



**INDEPENDENT COUNTRY EVALUATION  
FEDERAL REPUBLIC OF NIGERIA**

**FINAL REPORT - VOLUME 2**

**ANNEXES**

**UNITED NATIONS INDUSTRIAL DEVELOPMENT  
ORGANIZATION**

Vienna, 2018

## Table of Contents

Annex 1: Terms of Reference (ToRs) .....	1
Annex 2: List of Persons Met .....	41
Annex 3: References and Bibliography .....	49
Annex 4: Tools: Interview Guides and Protocols.....	51
Annex 5: Project Case Studies .....	73
Annex 6: Survey Findings – Charts.....	81
Annex 7: Evaluation Matrix.....	90

# Annex 1: Terms of Reference (ToRs)

## I. BACKGROUND AND CONTEXT

Under the provisions of UNIDO Evaluation Policy, the Independent Evaluation Division (IEV) of the United Nations Industrial Development Organization (UNIDO) conducts evaluations at country level (CE). The main objectives of a CE is to assess the utility of the Organization's work to the Member Country; the consistency, harmonisation and alignment of UNIDO's interventions with United Nations efforts, the Sustainable Development Goals (SDGs) 2030 Agenda, and national priorities; as well as to identify areas for improvement and support the development of new country programmes.

The Independent Country Evaluation in the Federal Republic of Nigeria (2012-2017) was approved by the Executive Board and included in the Work Programme 2016/2017 of the UNIDO Independent Evaluation Division (ODG/EVQ/IEV).

An "Independent UNIDO Country Evaluation of Nigeria" was performed in 2011 by a team of international consultants with the participation of one national evaluation consultant. In addition, a self-evaluation of the CP Nigeria was conducted in 2016 by UNIDO CP management.

The present evaluation will follow-up and build on the previous evaluations' findings and recommendations, and as a forward-looking exercise, will be drawing lessons from the current Country Programme (CP) and identifying areas for improvement to enhance the relevance and effectiveness of UNIDO interventions in Nigeria. While the time-scope for this CE would be the UNIDO interventions during 2012-2017, the assessment will focus on outcome and impact level evidence as much as possible to complement the findings from previous evaluations.

IEV seeks to conduct this CE with strong involvement of the country's Government and other relevant national stakeholders. Thus, the present evaluation seeks to be country-led aiming at contributing directly to strengthening Nigeria's national evaluation capacity.

## II. NATIONAL CONTEXT

### (i) Global economic data

With approximately 182.<sup>1</sup> million people, Nigeria is the most populous country in Africa. It is categorized as a lower-middle income economy country. However, it ranks 152 out of 188 in the Human Development Index and is thus categorized as a low human development country (0.53)<sup>2</sup>. Statistical databases, specifically those related to poverty, are limited and sometimes outdated and unreliable<sup>3</sup>. Table 1 below provides information on selected basic indicators for Nigeria.

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<sup>1</sup> The World Bank Group (2015). Nigeria. Retrieved from <http://go.worldbank.org>

<sup>2</sup> United Nations Development Programme Human Development Report 2010

<sup>3</sup> The World Bank Group (29 June 2011). Nigeria. Retrieved from <http://go.worldbank.org/4ANKR2VKIO>

**Table 1: Selected Indicators for Nigeria**

Indicator	Unit	Values*
Population Growth	%	1.48
GINI coefficient <sup>4</sup>		48.8 (ranking 152)
Population below poverty line	%	33
GDP per Capita (nominal)	USD	2,758 (2017)
GDP Growth	%	2.1
Agriculture (contribution to GDP)	%	17.8
Industry (contribution to GDP)	%	25.7
Oil and gas (contribution to GDP)	%	35
Services (contribution to GDP)	%	54.6
Electricity Production	TWh	2,973
*Source: National Bureau of Statistics, 2015		

Nigeria is the largest oil exporter in Africa and the 6th largest in the world<sup>5</sup>. In addition, it has the largest gas reserves on the continent. Contributions to GDP have been fairly evenly split among the agriculture, industry and services sectors.

According to the African Development Bank Group, the Nigerian economy has been adversely affected by external shocks, in particular a fall in the global price of crude oil. Growth slowed sharply from 6.2% in 2014 to an estimated 3.0% in 2015. Inflation increased from 7.8% to an estimated 9.0%. The sluggish growth is mainly attributed to a slowdown in economic activity which has been adversely impacted by the inadequate supply of foreign exchange and aggravated by the foreign exchange restrictions targeted at a list of 41 imports, some of which are inputs for manufacturing and agro-industry. This has resulted in cuts in production and shedding of labour in some sectors.

The 2016 outlook is for slow economic recovery as some of the reforms begin to take effect and measures to boost the economy, such as increased spending on infrastructure, are implemented. Some specific reforms pursued by the new administration to lay a foundation for renewed growth are commendable, such as the rationalization of the public sector.

Security remains a major challenge, in the northeast in particular. While the military has stepped up the fight against the Boko Haram insurgency, the humanitarian situation has continued to deteriorate. The number of internally displaced persons is estimated at over 2 million, located mainly in the cities where conditions are safer. Both the government and development partners continue to explore additional ways of improving the situation.

Nigeria is ranked as 124 out of 140 in the Global Competitiveness Index (GCI)<sup>6</sup>. Key problematic factors for doing business in Nigeria are access to financing, inadequate supply of infrastructure and corruption.

<sup>4</sup> Measure of the deviation of the distribution of income among individuals or households within a country from a perfectly equal distribution. A value of 0 represents absolute equality, a value of 100 absolute inequality.

<sup>5</sup> Nigerian National Petroleum Corporation, 2017

<sup>6</sup> The Global Competitiveness Report 2010-2011, World Economic Forum

### ***Agriculture sector***

According to the publication “Understanding the relationship between growth and employment in Nigeria”<sup>7</sup>, agriculture has continued to provide most of the jobs for the country’s labour force albeit that this is declining. In 2014, it accounted for 45 per cent of all jobs, down from 51 per cent in 2000.

### ***Services sector***

The services sector is the second largest job-providing sector rising from 24% in 2000 to 44 per cent in 2014, while the share of the manufacturing sector fell from 11% in 2000 to 6% in 2014.

The contribution of the service sector to the GDP in Nigeria is shown in Figure 1. The service sector is expected to continue being a major contributor to economic growth in Nigeria, in large part due to the telecommunications sector, retail and wholesale trade, and banking

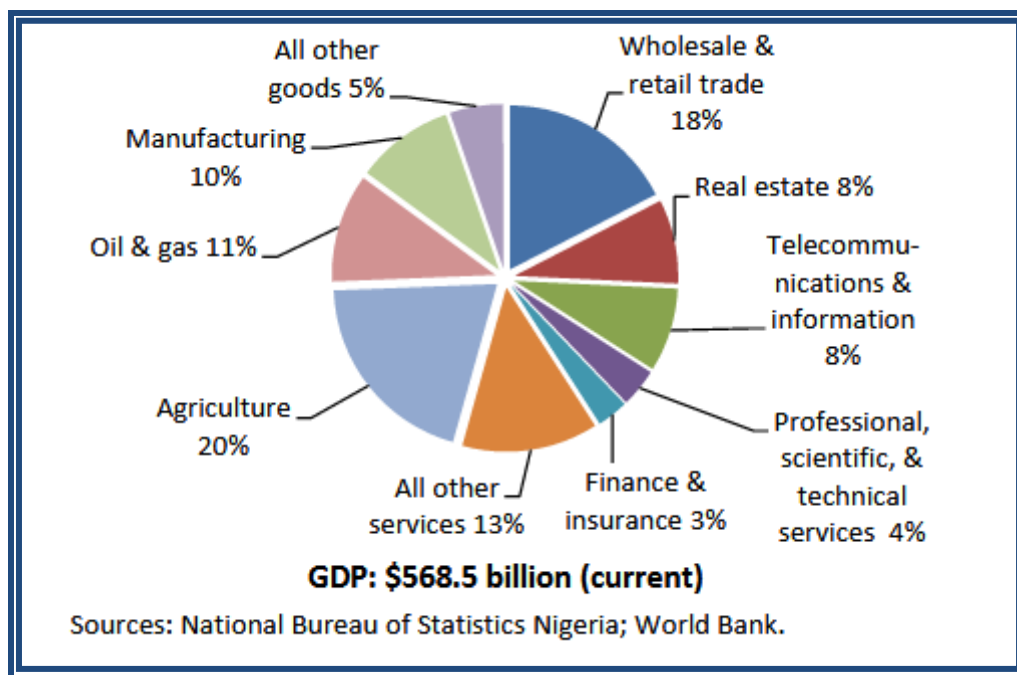


Figure 1. Contribution of the service sector to the GDP (2014)<sup>8</sup>

### ***Industrial sector***

While the service sector is the fastest growing sector, the fall in employment in manufacturing industries explicates significant levels of de-industrialization. Its composition fell from 12.3% in 1970 to 9.3% in 2005 and 6% in 2014.

The industrial sector currently makes up approximately 26%<sup>9</sup> of GDP but continues to

<sup>7</sup> OLU AJAKAIYE et Al, 2016, Development Policy Research Unit, United Nations University, UNU Wider.

<sup>8</sup> U.S. International Trade Commission (USITC) Executive Briefings on Trade, March 2017

struggle due to lack of appropriate infrastructure and strong external competition. Despite the previous and forecasted economic growth Nigeria has failed to achieve sustained improvements in productivity, incomes or employment<sup>10</sup>.

According to the same publication, the industrial sector, especially manufacturing's, contribution to GDP has been declining since the structural adjustment era and it is currently in the low single digits. The decline in industrial capacity, especially in heavy industry, has had serious impacts on Nigeria's long-term economic growth and poverty reduction. Despite the high economic growth witnessed in the last one and a half decades, the country has not yet been able to transform into an innovation-based high-skill (knowledge) economy. Hence, its trade composition and pattern are based on primary production, with very little role played in the global value chain.

### ***Electricity generation***

Moreover, access to a consistent power supply and other infrastructure has constrained development.

Nigeria uses four different types of energy: natural gas, oil, hydro and coal <sup>11</sup>. The energy sector is heavily dependent on petroleum as a method for electricity production which has slowed down the development of alternative forms of energy. Three out of the four above resources used for energy production in Nigeria are linked with increasing greenhouse gas emissions: coal, oil and natural gas, with coal emitting the worst of the three<sup>12</sup>.

There are signs that appear to suggest a need for Nigeria to invest in sustainable resources because of environmental change (desertification, droughts, flooding, and water shortages).

In the framework of the SE4ALL<sup>13</sup> initiative, the ECOWAS Heads of States in October 2012 opted-in to the process mandating ECREEE (ECOWAS Centre for Renewable Energy and Energy Efficiency) to coordinate Member States efforts. The Nigerian Government had already demonstrated the commitment of his administration to the Initiative by launching the SE4ALL Nigeria in August 2012. The objectives of the SE4ALL initiative were considered in tandem with the goals of the national energy agenda, which gives high priority to providing access to safe, reliable and affordable energy to our citizens in both urban and rural areas. Within the SE4All initiative, Nigeria has set quantitative objectives for each of the three goals, such as energy access, energy efficiency and renewable energy.

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<sup>9</sup> *ibid*

<sup>10</sup> Nigeria UNDAF II (2009-2012)

<sup>11</sup> Aliyu, A., Ramli, A., Saleh, M. (2013). Nigeria electricity crisis: Power generation capacity expansion and environmental ramifications.

<sup>12</sup> Middleton, Nick, 2013, The Global Casino - An Introduction to Environmental Issues

<sup>13</sup> Sustainable Energy for All Action Agenda (SE4ALL-AA), Federal Republic of Nigeria, July 2016

## **(ii) National Development Plan of Nigeria<sup>14</sup>**

Nigeria has had a relatively long experience in development planning beginning with the Colonial Development Plan (1958-68). Medium-term development plans and national rolling plans were also developed and implemented with mixed results. Other major strategic initiatives – such as the Structural Adjustment Programme; the National Economic Empowerment and Development Strategy; the Strategy for Attaining the Millennium Development Goals; and the 7-Point Agenda – were not seen to have been effectively implemented.

The Nigeria Vision 20:2020 expresses the aspiration for Nigeria to become one of the top 20 economies in the world by 2020. Attainment of the Vision would enable the country to achieve a high standard of living for its citizens.

It was developed by Nigerians for the Nigerian people and involved a process of thorough engagement with all stakeholders across all levels of government and society. The Vision will be pursued through a series of three/four year plans which will articulate strategies, policies, projects and programmes.

The two broad objectives of Vision 20:2020 are to:

- Make efficient use of human and natural resources to achieve rapid economic growth
- Translate the economic growth into equitable social development for all citizens

The six main policy thrusts are:

- Bridging the infrastructure gap to unleash economic growth and wealth creation
- Optimising the sources of economic growth to increase productivity and competitiveness
- Building a productive, competitive and functional human resource base, for economic growth and social advancement
- Developing a knowledge-based economy
- Improving governance, security, law and order and engendering more efficient and effective use of resources to promote social harmony and a conducive business environment for growth
- Fostering accelerated, sustainable social and economic development in a competitive and environmentally friendly manner

The critical policy priorities identified by the Vision are:

- Correcting the weaknesses of the revenue allocation system which relies heavily on revenue from crude oil, by encouraging greater internal revenue generation efforts at the state and local government levels
- Increasing investment in critical infrastructure, developing a framework for joint financing of infrastructure projects between the tiers of government, and encouraging private investment in infrastructure
- Deepening reforms at all levels of government

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<sup>14</sup> <http://www.commonwealthgovernance.org/countries/africa/nigeria/national-development-plan>

- Promoting private sector-led non-oil growth to build the foundation for economic diversification
- Investment in human capital development to enhance national competitiveness
- Entrenchment of merit as a fundamental principle and core value
- Intensifying the war against corruption
- Upgrading the capability of the internal security apparatus of government, and enhancing the efficiency of their operations

### **The Nigeria Industrial Revolution Plan (NIRP)**

In 2014, the Government of Nigeria launched the Nigeria Industrial Revolution Plan. The Plan is a road map to develop natural endowment and boost investment in manufacturing. The focus of the plan is on economic and revenue diversification in the key economic sectors where Nigeria has comparative and competitive advantage. The prioritizes the sectors where Nigeria has comparative and competitive advantage - sectors that deliver the greatest positive impact in terms of employment, GDP and import displacement in the short term. The plan is to drive the industrialization of Nigeria following a comprehensive, integrated, and strategic approach by focusing on key supporting structures (i.e. Enablers) to increase competitiveness, by removing barriers, and raising productivity.

At the very heart of the NIRP is the drive to develop strong institutions for industrialization, to ensure policy is actually implemented. The NIRP identifies four strategic industry groups and seven enablers required to improve competitiveness. The industry groups include Agri-business & Agro-allied, metals and solid minerals, oil and gas and Construction, Light Manufacturing and Services. The key enablers include infrastructure, skills, investment climate, innovation, standards, local patronage and finance. Several projects implemented by UNIDO in Nigeria are beginning to assist the government to address some of these enablers. These include the National Industrial Skills Gap Assessment, the National Quality Infrastructure Project, the Investment and Technology Promotion Office and the Capacity Strengthening for Sustainable Industrial Development in Nigeria

### **The Economic Recovery and Growth Plan (ERGP)**

The current Federal Government in 2015 initiated Nigeria's Economic Recovery and Growth Plan as a medium-term economic policy to implement over 2017-20. The ERGP is based on 3 strategic objectives supported by enablers and a clear delivery plan namely restoring growth by focusing on macroeconomic stability and diversify the economy with particular focus on agriculture, energy and MSME-led growth in industry, and manufacturing and key services; investing in people with focus on social inclusion, job creation and improved human capital; and building a globally competitive economy by investing in infrastructure (especially power, roads, rail, ports and broadband networks), improving the business environment and promote digital-led growth. Looking forward, the UNIDO Country Programme Framework will likely draw its guidance from these two documents in order to provide technical assistance to the Government of Nigeria in the next five years.

### **(iii) United Nations Development Assistance Framework for Nigeria- Action Plan 2014-2017**

The United Nations system and the Federal Government of Nigeria committed to operationalize a common strategy through the United Nations Development Framework Action Plan (2014-2017) to enhance the performance and sustainable impact of the joint response to the development needs of Nigeria. The UNDAP framework signed between



the Federal Republic of Nigeria and the United Nations system on 30 July 2013 and UNIDO was signatory to this framework in May 2014.

The four broad result areas of UNDAF, namely, Good Governance; Social Capital Development; Equitable and Sustainable Economic Growth; and Human Security and Risk Management derive from and are based on Nigeria's key development priorities as articulated in Vision 20:2020, its second national implementation plan (2014-2017) and the Transformational Agenda of the then administration; all of which are closely aligned with the Millennium Development Goals (MDGs).

UNIDO engaged to participate in UNDAF in the areas indicated in Table 2.

**Table 2. Areas of UNDAF/P Joint Programming/Programmes & Collaborative Programming**

<b>UNDAF III Result Areas</b>	<b>Programme modality/Theme</b>	<b>Lead Agency</b>	<b>Other Participating Agencies</b>
Equitable & Sustainable / Economic Growth	Energy	<u>UNIDO</u>	UNDP, UNWOMEN, UNOPS
	Youth Employment/Enterprise Development	ILO	UNDP.IFAD,UNITAR, UNOPS,UNFPA, <u>UNIDO</u> , UN WOMEN
	Value Chain Commodities	FAO	UNDP.IFAD,UNITAR, UNOPS,UNFPA, <u>UNIDO</u> , UN WOMEN

### III. UNIDO Presence in Nigeria

UNIDO has been involved in Nigeria since 1966 with the first project beginning in 1968. UNIDO's activities in Nigeria were previously organized into two phases within a Country Service Framework (CSF). Subsequently, interventions were organized within a Country Programme (CP) that was revised in 2012 for implementation up to 2016. In addition a number of projects related to GEF and MP were and are being implemented.

#### (i) The UNIDO Country Service Framework 2001-2009

UNIDO's Country Service Framework (CSF) has been implemented in two phases over the periods 2001 to 2009.

In September 2003, the UNIDO Evaluation Group conducted an assessment of both the pilot CSF Phase I in Nigeria as well as the Regional Industrial Development Centre (RIDC) in Nigeria. The CSF II (2005-2009) built on the achievements as well as the assessment recommendations and lessons learnt from the CSF I. The CSF II was organized into sub-programmes referred to as Integrated Programmes (IPs). These essentially functioned as components. The CSF II included the following three IPs:

- Integrated Programme 1: Industrial Governance focusing on trade facilitation, institutional support and Public-Private Partnership

- Integrated Programme 2: Agro-Industries, Productive Capacity Enhancement and Support to Presidential Initiatives; and
- Integrated Programme 3: Environment and Energy

Subsequent to the CSF15, the Country Programme covering the years 2009 to 2012 was signed and approved by the Government of the Federal Republic of Nigeria and UNIDO in February 2009.

## **(ii) The UNIDO Country Programme 2009-2012 as revised 2012-2017**

In support of the UNIDO strategy to streamline activities, the CSF and Integrated Programmes were moved into the subsequent overall Country Programme for Nigeria. The initial implementation of the CP focused on the completion of outstanding projects and activities carried over from the CSF II. In all, the Country Programme 2009-2012 carried over a total of 21 on-going projects from the CSF II and corresponding IPs, and 18 projects were added.

The UNIDO **Country Programme (CP) 2009-2012**, entitled Economic Development through Poverty Alleviation: Promoting Economic Competitiveness and Sustainable Export of Value Added Products, was guided by the National Development Plan (NDP) along with the 7 Point Agenda and the Vision 20-2020 as well as the Nigeria UNDAF II (2009-2012). The Country Programme was launched in 2009 following the end of the Country Service Framework and the corresponding Integrated Programmes of the CSF.

The Country Programme included Montreal Protocol (MP) and Global Environment Facility (GEF) projects. This was a change from the previous CSF in which MP and GEF projects were regarded as stand-alone projects.

The Country Programme (CP) of cooperation between the Federal Republic of Nigeria and the United Nations Industrial Development Organization (UNIDO) was developed to cover the period from 2009 to 2012. As provided in the CP agreement, UNIDO was requested to revise the CP to take into account the economic transformation agenda of the Federal Government of Nigeria (FGN) and other emerging priorities of the government.

The revised CP (2012-2016) was the continuation of UNIDO's technical cooperation in Nigeria as agreed in 2009. It took into consideration the lessons learnt during the implementation period 2009-2012, recommendations of the Independent UNIDO Country Evaluation Report, (UNIDO 2011) and the Federal Government's Key Priorities as set out in the Transformation Agenda. The overall objective of the Country Programme was to support industrialization in Nigeria and help the country achieve its goal of becoming one of the 20 largest economies in the world by 2020. In this regard, the Country Programme aims to promote non-oil sector growth, diversify the industrial sector, enhance productive capacity, increase value-addition activities and promote agro-industries and energy self-sufficiency.

The Country Programme and its 2012-2017 revision followed UNIDO thematic priorities

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<sup>15</sup> The Nigerian Textile Cluster component was extended up to 2015.

and the themes and corresponding components are identified in Table 3, highlighting the main differences between both programmes.

**Table 3. Themes of the Nigeria Country Programmes**

	<b>CP 2009-2012</b>	<b>CP 2012-2017</b>
<b>Theme A:</b> Poverty Reduction through Productive Activities	<ul style="list-style-type: none"> <li>• Component A1: Governance, Research and Capacity Development</li> <li>• Component A2: Agro-Industries, Value Addition and One Village One Product (OVOP)</li> <li>• Component A3: Private Sector Development</li> </ul>	<ul style="list-style-type: none"> <li>• Component A1: Industrial Governance, Policy and Capacity Building</li> <li>• Component A2: Agribusiness and Agro-industries Development</li> <li>• Component A3: Private sector and Technology Development</li> <li>• Component A4: Capacity Building for FMTI</li> </ul>
<b>Theme B:</b> Trade Capacity Building includes two components	<ul style="list-style-type: none"> <li>• Component B1: Trade Capacity Building</li> <li>• Component B2: Investment and Technology Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Component B1: Quality Infrastructure, market access and trade</li> </ul>
<b>Theme C:</b> Energy and Environment includes two components	<ul style="list-style-type: none"> <li>• Component C1: Renewable Energy</li> <li>• Component C2: Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Component C1: Sustainable energy for productive use</li> <li>• Component C2: Industrial Resource Use Efficiency and Climate Change</li> </ul>

The revised Country Programme for Nigeria had a tentative planning figure of USD 25,000,000, including support costs.

