UNICEF Evaluation Management Response
5 March 2019

UNICEF Evaluation Management Response in Nigeria

<table>
<thead>
<tr>
<th>Evaluation Title</th>
<th>Impact Evaluation of Birth Registration Programme 2012-2016 in Nigeria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation Year</td>
<td>2018</td>
</tr>
<tr>
<td>Office in charge</td>
<td>Nigeria</td>
</tr>
<tr>
<td>Overall Responsible of Management Response</td>
<td>UNICEF Country Office Representative, Mohamed Malick Fall</td>
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<tr>
<td>Focal Person Responsible</td>
<td>Chief Child Protection, Milen Kidane</td>
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<tr>
<td>Overall response to the evaluation</td>
<td>Agree</td>
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<tr>
<td>Planned use of evaluation</td>
<td>The Senior Management agree with overall recommendations and will implement the response in a timely manner to strategize better and leverage partnerships for scaling up birth registration programme within the new country programme of cooperation Nigeria-UNICEF 2018-2022. Adequate actions have been integrated into the 2019-2020 Annual Workplans to be signed with Government. The Evaluation Report has been disseminated at Country level, Regional and Headquarter levels. The Primary users of this evaluation include UNICEF Nigeria’s Deputy Representative Programme, Deputy Representative Operations, Chiefs of Sections (Child Protection, Health, Managing for Results), Government, Field Offices, Programme Managers and UNICEF Nigeria Evaluation Unit. UNICEF Nigeria has planned to organize in 2nd quarter after general elections, a public advocacy meeting involving Government, UN, Development Partners, Academia and Stakeholders + RO/HQ for the presentation of findings of the evaluation and leveraging partnerships for scaling up BR programme in Nigeria.</td>
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Special responsibility dedicated to UNICEF (13 recommendations)

<table>
<thead>
<tr>
<th>Actions planned</th>
<th>Responsible Office/ Person</th>
<th>Expected date of completion</th>
<th>Status</th>
<th>Actions taken</th>
<th>Supporting documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation 1: UNICEF NCO must engage with NPopC, whilst keeping in view the approved ‘CRVS Strategic Plan’ (2018-22) including proposed operational plans, to identify priorities for the future engagement. The focus must be on areas where UNICEF NCO brings demonstrated institutional strengths and comparative advantages. The focus must remain on ‘Systems Strengthening’ for more sustained change</td>
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<tr>
<td>Response to Recommendation: Agree with caveat</td>
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<tr>
<td>If recommendation is rejected or partially accepted, report reasons: Operationalizing the CRVS Strategic Plan is a collective accountability and will be done in partnership with Government, other UN agencies including the World Bank</td>
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<td>1.1. The Child Protection Section in collaboration with NPopC and other multisectoral partners will develop advocacy briefs on birth registration and conduct high-level advocacy visits to the Presidency and the Parliamentarians who has oversight functions over the National Population and state governors. Advocacy briefs will focus on systems strengthening initiatives, increased workforce and resources for birth registration programmes in Nigeria.</td>
<td>Dep. Rep. Pernille Ironside,</td>
<td>31 December 2019</td>
<td>Underway</td>
<td>Key strategic interventions have been considered and are integrated in the 2019-2020 RWP.</td>
<td>Copy of signed Child Protection 2019-2020 RWP</td>
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<td>1.2. UNICEF will keep strengthening current engagement with traditional and religious rulers to promote increased demand for birth registration services and use of community structures especially in the hard to reach areas to drive increased demand for birth registration services.</td>
<td>Dep. Rep. Pernille Ironside,</td>
<td>31 December 2019</td>
<td>Underway</td>
<td>Child Protection Section has mobilized external expertise in birth registration to support the development of adequate programmatic responses.</td>
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<td>Recommendation 2: UNICEF NCO must initiate a ‘Dialogue’ (most likely to be a series of consultations) with NPopC CRVS Department (including NPopC senior management) to develop a shared understanding of how NPopC can best implement the ‘CRVS Strategic Plan (2018-22). Work with the Department to identify areas of critical importance where NPopC needs the technical and financial assistance.</td>
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<td>Management Response: Agree</td>
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<td>2.1. UNICEF will keep reviewing and reflecting on the identified priorities internally, to decide where UNICEF NCO could and add the best value.</td>
<td>Chief Child Protection, Milen Kidane</td>
<td>30 April 2019</td>
<td>Underway</td>
<td>Key strategic interventions have been considered and are integrated in the 2019-2020 RWP</td>
<td>Copy of signed Child Protection</td>
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</table>
2.2. UNICEF will support NPopC in its leadership and coordination role to identify other development partners such as the World Bank, UNHCR, WHO, and UNFPA and will encourage and facilitate the NPopC to reach out to these partners.

