40,000	0	60,876	0	71,610	0	59,880	0	
Humanitarian	0	0	0	0	0	0	0	0	
Multiple Pillars	0	0	155	0	334	0	1,400	0	
Poverty, hunger and vulnerability	3,000	0	1,786	0	3,795	0	13,530	0	
Water and Sanitation	7,571	0	10,787	0	6,960	0	8,600	0	
Wealth Creation	35,000	0	28,191	0	43,489	0	44,700	0	
Health	67,394	0	62,225	0	99,994	0	73,250	0	
<b>TOTAL</b>	<b>180,000</b>	<b>0</b>	<b>196,175</b>	<b>0</b>	<b>266,161</b>	<b>0</b>	<b>232,000</b>	<b>15,000</b>	<b>210,000</b>

\* 2011/12 figures based on actual outturn published in DFID Nigeria 2013 Operational Plan

\*\* 2014/15 figures are the planned budget

\*\*\* Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

## Planned Operating Costs

	2011/12*	2012/13	2013/14	2014/15**	2015/16 (provisional***)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	3,209	4,281	4,855	4,659	
Frontline Delivery Costs – Non Pay	1,798	3,933	3,720	4,241	
Administrative costs - Pay	998	1,313	1,099	950	
Administrative costs – Non Pay	807	679	584	600	
<b>TOTAL</b>	<b>6,812</b>	<b>10,206</b>	<b>10,258</b>	<b>10,450</b>	<b>10,181</b>

\* 2011/12 figures based on actual outturn published in DFID Nigeria 2013 Operational Plan (different from the teamsite info)

\*\* 2014/15 figures are the planned budget

\*\*\* Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

## Delivering Value for Money

DFID Nigeria has made significant strides in embedding VfM across its programme and operations since 2010/11. 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 the first office to appoint a Commercial Adviser as part of our Corporate Effectiveness Team which also includes results, evaluation and financial advisers. 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 is strengthening the arrangements DFID Nigeria has in place to demonstrate results and VfM. Two examples from our programmes include:

The State Partnership for Accountability, Responsiveness and Capability (SPARC) programme;

- reducing ghost workers and better management of finances has made available an additional £149m for service delivery at a cost of £48m. Combined with other programmes, this contributed to an additional £183m spent on health and education, which helped to enrol additional 1.5m children in primary and junior secondary schools and ensure an additional 273,000 children receive all their basic vaccinations.
- Over the last 6 months, the number of bank accounts was reduced to 32 active accounts in Enugu, with a total of £2m to be recovered from 296 dormant accounts.

In terms of efficiency, the Federal Public Administration Reform (FEPAR) programme has;

- estimated that for each £1 invested, it has realised £580 of leveraged value, and potential for a further £171. For example, the Tax policy unit in the Ministry of Finance is implementing a seven point agenda to increase non-oil revenue. Preliminary results released from January to June 2014 indicate an increase of N239bn for the targeted non-oil revenue sources. For 2011–2015, DFID Nigeria is building on its existing VfM strategy and action plan. Key actions include:
- Robust management for results – closing poorly performing projects and redesigning implementation as appropriate.
- Continuing to improve staff skills. A key focus has been on evaluation and procurement skills where significant improvements have been made in 2012–14. Priority areas for 2014/15 remain procurement and wider commercial skills.
- Implemented fully the recommendations of the Commercial Capability Review. In 2014/15, develop a commercial strategy with a focus on commercial relationships to drive delivery; management of risk in contracts; payment by results; supplier/partner market sourcing and market cost drivers; as well as potential donor collaboration opportunities.
- Developing and implementing an evaluation strategy in 2012–15.
- 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.
- Continuing to strengthen incentives for staff to drive VfM across the programme and operations, and ensuring that our approach to VfM is informed by global best practice.

## **Monitoring and Evaluation**

### **Monitoring**

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. DFID Nigeria is continually reviewing the quality of monitoring across all programmes including the conducting of an M&E Stock take and Action Plan.

### **Evaluation**

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.

There are currently 12 ongoing evaluations of DFID Nigeria programmes. These have strong independent governance arrangements and the results will be published, including, on the DFID website.

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. All three programme teams have at least one impact evaluation using the most rigorous methods, such as randomised controlled trials. DFID Nigeria has contracted an independent monitoring and evaluation consortium to evaluate a suite of governance, education, health and employment projects in our 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.

### **Building capacity of partners**

Strengthening partners' monitoring and evaluation: Many 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.



## Transparency

Transparency is one of the top priorities for the UK government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

### **Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee**

**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.

## Annex A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
5	Context	Updated to include rising insecurity and conflict dynamics and 2015 elections.
6	Vision	To include conflict programmes, and reference work in the North East.
7 -10	Results section	Update includes new results since last operational plan refresh.
11-12	Delivery and Resources	Updated to include latest delivery mechanisms and resource data. Staff figures updated and colocation savings expected from the 1 HMG process from 2015
13-14	Planned programme and operating costs	Required update – now includes latest financial figures.
15	Value for money	Updated and now includes examples of value for money in two DFID Nigeria programmes.
16	Monitoring and Evaluation	Includes latest data on evaluations being undertaken

## Annex B: Human Rights Assessment

### Human Rights Context:

While Nigeria has explicitly accepted human rights obligations through the international and regional human rights treaties which it has ratified its track record of domesticating these, and ensuring that all individuals have opportunities to exercise those rights, is poor.