**(iii) UNIDO activities in Nigeria during the period of interest for the evaluation<sup>16</sup>**

During the period of interest for this evaluation (2012-2017), forty-five projects were implemented, 23 of which were completed and 22 are ongoing (17 national<sup>17</sup>, 4 regional and one inter-regional), with a total budget of over 106 million US\$. About 3.4% of the portfolio was self-financed by the Government of Nigeria (plus 5.3% financed with TF by Government Operational Budget). Annex 5 provides the complete list of all projects categorized by thematic priority and Annex 6 shows the complete list of projects categorized by cluster. A preliminary analysis of UNIDO portfolio data leads to the tables and figures provided in this section.

<sup>16</sup> The data analyzed in this document was obtained from SAP and the UNIDO Open Data Platform as of 2 Many 2017.

<sup>17</sup> Data in SAP and on the Open UNIDO Platform are not fully consistent (one of the projects is not listed under Nigeria but appears as a national project in Nigeria when separately queried).

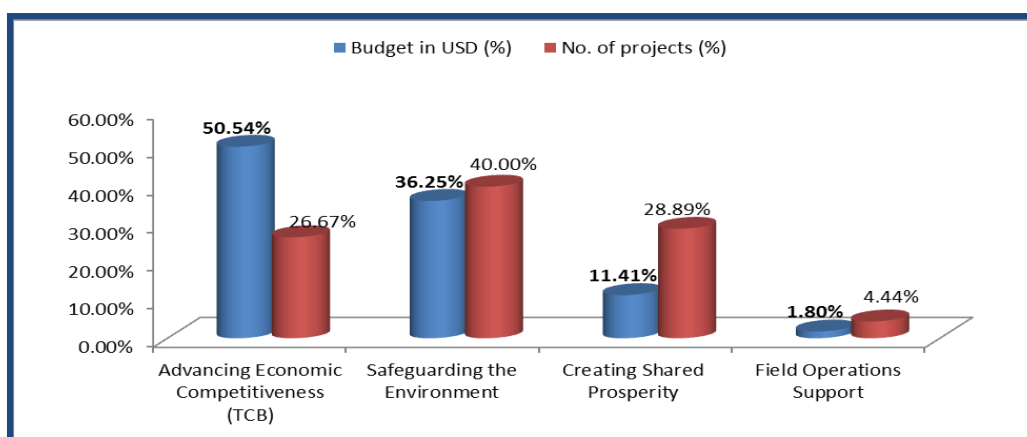


Figure 2. Budget and number of projects (%), by UNIDO thematic priority

Table 4. Project and budget distribution, by theme and cluster

Theme / cluster	No. of projects (%)	Budget in USD (%)	Relation to Thematic Priority of Country Programme Nigeria
<b>Advancing Economic Competitiveness (TCB)</b>	<b>12</b>	<b>53.578.696</b>	
Quality Infrastructure	5	46.646.417	<b>Theme B</b>
TCB	2	2.867.504	<b>Theme B</b>
Policy	3	2.698.016	<b>Theme B</b>
Job creation	2	1.366.759	<b>Theme B</b>
<b>Safeguarding the Environment</b>	<b>18</b>	<b>38.431.043</b>	
Environment	7	26.625.916	<b>Theme C</b>
Energy	5	7.604.323	<b>Theme C</b>
Policy	1	500.000	<b>Theme C</b>
MP	5	3.700.804	<b>Theme C</b>
<b>Creating Shared Prosperity</b>	<b>13</b>	<b>12.092.392</b>	
Value chain	4	4.378.691	<b>Theme A</b>
TCB	1	1.764.203	<b>Theme A</b>
Policy	2	2.740.647	<b>Theme A</b>
Job creation	4	1.639.551	<b>Theme A</b>
Agropark	2	1.569.300	<b>Theme A</b>
<b>Field Operations Support</b>	<b>2</b>	<b>1.904.267</b>	
Policy	2	1.904.267	<b>Theme A, B and C</b>
<b>Grand Total</b>	<b>45</b>	<b>106.006.398</b>	

Figure 2 and

Table 4 show the distribution of budget and number of projects by UNIDO’s thematic priority, indicating that:

- Largest budget share: Advancing economic competitiveness (about 54 million USD, 50.54% of the budget, 12 projects);
- Largest number of projects: Safeguarding the environment (about 40% of the total no. of projects, 18 projects, 36% budget share).

Table 4 shows that some clusters (e.g. job creation or enterprise development and Trade capacity building) appear both under the priorities “Advancing economic competitiveness” and “Creating shared prosperity”. Policy development is supported under the three thematic priorities and all clusters.

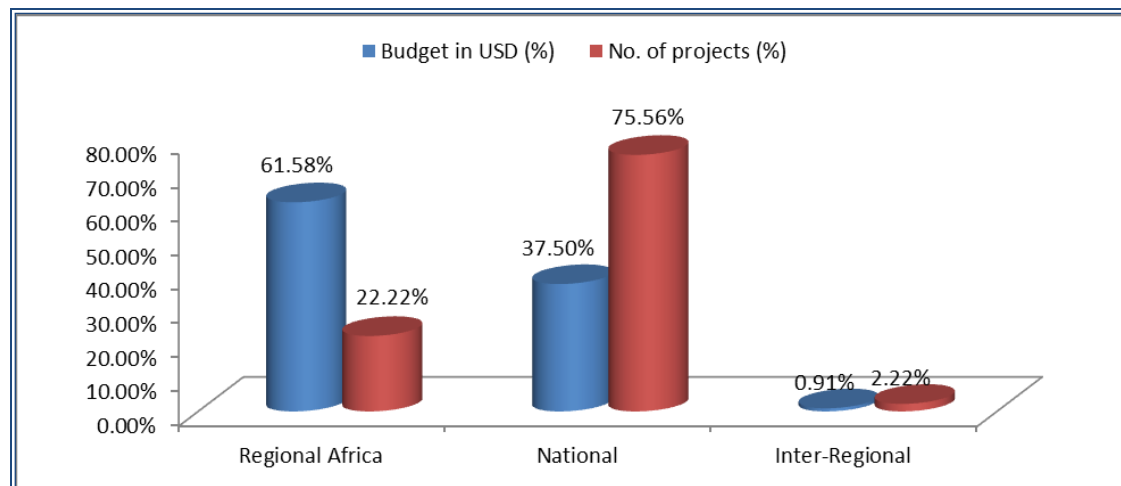


Figure 3. Budget and number of projects, by type

Figure 3 shows the budget and number of projects by type, e.g.:

- Regional projects budget share is largest: about 62%, 10 projects;
- Percentage of national projects is largest: about 76%, 34 projects.

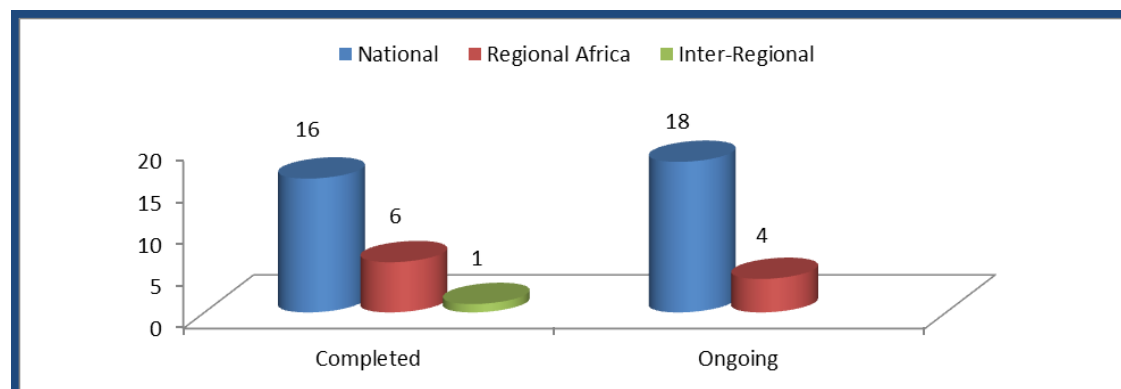


Figure 4. Project status, by project type

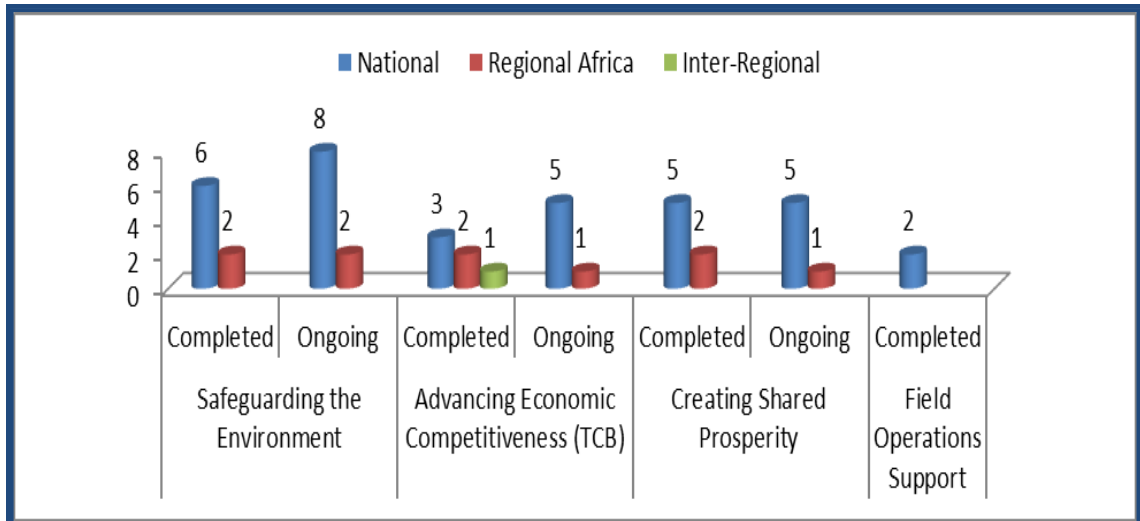


Figure 5. Project status, by project type and UNIDO thematic priority

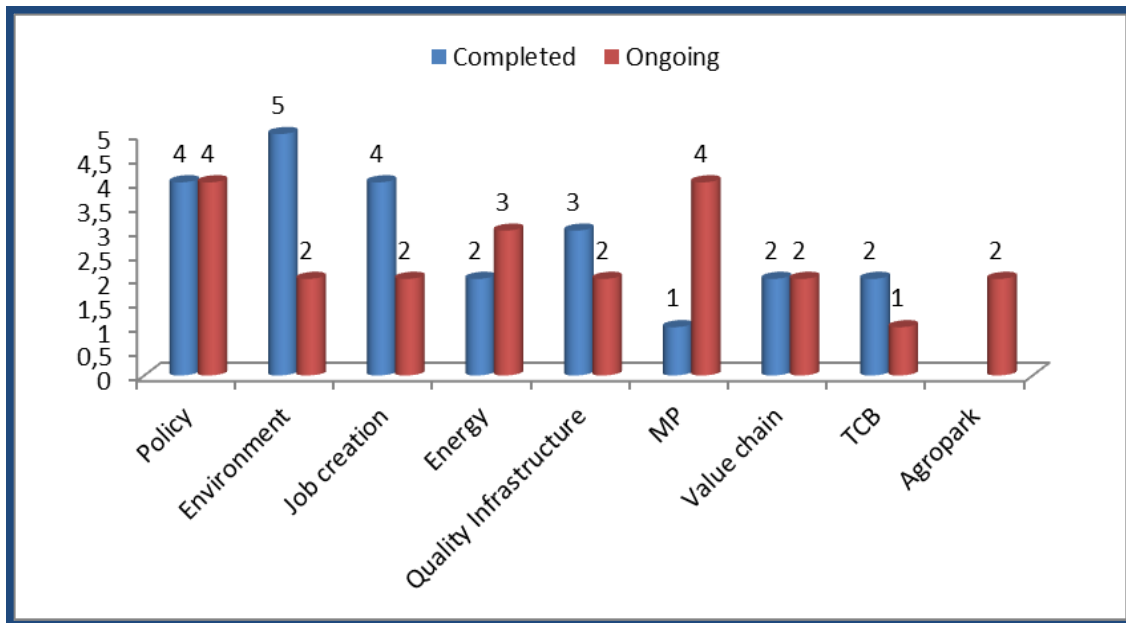


Figure 6. Project status, by cluster

Figure 4, Figure 5 and Figure 6 show the number of projects by status, thematic priority and cluster.

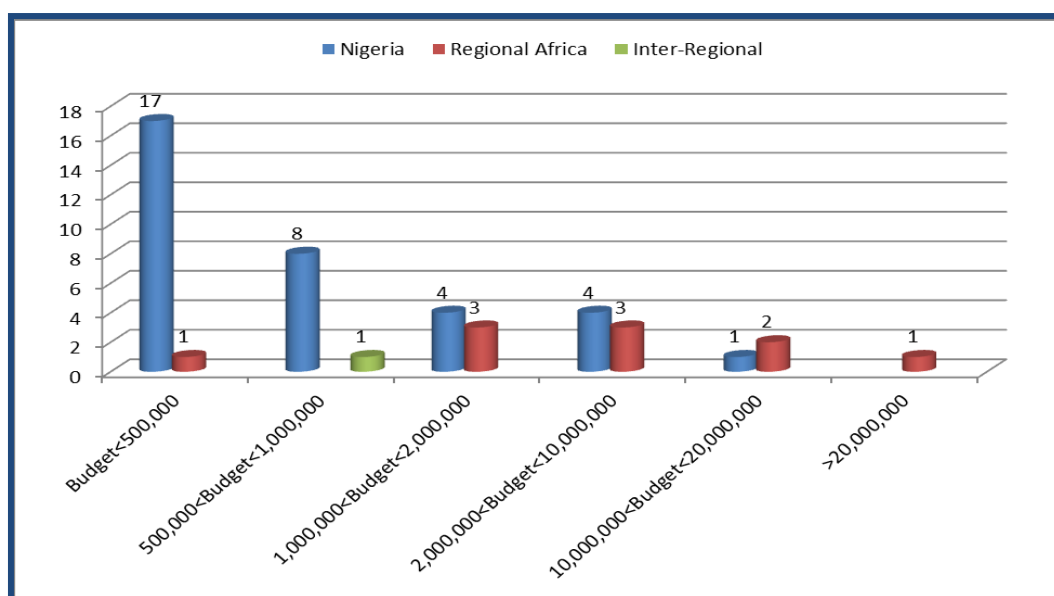


Figure 7. Project distribution, by budget

Figure 7 shows the distribution of project budgets, and indicates the following:

- 27 projects with budgets below 1,000,000 USD (8 of which are in the range of 500,000 to 1,000,000 USD);
- 7 projects with budgets ranging from 1,000,000 to 2,000,000 USD;
- 7 projects with budgets ranging from 2,000,000 to 10,000,000 USD;
- 4 projects exceed a 10,000,000 USD budget, 3 of which are regional.

**Table 5. No. of projects starting/ending, by year**

Project start (Year)	Project end (year)								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
2005									
2007	1	1							
2008				1					
2009			1		1				
2011	1	1	3		5	2	2		
2012			1	1			2	2	
2013			1			1	1	2	
2014							7	1	
2015								2	1
2016								1	
2017								1	

Table 5 indicated that 19 projects were closed between 2012 and 2016, and 12 projects are due to end in 2017.

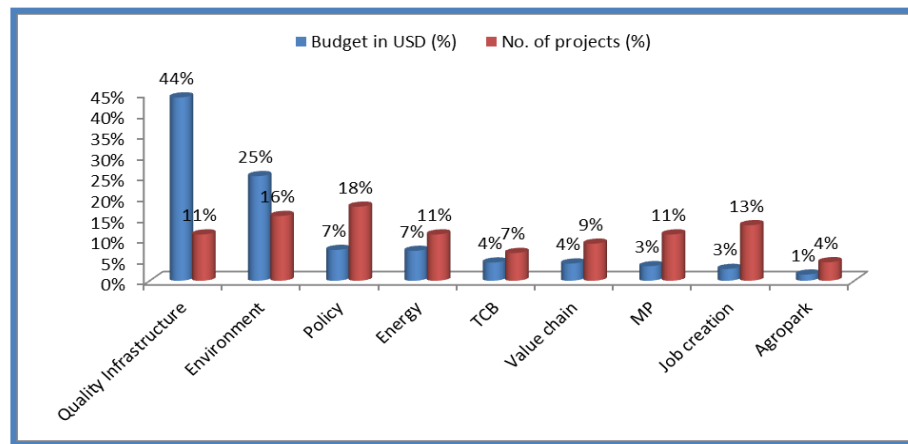


Figure 8. Budget and number of projects (%), by thematic cluster

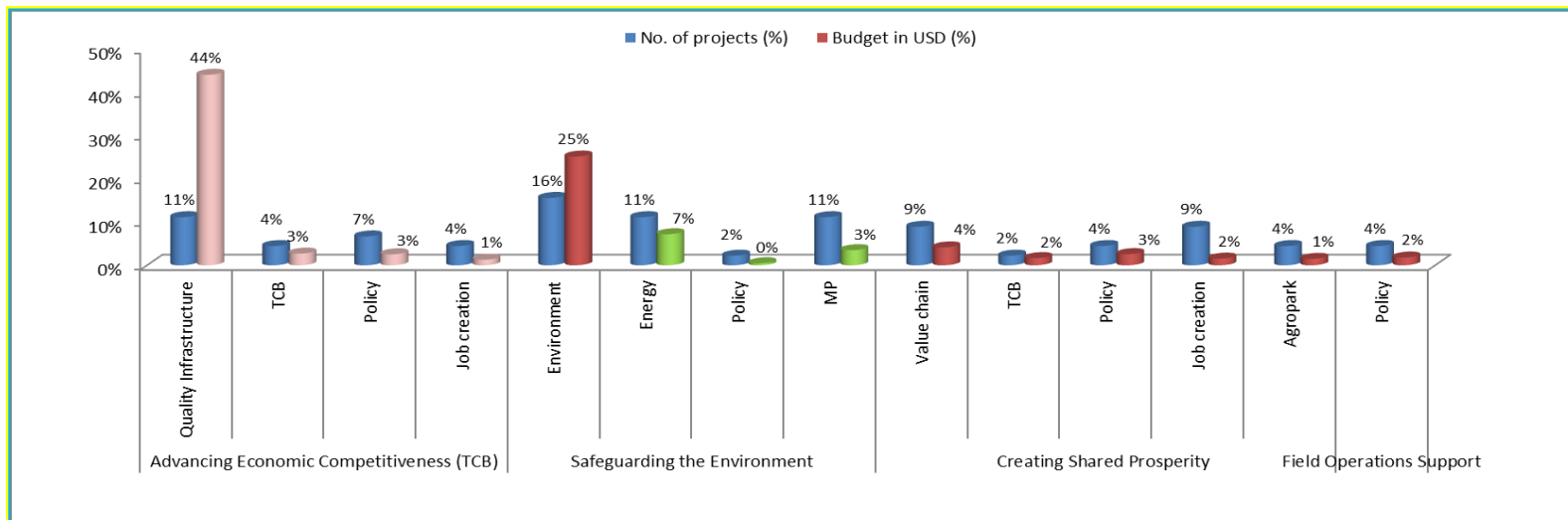


Figure 9. Budget distribution by UNIDO priority and cluster



Figure 8 and Figure 9 show project budgets by UNIDO priority and cluster, indicating:

- A concentration of budget occurs around the Quality Infrastructure cluster, followed by Environment, Policy and Energy;
- The regional project on Guinea Current Large Marine Ecosystem is the largest project in the programme (this project was evaluated in 2008);

#### **(iv) UNIDO Regional Office, ITPO and technical Centres**

UNIDO's Regional Office (RO) in Abuja covers Nigeria, Benin, Burkina Faso, Mali, and Niger. Since the Field Office restructuring in 2016, the RO is currently named Nigeria Regional Office Hub (NROH) and covers additional countries including, Democratic Republic of Congo, Sierra Leone and Guinea. The NROH currently employs a UNIDO Representative to ECOWAS / Regional Director, two National Officers and four administrative staff. The current UNIDO Representative and Regional Director of the Regional Office was assigned in 2016 and resumed in the Office on 1<sup>st</sup> March 2017.. In addition, the Regional Office in Abuja employs approximately 46 Project staff (local/international Consultants) under ISA contracts.

#### **Investment and Technology Promotion Office (ITPO)- Nigeria**

The Office was established in 2015 and is located in Lagos. It employs currently 2 staff, including a Head and one Expert. The focus of ITPO Nigeria is to promote both inward and domestic investments in Nigeria as well as in the ECOWAS region.

The UNIDO network in Nigeria also includes the following Centres:

- Regional Centre for Small Hydro Power located in Abuja
- Common Facility Centre (CFC) for Shoe Manufacturers in Aba, Abia State (not managed by UNIDO)

## **IV. EVALUATION PURPOSE AND OBJECTIVES**

The purpose of the evaluation is to collect evidence of what has been achieved as a result of the implementation of UNIDO activities in Nigeria during the period 2012-2017, and to determine the contribution of UNIDO's interventions to the changes, beyond actually measuring progress towards predetermined outcomes, objectives and impact.

The independent country evaluation is designed as a forward-looking exercise, outcome/impact oriented, utilization focused and highly participatory enabling the stakeholders, the Government of Nigeria, UNIDO and donors to identify, formulate, verify, and make sense of the outcomes and impact they have influenced. It seeks to identify best practices and areas for improvement in order to draw lessons to enhance the performance of UNIDO's programme in Nigeria.