| Chief Child Protection, Milen Kidane | 30 April 2019 | Underway | Child Protection Section has mobilized external expertise in birth registration to support the development of adequate programmatic responses. | 2019-2020 RWP |

2.3. UNICEF will keep presenting other local partners (NGOs, traditional/religious/community leaders and, local government chairpersons) to the NPopC leadership, develop consensus and secure commitments from the NPopC, to bridge the current programming and workforce gaps and increase demand for birth registration.

| Chief Child Protection, Milen Kidane | 30 April 2019 | Underway | | |

**Recommendation 3: Develop/Document a ‘Technical Assistance Framework’ with defined priorities, targets, approaches (including systems strengthening, balanced focus on resources and others), resources, based on the consensus reached with the NPopC**

**Management Response:** Agree. Increased funding for birth registration programming in Nigeria will be explored.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Not yet started | The modality and financial implication for this recommendation as well as for the ‘framework’ to develop and document a ‘Technical Assistance Programme’ will be determined during the meeting with members of the Evaluation Steering Committee coming up in Q.1-2 of 2019 | Finalized ‘Technical Assistance Framework’ Report |

3.1. Use the ‘framework’ to develop/document a ‘Technical Assistance Programme/Project’ (preferably of 3-5 years).

| Chief Child Protection, Milen Kidane | 31 December 2019 | Not yet started | | |

3.2. Use the Programme/Project document to inform internal ‘Rolling Work Plans’ and financial allocations. The future engagement must avoid evolving programming approaches.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Not yet started | | |

3.3. The future partnership must contain realistic targets, while taking note of previous trends and patterns.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Not yet started | | |

**Recommendation 4: The future technical assistance must adopt a ‘two-pronged’ strategy, whereby one element should focus on registration of U1 (children) and other for the remaining age groups i.e. 1 year and plus. The U1 strategy must focus on up-scaling the partnership with health by evolving mechanisms to have birth registration integrated into pre/post-natal care and health extension network.**

**Management Response:** Agree
4.1. The ‘CP Section’ will continue to build on the systemic partnership with the Ministry of Health and National Primary Health Care Development Agency to integrate birth registration activities into the standard package for the public health campaigns and community-based structures.

| Chief Child Protection, Milen Kidane and Chief of Health Section Sanjana Bhardwaj | 31 December 2019 | Underway | UNICEF has already supported 17 states to develop SOPs which prescribed guiding principles and minimum procedures for each stakeholder to apply in registering a child.

Determining on availability of funds, UNICEF will be able to support the scale up to the remaining 19 States across the country. | MoUs with ALGON Data reports from RapidSMS dashboard |

4.2. Community social mobilization strategies will continue to be employed to mobilize parents and care givers on the importance and the need for birth registration in Nigeria.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway |  |

4.3. The Child Protection section will build on and adopt the current Country Programme strategy- the Child Friendly Community Initiative to improve the coverage, to scale up and accelerate birth registration services for the remaining age groups.

| Chief Child Protection, Milen Kidane and Chief of Health Section Sanjana Bhardwaj | 31 December 2019 | Underway |  |

4.4. UNICEF will support NPoPC to strengthen partnerships with ALGON, Education, MoWASD and others to reach other age groups.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway |  |

4.5. Convergence programming and interoperability strategy as well as the RapidSMS innovative technology will continue to drive improved coverage in the country.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway |  |

**Recommendation 5: The Programme/Projects must have documented Theory of Changes, targets, strategies and entry points, stakeholders, roll-out plans, budget, and monitoring and evaluation plans**

| Management Response: Agree |

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway | The Child Protection Rolling Workplan for 2019-2020, has established robust targets, strategies and entry points, stakeholders, roll-out plans and budget based on the existing ToC. Monitoring of all birth registration activities will be captured electronically using the innovative UNICEF E-tools, RAM and Insight. | Link to signed Child Protection 2019-2020 RWP and existing ToC |

5.1. Provide technical assistance to NPoPC to establish complete and functional birth registration database, integrated into/with NPoPC CRVS system with the procurement of scanners and IT equipment to establish a database.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway |  |
5.2. Support monitoring and reporting regularly on ‘Roll-out Plans’ (State and partner specific) of the implementation of ‘interoperability’ in order to address operational challenges and strengthen the collaborative initiatives

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway | UNICEF has commenced discussions with NPopC management on establishing an integrated national registration and information system that would include components of ‘interoperability’ initiatives to link with the databases of multiple government ministries, departments and agencies. |

**Recommendation 6:** Set conditions to undertake ‘Capacity or Needs Assessments’, to inform future institutional and capacity development interventions and investments e.g. staff training, materials support, and others. Use the findings to inform the scope, scale, and approaches to capacity development

