

# EVALUATION OF UN WOMEN NIGERIA STRATEGIC NOTE

## ANNEXES

### Table of Contents

A.	Annex 1 : Terms of Reference .....	1
B.	Annex 2: Stakeholders Consulted .....	10
C.	Annex 3: Key Stakeholder Map .....	19
C.	Annex 3: Evaluation Matrix .....	13
E.	Annex 6: Documents consulted.....	42
F.	Annex 7: Data Collection Instruments .....	19

## A. Annex 1 : Terms of Reference

### Terms of Reference for UN Women Country Portfolio Evaluation (CPE ) in NIGERIA

#### Purpose and objectives of the CPE

This Country Portfolio Evaluation (CPE) seeks to provide an objective and systematic assessment of the performance and contributions made by UN Women Nigeria Office in respect to gender equality and the empowerment of women. Specifically, the CPE will assess the UN Women’s strategic positioning<sup>1</sup>, and the relevance, effectiveness, efficiency, and sustainability of the portfolio with reference to two Strategic Note cycles - 2014-2017 and 2018-2022.

The evaluation will serve a dual and mutually reinforcing learning and accountability purposes as it provides an opportunity to: a) consolidate learning from what worked and what could be done differently; and (ii) offer evidence-informed insights to support the mid-term review of the ongoing Strategic Note in 2020. In this context, the CPE will assess how the evolution and growth trajectory of the office (structure, resources and programmes) over the two cycles has influenced its effectiveness to have a focused and tangible impact on critical aspects of Nigeria’s gender equality and women’s empowerment priorities. The evaluation also seeks to provide insights on the strategic direction of UN Women CO within the context of the repositioning of the UN development system and implementation of the SDGs with a focus on SDG 5 and principle of “Leave no one behind”.

In general, the CPE will examine UN Women’s integrated mandate, its comparative and collaborative advantages and the synergies among thematic areas to establish a trajectory of results and analysis of medium- to long-term changes along the development and humanitarian nexus over the seven-year period. In particular, the evaluation will examine:

the level of efficiency, effectiveness, and sustainability of UN Women thematic areas and integrated mandate and explanations for these results (including factors beyond UN Women’s control);

the level of synergy and multiplying effect between the various thematic areas and the integrated mandate including leveraging opportunities with partners (joint programmes, contribution to UNDAF (UNSDPF), national capacity, legislative frameworks etc);

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<sup>1</sup> Three specific criteria will be used for the analysis of the strategic positioning: strategic alignment, responsiveness and added value.

the level of organizational effectiveness and efficiency results including risk mitigation measures, resources stewardship, organizational structure, results-based management) to understand these drivers of strategy and how they were considered and managed; and

identify and validate lessons learned, good practices and examples of innovation that supports gender equality and women's empowerment and provide actionable recommendations to feed into the forthcoming mid-term review of the Strategic Note and its engagement in system-wide initiatives and review process including UNSDPF annual and mid-term reviews.

The proposed CPE will be a transparent and participatory process. To do this the evaluation methodology will involve all relevant UN Women Nigeria CO staff, stakeholders and partners at national and sub-national levels. The CPE will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy and adhere to the UN norms and standards for evaluation in the UN System.

## **Context and background**

Nigeria is one of the most populous countries in Africa, with an estimated population of 180 million by 2015 representing one sixth of Africa's population and holding the world's 10th largest oil reserve. Notwithstanding the huge resource endowment, Nigeria continues to face massive developmental challenges, which include tackling widespread poverty, insecurity, ineffective institutions, governance issues, weak human development indicators, and inequality.

While the country has made moderate progress towards the economic recovery in 2018, widespread poverty linked to inequality in access to resources and opportunities persists and remains a key factor generating social unrest in many parts of Nigeria. A large proportion of Nigeria's population, with women and girls being the majority, still live in poverty. The lack of job opportunities and access to productive resources especially for the youth and women is at the core of the high poverty levels and the continuing social and political unrest in the country.

Violent conflicts remained a major source of insecurity in Nigeria. At the end of December 2018, the conflict had resulted in the deaths of over 20,000 civilians, displacement of approximately 2.1 million people and disruption of livelihood activities causing over 7 million people to depend on humanitarian assistance for survival. 53% are estimated to be women and girls. The gender dimension of these conflicts and the humanitarian crisis is alarming. Women and girls are affected in various ways, ranging from direct killings and injuries, of becoming victims of sexual violence, of being separated from their families, of being recruited and used as operatives in suicide attacks, and suffering extreme distress, egregious physical and psychological abuse to more subtle, yet persistent and irreversible effects on schooling, health, nutrition, future opportunities and overall well-being.

With a national average of 6.7% for women in elective and appointive positions, Nigeria falls significantly short of global (22.5%), continental (23.4%) and sub-regional (15%) averages. Currently, the percentage of women elected to the National Assembly is 7.3 per cent, (i.e. 8 out of 109), while that of House of Representatives is 5.8 per cent (21 out of 309). Within government, women currently occupy 6 (16.7%) of 36 ministerial positions, and only 17% of senior and decision-making positions. This is despite government interventions including the National Gender Policy (NGP) (2006, 2016) which recommends 35% affirmative action for women in elective political and appointive offices.

Further, the primary elections conducted by the major political parties to select candidates for the 2019 general and presidential elections were marred with inconsistencies and acts of violence which often targeted female aspirants. These came in various forms, with the outcome that women were disenfranchised and discouraged from participating. Consequently, fewer women than expected had obtained their party's mandate to contest for political offices during the 2019 general and presidential elections.

In Nigeria, violence against women and girls cuts across all socio-economic and cultural backgrounds. The threat and exercise of violence underpin and enforce the gender subordination and unequal gender relations that result in the poor outcomes experienced by girls and women in Nigeria. Per the 2013 Nigeria Demographic and Health Survey (NDHS), 28% of women (age 15-49) had experienced physical violence at least once since age 15 and 7% had experienced sexual violence at least once in their lifetime. One in four women had also been circumcised, but there were significant regional variations in prevalence. Overall, the political, economic and security situation in the country presented a context that sometimes hindered the implementation of the CO programmes and the achievement of planned results. Notwithstanding the complex context, UN Women and partners recorded significant achievements in implementing the programmes and delivering the results to advance gender equality and improve the lives of women and girls in Nigeria.

## **UN Women Programme Overview**

In Nigeria, UN Women works on policies and programs alongside a range of partners to transform the gender equality landscape of the country. Two strategic notes were implemented since 2014. Both strategic notes (SN- 2014-2017 and 2018-2022) are grounded in the normative frameworks that Nigeria is signatory to which includes Beijing Declaration of and Platform of Action (1995); Convention on Elimination of all Forms of Discrimination Against Women (CEDAW); Solemn Declaration on Gender Equality in Africa and its Protocol (2004); and UNSCR 1325. It is also guided by the developmental and humanitarian priorities of the Federal Government of Nigeria, as articulated in the: Nigeria Vision 20:2020 (2009), and Medium-Term Plan i.e. the Economic Recovery and Growth Plan (ERGP) (2017-2020) (2016), the National Gender Policy (2016), and the National Action Plan (NAP) for the Implementation of UN Security Council Resolution (UNSCR) 1325 and other related

Resolutions on Women, Peace and Security (2017). Additionally, UN Women programmes in Nigeria responded to the outcomes of specific assessments of national progress towards these commitments.

UN Women's work in Nigeria is also guided by the adoption of the Sustainable Development Goals particularly Goal 5 "achieve gender equality and empower all women and girls"; and Goal 16, "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. The SN orientations are informed by UN Women's Strategic Plans (2014-2017 & 2018-2021) and Africa Strategy (AS), the Quadrennial Comprehensive Policy Review (QCPR) (2017-2020), and UNDAF Guidance (2017). It is also aligned with the UN Sustainable Development Partnership Framework (UNSDPF) (2018-2022) which outlines the UN's strategic focus in Nigeria (in cooperation with government and other development stakeholders).

#### ***Strategic Note 2014-2017***

In this strategic plan period, UN Women's work in Nigeria focused on four key result areas: women's leadership and political participation, women's economic empowerment, prevention of violence against women and girls, women's leadership in peace and security and humanitarian response. Additionally, UN Women fostered increased UN coordination and coherence with regard to gender equality and women's empowerment through an innovative approach to system wide accountability.

#### ***Strategic Note 2018-2022***

During this SN period, UN Women's work focuses on women's leadership, effective engagement and influence of political and governance institutions and processes; women's economic empowerment and resilience; and women's abilities to influence conflict prevention, resolution, and peace-building recovery efforts and humanitarian action. VAWG is addressed across the results areas, with an emphasis on prevention to mitigate against its impact on women and girls' agency and voice.