Economic and social rights: More than 60 million Nigerians live on less than £1 a day, with a large proportion of the population living just above the poverty line. Nigeria is 152nd out of 187 countries in the 2013 *Human Development Index* and is off track for meeting the MDGs on education, health, and severely off track for water and sanitation. The maternal mortality rate is 576 per 100,000 live births.

Non-discrimination: Article 15 of the Constitution of Nigeria enshrines the principle of non-discrimination; the implementation of this commitment is poor. Nigeria does poorly on gender equality. It is ranked 79 out of 86 in the 2012 Social Institutions and Gender Index and 106th (out of 136 countries) in the 2013 Global Gender Gap Index. At least 30% of women aged 15-49 have undergone some form of FGM/C in Nigeria. Only 7% of women own the land they farm yet they are 80% of the agricultural labour force. Women are politically underrepresented: they comprise only 6% in the National Assembly (Africa average 19%). Estimates suggest that up to 35 million people are living with some form of disability. While some progress has been made on legislation (through the Discrimination Against Persons With Disabilities (Prohibition) Bill) this has not yet passed into law and Persons With Disability continue to experience substantial discrimination. The Same Sex Marriage Prohibition Act (2014) has severely curtailed the rights of the LGBT community. Conflict and the insurgency in the north-east of Nigeria, initiated by Boko Haram and responded to by government authorities, provides an increasing challenge to the rights of the civilian population in particularly the three states of emergency but more broadly in areas affected by terrorist activity.

Civil and political rights: The government remains largely unaccountable to citizens, and few channels for citizen participation in government exist. Human Rights Watch (2012) and Amnesty International (2014) have noted Nigeria's deeply entrenched human rights problems, including frequent human rights violations (extrajudicial killings, torture, arbitrary arrests, and extortion) attributed to the police and security services. Nigeria is rated as "partly free" by *Freedom House* (2013 and again in 2014). *Freedom House* notes: "*Freedoms of assembly and association are generally respected in practice.*" Nigeria is the subject of a case study in the 2013 FCO Human Rights and Democracy Report.

The Universal Periodic Review reported in October 2013, Nigeria received 219 recommendations: 175 were accepted, 10 rejected (including on discrimination on the grounds of sexual orientation) and 34 were deferred for further consideration. Of these, 25 recommendations, dealing mostly with abolition of the death penalty, have not been accepted.

### Direction of Travel:

Economic and social rights: Analysis by the World Bank suggests poverty rates in Nigeria are likely to be around 35%, with an estimate of 33% in 2013. This is significantly lower than the previous figure of 63% from 2009 although the source and basis for the revised figure is different. Significant regional differences remain; this new data shows a larger North-South and rural-urban divide in Nigerian poverty than previously. Poverty in the North West and North East zones is estimated at 46% and 50% respectively, compared with 16% in the South West and 24% in South South. Overall poverty is estimated at 45% in rural areas and 13% in urban areas. Nigeria has made steady progress in reducing both maternal and child deaths. Nigeria's non-oil economy is growing around 7%, improving economic opportunities (although with regional differences).

Non-discrimination: Progress on gender discrimination and on delivery of basic services has been slow; the implementation of legislation to address discrimination is poor. There is increasing inequality (Nigeria's Gini index rose from 43 to 49 between 2004 and 2010).

Civil and political rights: International observers agreed that the 2011 elections were the most credible since the return to democracy in 1999, although they were followed by violence leading to over 800 deaths. Civil society is increasingly vocal. A Freedom of Information Bill was signed into law in May 2011. The media is now rated "*partly free*" (Freedom House, 2013). At the same time, Nigeria is suffering a period of serious insecurity. Extremist violence by terrorist and other organisations has increased in frequency, scale and geographical scope since 2010. According to Amnesty International and Human Rights Watch, security forces have committed serious human rights violations. Impunity remains widespread at all levels of government.

### **UK Approach:**

DFID's primary focus is on northern Nigeria, which accounts for six of eight focus states and more than 60% of funds. We have scaled up our activities and impact in the north, despite the growing insecurity.

The UK strongly supports social and economic rights through DFID programmes on jobs and economic growth and on promoting basic services in health, education and water and sanitation.

We are stepping up work to address inequalities through an increased programmatic focus on the North. We invest heavily in girls' and women's empowerment across the programme.

We invest heavily in civil and political rights through a major Deepening Democracy programme. Our Justice for All programme works on a human rights based approach to policing and on access to justice. A new Stability and Reconciliation programme aims to reduce conflict.

We are empowering citizens to claim rights through strengthening voice and accountability in a suite of programmes helping citizens to drive their own development and to hold decision makers to account.

FCO and DFID raise human rights issues, including on LGBT, as part of on going dialogue with the Nigerian government.



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