As a country level evaluation, the focus will be less on assessing the performance of the specific projects, but rather on a strategic level to answer the questions: What is added

value of UNIDO to the country national development programmes? what difference did the set of interventions make in Nigeria? However, projects constitute the building stones of the country programme and, thus the basis for the evaluation.

The independent country evaluation is being undertaken following the completion of the Country Programme (2009-2012) and approaching the end of the extension period in 2017, as well as the end of UNIDAP 2014-2017. Findings and recommendations from this evaluation will be incorporated into the planning process for the next Country Programme.

In order to do so, the evaluation will assess:

- a) The relevance of UNIDO interventions, their alignment to Nigeria national and UNIDAP development priorities, MDGs and the level of national ownership of the CP and UNIDO interventions in the country;
- b) What outcomes and impact have been achieved as a result of UNIDO activities in Nigeria and whether these results correspond to those envisaged in UNIDO projects and programme(s) documents;
- c) The contribution of UNIDO's interventions to the changes in Nigeria;
- d) UNIDO's positioning in Nigeria and the value added by UNIDO in response to national needs and the SDGs/2030 agenda.
- e) The performance of the Field Office in the implementation of the UNIDO interventions in the country.
- f) How the potential opportunities for synergies and linkages, as well as the cooperation between different projects within and outside the CP, were exploited for increased magnitude of results/impact to the country.

## V. SCOPE AND FOCUS

The independent country evaluation will be based on a selected sample of projects that are representative of the broader country portfolio. The selection of projects for case study analysis is based on the following criteria:

- National projects representative of UNIDO priorities and thematic clusters, as well as related regional projects
- Project (or groups of projects) with budget exceeding 1,000,000 USD; due to the relevance of employment creation for UNIDO, a case project was selected below this target.
- Groups of projects pertaining to the clusters in Table 6;
- Projects completed or planned to be completed by 2017;
- Projects not included in the MP<sup>18</sup>;

Table 6 includes the case study projects complying with the criteria above, with a total budget amounting to 30,995,014 USD, approximately 30% of the total budget. The total budget of all related projects that will feed into the evaluation of the clusters is of USD 61,824,541, representing 58% of the total portfolio budget.

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<sup>18</sup> An MP programme evaluation was conducted in 2016.

## Project cluster approach

The independent country programme evaluation will be based on a “cluster” approach. The case study projects will be beacons of the clusters, illustrating or lump summing the results intended/achieved by the cluster of projects as a whole. The evaluation thrust is to understand synergies among the projects in the clusters, whether there is an underlying theory of change rationale emerging and if the combined results of the clusters of national and regional projects dove-tail into a consistent whole.

These TOR have considered the four following thematic clusters:

**Table 6. Project clusters for evaluation purposes**

1st cluster: Private Sector Development (PSD)			
Interventions	Status	Budget (US\$)	Type
<b>Case study:</b> “The National Quality Infrastructure Project (NQIP) for Nigeria: Building Trust for Trade”, ID 130220	Ongoing	13,477,901	National
<b>Related projects</b>			
“Development of the NQI”, ID 106097 (small precursor)	Completed	105,973	National
“West African Quality System # Support for ECOWAS quality policy”, ID 140203	Ongoing	12,934,077	Regional
“West Africa Quality Programme - Support to competitiveness and harmonization”, ID 106006	Completed	12,871,835	Regional
<b>Case study:</b> Facilitating job creation through the Entrepreneurship Training Programme “Learning Initiative for Entrepreneurs”, ID 140071	Ongoing	400,000	National
<b>Related projects</b>			
“Youth as Catalysts for Agribusiness Development and Growth In Western And Central Africa”, ID 100341	Completed	215,923	National
“Youth entrepreneurship development and IT capacity building”, ID 101210	Completed	95,042	National
“Youth Employment and Entrepreneurship Forum - Job Fair”, ID 120043	Completed	164,666	National
“Promoting Inclusive and Vibrant Growth of Africa by Investing in Youth through Entrepreneurship, Technical and Vocational”, ID 130020	Ongoing	1,163,920	Regional
UNIDO-HP Cooperation for entrepreneurship and IT capacity building in Africa, Asia, Latin America and the Middle East , ID 102173	Completed	966,759	Inter-regional
<b>Case study<sup>19</sup>:</b>			
“Supporting Nigeria's Staple Crop Processing Zones (SCPZs)”, ID 120624	Ongoing	1,269,300	National

<sup>19</sup> The evaluation thrust involves understanding the results of these projects as well as the potential of agroparks to potentiate such results.

"Strengthening the coordination mechanism in the Ministry of Agriculture and Rural Development, and support the staple crop processing zones", ID 160076	Ongoing	300,000	National
<b>Related projects</b>			
Improving the income generating potential of the oil palm in west and central African Region (Cameroon and Nigeria), ID 101061	Completed	3,271,956	Regional
A public private partnership approach to cassava value chain development, ID150390	Ongoing	21,819	National
Leather Products Training and Production Centre for Stimulating Employment Creation and Rural Economic Growth in Delta, ID130002	Ongoing	946,858	National
Assistance to the Leather Cluster Kano , ID 101069	Completed	138,058	National
The Country Service Framework of Nigeria (Phase II): Nigerian Textile Cluster Development, ID 101066	Completed	452.846	National
<b>Case study:</b>			
Investment and Technology Promotion Office (ITPO) in Nigeria, ID 140318	Ongoing	2,727,273	National
<b>Related projects</b>			
SPX Nigeria - Assistance in Establishing an Industrial Subcontracting and Partnership Exchange in Nigeria, ID 102051	Completed	140,231	National
Capacity-Building of Investment Promotion Agencies (Ipas) in Sub-Saharan Africa, ID 102004; 102117	Completed	1,764,203	Regional

2 <sup>nd</sup> cluster: Environment			
Interventions	Status	Budget (US\$)	Type
<b>Case study projects<sup>20</sup>:</b>			
"To develop appropriate strategies for identifying sites contaminated by chemicals listed in annexes A, B and/or C of the Stockholm Convention", ID 104061	Completed	3,049,887	Regional
"Enabling activities to review and update the National Implementation Plan for the Stockholm Convention on POPs", ID 120374	Completed	224,684	National
"Minamata Initial Assessment"	Ongoing	1,000,000	National
<b>Related projects</b>			
"Guinea Current Large Marine Ecosystem (GCLME)", ID 104071 <sup>21</sup>	Completed	20,711,899	Regional
"Supporting Integrated and Comprehensive Approaches to CC Adaptation in Africa", ID 103001	Completed	909,901	National
"Supporting Integrated and Comprehensive approaches to Climate Change Adaptation in Africa", ID 120374 <sup>22</sup>	Completed	454,545	National

<sup>20</sup> The projects address related environmental issues involving the same counterpart Ministry.

<sup>21</sup> This project has already been evaluated. This evaluation will take stock of the previous evaluation results and factor them in the overall results and conclusions a cluster.

3 <sup>rd</sup> cluster: Energy			
Interventions	Status	Budget (US\$)	Type
<b>Case study<sup>23</sup>:</b>			
Scaling Up of Small Hydro Power (SHP) for Augmenting Rural Electricity Access – Nigeria, ID 120119	Ongoing	2.689.680	National
Mini-grid based on Renewable Energy (Biomass) Sources to augment Rural Electrification - Nigeria, ID100260	Ongoing	2.658.273	National
<b>Related projects</b>			
Technical assistance in promoting locally available renewable energy resources for productive users, ID 103138	Completed	223.163	National
Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of SPWA, ID 103052	Ongoing	1.983.233	Regional

4 <sup>th</sup> cluster: Policy support			
Interventions on	Status	Budget (US\$)	Type
<b>Case studies:</b>			
Capacity strengthening for sustainable industrial development in Nigeria, ID 140070	Ongoing	1.615.108	National
National skills gaps study in Nigeria, ID 140012	Ongoing	802.908	National
Industrial Information System and Computer Refurbishment, ID 102052	Completed	280.000	National
National Action Plan (NAP) in Nigeria, ID 150170	Ongoing	500.000	National
<b>Related projects</b>			
Revised Country Programme of Cooperation between UNIDO and the Federal Republic of Nigeria, ID 120552	Ongoing	2.287.801	National
CSF NIGERIA, PHASE II (CENTRAL BUDGET), ID107023	Completed	1.025.453	National
<u>Case study projects</u> relate to the development of national capacities for sustainable industrial development, including in the energy sector.			
<u>Related projects</u> are those related to the CP			

An additional area or review will be the UNIDO regional office in Nigeria and its role in the management and implementation of the UNIDO interventions as well in the context of the UNDP.

<sup>22</sup> These projects appear similar, one started in 2009 and finalized in 2013 and the other started in 2011 and finalized in 2012.

<sup>23</sup> Case study projects are related to the main tranches of the rural electrification objective, hydropower and renewable energy.

## VI. EVALUATION APPROACH AND METHODOLOGY

While being an independent evaluation, this country evaluation will be country-led and participatory involving stakeholders, including national counterparts, government, donors and beneficiaries as well as UNIDO and project staff.

### **Evaluation approach**

The country evaluation will be based on the main following elements:

1. The evaluation will be conducted by a core team of three national evaluators, one of them as evaluation team leader. In addition, one international independent evaluation expert would be considered to provide global and external evaluation perspectives and one Evaluation officer from UNIDO independent Evaluation Division.
2. An Advisory Group co-chaired by a representative of UNIDO main government counterpart (a representative of the Ministry of Industry), and the UNIDO Chief of the Independent Evaluation Division. The participation of the Ministry of Budget and National Planning and other key stakeholders, such as the Energy Commission, will be sought.
3. While the Evaluation Team will be independent, the role of the Advisory Group is to ensure national ownership, to review and provide feedback during the whole evaluation process and products, with a view to fostering the evaluation learning and implementation of recommendations.
4. An initial workshop, involving the evaluation team and main stakeholders, including UNIDO field staff, government counterparts, donors and, beneficiaries will be held before commencing the evaluation exercise in order to bring the evaluation team together and share a common understanding of the evaluation process.
5. An Inception phase will be conducted by the evaluation team to further elaborate the relevant Theory of Change(s), evaluability assessment, re-scoping and elaborating the evaluation methods and tools, as well as the evaluation schedule and work plan.
6. An exit workshop will be held upon conclusion of the evaluation, with the participation of main stakeholders.. The aim of the workshop is to validate data, and evaluation findings, and to share evaluation conclusions and increase ownership and understanding of the recommendations. In addition, debriefing(s) to relevant key stakeholders (e.g CP Steering Committee, relevant ministries) would be conducted as needed

### **Stakeholder mapping/ Geographical scope**

During the inception phase the evaluation team will conduct a counterpart/stakeholder mapping, identifying the projects in which the various counterparts/stakeholders were involved. These include government counterparts, private sector representatives, other UN organizations, multilateral organizations, donors, beneficiaries as well as UNIDO- and project staff.

Country Programme interventions are located within various states in Nigeria. The inception report will consider the geographical distribution of interventions.

In determining the detailed evaluation scope and approach, the ET will consider both the counterpart/stakeholder mapping and the geographical distribution.

## **Methodology**

This ToR provides some information as regards the methodology but this should not be regarded as exhaustive. It is instead meant to guide the evaluation team in elaborating an appropriate evaluation methodology that should be proposed, explained and justified in the inception report.

In terms of data collection, the evaluation team should use a variety of methods ranging from desk review (project and programme documents, progress reports, mission reports, UNIDO Open Data Platform, evaluation reports, etc.) to individual interviews, focused group discussions, statistical analysis, surveys and direct observation at project sites.

The evaluation team should ensure that the findings are evidence based. This implies that all perceptions, hypotheses and assertions obtained in interviews will be validated through secondary filtering and cross checks by a triangulation of sources (a broad range of stakeholders including government counterparts, private sector representatives, policy makers, other UN organizations, multilateral organizations, bilateral donors, implementing partners and the beneficiaries), methods, data, and theories.

The data collection and analysis tools will be developed by the ET during the inception phase.

The evaluation will take into consideration previous project evaluations conducted in Nigeria and will assess whether recommendations were implemented and whether the evaluated projects reached further impact and were sustainable. In addition, the ET will consider relevant recommendations of UNIDO thematic evaluations related to the portfolio of this country evaluation. A list of reference evaluations is provided in Annex 2.

## **VII. EVALUATION QUESTIONS AND REVIEW CRITERIA**

The evaluation will consider the DAC Criteria (relevance, effectiveness, sustainability, impact, and efficiency (implementation)). The following indicative questions will guide this evaluation. During the inception phase, the ET will review, prioritize and further define the respective set of evaluation questions and develop the respective evaluation matrix accordingly.

### **1. Programme design: were the potential synergies between different projects exploited?**

1.1 To what extent were the potential opportunities for synergies/ linkages/

cooperation between different projects within/outside the CP, exploited for increased magnitude of results/impact to the country?

1.2. What are the CP and/or UNIDO interventions' underlying theories of change?

## **2. Relevance: How relevant were UNIDO interventions in Nigeria?**

2.1. What was UNIDO's primary role in Nigeria? What was UNIDO's comparative advantage?

2.2. To what extent were UNIDO interventions aligned with Nigeria's national and UNDAF development priorities?

2.3. To what extent has UNIDO added value to the UNDAF?

2.4. To what extent the UNIDO interventions are linked to ISID and to NIGERIA's 2030 Agenda and to the achievement of the national Sustainable Development Goals (SDGs)

## **3. Effectiveness: To what extent have UNIDO interventions achieved the intended outcomes?**

3.1. What have been the qualitative and quantitative results (outputs, outcomes and impacts) of UNIDO interventions? Do the results correspond to those envisaged in UNIDO projects and programme(s) documents?

3.2. What were successful interventions? Which good practices could be identified?

## **4. Sustainability and Impact: How lasting are the effects of the UNIDO interventions?**

4.1. How strong is the ownership among stakeholders (e.g. government and other key stakeholders)?

4.2. What are the prospects for contributing to long-term changes, benefits and development results?

## **5. Efficiency: How have the UNIDO interventions in the Nigeria been managed?**

5.1. To what extent have interventions been monitored, evaluated and reported on? Are results documented? (output, outcome and impact level)

5.2. What are UNIDO's implementation management strengths and weaknesses?

## **6. Gender and youth perspectives: How have gender and youth goals been integrated in UNIDO interventions in the Nigeria?**

6.1. To what extent were gender and youth addressed in UNIDO interventions?

6.2. To what extent have women and youth benefitted from the projects in particular with regard to employment and income?

6.3. Are gender and age disaggregated data available? (pre- and post- intervention, data on results)



## 7. UNIDO's Regional Office (RO): How adequate is the support provided by the UNIDO country office?

7.1. How adequate is the support provided by the UNIDO country office with regard to coordination, implementation and monitoring of UNIDO projects?

7.2. How adequate does the Office manage relations with the government and other key stakeholders?

7.4. To what extent does the Office contribute to UNIDO's visibility in Nigeria?

## VIII. TIME SCHEDULE AND DELIVERABLES

The country evaluation is scheduled to take place between July and December 2017. A two-week field mission evaluation is envisaged for September/October.

Activity	Estimated month
Establishment of Advisory Group, By Gov. of Nigeria, UNIDO Independent Evaluation Division (IEV)	July 2017
Identification of ET By Gov. of Nigeria, UNIDO Independent Evaluation Division	July 2017
Collection of documentation by IEV	July/August 2017
Desk review by members of evaluation team	August/September 2017
Initial Workshop in Nigeria and development of evaluation methodology and time plan ET, field stakeholders	September 2017
Initial interviews at HQ	September 2017
Inception report	1 <sup>st</sup> week, October 2017
Field mission in Nigeria (2 weeks)	3 <sup>rd</sup> and 4 <sup>th</sup> weeks October 2017
Presentation of preliminary findings at HQ	October 2017
Draft report	November 2017
Exit Evaluation Workshop	November 2017
Collection and incorporation of comments into report	December 2017
Issuance of final report and evaluation brief	December 2017

## IX. EVALUATION TEAM COMPOSITION

The evaluation team will include:

- 1) Three national evaluators (one of them with extensive experience in energy and environment; a second Consultant with experience in trade capacity building and value chain development; and the evaluation team leader, with wide experience in development of evidence-based policy development).
- 2) One international independent Evaluation Consultant with strong expertise in evaluation techniques and development aid.

- 3) One IEV staff member, who will act as focal points for the evaluation consultants and provide data collection and analysis support to the evaluation team

The international and national consultants will be contracted by UNIDO IEV. The tasks of the consultants are specified in their respective job descriptions, attached to this ToR as Annex 1.

All members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of any intervention to be assessed by the evaluation and/or have benefited from the programmes/projects under evaluation.

## X. EVALUATION PROCESS AND REPORTING

The evaluation team will present its preliminary findings to the Government, to Regional Office staff, to programme and project staff and staff at UNIDO Headquarters. A draft evaluation report will be circulated for comments and factual validation. The reporting language will be English.

The ToR and the draft report will be shared with the national counterparts, the main donors and relevant UNIDO staff members for comments and factual validation. This consultation also seeks stakeholder's engagement on the findings and recommendations. The evaluators will take comments into consideration when preparing the final version of the report. The final evaluation report will serve as a basis for the preparation by the evaluation team of the evaluation brief, which is to be submitted together with the final evaluation report by the Evaluation team leader 6-8 weeks after the field mission to ODG/EVQ/IEV for final review, clearance and publication.

## XI. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by the UNIDO Independent Evaluation Division. Quality control is exercised in different ways throughout the evaluation process (briefing of consultants on EVA methodology and process, review of inception report and evaluation report). The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality.

## Evaluation Team Job Descriptions

**Post title:** Principal/Senior International Evaluation Consultant (Team Leader)

**Duration:** 40 days spread over 4-5 months

**Duty station / missions:** **Nigeria** (Home-based) and Mission to UNIDO HQ, Vienna

**Duties of the consultant:** The Principal/Senior National Evaluation Consultant will, in collaboration with two other national evaluation team members, lead and conduct the independent country evaluation of Nigeria, in conformity with the evaluation TOR. More specifically the consultant will carry out the following duties:

<b>Duties</b>	<b>Duration (work days)</b>	<b>Deliverables</b>
Desk review of documents related to UNIDO's country programme and portfolio in Nigeria, guiding and advising the team members, for preparing the inception report including the evaluation tools and work plan.	8 days	List of issues to be clarified in line with evaluation questions; inception report including interview guidelines, and evaluation conduct work plan.
Consolidating the Inception report: prepare an inception report based on the desk review and including an evaluation matrix and work plan	2 day	Inception report
Briefing with UNIDO IEV; and, as per inception report and work plan to conduct: HQ interviews relevant staff at UNIDO HQ interviews with Permanent Mission ET field mission planning.	3 days (Vienna)	Information collected and analyzed, in line with the evaluation questions and the Evaluation Matrix developed during the inception phase,
Leading the ET Field Mission in Nigeria (interviews to stakeholders, project site visits)  Debriefing to national stakeholders (last day of field mission)	10 days	As per evaluation work plan from the inception phase.
Debriefing: Presentation of preliminary findings at UNIDO HQ and Permanent Mission	3 days (Vienna)	Information and findings analyzed for evaluation report. Power Point presentation with preliminary findings.
Drafting of evaluation report, collecting feedback and incorporation of comments received	10 days	Draft report. Report chapters and sub-chapters including conclusions, recommendations and lessons learned
Exit Evaluation Workshop: Presentation of report to national stakeholders	2 days	

<b>Duties</b>	<b>Duration (work days)</b>	<b>Deliverables</b>
Consolidating the Final Report.	2 days	Final Report, including Executive Summary and 1-2 pages brief
<b>Total</b>	<b>40 days</b>	

**Qualifications:**

- Advanced university degree in a field related to development studies, economics, public administration, business administration
- Have an in-depth knowledge of evaluation of development projects/ programmes, minimum of 15 years' experience.
- Have proven practical experience in evaluating high-level and strategic issues with a range of UN and international development agencies;
- Good knowledge of and experience working with multilateral and international development interventions
- Experience/knowledge in partnerships with multilateral organizations
- Excellent analytical and drafting skills

**Languages:** English

**Absence of Conflict of Interest:**

According to UNIDO evaluation policy, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this evaluation.

**Post title:** Senior National Evaluation Consultant (Team Member – 2 posts)

**Duration:** 34 days spread over 4-5 months

**Duty station / missions:** Nigeria (Home-based)

**Duties of the consultant:** Under the leadership and guidance of the team leader and in collaboration with the other team members, to conduct this evaluation in conformity with the TOR and carry out the duties as per the table below:

<b>Duties</b>	<b>Duration (work days)</b>	<b>Deliverables</b>
Desk review of documents related to UNIDO's country programme and portfolio in Nigeria, guiding and advising the team members, for preparing the inception report including the evaluation tools and work plan.	8 days	List of issues to be clarified in line with evaluation questions; inception report including interview guidelines, and evaluation conduct work plan.
Consolidating the Inception report: prepare an inception report based on the desk review and including an evaluation matrix and work plan	2 day	Inception report
ET Field Mission in Nigeria (interviews to	10 days	As per evaluation work plan from

<b>Duties</b>	<b>Duration (work days)</b>	<b>Deliverables</b>
stakeholders, project site visits) Debriefing to national stakeholders (last day of field mission)		the inception phase.
Drafting of evaluation report, collecting feedback and incorporation of comments received	10 days	Draft report. Report chapters and sub-chapters including conclusions, recommendations and lessons learned
Exit Evaluation Workshop: Presentation of report to national stakeholders	2 days	
Consolidating the Final Report.	2 days	Final Report, including Executive Summary and 1-2 pages brief
<b>Total</b>	<b>34 days</b>	

### **Qualifications:**

- Advanced university degree in a field related to development studies, economics, public administration, business administration
- Have an in-depth knowledge of evaluation of development projects/programmes, minimum of 8 years' experience.
- Have proven practical experience in evaluating high-level and strategic issues with a range of UN and international development agencies;
- Experience/knowledge in partnerships with multilateral organizations
- Knowledge of UNIDO would be an asset;
- Excellent analytical and drafting skills.