The programme in particular entails leveraging UN Women's comparative advantages i.e. mandate, long-standing relationship and convening power with civil society; and expertise (normative, operational and coordination) in GEWE, to strengthen UN efforts, coordination and monitoring of GEWE outcomes within the framework of the UNSDPF (2017-2022), and promote the government's development priorities. It also responds to the QCPR (2017-2020), and the Delivering as One approach – including the promotion of joint programming as the main strategy for facilitating integrated action, coordination, and leveraging the different mandates and resources of UN agencies.

Under the UNSDPF (2018-2022), the Nigeria CO and sister UN agencies have identified joint programmes and joint programming opportunities; and developed several joint programmes, with some already started, and others funded and taking effect in 2019 and some which are yet to be funded. These include the Joint Programmes on- Climate Resilient Agriculture (UN Women, FAO, ILO, UNIDO: 2019-2022); Agriculture Recovery in Borno State (FAO, WFP and UN Women: 2018-2020); Early Recovery and Strengthening Resilience of Communities in Yobe State (UNDP, FAO, WFP and UN Women: 2019-2021); Second Chance Education for Conflict-affected Women and Young Women in Borno State (UN Women, UNESCO and ILO: 2019-2021), Integrated Approach to Building Peace in Nigeria's Farmer-Herder Crisis (UN Women, UNDP, FAO and OHCHR: 2019-2020) and the EU/Spotlight Initiative (UN Women, UNFPA, UNDP and UNICEF: 2019-2021).

*During the two cycles, UN Women worked with key stakeholders at all levels: Government Ministries, Department and Agencies, UN agencies, CSOs and the private sector.*

*Government:* Federal Ministries of Women Affairs, Agriculture, Budget and Planning, Finance and Justice; the State Governments of Borno, Yobe, Kaduna, Lagos, Benue and Bauchi, Independent National Electoral Commission (INEC), National Legislative Assembly, Inter-Party Advisory Committee, Institute for Peace and Conflict Resolution.

*United Nations:* FAO, UNDP, WFP, ILO, UNESCO, UNIDO, UNFPA, UNICEF, UNHCR, and IOM

*NGOs/CSOs:* Search for Common Grounds, Women's Advocacy and Research Development Committee, National Democratic Institute (NDI), International Republican Institute, Nigeria Women Trust Fund, Center for Democracy Development, Women Situation Room-Nigeria, WANEP, IANSA, CEPAN, CWEEN

#### **Scope of the CPE**

The portfolio-wide Strategic Note for UN Women Nigeria (which includes the Development Results Framework (DRF) and the Organizational Effectiveness and Efficiency Framework (OEEF) and their performance indicators will be the basis for this evaluation. Both development and

humanitarian interventions, joint programmes and global initiatives such as the Global Spotlight initiative on EVAW will constitute part of this CPE. The CPE will cover ongoing and completed initiatives. The CPE will move beyond activity and output level reporting towards assessment of outcome-level changes. The evaluation will report impact-level changes if these are identified. The analysis will also identify factors facilitating or hindering outcome-level achievements.

#### Evaluation design (process and methods)

While the final evaluation methodology and questions will be contextualized and adapted for during the inception phase, the CPE will use a theory-based cluster design to obtain a coherent picture of how UN Women intends to achieve its objectives. The desk review shows that a ToC is developed for the ongoing SN (2018-2022). Either this ToC will be expanded and validated or a new ToC comprehensively capturing causal relationship between UN Women outputs, intended outcomes and expected impacts the results of the two SNs will be retrofitted to identify which factors, and combinations of factors, are most frequently associated with a higher contribution of CO. The refined TOC will be used as a basis to develop evaluative questions, to further guide the development of related methods protocols, and to analyze the broader progress to outcomes through the aggregation of available evidence on broader scale and longer-term results. The below summarizes the Theory of Change for the current Strategic Note (2018-2022).

*The Theory of Change (TOC) provides: IF more women of all ages are facilitated to harness their leadership potentials and fully participate in, engage with and lead in gender-friendly political and governance institutions in Nigeria, IF more women entrepreneurs have skills (including in business management, procurement and ICTs) and tools to better manage their enterprises and have new opportunities (including appropriate financing, services (innovation, equipment) and training in procurement) to increase their businesses and profitability, IF more rural women have access to land and other productive resources (including relevant financing, services, business management and marketing support and information) and engage in sustainable agribusinesses, IF Government of Nigeria and UN System efforts are enhanced, to promote the implementation of commitments on women, peace and security, and IF the capacities of gender equality advocates are built to enable them to effectively influence peace and security, IF displaced women and girls in North Eastern Nigeria (and other conflict affected areas) are given the skills and resources (including information, income generating assets and skills, and relevant services) to play a greater role and are better served by humanitarian response and recovery efforts, and IF governance, political institutions, UN and private sector actors are supported to deliver on their commitments to GEWE; THEN by 2022 women and girls in Nigeria will have strengthened agency and voice to promote an equitable, violence-free, just and resilient society.*

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women) Human Rights and Gender Equality is mainstreamed as a sub-criterion.

The evaluation will seek to answer the following key evaluation questions and sub-questions:

Key Criteria	Key Questions	Sub Criteria	Sub Questions
Relevance	Are we doing the right things?	Alignment	Is the portfolio aligned with national policies and international human rights norms?
		Human Rights and Gender Equality	Is the choice of partners most relevant to the situation of women and marginalised groups?  Is the choice of interventions most relevant to the situation in the target thematic areas?  Do interventions contribute to target the underlying causes of gender inequality?
Efficiency	Are we doing things right?	Organisational Efficiency	To what extent does the management structure support efficiency for implementation?  Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver to portfolio?  Has a Results Based Management system been established and implemented?

		<p>Coherence</p>	<p>Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?</p> <p>Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?</p> <p>What is UN Women’s comparative advantage in this area of work compared with other UN entities and key partners?</p>
		<p>Human Rights and Gender Equality</p>	<p>Which groups is the portfolio reaching the most, and which are being excluded?</p> <p>Has the portfolio been implemented according to human rights and development effectiveness principles:  Participation/empowerment  Inclusion/non-discrimination  National accountability/transparency</p>
<p>Effectiveness</p>	<p>Are the things we are doing working?</p>	<p>Achievements</p>	<p>To what extent have planned outputs been achieved on time?</p> <p>Are interventions contributing to the expected outcomes? For who?</p> <p>What unexpected outcomes (positive and negative) have been achieved? For who?</p> <p>What has been the contribution of UN Women’s contribution been to the progress of the achievement of outcomes?</p> <p>What are the main enabling and hindering factors of observed outcomes?</p>
		<p>Human Rights and Gender Equality</p>	<p>Is the portfolio addressing the root causes of gender inequality?</p> <p>To what extent is the portfolio changing the dynamics of power in relationships between different groups?</p>
		<p>UN Coordination</p>	<p>What contribution is UN Women making to UN coordination on GEEW?</p> <p>To what extent has gender equality and women’s empowerment been mainstreamed in UN joint programming such as UNSDPF?</p>
		<p>Normative</p>	<p>To what extent have lessons learned been shared with or informed global normative work and other country offices?</p> <p>What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?</p>

Sustainability	Will the changes last?	Capacity development	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
		Ownership	Is there national ownership and are there national champions for different parts of the portfolio?  What local accountability and oversight systems have been established?

Data sources

The CPE will use different combinations of approaches and methods, such as surveys, interviews, focus groups to minimize bias by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and a mixed method approach (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. At its heart, the methodology will be GEWE-sensitive to ensure the inclusion of women and marginalized groups.

### Expected deliverables

The National Evaluation Consultant will be contracted between mid-September and December 2019. The estimated number of person-days required is 30 days spread over four months period. Under the supervision of the respective IES Evaluation Specialists, the consultant will perform the following:

Support conduct of in-depth stakeholder analysis, in particular in the context of ‘leave no one behind’, and analysis of partners of UN Women based on agreed criteria;

Conduct initial desk review and analysis of available reference material (e.g. country programme related documents, project documents, financial and operational data, evaluation reports, and national reports) and support the preparation of a concise inception report providing a context analysis for UN Women’s country programme; description of the UN Women’s programme and progress to date. The template of the inception report will be shared by IES.

Based on the results of the preliminary analysis above, support identification and mapping out the outcome theory of change, specific questions, gaps and issues requiring validation during the field-based data mission. The theory of change will be validated with UN Women and national stakeholders during the data collection mission.

Take part in data collection activities (interviews, surveys, FGDs etc) in accordance with the evaluation design and methodology as guided by the Independent Evaluation Service lead evaluation managers.

Systematize information reported on results or contribution to outcomes and support the preparation of draft evaluation and final evaluation reports.

Provide interview notes to the evaluation team. Be responsible for following up on individual work schedules (e.g., scheduling and conduct of required interviews and field visits) in consultation with the IES lead evaluation manager and the country office evaluation task manager.

All data collected by the National Evaluation Consultant must be submitted to the evaluation manager

in Word or Excel formats and is the property of UN Women. Proper storage of data is

essential for ensuring confidentiality. The Evaluation Report will also need to follow the United

Nations Editorial Manual, which can be found [here](#). The Evaluation Managers will quality assure the evaluation report against UN Women Evaluation Report Quality Assurance (See Annex 1). All products are subject to quality review; the draft and final evaluation report will be shared with the evaluation reference group, and the evaluation management group for quality review.

### Required qualification

The National Evaluation Consultant is expected to possess the following profile:

Advanced University degree (master's Degree or equivalent) in a relevant Social Science (Development studies, peace and security, humanitarian studies, public administration, anthropology, International Relations).

Sectoral knowledge of UN Women thematic areas: women economic empowerment, violence against women etc

Good understanding of humanitarian principles, humanitarian space, humanitarian access, gender as well as understanding of accepted norms and standards for humanitarian response;

Technical knowledge, skills and expertise in gender responsive evaluation

Strong quantitative and qualitative data collection, and analysis and synthesis skills

Experience and strong facilitation skills

Ability to work under strict deadlines and schedules. Proven work experience in data collection including interviews and/or focus group discussions.

Added asset is knowledge of the role of UN Women or the UN system and its programming, coordination and normative roles at the country level.

Management of the evaluation and responsibilities

This evaluation will have the following structures:

Evaluation Specialists of the Independent Evaluation and Audit Service will manage the coordination and day-to-day management and serve as the team leader, leading methodological approach, collection of data, analysis and writing;

Evaluation team: evaluation team members may include an evaluation analyst responsible for key analytical tasks, systematization of information and contribution to analysis and report preparation; thematic expert/s to provide substantive feedback on the key thematic areas of UN Women Nigeria; National evaluator to support the data collection in country and provide key contextual information.

Evaluation Management Group for administrative support and accountability: Country Representative, Assigned Evaluation Focal Point, Deputy Country Representative;

Evaluation Reference Group for substantive technical support: UN Women programme, National government partners, Civil Society representatives, Development partners/donors, UNCT representatives.

Application Process

Interested candidates should apply online following relevant instructions and deadline indicated in the call for applications. Candidates should submit:

a letter of interest with indication of availability during the period of four consecutive months Mid-September to mid-December 2019. The letter of intent should include a declaration of any involvement with any UN-Women work over the period, or potential partners, and that the candidate declare that there is no potential conflict of interest.

a personal CV, not exceeding three pages. a personal CV, not exceeding three pages. The candidate is highly encouraged to provide information in relation to relevant experience to the evaluation in her/his CV.

two samples of evaluation reports or similar exercises recently authored by the candidate and references.

Shortlisted candidates will be requested to take a short oral interview, references and a minimum of two sample evaluation reports as part of the final selection process.

Payments will be done upon submission and satisfactory approval of the following outputs:

40%: upon submission and approval of the inputs to stakeholders analysis and initial desk review of available reference material and inputs to inception report;

60%: upon timely submission and approval of substantive inputs and analysis from data collection and draft evaluation report.

### **Ethical code of conduct**

UN Women has developed a [UN Women Evaluation Consultants Agreement Form](#) for evaluators that must be signed as part of the contracting process, which is based on the [UNEG Ethical Guidelines and Code of Conduct](#). These documents will be annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

**Responsible use of power:** All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.

**Ensuring credibility:** With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.

**Responsible use of resources:** Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report. Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, [UN Women procedures](#) must be followed and confidentiality be maintained.

The [UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards



of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating

it.

## Annexes

### Annex 1 UN Women GERAAS evaluation quality assessment checklist

<http://www.unwomen.org/~media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf>

### Annex 2 UN Women Evaluation Consultants Agreement Form

[UN Women Evaluation Consultants Agreement Form](#)

[UNEG Ethical Guidelines and Code of Conduct.](#)

### Annex 3 UNEG Norms and Standards for evaluation

<http://www.unevaluation.org/document/download/2787>

### Annex 4 UN Women Evaluation Handbook

<https://genderevaluation.unwomen.org/en/evaluation-handbook>

<https://genderevaluation.unwomen.org/en/evaluation-handbook/country-portfolio-evaluation-guidance>

### Annex 5 Resources for data on gender equality and human rights

UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>

UN Statistics – Gender Statistics: <http://genderstats.org/>

UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>

World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>

Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>

World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>

A listing of UN reports, databases and archives relating to gender equality and women’s human rights can be found at: [http://www.un.org/womenwatch/directory/statistics\\_and\\_indicators\\_60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)

## B. Annex 2: Stakeholders Consulted

Name	Organization
<b>Detutu Ajibodu</b>	WARIF
<b>Olivia Oseji</b>	WILPF
<b>Patience Ikpeh</b>	WANEP-Nip
<b>Alekio Adelu</b>	Partnership for Justice Mirabel Centre
<b>Goerge Mary Peluol</b>	WARDC
<b>Fayoke Lawal</b>	P & G
<b>Hansatu Abegbite</b>	WIMBIZ
<b>Uri Ngozi Chukura</b>	Afrigrants
<b>Olufumto Igun</b>	Afrigrant
<b>Weyinmi Omamuli</b>	UN Women
<b>Ugochuku Amarachi Ifeoma</b>	Project Alert on Violence Against Women
<b>Josephine Effah-Chukwuna</b>	Project Alert on Violence Against Women
<b>Adeyemi Asaba</b>	Women at Risk International Foundation (WARIF)

<b>Thenosen Ebinum</b>	P&G Nig. Ltd.
<b>Prof. amina kaidal</b>	SWAAN
<b>Lucy D yunare</b>	WINN
<b>Aliyu mawam oyiza</b>	LETSAI
<b>Aishatu alh. Kabu</b>	ZEGCAWIS
<b>Elizabeth dalibe</b>	Hopeful women initiative
<b>Francis Wilfred</b>	LABI
<b>Shalom m. zoaka</b>	LABI
<b>Margaret john</b>	Qbwa
<b>Sanni Hannah</b>	WACRIPA
<b>Dr. tina a olayemi</b>	Samaritan care and support initiative
<b>Idahor Caren Tony</b>	MBNP
<b>Hilda Pwaleri Makonto</b>	Women Leader Mentor
<b>Joy Onyesoh</b>	WILPF Nigeria
<b>Esme Stuart</b>	EU
<b>Dr. So. O. Famiran</b>	MFB Rep
<b>Uchenna Onyebuchi</b>	UNDP
<b>Naomi P. Maiguwa</b>	Women Peace Mentor
<b>Blessing Obidegwu</b>	INEC
<b>Mari Grepstad</b>	Norwegian Embassy
<b>Ayika Hassana</b>	MWASD
<b>Gregory Chenge</b>	RCO
<b>Hadiza Aminu Dorayi</b>	Spotlight
<b>Gabriel Undelikwo</b>	UNAIDS
<b>Medupul Shusegun</b>	Youth Hub Africa
<b>Michael A. Lilian</b>	WARD-C
<b>Emeka Diru</b>	NDI
<b>Annabel Ugwoke</b>	NDI
<b>Banjoko Abwdum</b>	CDD
<b>Mauro Maria Teresa</b>	ECES
<b>Nkechi Udegbunar</b>	WARD-C
<b>Ebere Ifendu</b>	WIPF Nigeria
<b>Tolu Ojeshina</b>	Partners West Africa (PWAN)
<b>Damaris Uja Aluguu</b>	Women Environmental Programme
<b>Ikani Samuel</b>	Action Aid
<b>Chinyere Eyoh</b>	SOAR Initiative
<b>Eloho Enite Eyohno</b>	FIDA Nigeria
<b>Nkechi Illochi-Omekedo</b>	Action Aid
<b>Doroty Njemanze</b>	Dorothy Njomanze Foundation
<b>Lois Auta</b>	Cedar Seed Foundation
<b>Matilda Halling</b>	UNDP
<b>Yinka Akibu</b>	RCO
<b>Stephen Onyekwelu</b>	UNESCO
<b>Olasunbo Odebode</b>	UNICEF
<b>Bose Eitolgen</b>	PIND
<b>Ene Ede</b>	Equity Advocates
<b>Oladipo Funke</b>	MWA
<b>Nasiru Baba-Saleh</b>	FMWA
<b>Michael Ilesanmi</b>	World Bank
<b>Edo Ekata</b>	FMWA
<b>Yasin</b>	OCHA
<b>Rabatu Sageer</b>	UNFPA
<b>Ada Nweke</b>	UN Women
<b>Adeniyi Aidi</b>	UN Women
<b>Ijaz Qureshi</b>	UN Women
<b>Aisha Bello Alkali</b>	UN Women