**Languages:** English.

### **Absence of Conflict of Interest:**

According to UNIDO evaluation policy, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this evaluation.

## Annex 2. Reference documents (tentative list)

### National/UN Policy Documents

1. Country Programme Nigeria 2012-2016, "Economic Transformation Through Sustainable and Inclusive Industrial Development and Trade of Value Added Products"
2. Country Programme Nigeria 2009-2012, "Economic Development Through Poverty Alleviation: Promoting Competitiveness and Sustainable Export of Value Added Products"
3. FEDERAL REPUBLIC OF NIGERIA – SUSTAINABLE ENERGY FOR ALL, ACTION AGENDA (SE4ALL-AA)
4. United Nations Development Assistance Framework – Action Plan – UNDAF Nigeria 2014-2017

### Project Evaluations

5. Independent UNIDO country evaluation. FEDERAL REPUBLIC OF NIGERIA. April 2012
6. Independent Mid-Term Review of the "National Quality Infrastructure Project for Nigeria", UNIDO SAP ID 130220, August 2016
7. Independent Terminal Evaluation of the Regional Project to Develop Appropriate Strategies for Identifying Sites Contaminated by Chemicals Listed in Annexes A, B and/or C of the Stockholm Convention – Ghana and Nigeria, UNIDO project Nos. GF/RAF/07/024, TF/RAF/09/008
8. Terminal Evaluation of the UNDP-UNEP GEF Project "Combating Living Resources Depletion and Coastal Area Degradation in the Guinea Current LME through Ecosystem-based Regional Actions (GCLME)", project ID 104071, 2012
9. Independent Mid-Term Evaluation, "Survey of Enterprises in Selected ACP Regions", 2012

### Project Documentation

10. Project No. 130220, National Quality Infrastructure Project for Nigeria, INCEPTION REPORT
11. Project No. 130220, National Quality Infrastructure Project for Nigeria, First Achievements toward Success and Sustainability
12. Project No. 130220, Brochure, Quality Products from Nigeria: the National Quality Infrastructure in Action
13. WAQSP Description of the Action Phase 1, project ID ", ID 140203
14. WAQSP Description of the Action Phase 2, project ID ", ID 140203
15. Project ID 120374, "Enabling activities to review and update the National Implementation Plan for the Stockholm Convention on POPs", Project Document
16. Project ID 140071, "Facilitating job creation through the Entrepreneurship Training Programme "Learning Initiative for Entrepreneurs", HP LIFE project document
17. Project ID 130020, "Promoting Inclusive and Vibrant Growth of Africa by Investing in Youth through Entrepreneurship, Technical and Vocational", Project document
18. Project ID 120624 "Supporting Nigeria's Staple Crop Processing Zones (SCPZs)", Project document
19. Project ID 120624 "Supporting Nigeria's Staple Crop Processing Zones (SCPZs)", Project document
20. Project ID 120624 "Supporting Nigeria's Staple Crop Processing Zones (SCPZs)", Project document

21. Project ID130002 “Leather Products Training and Production Centre for Stimulating Employment Creation and Rural Economic Growth in Delta”, Project document
22. Project ID 101061, “Improving the income generating potential of the oil palm in west and central African Region (Cameroon and Nigeria)”, Project document
23. Project ID 140318, “Investment and Technology Promotion Office (ITPO) in Nigeria”, Project document
24. Project ID 120119, “Scaling Up of Small Hydro Power (SHP) for Augmenting Rural Electricity Access”, Project document
25. Project ID 103052, “Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of SPWA”, Project document
26. Project ID 140070, “Capacity strengthening for sustainable industrial development in Nigeria”, Project document
27. Project ID 140012, “National skills gaps study in Nigeria”, Project document
28. Project ID 120552, “Revised Country Programme of Cooperation between UNIDO and the Federal Republic of Nigeria”, Project document

## Checklist on evaluation report quality

### Report title:

Evaluation team leader:

Quality review done by:

Date:

Report quality criteria	UNIDO IEV Assessment notes	Rating
a. Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure )		
b. Was the evaluation objective clearly stated and the methodology appropriately defined?		
c. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
d. Were the report consistent with the ToR and the evidence complete and convincing?		
e. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
f. Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
g. Did the report include the actual project costs (total, per activity, per source)?		
h. Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
i. Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
j. Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?		
k. Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
l. Was the report delivered in a timely manner? (Observance of deadlines)		

Rating system for quality of evaluation reports: A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.



# Tentative evaluation report outline

## Acronyms and Abbreviations

## Glossary of Terms

## Executive Summary

### MAIN REPORT:

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#### I. BACKGROUND

##### 1. Background and introduction

- Evaluation objectives
- Methodology
- Evaluation process
- Limitations of evaluation

##### 2. Country context

- Historical context
- Brief overview of recent economic development
- Industrial situation and relevant sector specific information
- Development challenges facing the country
- Relevant Government policies, strategies and initiatives
- Initiatives of international cooperation partners

##### 3. Description of UNIDO activities in the country

- Major TC components, main objectives and problems they address
- Brief overview of other important activities

#### II. ASSESSMENT

##### 4. Performance of TC activities

- Poverty Reduction through Productive Activities
- Trade capacity building
- Energy and Environment

##### 5. Performance in cross-cutting issues

- Gender
- Environment
- South-South cooperation

#### III. MAIN CONCLUSIONS AND RECOMMENDATIONS

- Main conclusions from section II will be used as a basis for recommendations.

#### IV. LESSONS LEARNED

#### V. ANNEXES

- Annex A: Terms of reference
- Annex B: List of persons met
- Annex C: Bibliography
- Annex D: Project assessments and reviews
- Annex E: Country map and project sites
- Annex F: ....

## PROJECT PORTFOLIO 2012-2017 (by UNIDO thematic priority)

Proj No.	Title	Type	Budget in USD	Status
<b>Advancing Economic Competitiveness (TCB)</b>				
130220	The National Quality Infrastructure Project (NQIP) for Nigeria: Building Trust for Trade	National	13.477.901	Ongoing
140203	West African Quality System # Support for the implementation of the ECOWAS quality policy	Regional	12.934.077	Ongoing
140318	Investment and Technology Promotion Office (ITPO) in Nigeria	National	2.727.273	Ongoing
140070	Capacity strengthening for sustainable industrial development in Nigeria	National	1.615.108	Ongoing
102173	UNIDO-HP Cooperation for entrepreneurship and IT capacity building in Africa, Asia, Latin America and the Middle East	Inter-Regional	966.759	Completed
140012	National skills gaps study in Nigeria	National	802.908	Ongoing
140071	Facilitating job creation through the Entrepreneurship Training Programme "Learning Initiative for Entrepreneurs"	National	400.000	Ongoing
102052	Industrial Information System and Computer Refurbishment	National	280.000	Completed
102051	SPX Nigeria - Assistance in Establishing an Industrial Subcontracting and Partnership Exchange in Nigeria	National	140.231	Completed
106097	Development of the National Quality Improvement Programme (NQI) for Nigeria	National	105.973	Completed
106006	West Africa Quality Programme - Support to competitiveness and harmonization of TBT and SPS measures	Regional	12.871.835	Completed
106007	West Africa Quality Programme - Support to competitiveness and harmonization of TBT and SPS measures - UEMOA Component	Regional	7.256.631	Completed

Creating Shared Prosperity				
120552	Revised Country Programme of Cooperation between UNIDO and the Federal Republic of Nigeria	Nigeria	2.287.801	Ongoing
101061	Improving the income generating potential of the oil palm in west and central African Region (Cameroon and Nigeria)	Regional	3.271.956	Completed
102004; 102117	CAPACITY-BUILDING OF INVESTMENT PROMOTION AGENCIES (IPAS) IN SUB-SAHARAN AFRICA	Regional	1.764.203	Completed
120624	Supporting Nigeria's Staple Crop Processing Zones (SCPZs)	Nigeria	1.269.300	Ongoing
130020	Promoting Inclusive and Vibrant Growth of Africa by Investing in Youth through Entrepreneurship, Technical and Vocational	Regional	1.163.920	Ongoing
130002	Leather Products Training and Production Centre for Stimulating Employment Creation and Rural Economic Growth in Delta	Nigeria	946.858	Ongoing
101066	The Country Service Framework of Nigeria (Phase II): Nigerian Textile Cluster Development	Nigeria	452.846,00	Completed
160076	Strengthening the coordination mechanism in the Ministry of Agriculture and Rural Development, and support the staple crop processing zones	Nigeria	300.000,00	Ongoing
120043	Youth Employment and Entrepreneurship Forum - Job Fair	Nigeria	164.666,00	Completed
101069	Assistance to the Leather Cluster Kano	Nigeria	138.058,00	Completed
101210	Youth entrepreneurship development and IT capacity building in Nigeria	Nigeria	95.042,00	Completed
150390	A public private partnership approach to cassava value chain development	Nigeria	21.819,00	Ongoing
107023	CSF NIGERIA, PHASE II (CENTRAL BUDGET)	Nigeria	1.025.453	Completed
100341	YOUTH AS CATALYSTS FOR AGRIBUSINESS DEVELOPMENT AND GROWTH IN WESTERN AND CENTRAL AFRICA	Nigeria	215.923	Completed

Safeguarding the Environment				
103052	Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of SPWA	Regional	1.983.233	Ongoing
104071	GUINEA CURRENT LARGE MARINE ECOSYSTEM (GCLME) Project (EG/RAF/04/001)	Regional	20.711.899	Completed
104061	Regional project to develop appropriate strategies for identifying sites contaminated by chemicals listed in annexes A, B and/or C of the Stockholm Convention. Ghana and Nigeria	Regional	3.049.887	Completed
120119	Scaling Up of Small Hydro Power (SHP) for Augmenting Rural Electricity Access - Nigeria	Nigeria	2.689.680	Ongoing
100260	Mini-grid based on Renewable Energy (Biomass) Sources to augment Rural Electrification - Nigeria	Nigeria	2.658.273	Ongoing
120492	HCFC - Phase out Management Plan (Stage I, 2nd and 3rd tranche)	Nigeria	1.389.080	Ongoing
130317	Minamata Initial Assessment in Nigeria	Nigeria	1.000.000	Ongoing
120537	Pilot demonstration project on ODS waste management and disposal	Nigeria	911.724	Ongoing
103001	Supporting Integrated and Comprehensive Approaches to CC Adaptation in Africa	Nigeria	909.901	Completed
105314	Strategic Demonstration Project for Accelerated Conversion of CFC Chillers In 5 African Countries	Regional	700.000	Completed
105363	HCFC Phase-out Management Plan (Stage I, 1st Tranche)	Nigeria	550.000	Ongoing
150170	National Action Plan (NAP) in Nigeria	Nigeria	500.000	Ongoing
101170	Supporting Integrated and Comprehensive approaches to Climate Change Adaptation in Africa	Nigeria	454.545	Completed
100110	Promotion of neem-derived biopesticides in West Africa	Regional	275.000	Ongoing
120374	Enabling activities to review and update the National Implementation Plan for the Stockholm Convention on POPs	Nigeria	224.684	Completed
103138	Technical assistance in promoting locally available renewable energy resources for productive users	Nigeria	223.163	Completed
140185	Preparation for HCFC phase-out investment activities (stageII) (refrigeration and air-conditioning manufacturing sector)	Nigeria	150.000	Ongoing
120334	Scaling up small hydro power (SHP) in Nigeria	Nigeria	49.974	Completed

## PROJECT PORTFOLIO 2012-2017, BY CLUSTER

Proj. No.	Title	Type	Budget in USD	Source of funding/Donor	Project start	Planned end date	Status
<b>Agroparks</b>							
120624	Supporting Nigeria's Staple Crop Processing Zones (SCPZs)	National	1.269.300	TF financed by recipient Govt. Operational Budget	2013	2017	Ongoing
160076	Strengthening the coordination mechanism in the Ministry of Agriculture and Rural Development, and support the staple crop processing zones	National	300.000,00	TF financed by recipient Govt.	2017	2018	Ongoing
			1.569.300,00				
<b>Energy</b>							
103052	Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of SPWA	Regional	1.983.233	GEF Ren. EEE Partnership Austria	2011	2017	Ongoing
120119	Scaling Up of Small Hydro Power (SHP) for Augmenting Rural Electricity Access - Nigeria	National	2.689.680	GEF	2015	2019	Ongoing
100260	Mini-grid based on Renewable Energy (Biomass) Sources to augment Rural Electrification - Nigeria	National	2.658.273	GEF; RB; RPTC; SRA (Special Resources for Africa)	2011	2017	Ongoing
103138	Technical assistance in promoting locally available renewable energy resources for productive users	National	223.163	Nigeria IDF	2011	2015	Completed
120334	Scaling up small hydro power (SHP) in Nigeria	National	49.974	GEF	2012	2014	Completed
			7.604.323				

<b>Environment</b>							
104071	GUINEA CURRENT LARGE MARINE ECOSYSTEM (GCLME) Project (EG/RAF/04/001)	Regional	20.711.899	UNDP UNEP	2005		Completed
104061	Regional project to develop appropriate strategies for identifying sites contaminated by chemicals listed in annexes A, B and/or C of the Stockholm Convention. Ghana and Nigeria	Regional	3.049.887	GEF and NIGERIA	2008	2014	Completed
130317	Minamata Initial Assessment in Nigeria	National	1.000.000	GEF	2014	2017	Ongoing
103001	Supporting Integrated and Comprehensive Approches to CC Adaptation in Africa	National	909.901	UNDP	2011	2012	Completed
101170	Supporting Integrated and Comprehensive approaches to Climate Change Adaptation in Africa	National	454.545	UNDP	2009	2013	Completed
100110	Promotion of neem-derived biopesticides in West Africa	Regional	275.000	India	2014	2017	Ongoing
120374	Enabling activities to review and update the National Implementation Plan for the Stockholm Convention on POPs	National	224.684	GEF	2013	2016	Completed
			26.625.916				
<b>Job creation</b>							
102173	UNIDO-HP Cooperation for entrepreneurship and IT capacity building in Africa, Asia, Latin America and the Middle East	Inter-Regional	966.759	Hewlett-Packard Company	2011	2016	Completed
140071	Facilitating job creation through the Entrepreneurship Training Programme "Learning Initiative for Entrepreneurs"	National	400.000	Nigeria	2014	2017	Ongoing
130020	Promoting Inclusive and Vibrant Growth of Africa by Investing in Youth through Entrepreneurship, Technical and Vocational	Regional	1.163.920	Japan	2014	2017	Ongoing
120043	Youth Employment and Entrepreneurship Forum - Job Fair	National	164.666,00	RB Nigeria	2013	2013	Completed

101210	Youth entrepreneurship development and IT capacity building in Nigeria	National	95.042,00	Nigeria	2012	2013	Completed
100341	YOUTH AS CATALYSTS FOR AGRIBUSINESS DEVELOPMENT AND GROWTH IN WESTERN AND CENTRAL AFRICA	National	215.923	IFAD	2011	2013	Completed
			3.006.310				
<b>MP</b>							
120492	HCFC - Phase out Management Plan (Stage I, 2nd and 3rd tranche)	National	1.389.080	MP	2012	2018	Ongoing
120537	Pilot demonstration project on ODS waste management and disposal	National	911.724	MP	2012	2018	Ongoing
105314	Strategic Demonstration Project for Accelerated Conversion of CFC Chillers In 5 African Countries	National	700.000	Japan	2011	2015	Completed
105363	HCFC Phase-out Management Plan (Stage I, 1st Tranche)	National	550.000	MP	2012	2017	Ongoing
140185	Preparation for HCFC phase-out investment activities (stageII) (refrigeration and air-conditioning manufacturing sector)	National	150.000	MP	2014	2017	Ongoing
			3.700.804				
<b>Policy</b>							
140070	Capacity strengthening for sustainable industrial development in Nigeria	National	1.615.108	RB Nigeria	2014	2017	Ongoing
140012	National skills gaps study in Nigeria	National	802.908	TF financed by recipient Govt. Operational Budget	2014	2017	Ongoing
102052	Industrial Information System and Computer Refurbishment	National	280.000	Nigeria	2009	2015	Completed

120552	Revised Country Programme of Cooperation between UNIDO and the Federal Republic of Nigeria	National	2.287.801	TF financed by recipient Govt. Operational Budget	2012	2017	Ongoing
101066	The Country Service Framework of Nigeria (Phase II): Nigerian Textile Cluster Development	National	452.846,00	Nigeria	2011	2015	Completed
107023	CSF NIGERIA, PHASE II (CENTRAL BUDGET)	National	1.025.453	Nigeria			Completed
150170	National Action Plan (NAP) in Nigeria	National	500.000	GEF	2016	2018	Ongoing
			7.842.930				
<b>Quality infrastructure</b>							
130220	The National Quality Infrastructure Project (NQIP) for Nigeria: Building Trust for Trade	National	13.477.901	Regular Budget RPTC European Union	2013	2018	Ongoing
140203	West African Quality System # Support for the implementation of the ECOWAS quality policy	Regional	12.934.077	EU	2014	2018	Ongoing
106097	Development of the National Quality Improvement Programme (NQI) for Nigeria	National	105.973	RBNigeria	2011	2013	Completed
106006	West Africa Quality Programme - Support to competitiveness and harmonization of TBT and SPS measures	Regional	12.871.835	EU	2007	2012	Completed
106007	West Africa Quality Programme - Support to competitiveness and harmonization of TBT and SPS measures - UEMOA Component	Regional Africa	7.256.631	EU	2007	2011	Completed
			46.646.417				



<b>TCB</b>							
140318	Investment and Technology Promotion Office (ITPO) in Nigeria	National	2.727.273	IDF - Special purpose convertible Operational Budget	2015	2018	Ongoing
102051	SPX Nigeria - Assistance in Establishing an Industrial Subcontracting and Partnership Exchange in Nigeria	National	140.231	Nigeria	2011	2015	Completed
102004; 102117	CAPACITY-BUILDING OF INVESTMENT PROMOTION AGENCIES (IPAS) IN SUB-SAHARAN AFRICA	Regional Africa	1.764.203	EU	2011	2013	Completed
			4.631.707				
<b>Value chain</b>							
101061	Improving the income generating potential of the oil palm in west and central African Region (Cameroon and Nigeria)	Regional Africa	3.271.956	CFC Cameroon Nigeria	2011	2015	Completed
130002	Leather Products Training and Production Centre for Stimulating Employment Creation and Rural Economic Growth in Delta	National	946.858	TF financed by recipient Govt. Operational Budget	2013	2018	Ongoing
101069	Assistance to the Leather Cluster Kano	National	138.058	Nigeria	2011	2011	Completed
150390	A public private partnership approach to cassava value chain development	National	21.819	RB	2015	2018	Ongoing
			4,378,691				

# SUGGESTED TEMPLATE FOR MAPPING DISTRIBUTION OF UNIDO ACTIVITIES IN NIGERIA



- POPS Laboratory at Ibadan University

- SFNIR09002/SFNIR10004- Local Manufacturing of SHP Turbines

- SFNIR07003- SPX Project
- Chamber of Commerce
- Various Counterparts

- NIFOR- Oil Palm

- SFNIR05G05: Pilot SHP Project Site- Waya

- UNIDO Regional Office
- SHP TC

- DGNIR1006/DGNIR10 A06- Turbine and Agro

- SFNIR05G05:Pilot SHP Project Site
- MP Project site SEDI
- Various counterparts

- FBNIR06002- UNHCR SHP Project

- HP Project and Business Center – CENSIRT
- GFNIR09004/YANIR10001/XX 09X01- Biomass Project
- Multiple Trust Fund Projects
- Ebonyi Salt Processing Project

- Textile and leather projects
- Common Facility Centre (CFC) for Shoe manufacturers

- Oil Palm Project

- GCLME\*

Map No. 4228 UNITED NATIONS October 2004

Department of Peacekeeping Operations Cartographic Section

## Annex 2: List of persons met

S/N	Name	Designation
<b>National Association of Chambers of Commerce, Industry, Mines &amp; Agriculture (NACCIMA) Lagos</b>		
1.	Emmanuel Cobham	Director General
2.	Janet A. Omisore	Deputy Director General
3.	Rebecca Ajibade	Dir. Research, Statistics & Dev.
4.	Ademola F. Kolawale	Director Finance
5.	Feyi Otokiti	Director Membership Dev.
6.	Oladeinbo Femi	
<b>The Lagos Chamber of Commerce &amp; Industry</b>		
7.	Sunnie Omeiza- Michael	Senior Economist
<b>Institute of Public Analysts of Nigeria (IPAN) Lagos</b>		
8.	Duro A, Abdusalam	Ag Registrar
9.	Ali Ahmed	Head PRS
10.	C.U. Eboh	Mgt Rep
<b>Nigerian Association of Small and Medium Enterprises (NASME) Lagos /Kano</b>		
11.	Eke U Ubiji	Executive Secretary
12.	Prince 'Degun Agboade	President/Chairman in Council
13.	Samson Gbadamosi	Head of Finance & Administration
14.	Abdulahid Yerima	DP North
<b>RHA'BE Ventures Limited Lagos</b>		
15.	Abimbola Alawode	CEO
<b>UNIDO Regional Office Nigeria - Abuja</b>		
16.	Felix Ugbor	Director
17.	Yomi banjo	Enlivenment expert
<b>Refrigerators and Air- conditioners Ibadan</b>		
18.	Okikiola Adeleke	CEO

19.	Olurotimi Olufowose	-do-
20.	Adeoti Samuel Olusegun	-do-
<b>Abuja Enterprise Agency</b>		
21.	Iliyasu Mohammed	AEA
22.	Ifeyinwa Amalu	AEA
23.	Seyi Babafemi	""
24.	Kelechi Ofochilo	""
25.	Christabel Malachi	""
26.	Hauwa U. Zambuk	""
27.	Hafsat Hayatuddeen	""
28.	Muhibbah A. Hamza	""
29.	Abubakar Garba	""
30.	Fidelis Ozemhoya	""
31.	Maryam Bello	""
32.	Benjamin Ekwana	""
33.	Bala Ysokwa	""
34.	Njere Paschal	""
35.	Fatima M. Bashir	""
36.	Amina M. Bello	""
37.	Gertrude Basorun	""
38.	Pwanabeshi Akila	""
39.	Olulenu Adedunmola	""
40.	Chika Oriyishi	""
41.	Stephen Orji	""
42.	Nkem Ugboh	""
43.	Safiya Umar	""
44.	Chidi Ugwuada-Ezirimwe	""
45.	Adama Ada Ann	""
46.	Uduma Ojo	""