<b>Aishatu Abdel-Latif</b>	UN Women
<b>Ajayi Folorunsho</b>	UN Women
<b>Aladi ECHEOFUN</b>	UN Women
<b>Angela Tsisiga Muruli</b>	UN Women
<b>Blessing Iyala Chinyere Clementina Eze</b>	UN Women
<b>Christian Azubuike</b>	UN Women
<b>Comfort LAMPTEZ</b>	UN Women
<b>Dan Damezo Nengel</b>	UN Women
<b>Daniel Bege Makoshi</b>	UN Women
<b>Desmond Osalobo Osemhenjie</b>	UN Women
<b>Ekaete AKPAN</b>	UN Women
<b>Elise Dietrichson</b>	UN Women
<b>Elizabeth Jeiyol</b>	UN Women
<b>Euphrasia Tendai Tavagadza</b>	UN Women
<b>Fulvia Clerici</b>	UN Women
<b>Halima Abubakar</b>	UN Women
<b>Idayat Alatishe</b>	UN Women
<b>Ikhide Caleb</b>	UN Women
<b>Inimfon Etuk</b>	UN Women
<b>Jennifer Sambo</b>	UN Women
<b>Jessica Caroline Young</b>	UN Women
<b>Joseph Ameh</b>	UN Women
<b>Kenechukwu Chinenye Mbajiorgu</b>	UN Women
<b>Lansana WONNEH</b>	UN Women
<b>Lilian Ngusuur Unaegbu</b>	UN Women
<b>Maimuna Aboki</b>	UN Women
<b>Maryam Abubakar</b>	UN Women
<b>Mercedes Alfa</b>	UN Women
<b>Olanrewaju Faremi</b>	UN Women
<b>Olubukola Ilemobola Ademola-Adelehin</b>	UN Women
<b>Oluwaseun Adetutu</b>	UN Women
<b>Oluwatosin Chukuma</b>	UN Women
<b>Patience Chinyere Ekechukwu</b>	UN Women
<b>Patience Ekeoba</b>	UN Women
<b>Peter Mancha</b>	UN Women
<b>Queen Ehirim</b>	UN Women
<b>Semiha Abdulmelik</b>	UN Women
<b>Success Johnson</b>	UN Women
<b>Thea Restovin</b>	UN Women
<b>Tosin AKIBU</b>	UN Women
<b>Weyinmi Omamuli</b>	UN Women

## C. ANNEX 3: EVALUATION MATRIX

The Evaluation Matrix (EM) has been developed by the ET in order to provide a framework to collect, analyse and assess data and information to answer the key evaluation questions<sup>2</sup> as well as identifying gaps in evidence to develop a clear evaluative judgment. In particular, the EM provides the guiding evaluation questions, judgment criteria, data sources and the evaluation methods and criteria.

Key area of investigation	Evaluation Questions	Judgment criteria	Data sources, evidence, tools and stakeholders
<b>Relevance:</b> Is the CO doing the right things?			
<b>Strategic Positioning</b> <sup>3</sup>	How has UN Women positioned itself within the Nigeria national development and humanitarian priorities, and the GEWE policy space, and what strategies it has taken in assisting efforts on GEWE?	SNs align with and respond to national development and humanitarian frameworks ( <i>Vision 20-2020, Medium-Term Plan i.e. the Economic Recovery and Growth Plan (ERGP) (2017-2020) (2016), the National Gender Policy (2016), and the National Action Plan (NAP)</i> for the Implementation UNSCR 1325; and other related resolutions on Women, Peace and Security (2017); relevant CEDAW report recommendations; CSW concluding observations etc  Reflections of key stakeholders on the principal value that UN Women was and is able to add vis-à-vis other institutions	Desk review (SNs, UNSDCF, annual reports, donors reports, policy and legislative frameworks at federal and state levels  Interviews and perception survey (key government stakeholders, UN Women Staff, UN partners, Donors and CSOs)
	Has positioning appropriately evolved with changes in government priorities, crisis situations and NGA administrations (eg. 2015 and 2019 elections)?	Demonstrable evidence that the SNs adapted to respond to the complexity of Nigeria's governance system under the three-tier system of federalism, the national, states and local governments  Evidence that the SNs have built in appropriately adaptive management processes and reflects Nigeria's changing economic, social and environmental conditions	Desk review (SNs, reports, national policies and frameworks)  KII (key government stakeholders, UN Women Staff, UN partners, Donors and CSOs and right holders)
	Is the choice of interventions most relevant to the situation in the target thematic areas? Were there other designs or options available that would have been more relevant than the one that was chosen? - Leadership and participation - WEE - VAWG - WPS (North)	Share of stakeholders (across stakeholder type) consulted who identify UN Women's priority areas of work as key for advancing GEWE in Nigeria  Evidence to which UN Women is considered as an effective results-oriented Entity to donors, right holders and stakeholders	Desk review (SNs, UNDAF/UNSDCF; Vision 20-20, national Gender Policy, legislative frameworks and bills  KII (key government stakeholders, UN Women Staff, UN partners, Donors and CSOs as well as right holders with focus on vulnerable women and girls)

<sup>2</sup> Two sets of priority questions have been formulated. The first is a common set of priority evaluation posed to all stakeholders to elicit the range of perspectives from the contexts in which each is operating. The second set of priority questions are tailored to getting a deeper understanding from the perspective of different key partners and stakeholders in relation to the specific aspects that pertain to their engagement with UNW. These are provided in the Annex.

<sup>3</sup> Three specific criteria will be used for the analysis of the strategic positioning: strategic alignment, responsiveness and added value.

Partnership	Is the choice of partners most relevant to the situation of women and marginalized groups? Are existing partnerships working?	Evidence of CO having scoped potential partners and applied strategically relevant criteria to achieve optimal results including reducing transaction cost  Evidence of engagement with influential CSOs within the national women's movement	Stakeholder and IP capacity assessment and situational analysis  Reports and KII with relevant stakeholders
Human Rights and Gender Equality	Is the choice of interventions most relevant to the situation in the target thematic areas? Do interventions target the underlying causes of gender inequality?	Adequateness of the SN design to tackle adverse social norms which act as barriers to women participation in WPS, WEE, EVAW, WLP  Evidence of interventions addressing "leave no one behind" principles and priority needs of the most vulnerable groups and capacities of state bodies to meet their commitments	KII, FDGs and Desk review
<b>Efficiency: Is the CO doing things right?</b>			
<b>Organizational Efficiency</b>	Have human and financial resources been optimally deployed to delivery and achieve results? Are resources concentrated on the most important initiatives or are they scattered/spread thinly across thematic areas/initiatives?	Evidence of decision making, timeliness, program adjustment, quality delivery and learning ( stakeholders views on efficiency of UN Women and beneficiaries' view of efficiency in delivery of services)	Perception Survey and KII with government, CSO, donors, JP partners and beneficiaries
	Has a Results Based Management system been established and implemented? Are UN Women's KM and communications capabilities and practices relevant to the needs of the portfolio and partners?	Clearly defined mechanisms and procedures for timely collection of data and measuring change with baseline assessment and at different levels of the result chain including on outcomes  Lessons and results integrated into internal decision-making including development of new programmes	Analysis of data on RMS, baseline surveys, end line surveys, systems for tracking outcome level changes, field mission reports, reports by partners, review reports and annual reports KII with CO Program and Management Staff; Implementing Partner, research and academic institutes
	How well positioned is UN Women to mobilize resources to support the Strategic Note?	Evidence of achievement of resource mobilization target which will ensure that SNs achieves intended targets  Evidence of diversified sources of funding including tapping into large amounts of money in the foundation funds of private sector companies	SNs, resources mobilization strategy, DAMS, AWP  KII with donors, financial institutions, UN partners, RCO, government coordinating body, FMWA&SD, selected private sectors such as MasterCard
	How well have resources and risks been managed to ensure results?  Are interventions implemented within the intended timeframe and budget? Are there mechanisms in place to ensure this?  To what extent is the SN implementation cost effective and providing value for money? What can be done to improve cost effectiveness?	Evidence of fund disbursement being appropriate to maximize utility  Delays/shortfalls traced to gaps in the organizational capacity available to the CO  Implementation of CO risk register	KII with key federal and state government partners, CSOs, FGD with IPs, Programme and Operations Staff, Government coordinating agency
Coherence	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team and UNSDCF?	Evidence of synergy between policy/legislative frameworks and coordination, policy and micro level interventions/community-based efforts - transformational level changes in the lives of vulnerable women and female politicians	Desk review