47.	Zaynab Mohammed	""
<b>LEAP World Group Lagos</b>		
48.	Adeleye Lawal	Leap world
49.	Bolorunduro Otuniyi	"
50.	Oroge Oluwamayowa	"
51.	Funke Medun	"
52.	Rachael Eytayo	"
<b>Bank of Industry (BOI) Lagos</b>		
53.	Ngozi Ehindero	HR /Admin
54.	Ifeoma Uz'Opkala	Group Head, Large enterprises Credit
55.	Lola Akinsiun	Ear LE Credit
56.	Oluwa Idris A.	Staff
57.	Abdul-ganiyu Mohammed	Staff
58.	Joseph Babatunde	Staff
59.	Austin Egwuche	Staff
<b>Oyo -Ifedulon Cassava Cooperative</b>		
60.	Alade Grace Adewemimo	President
61.	S.A. Akinrinde	Member
62.	Ogunjimi A.B	"
63.	P.B. Ilori	"
64.	Victoria A. Biya	"
65.	Michael Aliogo	"
66.	Ade Adesuyi	"
<b>Sean Cussons School of Business</b>		
67.	Michael Ibrahim	Student
68.	Shiknet Manasseh	"
69.	Maryam Bilal	"
70.	Kokomma Alice Eyo	"
71.	Charles Ndubuisi Nwoko	"

72.	Femi Patrick Aiyejoto	“
73.	John Out Clement	“
74.	Bino Evanero	“
75.	Victory Emeka Boniface	“
76.	Emeka Charles Boniface	“
77.	Fatima Fayankinnu	“
78.	Charles Ikye Ezeala	“
79.	John-Vianney Ugonabo	“
<b>Ministry of Commerce and Industry Kano</b>		
80.	Haj Fatima Usman Altor	Director Admin and General services
81.	Rabi Mansur Yola	Director Tourism
82.	Muhtar Umar Minijabir	Director Cooperatives
83.	Mahmud Bala	Deputy Director Industry
84.	Mohammed Bala	Deputy Director Industry
85.	Bello Shehu	Print technology Officer
86.	Abdulkabir Kabir	Senior Industrial Officer
<b>Common Facility Centre Kano</b>		
87.	Alh Yusuf Atiku	Chairman
88.	Mohammed Bala	Deputy Director Industry
89.	Bello Shehu	Print technology Officer
90.	Muhammad Nur	Centre Member
91.	Nurain I. Barua DBT	Centre Member
92.	Tijani Talamammed	Centre Member
93.	Amina Abdulkarrim	Centre Member
94.	Maryam Usman Tsah	Women leader
95.	Kabiru Bature	Centre Member
<b>Ebonyi State University</b>		
96.	Odeh Grace	LIFE Trainer/KIEC Worker
97.	Onwe Mary	CENSIRT Trainer
98.	Onwe Onyemachi	Garri Processor

99.	Ndagba Janeth	Garri Processor
100.	Elom Gabriel	Welder
101.	Okwe Peter	Rice miller
102.	Onwe Emmanuel	Garri processor
103.	Icha Simon	Block moulder
104.	Egba Sunday	Biomass Plant security
105.	Onwe Ngozi	Garri processor
106.	Eze Oluchi	Garri processor
107.	Chukwuma Elom	Project Coordinator
<b>Ebonyi State Government</b>		
108.	Shimite Bello	
109.	Ndubuisi Francis	
110.	Engr. Williams Okpeh	
111.	Chukwuma Elom	Ebonyi HP LIFE
112.	Ugwu Gabriel Eyo	EBSU LIFE
113.	Dr. Mrs. Alo	Ebonyi State Government
114.	Bene Obah	Ebonyi State Government
115.	Hon. Joseph Ununu	Abakiliki Rice Mill
116.	Chidi Anyasi	Ebonyi State Government
117.	Stephen Ndukwe	
118.	Donald Adgidzi	UNIDO Regional Centre for SHP
119.	Aigbiluese Susan	UNIDO Regional Centre for SHP
<b>Delta State Micro Enterprise Development Agency</b>		
120.	Peter Agboje	Trainer
121.	Ndudi V. Chukwudi	Trainer
122.	Kelly CGH	Trainee
123.	Owumi Ufuoma	Trainee
124.	Plane Promise	Trainee
125.	Sunday Ojuka	Trainee
126.	Maxwell Chijioke	Trainee
127.	Atinga Jonathan	Trainee
128.	Onyemekihia Kelvin	Trainee
129.	Emouleme Fidelia E.	Trainee
130.	Inwey Oghenekparobo	Trainee

131.	Ozor Emma	Trainee
132.	Gloria Ighiwiyisi	Trainee
133.	Chukwudi Miracle	Trainee
134.	Okafor Mary	Trainee
135.	Okoh Destiny	Trainee
136.	Ordili Kingsley	Trainee
137.	Ejotubu Shadrack	Trainee
138.	Lafua Victor O. A.	Trainee
139.	Omudior Vivian	Trainee
140.	Sunday Victory	Trainee
<b>UNIDO CP Steering Committee</b>		
141.	Mariam Kayode	Min of Budget & Planning
142.	Indi Gbaja	Energy Commission
143.	Okon Ekpeyong	Energy Commission
144.	Dirisu Ibrahim	MAN
145.	Ajayi Kayode	CBN
146.	Garbobiya Tuwe	CBN
147.	Adedeji Kayode	CBN
148.	Vivian Nwosu	Min of Finance
149.	Barnabas Jatau	FMITI
150.	Charles Uzoma	UNIDO Project Staff
<b>Federal Ministry of Environment, Abuja</b>		
151.	Oladipo J.O	Environmental Scientist
152.	Adebite A.J	Staff
153.	Ojo Emmanuel	Staff
154.	Usman Abdullahi Bokani	Deputy Director
155.	Ahmadu Jibrin	Staff
156.	Adenigba O.J	Staff
157.	Mbah Edmund Kelechi	Staff
158.	Dangiwa Ewa O.	Staff
159.	Olabanji Oluwatoyin	Staff
160.	Engr. Idris Abdullahi	Staff
<b>Bank of Industry, Abuja</b>		
161.	Jack Kings	Bank of Industry, Abuja



UNIDO Regional Office, Abuja		
162.	Jean Bakole	Regional Director
163.	Francis Ukoh	Staff
164.	Reuben Bamidele	National Programme Officer
165.	Shaukat Malik	Chief Technical adviser
166.	Helen Iji	Staff
167.	Oluyomi O. Banjo	Environment Expert
168.	Chuma Ezedinma	Programme Officer
169.	Oloyomi Laniyan	Finance Officer
170.	Stephen Ndukwe	National Expert on Automotive Industry
European Union, EU Delegation Office, Abuja		
171.	Nadia Cannata	Staff
Manufacturers Association of Nigeria (MAN)		
172.	Toyin Durowaiye	MAN
Federal Ministry of Industry, Trade and Investment		
173.	Salom Abubakar	FMITI
174.	Chioma Chukwueke	FMITI
UNIDO Headquarters, Vienna		
175.	Bashir Conde	UNIDO
176.	Stefan Kratzsch	UNIDO
177.	Jossy Thomas	UNIDO
178.	Stanislaw Pigon	UNIDO
179.	Lucia Cartini	UNIDO
180.	Edme Koffi	UNIDO
181.	Christian Susan	UNIDO
182.	Ana Pessoa Huber	UNIDO
183.	Ciyong Zou	UNIDO
184.	Aurelia Patrizia Calabro	UNIDO
185.	Silvia Alamo Berna	UNIDO
186.	Javier Guarnizo	UNIDO

Embassy of Nigeria, Vienna		
187.	Vivian Okeke	Embassy of Nigeria
188.	Jimmy Ebi Patrick	Embassy of Nigeria
189.	Victoria Sowunmi	Embassy of Nigeria

## Annex 3: References and Bibliography

### National/UN Policy Documents

1. Country Programme Nigeria 2012-2016, "Economic Transformation Through Sustainable and Inclusive Industrial Development and Trade of Value Added Products"
2. Country Programme Nigeria 2009-2012, "Economic Development Through Poverty Alleviation: Promoting Competitiveness and Sustainable Export of Value Added Products"
3. FEDERAL REPUBLIC OF NIGERIA – SUSTAINABLE ENERGY FOR ALL, ACTION AGENDA (SE4ALL-AA)
4. United Nations Development Assistance Framework – Action Plan – UNDAF Nigeria 2014-2017

### Project Evaluations

5. Independent UNIDO country evaluation. FEDERAL REPUBLIC OF NIGERIA. April 2012
6. Independent Mid-Term Review of the "National Quality Infrastructure Project for Nigeria", UNIDO SAP ID 130220, August 2016
7. Independent Terminal Evaluation of the Regional Project to Develop Appropriate Strategies for Identifying Sites Contaminated by Chemicals Listed in Annexes A, B and/or C of the Stockholm Convention – Ghana and Nigeria, UNIDO project Nos. GF/RAF/07/024, TF/RAF/09/008
8. Terminal Evaluation of the UNDP-UNEP GEF Project "Combating Living Resources Depletion and Coastal Area Degradation in the Guinea Current LME through Ecosystem-based Regional Actions (GCLME)", project ID 104071, 2012
9. Independent Mid-Term Evaluation, "Survey of Enterprises in Selected ACP Regions", 2012

### Project Documentation

10. Project No. 130220, National Quality Infrastructure Project for Nigeria, INCEPTION REPORT
11. Project No. 130220, National Quality Infrastructure Project for Nigeria, First Achievements toward Success and Sustainability
12. Project No. 130220, Brochure, Quality Products from Nigeria: The National Quality Infrastructure in Action
13. WAQSP Description of the Action Phase 1, project ID 140203
14. WAQSP Description of the Action Phase 2, project ID 140203
15. Project ID 120374, "Enabling activities to review and update the National Implementation Plan for the Stockholm Convention on POPs", Project Document
16. Project ID 140071, "Facilitating job creation through the Entrepreneurship Training Programme "Learning Initiative for Entrepreneurs", HP LIFE project document

17. Project ID 130020, "Promoting Inclusive and Vibrant Growth of Africa by Investing in Youth through Entrepreneurship, Technical and Vocational", Project document
18. Project ID 120624 "Supporting Nigeria's Staple Crop Processing Zones (SCPZs)", Project document
19. Project ID 120624 "Supporting Nigeria's Staple Crop Processing Zones (SCPZs)", Project document
20. Project ID 120624 "Supporting Nigeria's Staple Crop Processing Zones (SCPZs)", Project document
21. Project ID130002 "Leather Products Training and Production Centre for Stimulating Employment Creation and Rural Economic Growth in Delta", Project document
22. Project ID 101061, "Improving the income generating potential of the oil palm in west and central African Region (Cameroon and Nigeria)", Project document
23. Project ID 140318, "Investment and Technology Promotion Office (ITPO) in Nigeria", Project document
24. Project ID 120119, "Scaling Up of Small Hydro Power (SHP) for Augmenting Rural Electricity Access", Project document
25. Project ID 103052, "Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of SPWA", Project document
26. Project ID 140070, "Capacity strengthening for sustainable industrial development in Nigeria", Project document
27. Project ID 140012, "National skills gaps study in Nigeria", Project document
28. Project ID 120552, "Revised Country Programme of Cooperation between UNIDO and the Federal Republic of Nigeria", Project document

#### **Other Documents from Visits**

29. Newsletter IPAN Newsletter Vol 13 No 14 Nov 2015
30. NASME Legal Document Certificate of Registration
31. IPAN-SoTLAN Document IPAN –SoLTAN Conformance systems limited certification scheme
32. IPAN-SOTLAN flyer Certification of Laboratory analysts towards building trust for trade
33. IPAN-SOTLAN flyer Certification of laboratory analysts towards building trust for trade
34. 1 NASME Flyer(2) Nigerian Association of Small & Medium Enterprises (NASME)
35. IPAN Book Institute of public analysts of Nigeria Act Cap.116 LFN 2004
36. AEA Flyer Abuja SME expo 2017
37. AEA Flyer Intensive practical based skill acquisition training
38. AEA Flyer Professional photography & videography training
39. AEA Flyer AGRO – Business training programme
40. AEA Flyer Youth entrepreneurship programme
41. AEA Flyer Web development & graphic design course
42. AEA Flyer Food processing packaging & storage
43. AEA Flyer Summer Camp

## Annex 4: Tools: Interview Guides and Protocols

### PROTOCOL A: INTERVIEW GUIDE FOR UNIDO PROGRAMME STAFF

#### PART 1: Roles & Responsibilities

1. Name \_\_\_\_\_
2. Responsibility \_\_\_\_\_
3. When did you start working here? \_\_\_\_\_
4. Would you please identify all the projects (or activities) in the current CP for which you have direct responsibility? – **See Annex A1**
5. Would you please describe the major dimensions, activities, and results of the project/s?

#### PART II: Programme Theory of Change

6. How would you describe the current CP's and/or UNIDO interventions' theory/ies of change?
  - a. What were the expected achievements of the CP or UNIDO interventions in Nigeria?
  - b. How was this to be done?
  - c. By when?
  - d. Under what conditions?
  - e. What were the perceived risks?
7. What in your opinion is UNIDO's current CP's primary role in Nigeria?
8. What in your Opinion is UNIDO's comparative advantage in Nigeria?
9. To what extent were potential opportunities for synergies, linkages and cooperation between the different projects within/outside the CP, exploited for increased magnitude of results and impact to the country? Please circle/tick one of the following;
  - a. Excellent
  - b. Good
  - c. Fair
  - d. Poor
  - e. Very poor
10. Please explain your selection in #9 above

#### PART III: CP Alignment Programme

11. To what extent have the UNIDO current CP interventions aligned with Nigeria's national development priorities? Please circle/tick one of the following;
  - a. Excellent
  - b. Good
  - c. Fair
  - d. Poor
  - e. Very poor
12. Please explain your selection in #10 above
13. To what extent have the current UNIDO CP interventions aligned with UNDAF III activities in Nigeria? Please circle/tick one of the following;
  - a) Excellent
  - b) Good
  - c) Fair
  - d) Poor
  - e) Very poor
14. Please explain your selection in #12 above
15. How would you describe the added value of UNIDO to the UNDAF III in Nigeria? Please circle/tick one of the following;
  - a) Excellent
  - b) Good
  - c) Fair
  - d) Poor
  - e) Very poor
16. Please explain your selection in #14 above
17. How would you describe the linkages and alignment of UNIDO interventions in the current CP to the following are linked to:
  - a. ISID
  - b. NIGERIA's 2030 Agenda i.e. the achievement of the SDGs
  - c. The AU Agenda 2063
  - d. Other national action plan – please specify? Please specify using one of the following descriptors for each Excellent/Good/Fair/Poor

#### **PART IV: CP (Programme) Performance**

18. How frequently do you make monitoring visits to projects/sites/implementing partners?
  - a. Once a month
  - b. Once each quarter
  - c. Once in 6 months
  - d. Once a year
  - e. Other - pls specify
19. How else is project /programme monitoring accomplished?
20. How frequently are projects monitored and how is this done?
21. How are project results documented & where do the reports go get tabled? How are these reports used?

22. How many projects in the CP portfolio of interventions are wholly or partially dedicated women and youth?
23. Is the programme (i.e. projects/interventions) data disaggregated by age and sex?
- If yes, can we get some examples of the projects where this is done?
  - When in the project cycle is this done (pre- and post- intervention, data on results)?
24. To what extent have women and youth benefitted from the projects in employment and income cluster? Please describe how.
25. What have been the results of the project/s for which you have had responsibility?
- Types of qualitative outputs/outcomes
  - Number of quantitative results (i.e. outputs, outcomes) of these UNIDO interventions?
26. How would you describe the 'potential for impacts' of the projects that you have been involved in as a UNIDO Staff member? Please circle/tick one of the following;
- Excellent
  - Good
  - Fair
  - Poor
  - Very poor
27. Please explain your selection in #25 above
28. How different are the results on the ground from those identified in the projects/programme design documents?
29. What in your opinion were the most successful interventions in this CP?
30. Can you identify any good practices (or failures) in the projects for which you have had direct responsibility? Could you please describe them i.e. the good practices or failures?
31. In your opinion how or to what extent are UNIDO projects contributing to long-term changes, benefits and/or development results?
32. Can you identify your best projects or project activities (if ONE project) with great potential for long term impacts?

#### **PART IV: Management & Coordination**

33. In your opinion how adequate is the support provided by the UNIDO country office for coordination, implementation and monitoring of UNIDO projects?
34. What in your opinion are the UNIDO's RON management strengths and weaknesses?

35. How adequately does the Office manage relations with the government and other key stakeholders? Please give an example

36. To what extent does the Office contribute to UNIDO's visibility in Nigeria?

37. How would you describe the management and implementation of UNIDO interventions in the context of the UNDAF III in Nigeria?

### Annex A1: Evaluation Sample Project List

	<b>Project Number</b>	<b>Project Title (Location)</b>	<b>Comment</b>
1.	130220	The National Quality Infrastructure Project (NQIP) for Nigeria: Building Trust for Trade  <b>(Lagos, Abuja)</b>	
2.	140203	West African Quality System # Support for the implementation of the ECOWAS quality policy  <b>(Abuja)</b>	
3.	140318	Investment and Technology Promotion Office (ITPO) in Nigeria  <b>(Lagos)</b>	
4.	140070	Capacity strengthening for sustainable industrial development in Nigeria  <b>(Abuja)</b>	
5.	140012	National skills gaps study in Nigeria  <b>(Jos, Abuja)</b>	
6.	140071	Facilitating job creation through the Entrepreneurship Training Programme "Learning Initiative for Entrepreneurs"  <b>(Ebonyi)</b>	



7.	120552	Revised Country Programme of Cooperation between UNIDO and the Federal Republic of Nigeria  <b>(Abuja)</b>	
i.		Support to Nigerian Automotive Industry Development Plan – Nnewi Auto Park  <b>(Abuja)</b>	
ii.		Support to the Formulation of Industrial Policies and Strategies for State Governments in Nigeria  <b>(Ebonyi)</b>	
iii.		COMFAR III Expert Training: Analysis and appraisal of investment project <b>(Lagos)</b>	
iv.		Solid Waste Management Policy  <b>(Abuja)</b>	
8.	120624	Supporting Nigeria's Staple Crop Processing Zones (SCPZs)  <b>(Ebonyi, Abuja)</b>	
9.	130020	Promoting Inclusive and Vibrant Growth of Africa by Investing in Youth through Entrepreneurship, Technical and Vocational  <b>(Abuja)</b>	
10.	130002	Leather Products Training and Production Centre for Stimulating Employment Creation and Rural Economic Growth in Delta  <b>(Kano, Delta)</b>	
11.	160076	Strengthening the coordination mechanism in the Ministry of Agriculture and Rural Development, and support the staple crop	

		processing zones <b>(Abuja)</b>	
12.	120043	Youth Employment and Entrepreneurship Forum - Job Fair <b>(Abuja)</b>	
13.	150390	A public private partnership approach to cassava value chain development <b>(Oyo, Abuja)</b>	
14.	120119	Scaling Up of Small Hydro Power (SHP) for Augmenting Rural Electricity Access – Nigeria <b>(Abuja, Taraba)</b>	
15.	120492	HCFC - Phase out Management Plan (Stage I, 2nd and 3rd tranche) <b>(Ibadan)</b>	
16.	130317	Minamata Initial Assessment in Nigeria <b>(Maitama, Abuja)</b>	
17.	120537	Pilot demonstration project on ODS waste management and disposal <b>(Maitama, Abuja)</b>	
18.	150170	National Action Plan (NAP) in Nigeria <b>(Maitama, Abuja)</b>	
19.	120374	Enabling activities to review and update the National Implementation Plan for the	

		Stockholm Convention on POPs <b>(Maitama, Abuja)</b>	
20.	140185	Preparation for HCFC phase-out investment activities (stage II) (refrigeration and air-conditioning manufacturing sector  <b>(Abuja)</b>	
21.	120119/  120334	Scaling up small hydro power (SHP) in Nigeria  <b>(Abuja)</b>	
		Improving Nigerian Industrial Energy Performance and Resource-Use Efficiency through Programmatic Approaches and Clean Technology Innovation Promotion  <b>(Abuja)</b>	
22.		Scale up small hydropower development in selected countries to contribute to inclusive and sustainable industrial development (ISID)	

**PROTOCOL B: INTERVIEW GUIDE FOR UNIDO PARTNER PROJECT IMPLEMENTATION STAFF**

**Preamble:** This Protocol is being used to seek collect as part of a mandatory evaluation of UNIDO’s Country Programme 2012 – 2017. This independent evaluation exercise is looking at UNIDO activities taking place all over the country. It is being undertaken by a team of Nigerian evaluation experts between October 2017 and January 2018.

Your input is hereby kindly sought to augment information in files and documents. Your opinions and information will be treated with the utmost discretion and confidentiality.

We thank you in advance of your cooperation and collaboration with this evaluation.

Thank You

Independent Evaluation Team

**PART 1: Roles & Responsibilities**

- 38. Name \_\_\_\_\_
- 39. Institution/Organisation\_\_\_\_\_ OPS
- 40. Responsibility \_\_\_\_\_
- 41. When did you start working on the UNIDO project? \_\_\_\_\_ Is this your first UNIDO supported project? Is UNIDO currently supporting other projects apart from the one we are investigating I your institution?
- 42. Would you please describe the major dimensions i.e. activities, and results of the project/s?