			KII with UN partners, JP IPs, CSOs and key federal and state level government partners
	What is UN Women’s comparative advantage compared with other UN entities and key partners in such a populous and relatively well-endowed country?	Comparative advantage/value added of UN Women experienced by stakeholders including donors	KII with donors, key government partners at federal and state levels, UNRCO and UNCT and CSOs
Human Rights and Gender Equality	Which groups is the portfolio reaching the most, and which are being excluded?  Has the portfolio been implemented according to human rights and development effectiveness principles: a. Participation/empowerment b. Inclusion/non-discrimination c. National accountability/transparency	Evidence of the groups constituting the main direct participants in CO activities and the most significant changes they experience  Evidence of the groups indirectly impacted by CO activities and the most significant changes they experience  Evidence of the groups excluded from consideration or inclusion in CO activities	CO Program Staff; CSOs/Partners; Project Participants, Desk review, Interviews, and Focus Groups
<b>Effectiveness: Are the things that the CO is doing working?</b>			
Achievements	To what extent have planned outputs been achieved on time?	Links between reported outputs and outcomes  Extent of change in policies, legal frameworks and strategies achieved at federal and States level.	Desk review
	Are outputs contributing to the expected outcomes? For who?	Outcomes for which there is a plausible performance story (mechanisms of change) linking back to CO actions  Most Significant Changes reported by disaggregated groups of stakeholders	KII with federal, state and local partners, beneficiaries, interview with CO staff, Interviews partners, stakeholders, JP partners
	WEE		
	Evidence of strengthened resilience, diversification of livelihoods, and local economies of crisis -affected communities, particularly youths, women, IDPs, returnees, and other vulnerable communities to meet their basic food and nutrition needs  Initial indications of possible changes in WEE (increased incomes, access to finance, productive partnership, skills and participation etc)  Evidence of redistribution of power and control over assets and economic decisions within groups and households  Evidence of economic recovery of women and girls IDPs  Evidence of platforms for the exchange of learnings and good practices among previous and current beneficiaries		
	WPS		
	Evidence of gender -sensitive policies, legislatives and institutional mechanisms (UNSC 1325 NAP, SAPs and LAPs)  Evidence of budgetary allocation for implementation of SAPs/LAPs, as well as sustainability of the gender-sensitive peace architecture  Evidence of UNW interventions breaking cultural practices in target local government areas and traditional councils  Evidence of women participation in decision making positions and strategic Government positions at both formal and informal settings  Evidence of established structures to sustain commitments to the WPS agenda i.e. Early Warning and Early Response (EWER) Systems, Gender Sensitive Peace Councils/Committees, the WPS Media Network and Women Peace Mentors		

	<p>Evidence of platforms for the exchange of learnings and good practices among previous and current beneficiaries</p> <p>Evidence of programme impacting beyond selected target areas</p> <p>Evidence of new programmes building on gains made through ongoing and previous support</p>		
	<b>WLPP</b>		
	<p>Evidence of revised or newly formed legislative frameworks at federal and states level (gender responsive electoral reforms)</p> <p>Evidence of institutional mechanism and gender responsive reforms by governance institutions to facilitate gender balance in political leadership and decision-making institutions and processes (political parties, legislative bodies)</p> <p>Evidence of women acquired knowledge on election processes, political parties' structures, and advocacy (including women with disabilities and young women)</p> <p>Evidence of increased number of women occupying strategic position in government (representation of women in national assembly and ministerial portfolios at federal and states level)</p> <p>Evidence of strengthened platforms and mechanisms among Political parties (IPAC, INEC, Civil Society) to promote human rights, women's participation, respect for non-violence and democratic processes</p> <p>Evidence of increased participation of women in politics (2015&amp;2019 elections) including voting</p> <p>Evidence of early engagement with all stakeholders including political parties, women legislators and CSOs during the electoral cycle</p> <p>Evidence of reduction in incidences of violence and malpractices in the general elections and other states elections</p> <p>Evidence of continued engagement of male leaders (government, legislative and political institutions etc)</p>	<p>Quality of training modules, case studies, policy publications, advocacy material and other capacity building measures to inform sustainable change among programme stakeholders and beneficiaries</p>	
	What unexpected outcomes (positive and negative) have been achieved? For who?	Most Significant Changes reported by disaggregated groups of stakeholders	CO Program Staff; CSOs/Partners; Project Participants
	What has been the contribution of UN Women's to the progress of the achievement of outcomes?	Evidence that the results achieved from were used and translated into programme policy, design and implementation	
	What are the main enabling and hindering factors of observed outcomes?	Stakeholder analysis of forces/drivers of change	CO and UNCT Program Staff; CSOs/Partners; National and State Authorities
Human Rights and Gender Equality	Is the portfolio addressing the root causes of gender inequality?	Links between reported outcomes and expressed needs of rights holders	
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?	Evidence of redistribution of power and control over assets and economic decisions within groups	KII and FGD with right holders, duty bearers, national and state actors



UN Coordination	What contribution is UN Women making to UN coordination on GEWE? Which roles is UN Women playing in this field (gender thematic group/ other)?	<p>Reflections of RCO/UNCT members on the contributions of UN Women to UN coordination on GEWE</p> <p>Evidence of UN Women participation and leadership at all levels of the UN coordination mechanism on GEWE</p> <p>Evidence of UN Women positioning itself as knowledge hub on GEWE by supporting development and implementation of relevant tools and researches on GEWE</p> <p>Evidence of promotion of the UNCT Gender Score and the actual number of UN Agencies meeting UNCT Gender Equality SWAP minimum standards in Nigeria</p> <p>UN System-wide, and broader government coordination of GEWE and capacity building on gender-responsive planning, programming, analysis and data collection and reporting.</p>	<p>Desk reviews, KII with RCO and UNCT, CO staff and management, Federal partners and donors</p> <p>Gender Audit and UNCT SWAP assessments</p>
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNSDCF?	<p>Extent of integration of GEWE in UNDAF and UNSDCF</p> <p>Existence of joint programming in CO and effective performance of these based on reviews/evaluations</p> <p>Evidence of complementarity and coordination across UN on GEWE</p>	<p>Desk reviews, KII with RCO and UNCT, CO staff and management, Federal partners and donors</p> <p>Gender Audit and UNCT SWAP assessments</p>
	To what extent has UN Women coordination contributed to achieving results on GEWE?	UNW complements but does not duplicate other initiatives and projects	
Normative	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?	Level of satisfaction of overall leadership and coordination.	KII and survey
<b>Sustainability: Will the changes last?</b>			
Capacity development	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?	<p>Evidence of capacity gap analysis of key stakeholders and institutions</p> <p>Evidence of handover of certain programmes or interventions as a result of capacity building</p> <p>Existence of required knowledge, skills, and financial flows within national institutions to maintain outcomes</p> <p>Demonstration of increased capacity of partner organizations</p>	Pre and post-test undertaken to track knowledge gained, existing capacity building assessment, financial and progress reports
Sustainability of results	How sustainable are UN Women supported results and strategies as contribution to national development towards GEWE?	<p>Stakeholders views on the general outcome sustainability</p> <p>Evidence of UN Women supported interventions translating into local and national owned approaches to GEWE</p>	Desk review, semi-structured qualitative interviews with partners
Ownership	Is there national ownership and are there national champions for different parts of the portfolio?	<p>Integration of GEWE interventions into national planning, budgeting, and monitoring systems</p> <p>High level political commitment on national and local governments on GEWE</p>	Document review, KII

	What local accountability and oversight systems have been established to support the continuation of activities?	Budgetary provision in Annual State budget	Document review, KII
	How did UN Women design to scale up coverage and effects of its interventions?  Did UN Women use and capitalize upon pilot/catalytic initiatives?	Evidence of replication and expansion of interventions	Document review, KII
Lessons and way forward	What could have been done better, differently? What worked/didn't work?	Clear identification of results, lessons and challenges integrated into decision making within UNW and beyond	

## D. ANNEX 4: DATA COLLECTION INSTRUMENTS

### A: KEY INFORMANT INTERVIEWS

#### A.1 UN Women Country Representative

Criteria	No:	Evaluation Questions	Sub-Questions
<b>Relevance</b>	1.	Does the strategy allow UNW-NGA to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	1.1 Is UNW-NGA Strategic Note addressing the underlying causes of inequality?
	2.	Is the portfolio aligned with national policies? To what extent has UNW-NGA strategic choices met the priority concerns of Nigeria's development policymakers, key national stakeholders and right holders?	2.1 How has UNW-NGA country programme aligned itself with the national priorities set by government of Nigeria in relation to gender equality and empowerment of women?
<b>Effectiveness</b>	1.	What are the main enabling and hindering factors to achieving planned outcomes?	1.1 What factors could have contributed to the achievement (non-achievement) of planned outcomes?  1.2 What factors have facilitated (or hindered) UNW-NGA's operation to achieve planned outcomes?
	2.	What changes might UNW-NGA undertake to enhance its impact in the future?	2.1 Given the current and future direction of the country (transition process from UNMIL and the political transition to the new Government), how can UNW-NGA enhance the impact of her work?
	3.	What contribution is UN Women making to UN coordination on GEEW? Which roles is UNW-NGA playing in this field? To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming and UNDAF?	3.1 What contribution is UN Women making to UN coordination on GEEW? 3.2 What mechanisms exist for information sharing and learning within the system?
<b>Efficiency</b>	1.	What are the strategic directions UNW-NGA should undertake, in line with transition process of UNMIL and the political transition to the new Government, to successfully achieve sets targets and responsibilities?	1.1 Given the current and future direction of the country, how can UNW-NGA enhance the impact of her work? 1.2 Given the current and future direction of the country, how can UNW-NGA enhance the impact of her work on women and marginalised groups?

2.	To what extent is the governance structure and functioning enabling UNW-NGA to deliver efficiently on results?	2.1 How is the UNW-NGA's organisational structure supporting it to achieve desired results?
3.	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	3.1 How does UNW-NGA seek to balance and coherence between programming, coordination and normative roles?
4.	What is UNW-NGA comparative advantage compared with other UN entities and key partners?	4.1 What is UNW-NGA comparative advantage compared with other UN entities and key partners?
5.	To what extent (and how regularly) are the UNW-NGA programmes and initiatives subjected to cost effectiveness measures?	How do you ensure that you implement your programmes cost effectively? What measures do you undertake to ensure that interventions are both cost effective and effective? How effective have these measures been?
6.	To what extent does the UNW-NGA management structure support efficiency for implementation particularly since the implementation of the new regional architecture?	6.1 How effective is the governance structure of UNW-NGA to enable it to achieve desired results?
7.	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	7.1 What is UNW-NGA comparative advantage compared with other UN entities and key partners?
<b>Sustainability</b>		
1.	To what extent does UNW-NGA pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-NGA support?	1.1 What sustainability initiatives has UNW-NGA put in place? 1.2 What resources has been put in place to enhance gender equality and women empowerment? 1.3 What new policies have been developed/reviewed to enhance gender equality and women empowerment? 1.4 What capacities have been built in government and civil society to enhance gender equality and women empowerment? 1.5 What has UNW-NGA done to ensure that the benefits that women and marginalized groups have received last much longer?
<b>Human Rights and Gender Equality</b>		
1.	Has the portfolio been implemented according to human rights and development effectiveness principles; participation/empowerment, inclusion/non-inclusion, national accountability, transparency	1.1 Which stakeholders (in terms of power and decision making does UNW-NGA work with?

A.4 Government Ministries (MGCSP, Ministry of Internal Affairs, Ministry of Justice, ...)

<b>Criteria</b>	<b>No:</b>	<b>Evaluation Questions</b>	<b>Sub-Questions</b>
<b>Relevance</b>			
	1.	Has UNW-NGA adapted its strategic focus (including work areas prioritised and weight given to each area) operations and results framework to the changing environment (national or regional).	To what extent has UNW-NGA portfolio adapted to the national and regional environment?
	2.	Does the strategy allow UNW-NGA to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	2.1 To what extent do you think that UNW-NGA interventions address the underlying causes of gender equality and the situation of women and marginalised groups?
	3.	Is the portfolio aligned with national policies? To what extent has UNW-NGA strategic choices met the priority concerns of Nigeria's development policymakers, key national stakeholders and right holders?	3.1 To what extent is UNW-NGA's portfolio well aligned with national policies and priorities?
<b>Effectiveness</b>			
	1.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	1.1 To what extent has UNW-NGA achieved desired outcomes in relation to gender equality and empowerment?
	2.	What changes might UNW-NGA undertake to enhance its impact in the future?	2.1 What changes might UNW-NGA undertake to enhance its impact in the future?
<b>Efficiency</b>			
	1.	What are the strategic directions UNW-NGA should undertake, in line with transition process of UNMIL and the political transition to the new Government, to successfully achieve sets targets and responsibilities?	1.1 Given the current and future direction of the country, how can UNW-NGA enhance the impact of her work?
<b>Sustainability</b>			
	1.	To what extent does UNW-NGA pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-NGA support?	1.1 What resources has been put in place to enhance gender equality and women empowerment? 1.2 What new policies have been developed/reviewed to enhance gender equality and women empowerment? 1.3 What capacities have been built in government and civil society to enhance gender equality and women empowerment?
	2.	Is there national ownership and are there national champions for different parts of the portfolio?	2.1 To what extent has the work of UNW-NGA towards enhancing gender equality and women empowerment been bought and supported by government departments and agencies at various levels? ( <i>Probe for existence of gender equality and women empowerment champions and their contribution</i> )

A.5 Private sector (Orange or Coca Cola)

Criteria	No:	Evaluation Questions	Sub-Questions
<b>Relevance</b>	1.	Does the strategy allow UNW-NGA to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	1.1 To what extent do you think that UNW-NGA interventions address the underlying causes of gender equality and the situation of women and marginalised groups?
	2.	Is the portfolio aligned with national policies? To what extent has UNW-NGA strategic choices met the priority concerns of Nigeria's development policymakers, key national stakeholders and right holders?	2.1 To what extent is UNW-NGA's portfolio well aligned with national policies and priorities concerning extractive industries?
<b>Effectiveness</b>	1.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	1.1 To what extent has UNW-NGA achieved desired outcomes in relation to gender equality and empowerment? ( <i>Probe for social, economic, political &amp; leadership empowerment</i> )
	2.	What changes might UNW-NGA undertake to enhance its impact in the future?	2.1 What changes might UNW-NGA undertake to enhance its impact in the future? 2.2 What do you see as the role of the private sector in the empowerment of women?
	3.	What has been the biggest contribution of UNW-NGA regarding gender equality and empowerment?	3.1 What has changed because of UN Women role?

A.7 UN Gender Thematic Group

<b>Criteria</b>	<b>No:</b>	<b>Evaluation Questions</b>	<b>Sub-Questions</b>
<b>Relevance</b>	1.	Does the strategy allow UNW-NGA to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	1.1 Is UNW-NGA Strategic Note addressing the underlying causes of gender inequality?
<b>Effectiveness</b>	1.	What contribution is UN Women making to UN coordination on GEEW? Which roles is UNW-NGA playing in this field? To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming and UNDAF?	What contribution is UN Women making to UN coordination on GEEW? What mechanisms exists for information sharing and learning within the UN system?
	2.	What has been the biggest contribution of UNW-NGA regarding gender equality and empowerment?	2.1 What has changed because of UN Women role?
<b>Efficiency</b>	1.	To what extent is the governance structure and functioning enabling UNW-NGA to deliver efficiently on results?	1.1 How effective is the governance structure of UNW-NGA to enable her to achieve desired results?
	2.	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	2.1 To what extent has UNW-NGA been able to balance between programming, coordination and normative work?
	3.	What is UNW-NGA comparative advantage compared with other UN entities and key partners?	3.1 What is UNW-NGA comparative advantage compared with other UN entities and key partners?
	4.	What are the strategic directions UNW-NGA should undertake, in line with transition process of UNMIL and the political transition to the new Government, to successfully achieve set targets and responsibilities?	4.1 Given the current and future direction of the country, how can UNW-NGA enhance the impact of her work?
	5.	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	5.1 What synergies exist between the work of the UN country and UNW-NGA portfolio?

## A.8 UN Women Nigeria Programme Staff

Criteria	No:	Evaluation Questions	Sub-Questions
<b>Relevance</b>			
	1.	Has UNW-NGA adapted its strategic focus (including work areas prioritised and weight given to each area) operations and results framework to the changing environment (national or regional)	1.1 What changes have happened nationally and regionally regarding gender equality and women empowerment? 1.2 How has UNW- LBR adapted to these changes?
	2.	Does the strategy allow UNW-NGA to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	2.1 What are the underlying causes of Gender inequality in Nigeria? 2.2 How has UNW -LBR tried to address these underlying causes of gender inequality?
	3.	Is the portfolio aligned with national policies? To what extent has UNW-NGA strategic choices met the priority concerns of Nigeria's development policymakers, key national stakeholders and right holders?	3.1 What are the national priorities set by government of Nigeria in relation to gender equality and the empowerment of women? 3.2 How has UNW-NGA country programme aligned itself with these priorities?
	4.	What are the factors determining UNW-NGA's programme choices and scale-ups, and to what extent are these evidence- and resource-informed?	4.1 What factors influence programme decisions?
<b>Effectiveness</b>			
	1.	To what extent have planned outputs been achieved on time? Which activities are yielding desired results, which are not and what are the reasons for differences in performance?	<i>Complete the given table which list all the planned outputs against actual achievements.</i>
	2.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	5.1 What has UNW-NGA achieved regarding gender equality and women empowerment? 5.2 What other changes (positive and negative) have been evident in Nigeria regarding gender equality and women empowerment
	3.	What are the main enabling and hindering factors to achieving planned outcomes?	3.1 What factors could have contributed to the achievement (non-achievement) of planned outcomes?
	4.	What changes might UNW-NGA undertake to enhance its impact in the future?	4.1 Given the current and future direction of the country (transition process of UNMIL and the political transition to the new Government), how can UNW-NGA enhance the impact of her work?
	5.	To what extent (and how regularly) are the UNW-NGA programmes and initiatives subjected to cost effectiveness measurement?	5.1 How do you ensure that you implement your programmes cost effectively? 5.2 What are the working hours for staff (program, operations)?
	6.	To what extent are the processes and quality of data collection and use of data for programmatic and management decisions appropriate?	6.1 To what extent do UNW-NGA data quality management processes help to generate reliable data for programmatic and management decisions?
<b>Sustainability</b>			
	1.	To what extent does UNW-NGA pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national	1.1 What resources has been put in place to enhance gender equality and women empowerment? 1.2 What new policies have been developed/reviewed to enhance gender equality and women empowerment?