**PART II: UNIDO (Project) Change Goals**

- 43. What in your opinion is UNIDO's current role in Nigeria as reflected in this project (and others) that you are co/implementing?
- 44. What in your Opinion is UNIDO's comparative advantage in Nigeria?
- 45. If your organisation is implementing more than one project with UNIDO support, to what extent are there synergies, linkages and cooperation between the different projects? Please circle/tick one of the following;
  - a. Excellent
  - b. Good
  - c. Fair
  - d. Poor
  - e. Very poor
- 46. Please explain your selection in #10 above

**PART III: Project Alignment (Relevance)**

- 47. To what extent is/are the UNIDO project/s your institution is currently implementing aligned with Nigeria's national development priorities? Please circle/tick one of the following;
  - f. Excellent
  - g. Good
  - h. Fair
  - i. Poor
  - j. Very poor

48. Please explain your selection in #12 above
49. To what extent is/are the UNIDO project/s your institution is currently implementing aligned with UNDAF III activities in Nigeria? Please circle/tick one of the following;
- f) Excellent
  - g) Good
  - h) Fair
  - i) Poor
  - j) Very poor
50. Please explain your selection in #14 above
51. How would you describe the added value of UNIDO to the UNDAF III in Nigeria? Please circle/tick one of the following;
- f) Excellent
  - g) Good
  - h) Fair
  - i) Poor
  - j) Very poor
52. Please explain your selection in #14 above
53. How would you describe the linkages and alignment of UNIDO interventions in the country to the following are linked to?
- e. ISID – Integrated Sustainable Industrial Development
  - f. NIGERIA’s 2030 Agenda i.e. the achievement of the SDGs
  - g. The AU Agenda 2063
  - h. Other national action plan – please specify? Please specify using one of the following descriptors for each Excellent/Good/Fair/Poor

**PART IV: Project Performance**

54. How is the project monitored?
55. How are project results documented & where do the reports go i.e. get tabled? How are these reports used?
56. To what extent have women and youth benefitted from the project?
57. What are the results of the project/s for which you have had responsibility?
- a. Types of qualitative outputs/outcomes
  - b. Number of quantitative results (i.e. outputs, outcomes)?
58. How would you describe the ‘potential for impacts’ of the projects? Please circle/tick one of the following;
- f) Excellent
  - g) Good
  - h) Fair
  - i) Poor
  - j) Very poor
59. Please explain your selection in #26 above
60. Can you identify any good practices and failures in the project/s for which you have had

direct responsibility? Could you please describe them i.e. the good practices or failures?

61. In your opinion how or to what extent are UNIDO projects contributing to long-term changes, benefits and/or development results in the country?

#### **PART IV: Management & Coordination**

62. In your opinion how adequate is the support provided by the UNIDO country office for coordination, implementation and monitoring of UNIDO projects?

63. What in your opinion are the UNIDO's RON management strengths and weaknesses?

#### **Annex A1: Evaluation Sample Project List**

	<b>Project Number</b>	<b>Project Title (Location)</b>	<b>Comment</b>
23.	130220	The National Quality Infrastructure Project (NQIP) for Nigeria: Building Trust for Trade  <b>(Lagos, Abuja)</b>	
24.	140203	West African Quality System # Support for the implementation of the ECOWAS quality policy  <b>(Abuja)</b>	
25.	140318	Investment and Technology Promotion Office (ITPO) in Nigeria  <b>(Lagos)</b>	
26.	140070	Capacity strengthening for sustainable industrial development in Nigeria  <b>(Abuja)</b>	
27.	140012	National skills gaps study in Nigeria  <b>(Jos, Abuja)</b>	

28.	140071	Facilitating job creation through the Entrepreneurship Training Programme "Learning Initiative for Entrepreneurs"  <b>(Ebonyi)</b>	
29.	120552	Revised Country Programme of Cooperation between UNIDO and the Federal Republic of Nigeria  <b>(Abuja)</b>	
ii.		Support to Nigerian Automotive Industry Development Plan – Nnewi Auto Park  <b>(Abuja)</b>	
ii.		Support to the Formulation of Industrial Policies and Strategies for State Governments in Nigeria  <b>(Ebonyi)</b>	
iii.		COMFAR III Expert Training: Analysis and appraisal of investment project <b>(Lagos)</b>	
iv.		Solid Waste Management Policy  <b>(Abuja)</b>	
30.	120624	Supporting Nigeria's Staple Crop Processing Zones (SCPZs)  <b>(Ebonyi, Abuja)</b>	
31.	130020	Promoting Inclusive and Vibrant Growth of Africa by Investing in Youth through Entrepreneurship, Technical and Vocational  <b>(Abuja)</b>	

32.	130002	Leather Products Training and Production Centre for Stimulating Employment Creation and Rural Economic Growth in Delta  <b>(Kano, Delta)</b>	
33.	160076	Strengthening the coordination mechanism in the Ministry of Agriculture and Rural Development, and support the staple crop processing zones  <b>(Abuja)</b>	
34.	120043	Youth Employment and Entrepreneurship Forum - Job Fair  <b>(Abuja)</b>	
35.	150390	A public private partnership approach to cassava value chain development  <b>(Oyo, Abuja)</b>	
36.	120119	Scaling Up of Small Hydro Power (SHP) for Augmenting Rural Electricity Access – Nigeria  <b>(Abuja, Taraba)</b>	
37.	120492	HCFC - Phase out Management Plan (Stage I, 2nd and 3rd tranche)  <b>(Ibadan)</b>	
38.	130317	Minamata Initial Assessment in Nigeria  <b>(Maitama, Abuja)</b>	
39.	120537	Pilot demonstration project on ODS waste management and disposal  <b>(Maitama, Abuja)</b>	



40.	150170	National Action Plan (NAP) in Nigeria  <b>(Maitama, Abuja)</b>	
41.	120374	Enabling activities to review and update the National Implementation Plan for the Stockholm Convention on POPs  <b>(Maitama, Abuja)</b>	
42.	140185	Preparation for HCFC phase-out investment activities (stage II) (refrigeration and air-conditioning manufacturing sector)  <b>(Abuja)</b>	
43.	120119/  120334	Scaling up small hydro power (SHP) in Nigeria  <b>(Abuja)</b>	
		Improving Nigerian Industrial Energy Performance and Resource-Use Efficiency through Programmatic Approaches and Clean Technology Innovation Promotion  <b>(Abuja)</b>	
44.		Scale up small hydropower development in selected countries to contribute to inclusive and sustainable industrial development (ISID)	
45.			

**PROTOCOL C: FOCUS GROUP DISCUSSION (FGD) GUIDE FOR UNIDO PROJECT PARTNER OR BENEFICIARY**

**Preamble:** This guide is being used to collect additional information as part of a mandatory evaluation of UNIDO's Country Programme 2012 – 2017. This independent evaluation

exercise is looking at the results of UNIDO activities taking place all over the country. It is being undertaken by a team of Nigerian evaluation experts between October 2017 and January 2018.

Your input is hereby kindly sought to augment information in files and documents. Your opinions and information will be treated with the utmost discretion and confidentiality.

We thank you in advance of your cooperation and collaboration with this evaluation.

Thank You

Independent Evaluation Team

### **PART 1: Roles & Responsibilities**

64. Names Please use format of: Name, Organisation, address/location of FGD, telephone number on a sheet of paper
65. Institutions /Organisations could be part of list in 1 above \_\_\_\_\_
66. Nature of involvement/engagement with UNIDO project \_\_\_\_\_
67. When did you start your involvement with the project? \_\_\_\_\_
68. Would you please describe the UNIDO projects (or activities) which you have had direct involvement? What are/were the major project, activities, and results of the project/s?

### **PART II: Project Change Goals**

69. How would you describe the change/s that the UNIDO project has contributed to?
  - a. Excellent
  - b. Good
  - c. Fair
  - d. Poor
  - e. Not sure/Don't know
70. How satisfied are you with UNIDO's role in Nigeria?
  - a. Ecstatic
  - b. Very satisfied
  - c. Just OK
  - d. Not satisfied/unhappy
  - e. Not sure/Don't know
71. Why do you say so? Please explain your answer.
72. How does UNIDO compare with other agencies (UN or government) that have provided you support in the past?
  - a. Excellent
  - b. Good
  - c. Fair
  - d. Poor

- e. Very poor
  - f. Unsure/Don't know
73. Please explain why you say so.
74. To what extent does your UNIDO project link or cooperate with other projects?
- a. Excellent
  - b. Good
  - c. Fair
  - d. Poor
  - e. Unsure/Don't know
75. Please explain your answer
76. How or to what extent is the UNIDO projects contributing to long-term changes, benefits or development results?

**PART III: Project Relevance**

77. To what extent is/are the UNIDO project/s responding to the real needs of people in Nigeria/your State/Local Government Area?
- k. Excellent
  - l. Good
  - m. Fair
  - n. Poor
  - o. Unsure/Don't know
78. Please explain your answer

**PART IV: Project Performance**

79. How is the project monitored? Who by? Frequency?
80. How are project results documented & where do the reports go i.e. get tabled? How are these reports used?
81. To what extent have women and youth benefitted from the project?
82. Can you identify any good practices and failures in the project/s?
83. Given a chance what would you change in the project?

**PART IV: Management & Coordination**

84. In your opinion how adequate is the support provided by the UNIDO country office for coordination, implementation and monitoring of your UNIDO project/s?
85. What in your opinion are the UNIDO's RON management strengths and weaknesses?

**Thank You for your time and responses.**

**Survey**  
**UNIDO Regional Office Nigeria (RON) CP - Evaluation**

**Dear UNIDO staff member, partner, supporter, implementer & beneficiary,**

**Thank you for your continued interest and involvement with UNIDO in Nigeria.**

**This survey is part of a mandatory independent evaluation of UNIDO's Country Programme from 2012 to 2017. This evaluation exercise is looking at UNIDO activities taking place all over the country, and to a small extent in West Africa. It is currently underway having started in October 2017, and will continue until January 2018. Your input is critically important and is being kindly sought to augment information collected from files and other documents.**

**Your opinions and information will be treated with the utmost discretion and confidentiality.**

**We thank you in advance for your cooperation and collaboration on this evaluation. Your contribution through completing this survey is greatly valued.**

**There are 6 short sections of this survey which seek information about you, your organisation and your experience with UNIDO projects and activities in Nigeria since 2012. Your responses will guide our preparation of a veritable evaluation report, which will be used to enrich the next UNIDO country programme and inform your implementation strategies for current and future collaboration with UNIDO.**

**Thank you.**

**UNIDO Nigeria CP Evaluation Team**

## A. GETTING TO KNOW YOU

1. You are a:

- Man
- Woman
- Other (please specify)

2. Your relationship with UNIDO: You are a (please select all that apply):

- |                                                                    |                                                                                             |
|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <input type="checkbox"/> UNIDO Staff/Consultant                    | <input type="checkbox"/> Programme/Project/Activity Beneficiary (individual or institution) |
| <input type="checkbox"/> UNIDO Donor/Funder Staff Representative   | <input type="checkbox"/> UNIDO Volunteer/Intern                                             |
| <input type="checkbox"/> Project Implementing Partner Staff member | <input type="checkbox"/> None of the above                                                  |
| <input type="checkbox"/> Other (please specify)                    |                                                                                             |

3. In your organisation you are currently (please select all that apply):

- |                                                                              |                                           |
|------------------------------------------------------------------------------|-------------------------------------------|
| <input type="checkbox"/> Senior management staff member Involved with policy | <input type="checkbox"/> making           |
| <input type="checkbox"/> Mid-level staff member UNIDO project/activity       | <input type="checkbox"/> committee member |
| <input type="checkbox"/> Junior-level staff member None of the above         | <input type="checkbox"/>                  |

## B. INVOLVEMENT/ENGAGEMENT WITH UNIDO NIGERIA

4. You or your organisation has been involved with a UNIDO project or activity since:

- |                            |                            |
|----------------------------|----------------------------|
| <input type="radio"/> 2010 | <input type="radio"/> 2014 |
| <input type="radio"/> 2011 | <input type="radio"/> 2015 |

2012

2016

2013

2017

5. The name of the UNIDO supported Project/Programme or Activity I/my organisation have/has been involved with since 2012 is (please list all):

6. My organisation has been involved/engaged with the following number of UNIDO RON activities and or projects since 2012:

0

1

2

3

7. The nature of support provided to (i.e. received by) my organisation from UNIDO in the period since 2012 is:

Technical expertise/assistance

Equipment

Supplies

Travel/educational/capacity building support

Funds i.e. direct financial support

Other (please specify)

### C. UNIDO-RON ROLE

8. UNIDO's support/work/technical assistance in Nigeria in the period 2012-2016/7 has been (is) excellent

Strongly Agree

Agree

Don't Know / Unsure

Disagree

Strongly Disagree

9. UNIDO's comparative advantage in Nigeria is (for each 'statement' below please select one response):

	Strongly Agree	Agree	Unsure/ Don't know	Disagree	Strongly Disagree
None - UNIDO has no comparative advantage in Nigeria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Its exceptional technical expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Its familiarity and knowledge of the country and region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Its specialised mandate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### D. UNIDO SUPPORT – ALIGNMENT & RELEVANCE

10. In my opinion, the UNIDO project/s and or support provided since 2012 to date and implemented by/in my organisation is NOT relevant to the goals of my organisation or institution

Strongly Agree      Agree      Unsure/Don't Know      Disagree      Strongly Disagree  
                       

11. I believe that the UNIDO project/s and or support provided since 2012 to date and implemented by/in my organisation is in line with Nigeria's national development priorities

Strongly Agree      Agree      Unsure/ Don't Know      Disagree      Strongly disagree  
                       

Please explain your response:

12. The UNIDO project/s and or support to your institution implemented since 2013 is aligned with UNDAF III activities in Nigeria

Strongly Agree      Agree      Unsure/ Don't know      Disagree      Strongly Disagree

13. UNIDO interventions in the country since 2012 are closely linked to and reflect the following national and or international development agendas (for each 'agenda' below please select one response):

	Strongly Agree	Agree	Unsure / Don't Know	Disagree	Strongly Disagree
ISID – Integrated Sustainable Industrial Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UN Global Agenda 2030 i.e. the Sustainable Development Goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AU Agenda 2063	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nigeria's Vision 20:2020	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### E. PERFORMANCE & RESULTS OF UNIDO SUPPORT IN NIGERIA-RON

14. UNIDO project/s and or activity/ies with which I have been involved in Nigeria since 2012 has/have been closely monitored

Strongly Agree      Agree      Unsure/ Don't know      Disagree      Strongly Disagree  
                       

15. Results of the UNIDO project/s and or activity/ies with which I have been involved in Nigeria since 2012 has/have been diligently (regularly) documented and reported on

Strongly Agree      Agree      Unsure/ Don't Know      Disagree      Strongly Disagree  
                       

16. Results of the UNIDO project/s and or activity/ies with which I have been involved or have had responsibility for since 2012 have been:

Excellent      Good      Fair      Poor      Don't know / Unsure  
                       

17. The potential impact of UNIDO project/s and or activity/ies with which I have been involved in or had responsibility for since 2012 is (please select one of the following):

Excellent      Good      Fair      Poor      Don't know / Unsure





18. In my opinion, UNIDO supported activities and projects since 2012 have contributed to (for each 'statement' below please select one response):

	Strongly Agree	Agree	Unsure / Don't Know	Disagree	Strongly Disagree
Long-term changes, benefits and/or development results in Nigeria:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term ORGANISATIONAL changes or benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term PERSONAL changes or benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please explain your responses:

**F. MANAGEMENT & COORDINATION OF UNIDO SUPPORT IN NIGERIA-RON**

19. The support provided by the UNIDO country office for the implementation and monitoring of UNIDO projects and or activities in Nigeria and/or the region is adequate:

Strongly Agree	Agree	Unsure / Don't know	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. The coordination and management of the UNIDO Regional Office in Nigeria is (please select - circle or tick one of the following):

Excellent	Good	Fair	Poor	Don't Know / Unsure
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain your responses:

Thank you for your input to this survey and your involvement with UNIDO Nigeria.



## Annex 5: Project Case Studies

### **Project ID 100260: Mini-grid based on Renewable Energy (Biomass) Sources to augment Rural Electrification – Nigeria. Location: Okwashi Community, Ohaukwu LGA, Ebonyi State**

The 32kw biomass project was implemented in 2012 at a cost of USD27,548 with the objectives to:

- To demonstrate energy generation from biomass – locally wastes and other available resources
- To build local capacity in biomass technology for power generation
- To replicate the technology and augment power generation for industry in Ebonyi state

Building to house the project was constructed by the beneficiary, Ebonyi state government, at a cost of N10m (ten million Naira) while equipment for the project was supplied by UNIDO. Project implementation lasted four (4) years and was handed over to the state in November 2016.

With two outcomes of biomass for power generation successfully demonstrated for industrialization and local capacity for biomass technology developed and replicated for energy augmentation, the project, a highly relevant activity under UNIDO's CP, responds to two pillars of the CP: Poverty Reduction through productive activities – by improving the capacity of government to promote sustainable industrial development (technicians in the state, pictured below, have been trained in biomass technology) -, and Safeguarding the Environment through increased access to sustainable energy and promotion of green industry. In this way, the project gives attention to promoting Nigeria's development priorities as espoused in key policy documents especially 'addressing technical constraints to growth, investment in human capital and more importantly, investments in hard infrastructure to create enabling environment for industrial competitiveness well expressed by both the Vision 20:2020 and the NIRP.

Although inefficient due to the length of time and incidental resources expended in its delivery, the project promotes the required synergies and linkages between themes and components of the CP to achieve the country's development objectives. As a pilot, it has built government capacity in the rural agro state to provide clean and sustainable alternative energy needed to augment the very poor power supply to the state, from abundant locally available biomass. Its sustainability criteria currently being achieved shows that the plant is being copied by local engineers (inset) trained during the pilot with fabrication work at about 80% completion as at October, 2017.



A replication is planned at completion to provide energy for rural agro processing and industry across the state to support rural agro processing in the state known to be the country's food basket thus promoting the delivery of outcomes in themes 1 and 3 of UNIDO's CP.

One failure, though, is the inability of the UN System in Nigeria to leverage the project in demonstrating the DaO principle it promotes in the UNDAF. The project is in a location where UNDP came afterwards to establish a solar-powered cassava processing mill for the community. The mill is powered with energy from solar panels but when services that require high voltage arise, revert to the biomass plant when it should have fully integrated to the plan by design.

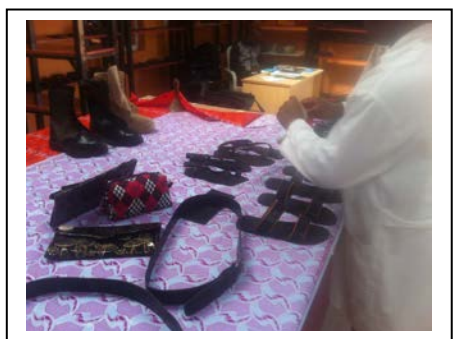
**Project ID 130002: Leather Products Training and Production Centre for Stimulating Employment Creation and Rural Economic Growth in Delta State through leather products MSMEs development.**

**Location: Issele-Uku, Delta State**

The Delta State Government through the Delta State Micro, Small and Medium Enterprises Development Agency is fostering a "Beyond Oil Policy" which aims to alleviate poverty amongst the youth in the state by engaging young women and men in productive activities that would contribute to job creation, self-employment, income generation, sustainable economic growth and development through a Leather Products Training and Production (LPTP) Centre for stimulating Employment Creation and Rural Economic Growth.

The Centre which commenced business in 2015 was established with the objectives to:

- Setting up of a leather products training and production centre (LPTPC);
- Establish an appropriate institutional and organizational arrangement for the formal development of at least one cluster of MSMEs in the field of leather products in the state; and
- Implement a joint quality production upgrading plan



*This MSME project, supported by UNIDO, is a response to poverty reduction through productive activities and satisfies outcomes associated with Themes 1 and 2 of the CP – especially outputs 2.2 and 2.3 namely Enhanced value-addition in targeted food and non-food value chains and Entrepreneurial and technical skills of agro-SMEs enhanced and linked to markets (including finance). . It defines certain key objectives of Nigeria's Vision 20:2020 and the policy thrust outlined in the NIRP that relate to economic diversification*

and competitiveness through value chain development, with outcomes that promote synergy and linkages between sectors, themes in the CP, and national development priorities. Hides and skin from the agro sector is processed into leather used to produce leather products in the factory.

Results indicate an underlining theory of change with great potential for impact. Still in its first year of operation, the Centre has trained 11 batches of the Basic course and 3 batches of the intermediate course with a batch size ceiling of 20, 5 and 3 for the three cadres. No participants have attended the Advanced course, yet some of the beneficiaries have gone ahead to establish their own businesses based on skills acquired from the Centre creating value, producing quality products, increasing and repeating sales, and revenue and earning income by training others. In this regard, the exploits of two beneficiaries, Onome Ogo-Ovwhigo and Onovughe Olayebi, resonate. Onome has established her own training enterprise on shoes, sandals and fashion accessories with either leather or fabric, charging participants a fee of N5,000 per session of 3 days. She has trained a total of 142 men and 58 women till date. Pictures 4 - 6 capture her training exhibitions and flyer. Onovughe has established a leather workshop where he employs 4 staff with 6 trainees in attachment.



**Project: The National Quality Infrastructure Project (NQIP) for Nigeria: Building Trust for Trade**

Recently, the European Union rejected about 100 Nigeria non-oil / agro produce compelling a national response to the issue of quality and standards with The Standing Inter-Ministerial Technical Committee on Zero Reject of Nigerian Agricultural Commodities and Produce /Non-Oil Exports otherwise known as 'The Zero Reject Committee'. The Committee has proposed a 5-year Action Plan (2017-2021) on Zero Reject of Nigerian Agricultural Commodities and Produce/Non-oil Exports in the international market. The work of the Committee, though laudable, is a short-term reactionary measure for trade competitiveness.

Nigeria does not have a Quality Infrastructure (QI) to remove Sanitary and Phytosanitary Standards (SPS) barriers to her local, regional and international trade and promote competitiveness for her goods and services in the global market place. It is the absence of this soft infrastructure that led to the rejection/ban of the 100 Nigerian commodities mentioned above, by the EU, for lack of conformity to quality standards.