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stakeholders can continue their activities without UNW-NGA support?

2. What local accountability and oversight systems have been established to enhance local knowledge development and support sustainability of results?

1.1 What capacities have been built in government and civil society to enhance gender equality and women empowerment?

A.9 UN Women Nigeria Operations Manager & Finance Manager

	No:	Evaluation Questions	Sub-Questions
<b>Relevance</b>	1.	Has UNW-NGA adapted its strategic focus (including work areas prioritised and weight given to each area) operations and results framework to the changing environment (national or regional)	1.1 How has UNW-NGA adapted its operations in-line with the changing national and regional environment?
<b>Effectiveness</b>	2.	What are the main enabling and hindering factors to achieving planned outcomes?	2.1 What factors have facilitated (or hindered) UNW-NGA's operations to enable her to achieve planned outcomes?
	3.	What changes might UNW-NGA undertake to enhance its impact in the future?	3.1 What changes might UNW-NGA undertake to enhance its impact in the future?
	4.	To what extent (and how regularly) are the UNW-NGA programmes and initiatives subjected to cost effectiveness measurement?	4.1 What measures do you undertake to ensure that interventions are both efficient and effective? 4.2 How effective have these measures been?
<b>Efficiency</b>	1.	How do financial forecasts compare to actual expenditure? If costs are off track, how robust are the remedial actions?	1.1 What processes are used to plan for and anticipate implementation costs? 1.2 How do you ensure that implementation is done within approved costs? 1.3 What actions are taken if costs exceed budgets?
<b>Sustainability</b>	1.	What local accountability and oversight systems have been established to enhance local knowledge development and support sustainability of results?	1.1 What accountability measures have been put in place to ensure sustainability of results?

## A.10 NGO'S

<b>Criteria</b>	<b>No:</b>	<b>Evaluation Questions</b>	<b>Sub-Questions</b>
<b>Relevance</b>	1.	Does the strategy allow UNW-NGA to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	1.1 To what extent do you think that UNW-NGA interventions address the underlying causes of gender equality and the situation of women and marginalised groups?
	2.	Is the portfolio aligned with national policies? To what extent has UNW-NGA strategic choices met the priority concerns of Nigeria's development policymakers, key national stakeholders and right holders?	2.1 To what extent is UNW-NGA's portfolio well aligned with national policies and priorities?
<b>Effectiveness</b>			
	1.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	1.1 To what extent has UNW-NGA achieved desired outcomes in relation to gender equality and empowerment? ( <i>Probe for social, economic, political &amp; leadership empowerment</i> )
	2.	What changes might UNW-NGA undertake to enhance its impact in the future?	2.1 What changes might UNW-NGA undertake to enhance its impact in the future?
<b>Efficiency</b>			
	1.	What are the strategic directions UNW-NGA should undertake, in line with transition process of UNMIL and the political transition to the new Government, to successfully achieve sets targets and responsibilities?	1.1 Given the current and future direction of the country, how can UNW-NGA enhance the impact of her work on women and marginalised groups?
<b>Sustainability</b>			
	1.	To what extent does UNW-NGA pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-NGA support?	1.1 What resources has been put in place to enhance gender equality and women empowerment? 1.2 What new policies have been developed/reviewed to enhance gender equality and women empowerment? 1.3 What capacities have been built in civil society to enhance gender equality and women empowerment?
	2.	Is there national ownership and are there national champions for different parts of the portfolio?	2.1 To what extent has the work of UNW-NGA towards enhancing gender equality and women empowerment been bought and supported by stakeholders at various levels? ( <i>Probe for existence of gender equality and women empowerment champions and their contribution</i> )

## B: FOCUS GROUPS

B.1 Target Group: Community Members (Women Land Task Force Members, Opinion Leaders, Peace Hut Members, etc.)

Criteria	No:	Evaluation Questions	Sub-Questions
<b>Relevance</b>	1.	Does the strategy allow UNW-NGA to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	What are the underlying causes of gender inequality in your communities? To what extent has the work with UNW-NGA helped to deal this underlying causes?
<b>Effectiveness</b>	2.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	2.1 How has the work of UNW-NGA changed the lives of women in your communities? ( <i>Probe for social, economic, political &amp; leadership empowerment</i> ).
	3.	What changes might UNW-NGA undertake to enhance its impact in the future?	3.1 What changes might UNW-NGA undertake to enhance its impact in the future in terms of improving the welfare of women and marginalized groups?
<b>Sustainability</b>	1.	To what extent does UNW-NGA pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-NGA support?	1.1 What has UNW-NGA done to ensure that the benefits that women and marginalized groups have received last much longer?

C: Significant stories of change

What was the situation before UN Women intervention?

What was the intervention? (e.g. income generation, land ownership, leadership)

What is the outcome? (ie. how has your life changed after the intervention of UN Women?)

## D. ANNEX 5: CONTRIBUTION ANALYSIS

This table sets out a number of key areas of contribution made by UNW Nigeria during the lifetime of the previous two Strategic notes. Desk reviewed data and data collected as part of the CPE have been analyzed and triangulated. Briefly to summaries the process of contribution analysis: it is an approach for assessing

causal questions and inferring causality in evaluations. It offers a step-by-step approach designed to arrive at conclusions about the contributions UN Women Nigeria has made to achievement of Outcome level indicators. The essential value of contribution analysis is that it offers an approach designed to reduce uncertainty about the contribution UN Women as a whole and its three core mandate areas (normative work, co-ordination and operations/programmes) are making to outcomes; it achieves this through an understanding of why the observed outcomes have been achieved (or not) and the roles played by the intervention and other internal and external factors.

Changes analyzed by the evaluation	Links to UN Women	Plausible contribution by UN Women	Other contributory factors	Evidence of change
<p><b>Women lead, participate in and benefit equally from governance systems by promoting gender balance in elections through electoral frameworks and arrangements.</b></p>	<p><i>UN Women aimed to support the government of Nigeria in their effort to revise and integrate the national gender and affirmative action policy and help women as voters and candidates in order to build a cadre of diverse and capable women leaders at the legislative, political and governance institutions</i></p>	<p>UN Women NCO also supported the development of sectoral gender policies, for example, the Independent National Electoral Commission (INEC) and Nigeria Police gender policy. UN Women also supported the roll-out of National Gender and HIV Mainstreaming Guidelines and integration of gender considerations into National HIV Monitoring and Evaluation systems</p> <p>UN Women supported advocacy efforts for passage of the GEOB but to date the bill has not been passed by the National Assembly. In Plateau State, UN Women supported strategic efforts, including mobilization of stakeholders, advocacy and capacity building on the GEOB. These contributed to the passage of the bill into law (2015), gazette and popularized. UN Women also supported the development of the GEOB in Adamawa and Gombe states, as well as its popularization by stakeholders at all levels</p> <p>Intensive sensitization and capacity building conducted in UN Women played a key role in boosting women’s participation in the electoral process in Ekiti and Osun States</p> <p>WPP efforts were organized through engagements with the Women’s Political Participation Working Group (WPPWG). These efforts consisted of (1) providing funds and technical support to women’s organizations on electoral and constitutional reforms; (2) building the capacity of female politicians and women in the public sector on leadership and gender analytical skills; and (3) mobilized women to be active in the political process. In this way, UN Women is a critical broker between civil society, government, and donors.</p> <p>Similarly, using the basked fund managed by UNDP in 2015, UNW also helped set up the Women Situation Room, which sought to mitigate</p>	<p>This was achieved through a strong partnership with the INEC, FMOWA, the National Center for Women Development, Nigeria Women Trust Fund, Women Political Empowerment Office, and a wide range of women based CSOs.</p> <p>Partnerships with male legislators were a major factor of success in the area of legal reforms. Furthermore, UN Women’s facilitation of the MOU (Memorandum of Understanding) that was signed between the national parliament and Institute for Legislative Studies to further advance on gender-sensitive legal reforms.</p>	<p>National Gender Policy of Nigeria; the Gender and Equal Opportunity Bill (GEOB);</p> <p>The last National elections did not yield a significant representation of women in elected positions. However, the elections did witness landmark participation by women as election observers/monitors, voters, aspirants, and contestants vying for political parties. Three women were elected as chairman of three LGAs and 11 appointed in the SE Nigeria. For instance, Osun elections recorded about 73 percent of female voters in the 2015 election.</p> <p>The National Post-Elections Conference which was co-organized by UN Women, ECES IFES, and NDI. These partners had collectively raised \$30,000 for the conference. The Conference in June 2019 represents a clearer instance of consultative programming and attended by 158 persons from the different parts of Nigeria to discuss and agree on the strategic way forward after the disappointingly low number of seats obtained by women.</p>

		electoral violence through creating an early warning and early response mechanism.		
<b>Women have income security, decent and economic autonomy by addressing the root causes of gender gaps in agriculture, sensitizing women to their rights to land and secure land tenure and giving them equal access to productive resources, services. Increase private sector support to gender equality and women empowerment</b>	<i>UN Women committed support for the revision of policies and budgets to accommodate the needs of women in the rice sector and support for the affirmative procurement policy to create an enabling environment for the growth of women-owned/led businesses.</i>	<p>UN Agriculture Flagship project in partnership with FAO, UNIDO and ILO (the Women’s Economic Empowerment through Climate Resilient Agriculture WEE CRA) - <b>under preparation and has yet to be implemented.</b></p> <p>The NCO established a private sector advisory group and an affirmative procurement conference was held in 2019. Furthermore, In partnership with MasterCard, UN Women supported the Government of Nigeria in providing biometric Identity Cards to 7,500 women in the state of Kaduna as part of the government financial inclusion programme. In partnership with Procter and Gamble, UN Women supported women entrepreneurs, particularly small-scale suppliers to access corporate value chains in the Kaduna state. Even though small scale, by creating a platform for interaction, UN Women managed to bridge the huge divide between women leaders in the private sector and women in the political space. However, these initiatives have not been systematically pursued.</p>	<p>Strong appetite for further engagement from the private sector for affirmative action as part of their corporate social responsibility.</p>	<p>Little evidence is also available that purports success in terms of women’s access to land and control over resources. Similarly, initiatives with the private sector have not been systematically pursued</p> <p>Initiatives in the private sector have not been systematically pursued</p>
<b>Women and girls contribute and have greater influence in building sustainable peace and resilience - enabling legislative and policy environments in line with international standards on EAW. Furthermore, social norms, attitudes and behaviors are promoted at community and individual levels to prevent VAW and there is a reduction in violence against women.</b>	<i>Support for the adoption and implementation of VAPP and NAP at the national level and an additional three states and help enhance services available to provide quality support to survivors of violence. In addition, also committed to helping create awareness on VAWV and help shift cultural norms to use of essential services by women and girls at risk or survivors of GBV/SGB</i>	<p>Spotlight Initiative on violence against women and girls with UNFPA, UNDP, UNICEF, and UNESCO. A multi-year, high impact, inter-agency programmes on GEWE.</p> <p>Support for the development and passage of the 2015 Bill for the Violence Against Persons Prohibition (VAPP)</p> <p>UN Women effectively used campaigns such as “The Survivor Summit”, HeForShe, and the 16 days of activism to garner support for VAWG such as that in the state of Lago which attracted a huge turnout.</p>	<p>Strong complementarities with UN agencies such as UNFPA, resulting in good collaboration through co-financing activities (eg. the Survival Summit in Lagos as part of activities to commemorate 16 Days of Activism Against Gender-Based Violence).</p> <p>Bold commitments from the Governor and influential government officials has helped the NCO get traction issues related to VAWG.</p>	<p>Although at a very nascent stage, NCO has implemented several important activities with some emerging results. The SPI created optimism among participating RUNOs and is serving as a conduit for a more cohesive, integrated, and multisectoral approaches to EAW in Nigeria.</p> <p>Some signs of progress are also emerging in terms of NCO’s ability to leverage its long-standing partnership with women-led CSOs, further pushing VAWG into national agenda. A good example is NCO’s engagement in creating awareness</p>

				and supporting efforts for the eventual passage of “The Prevention, Prohibition, and Redressal of Sexual Harassment in Tertiary Educational Institutions Bill, 2019
<b>Women contribute to sustainable peace and benefit from conflict and disaster with support to the Government of Nigeria’s efforts to implement commitments on women, peace and security.</b>	<i>Support the implementation of UNSCR 1325 at the national and state level and a commitment to gender equality in humanitarian action. Support the engagement of women in peace building and conflict management processes at all levels.</i>	<p>UN women reviewed the peace architecture of the target states from a gender and human rights perspective, gaps were identified and recommendations for policy for and programmatic interventions were made.</p> <p>UN women mobilized substantial resources in support of Women Peace and Security (€10 million from the EU) and played an important role in responding to the security situation. A minimum of 20 MDAs at national level and the three target states (Adamawa, Gombe and Plateau) benefited.</p> <p>A Similar effort is currently being replicated in two additional states (Benue and Bauchi), with a new flagship project funded by the Government of Norway with USD 1.7 million.</p> <p>In response to the protracted crisis in North East Nigeria, the NCO worked in collaboration with the gender focal points in humanitarian space. The GenCap also contributed significantly to the 2019 humanitarian needs overview and the multi-year humanitarian response plan (HRP - 2019-2021)</p> <p>NCO played an integral role in influencing the decision to upgrade the gender desk into a full-fledged unit within the Institute for Peace and Conflict Resolution (IPCR)</p>	<p>Widespread interest from the donors and increasing interest from the government counterparts at the federal and the state level - especially from the high-level leadership engagement.</p> <p>The new leadership (Minister) and management of the FMOWA are ardent supporters of the mandate of UN Women</p> <p>NCO’s approach of knitting together policy level work with State-level interventions was proven effective in consolidating policy gains, building the capacity of gender machinery, and facilitated domestication and popularization of legislative frameworks in target states. This yielded promising results</p> <p>Multi-year, multi-level, and multi-stakeholder community based approach enabled UN Women to achieve considerable impact in the WPS space.</p> <p>Synergy with national priorities and effective multisectoral partnership across a wide range of government, MDAs, security agencies, traditional and religious institutions, CSOs and women groups/network proved beneficial.</p>	<p>Implementation of the UNSCR 1325 National Action Plan (2017-2020), domestication of state action plans (SAPs) and local government actions plans (LAPs) in the states of Adamawa, Gombe and Plateau</p> <p>The Capacity building and technical support by NCO to Government MDAs at national level and target states increased government’s contributions towards the implementation of the provisions of UNSCR 1325 and the NAP vis-à-vis its linkage to national development agenda.</p> <p>Despite patriarchal structures in many parts of Northern Nigeria, the WPS, for instance have been successful in bringing the voices of women into the decision-making arena where they have been virtually absent.</p>
<b>Displaced women and girls in North Eastern Nigeria and other conflict-affected areas are given the skills and resources (including information, income generating assets and skills and relevant services)</b>	<i>UN Women also committed to socio-economic recovery and resilience of women displaced by conflict in the North East Nigeria. It also pledged to support to increase women representation and participation in decision-</i>	<p>Given the enormity of the overall conflict crisis in North-East Nigeria, UN Women for instance, arose to the gendered dimension of the insecurity situation in Nigeria, when nearly 300 schoolgirls were abducted in Chibok.</p> <p>Furthermore, the NCO in partnership with other UN agencies supported humanitarian projects in</p>	<p>Joint-programming with other UN agencies enabled the NCO to create complementarity in interventions allowing the different agencies to exert their comparative advantage in responding to situation North East Nigeria.</p>	<p>Albeit small scale, vulnerable women such as women farmers, vulnerable IDPs and returnees, and rescued/released Chibok girls had accessed a wide range of livelihood/income generation services and resources. For instance, in North Eastern Nigeria, 2,000 female-headed</p>



	<p><i>making related to conflict prevention.</i></p>	<p>partnership with OCHA to engender humanitarian coordination, (funded by the Japan Gov); access to coordinated services for women and girls victims of GBV with UNFPA; Economic empowerment of women through the acquisition of seeds and equipment, aimed at increasing their access to productive assets such rice milling machines with the help of WFP and FAO; gender-sensitive conflict early warning and early response systems in the three target states with UNDP.</p>		<p>households (16,000 people) which benefited from income generation activities were able to generate an income of 10,000 to 20,000 Naira a month, compared to the average income of 7,478 Naira a month in Adamawa State<sup>4</sup>. In Borno State, vulnerable women benefited from rice production, where rice milling machines were handed over to three to four local government areas</p>
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