The National Quality Infrastructure Project for Nigeria (NQIP) is a project to advance Nigeria's economic competitiveness and was established to facilitate the delivery of Theme 2 of UNIDO's technical assistance to the Government of Nigeria - Trade Capacity Building - in the context of strengthening Nigeria's trade and quality infrastructure leading to

improved safety and marketability of its goods and services. For its attention to resolving constraints to the country's participation in international trade and fulfilling the competitiveness agenda espoused in the national development policy framework, NIRP, the NQIP represents UNIDO's flagship in Nigeria. The Zero Reject Committee's Action Plan has been integrated with the NQIP project.

NQIP is funded by the EU with a grant of EUR 12,080,000 from its 10<sup>th</sup> EDF and implemented by UNIDO in coordination with the GON through the FMITI. UNIDO contributed EUR 80,000. The overall objective of the NQIP project, which is one of the three components of the EU private sector Support Programme, is to support the enhancement of the national quality infrastructure with the purpose to improve quality, safety, integrity and marketability of Nigerian goods and services and remove technical barriers to trade by putting in place an adequate, effective and sustainable National Quality Infrastructure (NQI), consistent with international and regional principles and practices. This objective is supported by five components for delivery in the project including:

1. Promulgation of a National Quality Policy and ensuing legislation for the NQI;
2. Establishment of a National Accreditation Body;
3. Development of a National Metrology Institute;
4. Improvement of Organized Private Sector (OPS) patronage of the NQI and their capacities to create and support conformity assessment bodies (CAB) and;
5. Enhancement of the consumer protection role on quality issues as well as increased capacities of consumer associations to lift up the quality offer/culture of Nigerian enterprises.

The main beneficiary institutions of the project are the Standard Organization of Nigeria (SON), Weights and Measures Department of the Federal Ministry of Industry, Trade and Investment (FMITI), National Agency for Food & Drug Administration and Control (NAFDAC), Conformity Assessment Bodies – CABs - (including private CABs), organized private sector (NACCIMA, MAN, NASME, etc.), Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), Nigerian Export Promotion Council (NEPC), Consumers Protection Council (CPC) and Consumer Associations.

WAQIP is the regional complement to NQIP and aims at building regional trade capacity and integrating trade in the West Africa region. It is a regional quality infrastructure project put in place by ECOWAS to address issues of standardization, metrology, quality assurance, etc, with the objective to help each member State establish its own quality infrastructure so that they can better fit into the regional framework for competitiveness in a complementary manner. The regional body has also set up a 'Standards Harmonization Committee' – regional structures (Committees) to harmonize its quality infrastructure across member states this promoting synergy and linkages for trade and competitiveness across the sub region in a well coordinated manner.

Early results from the NQIP indicate the delivery of the following outputs and associated outcomes:

- i. Growing synergy between components and amongst critical partners to the project.
- ii. A draft National Quality Policy and Good governance standards have been developed and awaiting enactment;
- iii. Training centres for quality assessment established - IPAN, LACCIMA, NECA and NACCIMA;
- iv. There is an increased consciousness of quality in industry with a national award that commenced in November 24<sup>th</sup> 2017;

- v. A legal institution to attest the competence and impartiality of conformity assessment bodies, the Nigerian National Accreditation Service (NINAS) is being established
- vi. National Metrology Institute (NMI) established and metrology equipment procured but yet to be installed. the NMI has identified clear potentials to create greater employment and generate revenue, both in local and foreign currency, through local services and to clients in the West Africa sub region when fully equipped and operational. The Institute has since early 2017 provided equipment testing and metrology services to 16 companies and big multinational clients operating in Nigeria, satisfactorily.
- vii. Several trainings for partners conducted including the training of 150 quality assessment auditors

There are however serious concerns around the sustainability of this critical project which is related to finance and the final delivery of the objective – Nigeria’s trade competitiveness – with the risk that the project may be aborted. While various components of the project promote competitiveness, and are advancing as planned, EU’s funding of the project comes to an end in August 2018 at the project’s half way mark with no plans to continue the financial support. At the moment, plans to secure government financing for the rest of the project are murky with no assurance.

Sustainability is also threatened by the refusal of certain government agencies involved to honor trade protocols with regard to delineation of roles and responsibilities as provided in WTO statutes and regulations. This evident **inertia to off-take** the basic components of the project as required by WTO rules by the government is best depicted with non-ratification of the National Quality Infrastructure policy prepared by the relevant government agencies but funded by this programme. This policy has been ready for Federal Executive Council ratification since January 2015. The policy is required to support a bill or set off bills that will legally back the various institutions that are required to have a globally acceptable Quality Infrastructure for Nigeria.

#### Summary of Projects Visited by ET (Safeguarding the Environment)

Project ID	Title	Partner(s)	Objective & Results
120334	Scaling up small hydro power (SHP) in Nigeria	UNIDO RCSHP  Energy Commission  FMoWR	<p>The Nigerian Government has made several efforts to address the challenges of power generation through policies, laws and regulations that also promote augmentation through several sources including exploiting the country’s abundant renewable energy (RE) deposits, for full contribution to the total energy mix. Some of the relevant policy actions are the National Electric Power Policy (NEPP) of 2001, the Electricity Power Reform Act, EPSRA of 2005, and Nigeria Power Sector Reform Road Map 2010.</p> <p>Scaling Up of Small Hydro Power (SHP) for Augmenting Rural Electricity Access - Nigeria is a GEF project that complements government’s effort to improve power supply through renewable energy and aims to promote investments in SHP technology to strengthen local manufacturing of SHP turbines. Implemented by UNIDO, the project seeks to strengthen the capacity of UNIDO’s Regional Centre for Small Hydro Power (RC SHP) for effective technical support on SHP development in the country and facilitate both human and institutional capacity</p>

		<p>building at various levels with training as a major tool, delivered to various stakeholders including mini-grid experts, policy makers, project developers, private investors, relevant institutions, engineers and financial institutions most of which have been trained in development and implementation of SHP projects.</p> <p>The main objectives of the RC SHP include:</p> <ol style="list-style-type: none"> <li>i. To improve human and institutional capacity for continuous development of SHP projects.</li> <li>ii. To upgrade the capacity for local fabrication of SHP turbines and control systems up to 300kW in the country.</li> <li>iii. Demonstration of SHP projects for a cumulative 3.1 MW on a Public-Private Partnership (PPP) basis leading to an overall emission reduction of around 349,424 t CO<sub>2</sub>e.</li> <li>iv. To promote a conducive investment environment leading to replication of at least 32 MW. This would lead to an overall emission reduction of around 3,494,240 t CO<sub>2</sub>e.</li> </ol>
120119	Scaling Up of Small Hydro Power (SHP) for Augmenting Rural Electricity Access - Nigeria	<p>Key results so far achieved in this project include:</p> <ol style="list-style-type: none"> <li>i. Capacity for SHP technology developed in various higher institutions and several River Basin Authorities across the country leading to the identification of over 200 potential SHP sites;</li> <li>ii. Development of 17 feasibility studies with detailed project report, DPR, and</li> <li>iii. The development of three SHP sites that are under construction which includes a 1,200 kw capacity SHP project with donor support in Benue State.</li> </ol> <p>Other results are, delivery of the:</p> <ol style="list-style-type: none"> <li>i. Ezioha Mgbowo SHP plant (30 kW) in Enugu State; funded by the Anambra-Imo River Basin Development Authority with technical assistance from UNIDO</li> <li>ii. Waya dam plant (150 kW), Bauchi State - completed; funded by the Bauchi State Government, ECN and the Upper Niger River Basin Authority</li> <li>iii. Tunga dam plant (400 kW), in Taraba State; funded by Taraba State Government and UNHCR with technical assistance from UNIDO</li> <li>iv. Amoke SHP; Benue State – 1.225MW – ongoing project; funded by the FGN and Benue State Government with technical assistance from UNIDO</li> <li>v. Ikei-Ile SHP, Osun State – 70KW; (On-going project). In this project, UNIDO sponsored training for local engineers for turbine manufacturing in Indonesia who have replicated turbines for use in the SHP awaiting installation. Installation has been delayed by the inability of the State Government to complete civil works at the SHP site.</li> </ol>



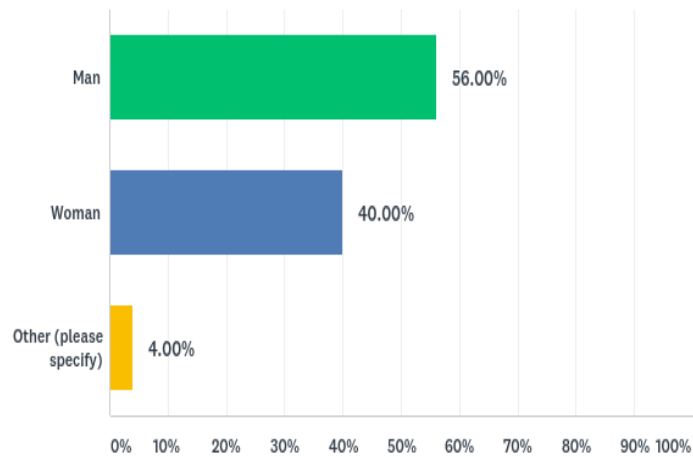
100260	Mini-grid based on Renewable Energy (Biomass) Sources to augment Rural Electrification - Nigeria (32kw/hr Biomass Power Project at Okwashi community, Ohaukwu LGA, Ebonyi State)	UNIDO Ebonyi State Govt.	<p>This project involves components that build capacity for renewable energy through a pilot (32kw Biomass Power Project) and promote the delivery of energy for industry linked to poverty reduction through productive activities – power delivery to the Abakaliki 3-ton Efficient Rice Mill and other proposed industrial activities. Only the pilot, however, has been delivered.</p> <p>The Mini-grid based on Renewable Energy (Biomass) Sources to augment Rural Electrification - Nigeria (32kw biomass power plant pilot project) commenced in 2012 and was completed and handed over to the Ebonyi State Government in 2016. The project was funded by UNIDO at a cost of USD27,548. The pilot aims to:</p> <ul style="list-style-type: none"> <li>• Illustrate energy generation from biomass – locally available wastes and other materials</li> <li>• Build local capacity in biomass technology for power generation – pilot delivered</li> <li>• Replicate the technology to augment power generation for industry in Ebonyi state</li> </ul> <p>The biomass plant is located in the same vicinity where UNDP, afterwards established a solar powered cassava processing mill for the community. However, the cassava mill depends on the biomass plant for activities that require higher voltage power, e.g, welding.</p> <p>The other and larger component of this project remains undelivered due to government administrative bottlenecks and inertia.</p>
130317	Minamata Initial Assessment in Nigeria (MIA)	UNIDO FMoE	<p>UNIDO is a leading agency in the implementation of multilateral environment agreements, treaties and protocols in Nigeria. One of these is the Minamata Convention on Mercury. ,</p> <p>UNIDO has provided technical support to Nigeria towards the ratification of the Minamata Convention and assisted the country with several pre-ratification activities. Including:</p> <ul style="list-style-type: none"> <li>• Coordinating the country team for inter-government negotiation committee meetings on Minamata,</li> <li>• developing Nigeria’s Minamata Convention Initial Assessment (MIA)</li> </ul>
150170	National Action Plan (NAP) on Mercury for the Artisanal and Small-Scale Gold Mining Sector in Nigeria – Under development	UNIDO FMoE	<p>UNIDO is a leading agency in the implementation of multilateral environment agreements, treaties and protocols in Nigeria. To fulfill the national Agreement on Mercury, UNIDO is presently developing Nigeria’s National Action Plan on Mercury for the Artisanal and Small-Scale Gold Mining Sector</p>
120374	Enabling activities to review and update the National Implementation Plan for the	UNIDO FMoE	<p>In fulfillment of Nigeria’s accent to the Stockholm Convention on POPs, UNIDO developed Nigeria’s National Implementation Plan; Reviewed and Updated the National Implementation Plan for the Stockholm Convention on POPs. In December 2016, the Updated NIP was officially presented to the then Minister of Environment; now the UN Deputy Secretary General.</p>

	Stockholm Convention on POPs		
105363	HCFC - Phase out Management Plan (Stage I, 2nd and 3rd tranche)	UNIDO FMoE NARAP Oyo State Govt.	HCFCs are part of a group of chemicals known as volatile organic compounds (VOCs) used as refrigerants in refrigerators, freezers, and air conditioning systems but is being phased out due to its harmful effect on the environment as ozone depleting substances, which has many adverse effects including global warming.
140185	Preparation for HCFC phase-out investment activities (stage II) (refrigeration and air-conditioning manufacturing sector)		<p>The HCFC project was conceived under the Montreal Protocol (MP) to which Nigeria was a signatory and later moved on to being a party. Given this status, she has an obligation to phase out the chemical and thus adopted UNIDO and UNDP as co-implementing partners on the agenda. Based on their individual and thematic expertise, UNIDO would identify, train and provide alternative environmentally friendly technologies for the end users of the chemical – refrigerator and air conditioning technicians -, while UNDP would identify alternative chemicals for their use and develop systems to produce the chemicals locally. UNIDO has accomplished this task. In the first of three phases to the project, UNIDO focused on the refrigeration sector while UNDP focuses on the foam sector. In the second phase it shall focus on the manufacturing sector while UNDP will focus on the service sector.</p> <p>Implementation of Phase 1 of this project was done in partnership between UNIDO, the FMoE and Oyo state government, which engaged the local implementing partner, the National Association of Refrigeration and Air- conditioner Practitioners (NARAP) Ibadan branch through two training workshops in Lagos, 2016 to educate on the harmful effects of HCFC and identify less harmful alternatives for adoption namely F406 and F407. In addition to capacity building, UNIDO provided equipment - 19 machines - to members of the association to facilitate the transition from use of HCFC to less harmful alternatives. The State government’s participation in the project involved the transfer of the Old Western Nigeria Furniture Company building, to the cluster as a Common Facility Centre because the building is serviced with power – 3 phase metering – and water required for the efficient functioning of the equipment provided.</p>

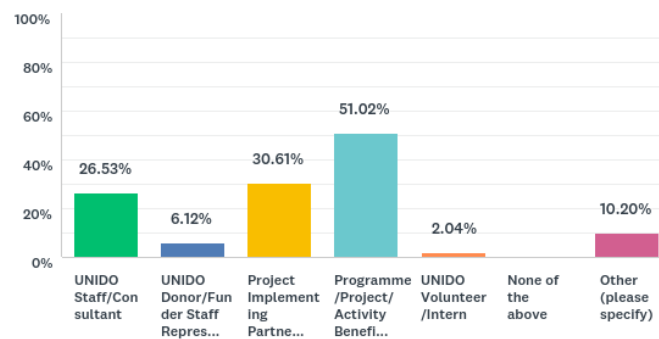
## Annex 6: Survey Findings – Charts

### Charts from Survey (Questions 1- 20)

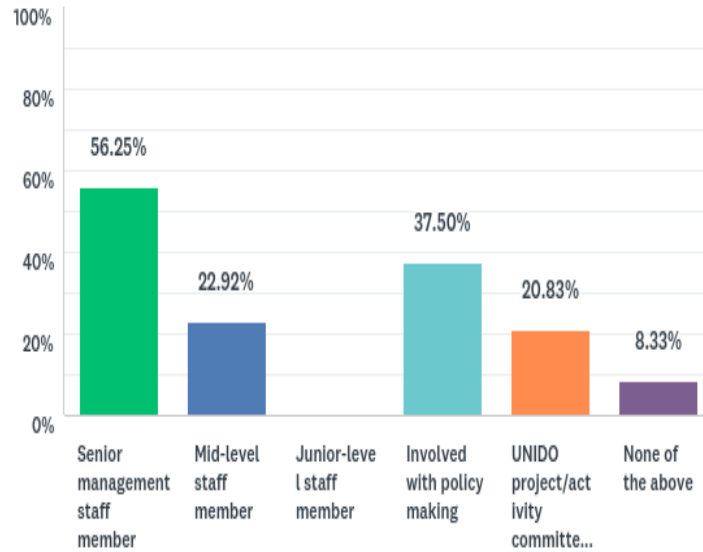
Q1 You are a:



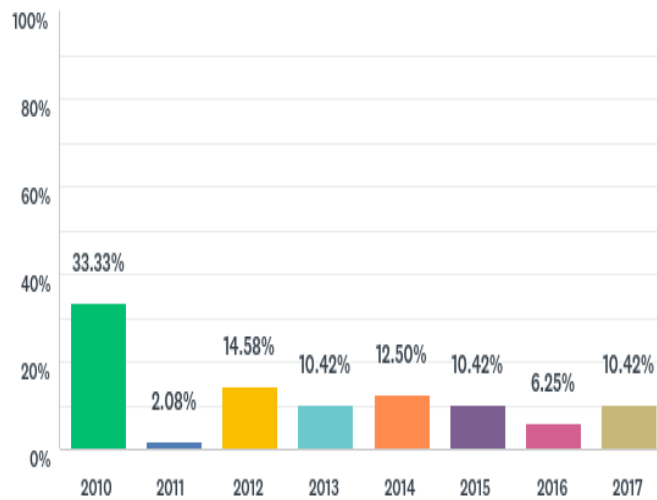
Q2 Your relationship with UNIDO: You are a (please select all that apply):



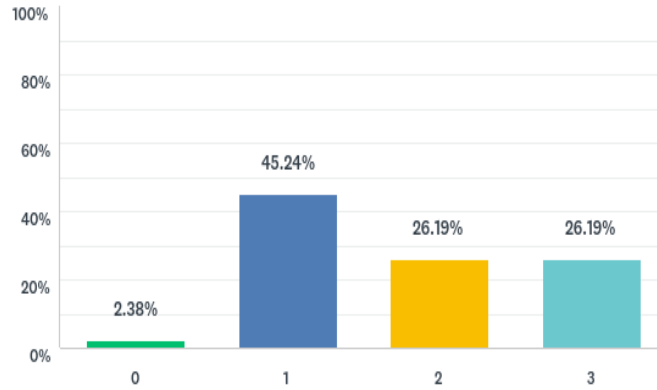
Q3 In your organisation you are currently (please select all that apply):



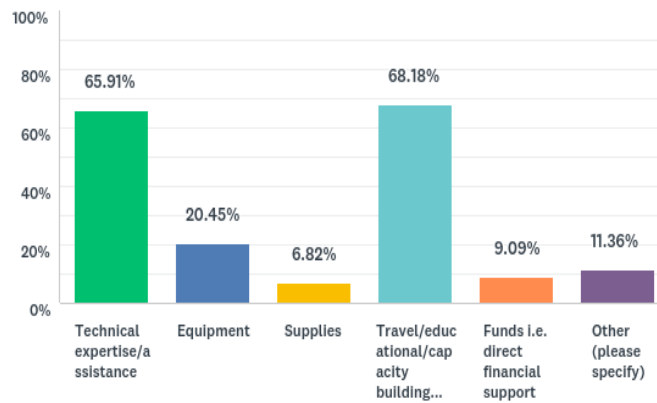
Q4 You or your organisation has been involved with a UNIDO project or activity since:



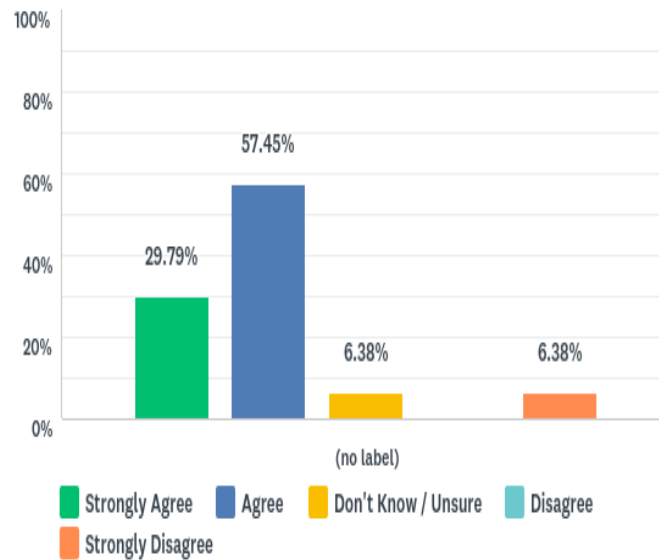
Q6 My organisation has been involved/engaged with the following number of UNIDO RON activities and or projects since 2012:



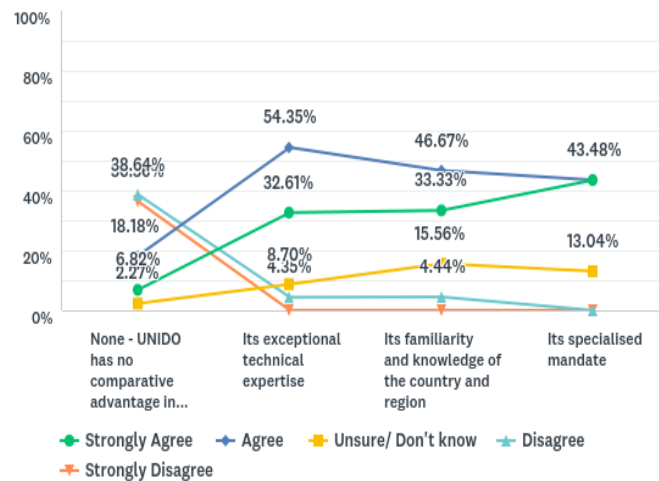
Q7 The nature of support provided to (i.e. received by) my organisation from UNIDO in the period since 2012 is:



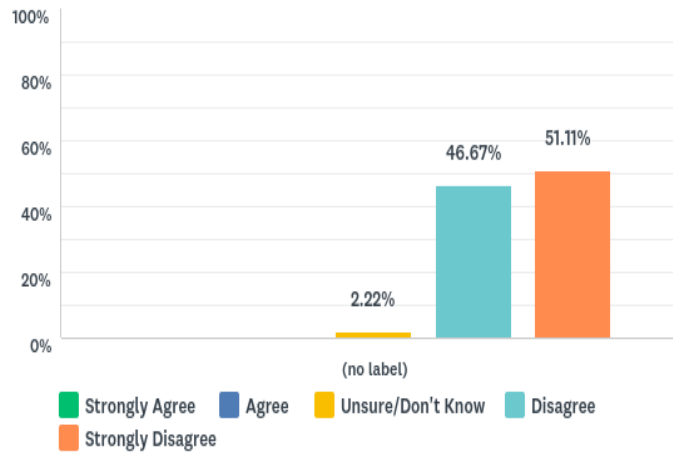
Q8 UNIDO's support/work/technical assistance in Nigeria in the period 2012-2016/7 has been (is) excellent



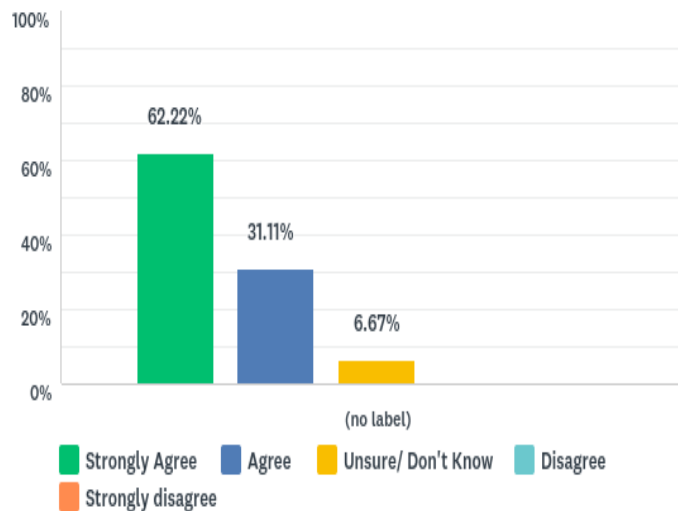
Q9 UNIDO's comparative advantage in Nigeria is (for each 'statement' below please select one response):



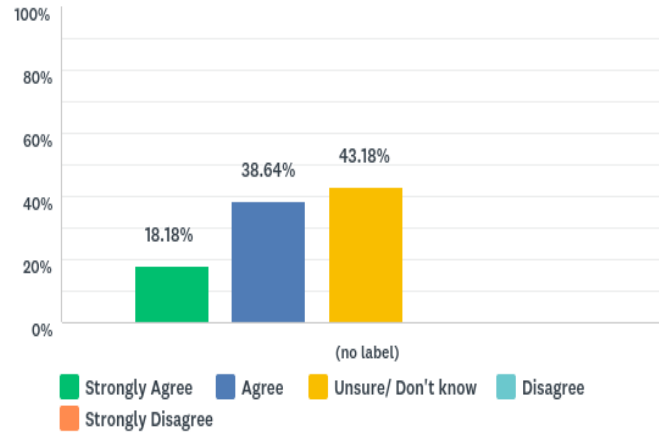
Q10 In my opinion, the UNIDO project/s and or support provided since 2012 to date and implemented by/in my organisation is NOT relevant to the goals of my organisation or institution



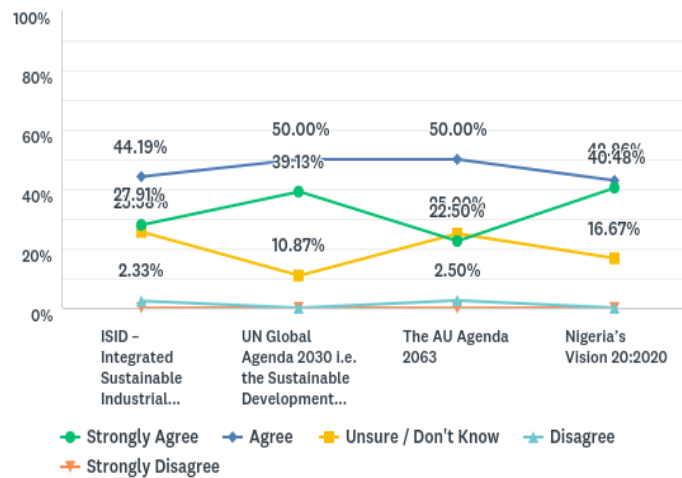
Q11 I believe that the UNIDO project/s and or support provided since 2012 to date and implemented by/in my organisation is in line with Nigeria's national development priorities



Q12 The UNIDO project/s and or support to your institution implemented since 2013 is aligned with UNDAF III activities in Nigeria

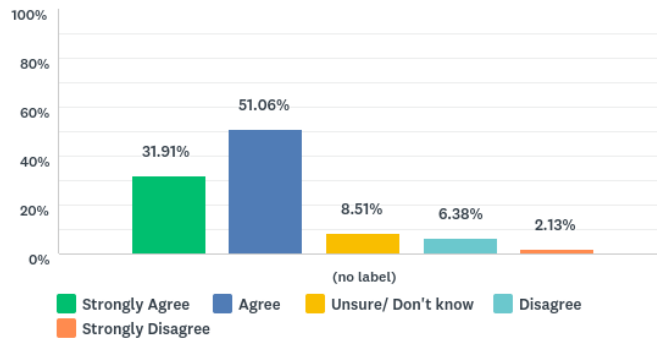


Q13 UNIDO interventions in the country since 2012 are closely linked to and reflect the following national and or international development agendas (for each 'agenda' below please select one response):

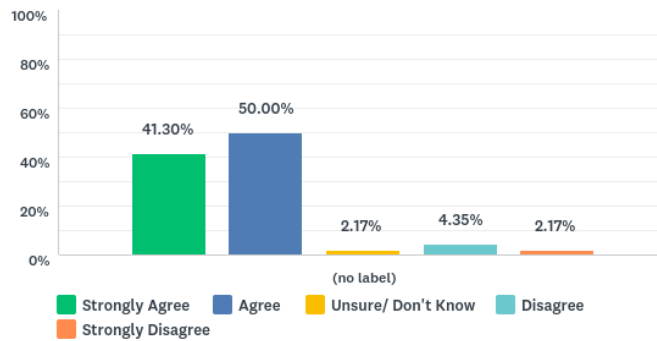




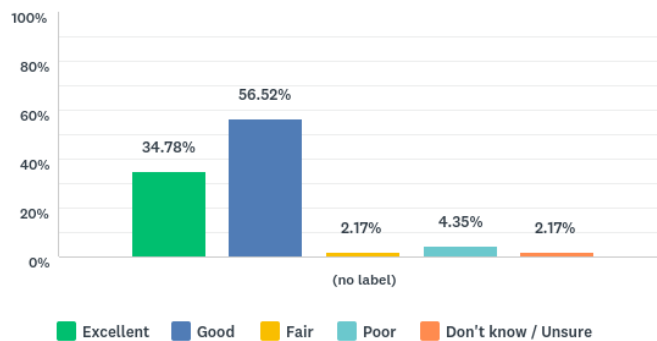
Q14 UNIDO project/s and or activity/ies with which I have been involved in Nigeria since 2012 has/have been closely monitored



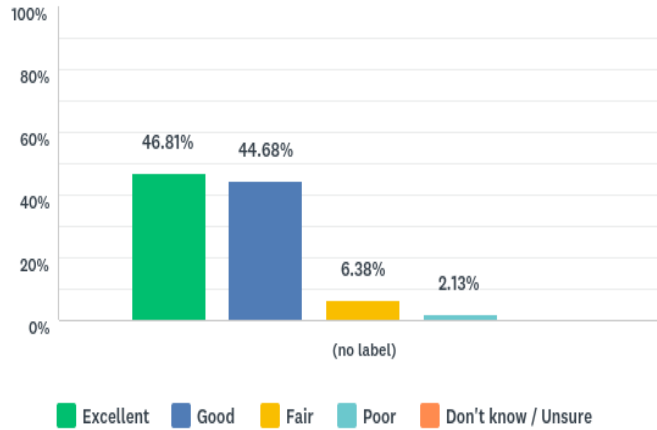
Q15 Results of the UNIDO project/s and or activity/ies with which I have been involved in Nigeria since 2012 has/have been diligently (regularly) documented and reported on



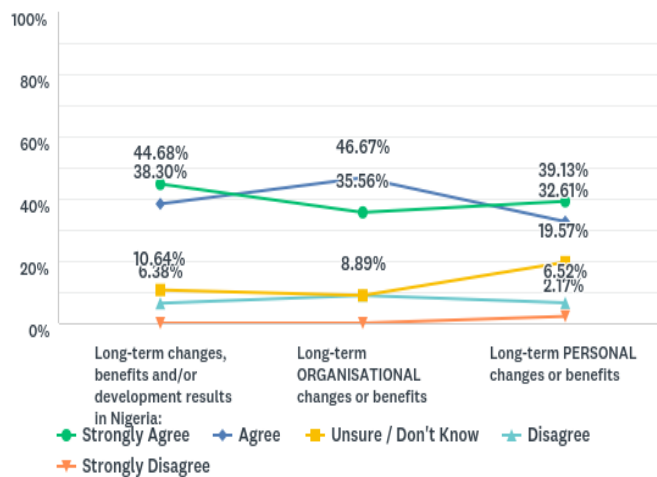
Q16 Results of the UNIDO project/s and or activity/ies with which I have been involved or have had responsibility for since 2012 have been:



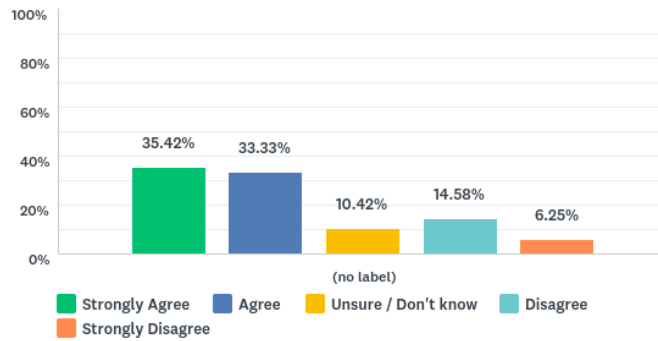
Q17 The potential impact of UNIDO project/s and or activity/ies with which I have been involved in or had responsibility for since 2012 is (please select one of the following):



Q18 In my opinion, UNIDO supported activities and projects since 2012 have contributed to (for each 'statement' below please select one response):



Q19 The support provided by the UNIDO country office for the implementation and monitoring of UNIDO projects and or activities in Nigeria and/or the region is adequate:



## Annex 7: Evaluation Matrix

Evaluation Issue or Question	Potential measure of progress or Indicator	Methodology (data collection method & Analysis)	Data Source	When/where Will data be collected	Who will conduct	Cost
<b>1. Programme design: were the potential synergies between different projects exploited?</b>						
1.1 To what extent were the potential opportunities for synergies/ linkages/ cooperation between different projects within/outside the CP, exploited for increased magnitude of results/impact to the country?	Number of implementing agencies  and  Nature of relationship within projects & without	Desk review  Interviews FGD e-Survey	Project documents  Implementing agency/partners  UNIDO Staff	October/November 2017  UNIDO & Implementation partner Offices	ET members	
1.2. What are the CP and/or UNIDO interventions' underlying theories of change?	Nature & Types of linkages among the projects  Nature & quality of programme logic  Programme acknowledgement of constraints & existing conditions	Desk review, Interviews e-survey?	Country Programme  Programme managers – UNIDO staff and PSC	October/November 2017  UNIDO & Implementation partner Offices	ET members	

Evaluation Issue or Question	Potential measure of progress or Indicator	Methodology (data collection method & Analysis)	Data Source	When/where Will data be collected	Who will conduct	Cost
<b>2. Relevance: How relevant were UNIDO interventions in Nigeria?</b>						
2.1. What was UNIDO's primary role in Nigeria? What was UNIDO's comparative advantage?	Nature of UNDAF - Mandate  Unique Programming/programme types  Funding – Extra budgetary fund raising	Document Analysis FGD Empowerment Evaluation methods e-Survey  % of Programme types with more RX	Programme docs PMs POs Project Officers  Programme budgets  Xtra budgetary receipts/funds raised	Oct/Nov 2017  Abuja RON  Implementation & funding partner offices	ET	Cost of FGDs & EE to be computed/calculated For select locations & projects
2.2. To what extent were UNIDO interventions aligned with Nigeria's national and UNDAF development priorities?	Degree/quality of alignment with National priorities and Strategies (NIRP/etc)  Degree/quality of synergy with UNDAF III	Document analysis including new Social & old media e.g. newspapers &  Interviews  e-Survey	Programme documents PMs POs Project Officers UN RC FAO EU GEF	Oct/Nov 2017  Abuja RON  Implementation & funding partner offices	ET	Survey Monkey app/softw are purchase
2.3. To what extent has UNIDO added value to the UNDAF?	#, type & quality of value addition to UNDAF	Doc analysis including new Social & old media e.g. newspapers &  Interviews  e-Survey	Programme documents PMs POs Project Officers UN RC FAO EU GEF Staff of FMITI, FME, Etc	Oct/Nov 2017  Abuja RO	<b>ET</b>	Cost of analysis-interview & e-survey data
2.4 To what extent UNIDO interventions are linked to ISID and to NIGERIA's 2030 Agenda and to the achievement of the national Sustainable Development Goals (SDGs)	Links to: ISID Nig's 2030 Agenda SDGs Quality of linkages	Document analysis including new Social & old media e.g. newspapers &  Interviews  e-Survey	ISID & other programme documents, Programme Manangers Programme Officers & Project Officers	Oct/Nov 2017  Abuja RO Lagos	<b>ET</b>	<b>As in 2.3.</b>
<b>Evaluation</b>	<b>Potential measure of</b>	<b>Methodology</b>	<b>Data Source</b>	<b>When/where</b>	<b>Who will conduct</b>	<b>Cost</b>

Issue or Question	progress or Indicator	(data collection method & Analysis)		Will data be collected		
<b>3. Effectiveness: To what extent have UNIDO interventions achieved the intended outcomes?</b>						
3.1. What have been the qualitative and quantitative results (outputs, outcomes and impacts) of UNIDO interventions?  Do the results correspond to those envisaged in UNIDO projects and programme(s) documents?	# of outputs/outcomes  Quality of outputs/outcomes  Nature and likelihood of impact  # of requests by counterparts  Alignment of outputs/outcomes to design	Document Analysis  Especially – ET Case study/project Visit reports  Interviews	Project documents  Programme & project Officers  Beneficiaries  Project sites	Oct/Nov 2017  RON, implementing partners & project locations or sites	ET	
3.2. What were successful interventions?  Which good practices (or failures) could be identified?	List of successful & high impact projects  Contributory factors of success or failure  High impact projects with demand for replication and scale up  RO/Requests for replication	Document Analysis  Especially – ET Case study/project Visit reports  Interviews	Project documents  Programme & project Officers  Beneficiaries  Project sites	Oct/Nov 2017  RON, implementing partners & project locations or sites	ET	<b>FGDs</b>
Evaluation Issue or Question	Potential measure of progress or Indicator	Methodology (data collection method & Analysis)	Data Source	When/where Will data be collected	Who will conduct	Cost
<b>4. Sustainability and Impact: How lasting are the effects of the UNIDO interventions?</b>						
4.1. How strong is the ownership among stakeholders (e.g. government and other key stakeholders)?	Nature & type of government & other stakeholder engagement in programme & UNIDO CP activities  \$ amounts contributed by government to/for programmes	Document analysis  Interviews  e-survey  FGD/EE methods	Programme documents  Partner institutions documents  UNIDO PMs, POs, implementing Partner staff	Oct/Nov 2017  RON, implementing partners offices & project locations	ET	

	<p>Programme contribution reflected in government budgets</p> <p># of national plans, strategies &amp; policies influenced by programme</p> <p># of Bills enacted/Laws made</p> <p># of projects continued after UNIDO exit/project closure</p>					
<p>4.2.</p> <p>What are the prospects for contributing to long-term changes, benefits and development results?</p>	<p>High level political will &amp; commitment</p> <p>Financial stability/fragility</p> <p># of Bills enacted/Laws made</p> <p># of projects continued after UNIDO exit/project closure</p>	<p>Interviews</p> <p>Document analysis</p> <p>Policy (economic &amp; Social/policy) analysis</p>	<p>Partner institutions</p> <p>UNIDO RO reports</p>	<p>Oct/Nov 2017</p> <p>RON, implementing partners offices &amp; project locations</p>	<p>ET</p>	
<b>Evaluation Issue or Question</b>	<b>Potential measure of progress or Indicator</b>	<b>Methodology (data collection method &amp; Analysis)</b>	<b>Data Source</b>	<b>When/where Will data be collected</b>	<b>Who will conduct</b>	<b>Cost</b>
<b>5. Efficiency: How have the UNIDO interventions in the Nigeria been managed?</b>						
<p>5.1.</p> <p>To what extent have interventions been monitored, evaluated and reported on?</p> <p>Are results documented? (output, outcome and impact level)</p>	<p>Number of monitoring visits/reviews undertaken</p> <p>No of monitoring reports prepared and uploaded onto UNIDO ODP</p> <p>No of evaluation reports and reported on</p> <p>Quality of monitoring reports</p>	<p>Document analysis</p> <p>Interviews</p> <p>e-Survey</p>	<p>Programme &amp; Project documents</p> <p>Evaluation reports and CPs</p> <p>UNIDO &amp; implementing agency/partners staff</p>	<p>October/November 2017</p> <p>UNIDO RON &amp; Implementation partner offices</p>	<p>ET members</p>	
<p>5.2.</p> <p>What are UNIDO's implementation management strengths and weaknesses?</p>	<p>Project completion /attrition rates</p> <p>Delays carryover projects</p> <p>Time between project conception/inception &amp;</p>	<p>Document analysis</p> <p>Interviews</p> <p>e-survey</p>	<p>Document Analysis (Performance reports)</p> <p>UNIDO &amp; implementing agency/partners staff</p>	<p>October/November 2017</p> <p>UNIDO RON &amp; Implementation partner offices</p>	<p>ET members</p>	

completion

Evaluation Issue or Question	Potential measure of progress or Indicator	Methodology (data collection method & Analysis)	Data Source	When/where Will data be collected	Who will conduct	Cost
<b>6. Gender and youth perspectives: How have gender and youth goals been integrated in UNIDO interventions in the Nigeria?</b>						
6.1. To what extent were gender and youth addressed in UNIDO interventions?	Evidence of gender and youth mainstreaming in:  CP/Projects/outputs & outcomes  Programme & project data disaggregated by age and sex	Document analysis  Interviews  FGDs  E-Survey	Programme & project documents/reports/Evaluations	Oct/Nov 2017  UNIDO RON & Implementation partner offices	ET	Cost of FGD
6.2. To what extent have women and youth benefitted from the projects in particular with regard to employment and income?	# of projects targeting women and youth  Types of projects targeting women and youth  # of women & youth project beneficiaries  Proportion of budget of projects targeting women and youth  Nature of post project support & performance (credits, starter packs) of women and youth	Document Analysis  FGDs or EE methods with youth & women beneficiaries  Interviews  e-survey	Programme & project documents/reports/Evaluations  Programme/beneficiaries  UNIDO & implementation partner staff	Oct/Nov 2017  UNIDO RON & Implementation partner offices	ET	Cost of FGD & EE



	after Nature of access to financial e.g. bank loans and other technical resources availed to women & youth beneficiaries					
6.3. Are gender and age disaggregated data available? (pre- and post-intervention, data on results)	Existence of routine & systematic data collection methods in programme & projects  Existence of gender and age disaggregated data on beneficiaries in programme & project reports and evaluations	Document Analysis  FGDs or EE methods with youth & women beneficiaries  Interviews  e-survey	Programme & project documents/reports/Evaluations  Programme/beneficiaries  UNIDO & implementation partner staff	Oct/Nov 2017  UNIDO RON & Implementation partner offices	ET	
<b>Evaluation Issue or Question</b>	<b>Potential measure of progress or Indicator</b>	<b>Methodology (data collection method &amp; Analysis)</b>	<b>Data Source</b>	<b>When/where Will data be collected</b>	<b>Who will conduct</b>	<b>Cost</b>
<b>7. UNIDO's Regional Office (RO): How adequate is the support provided by the UNIDO country office?</b>						
7.1. How adequate is the support provided by the UNIDO country office for coordination, implementation and monitoring of UNIDO projects?	Ratio of staff to projects/project sites/locations Coordination Mechanisms instituted # of coordinating partners Nature & quality of	Document analysis  Interviews  e-survey	RON Documents e.g. management meeting reports Review of CP/CO organogram  Programme reviews &	Oct/Nov 2017  UNIDO RON, implementing Partner /Beneficiary offices	ET	

	relationships among/between UNIDO, implementation & funding partners		Evaluations Annual work plans			
7.2. How adequately does the Office manage relations with the government and other key stakeholders?	Type & quality of UNIDO response to partner requests for support  Timeliness of response to partner requests	Document analysis  Interviews  e-survey	CO Files  Programme reviews/Evaluations  Annual work plan	Oct/Nov 2017  UNIDO RON, implementing Partner /Beneficiary offices especially CP Steering Committee	ET	
7.3. To what extent does the Office contribute to UNIDO's visibility in Nigeria?	#, type & quality of UNIDO presence on TV, News & Social Media, others  # & Profile of UNIDO implementation partners	Document analysis  News media trolling & analysis  Interviews	RON Documents e.g. management meeting reports  News Media – TV, Newspapers, Social media sites etc	Oct/Nov 2017  UNIDO RON, implementing Partner offices	ET	Payment for data sourcing (PA)
7.4. To what extent does the RO manage and implement UNIDO interventions in the context of the UNDAP	Nature & quality of collaboration between UNIDO interventions & other UN agencies in Nigeria or region Reflection of UNDAF III priorities in UNIDO programme & projects Joint programming with other UN agencies within UNDAF III	Document analysis  News media trolling & analysis  Interviews	RON Documents e.g. management meeting reports  Programme documents	Oct/Nov 2017  UNIDO RON, UN funding Partner offices	ET	