**Management Response:** Agree (partially)

- If recommendation is rejected or partially accepted, report reasons: There is need to have sufficient funds to conduct needs assessment across all NPopC offices at the 774 LGAs and 36 states plus FCT

6.1. Undertake ‘Capacity or Needs Assessments’, to inform future institutional and capacity development interventions and investments e.g. staff training, materials support, and others.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Not yet started | Child Protection Section has commenced discussions with relevant and potential officials, experts and institutions that can undertake the capacity needs assessment. |

6.2. Report of capacity needs assessment shared with NPopC, the Presidency and Parliamentarians and operationalized.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Not yet started |

**Recommendation 7:** Set conditions for NPopC to commit to cover the O&M costs for any equipment and material support provided in future. This would enable proper upkeep, re-stocking and sustained use

**Management Response:** Agree

7.1. Advocacy visit is being planned to meet the current acting Chairman of NPopC who just resumed in February 2019.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway | Interactive and strategic meetings are consistently held with the top management of NPopC. |

7.2. A consensus building meeting to present the recommendations in the Evaluation report and define modality for operationalization of specific action points will hold in April with the top management of NPopC.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway |
**Recommendation 8:** Link up the future staff development/training assistance to the initiation/strengthening of NPopC’s ongoing/future ‘Pre-service’ and ‘In-service’ training packages

**Management Response:** Agree with caveat

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Description</th>
<th>Responsible Officer</th>
<th>Date</th>
<th>Status</th>
<th>Details</th>
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<tbody>
<tr>
<td>8.1</td>
<td>Support development and production of relevant materials (manuals, training modules, guidelines, SOPs, etc) to boost staff development within the Commission, conduct TOTs and create a pool of resource persons to train future ‘Pre-service’ and ‘In-service’ officials of the commission.</td>
<td>Chief Child Protection, Milen Kidane</td>
<td>31 December 2019</td>
<td>Underway</td>
<td>During the period post evaluation, UNICEF has supported the training of over 3,000 NPopC staffs, 174 state monitors (76 for the Southern states and 91 for the Northern states) and 7 Federal monitors on reporting data from the RapidSMS dashboard.</td>
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<td>8.2</td>
<td>Share with Vital Registration Department staff different courses/online courses that can build their capacity in Agora and other similar platforms.</td>
<td>Chief Child Protection, Milen Kidane</td>
<td>31 December 2019</td>
<td>Underway</td>
<td>Births and Deaths Registration Manual reviewed, birth registration modules finalized and integrated into the training manual and job aids developed by NPHCDA—for Community Health Influencers and Promoters Service (CHIPS) Agents to improve health outcomes in Nigeria.</td>
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<td>8.3</td>
<td>Support study tours and attendance in regional conferences to increase learning of selected NPopC staffs in other countries’ architecture of managing Civil Registration and Vital Statistics systems</td>
<td>Chief Child Protection, Milen Kidane</td>
<td>31 December 2019</td>
<td>Underway</td>
<td>UNICEF, ensured that cost of staff development and training assistance for NpopC staff are encapsulated within the current document on ‘Budgeting for the Child Protection system in Nigeria’.</td>
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**Recommendation 9:** Support NPopC to undertake assessment of current services and products with respect to equity, gender, humanitarian lenses, to deepen the understanding around these issues, associated risks and challenges. Use findings to inform the interventions/investments.

**Management Response:** Disagree

**If recommendation is rejected or partially accepted, report reasons:** These are broader national issues, that go beyond what UNICEF can address and that would require collaboration with Government, UN agencies and many other partners.
9.1. A Structured meeting being planned with the NPopC management and Vital Registration Department will afford the opportunity to critically look at this component of the Evaluation Report and all the recommendations proffered. Evaluation report and recommendations will also be shared with other stakeholders and wider actors involved with the CRVS system.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway |

9.2. The monitoring mechanisms should factor in the tracking of results for poor, women and girls, disabled, people affected by conflicts/natural disasters, and others.

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway |

**Recommendation 10: Strengthen the ‘Convergent Programming’**

**Management Response: Agree**

| 10.1. CP Section to engage with health, nutrition, polio, education, C4D teams to help with leveraging internal strengths, resources and coverage. | Dep. Rep. Pernille Ironside | 31 December 2019 | Underway |

During 2017-2018 period post evaluation, Convergence of programming for birth registration services have been expanded resulting to the registration of over 8 million children in Nigeria in year 2018. The Section will continue to scale up the convergence programing within UNICEF as well as use strategic multi-sectoral interventions in different geographical areas across the country.

| 10.2. Integrate ‘mandatory reporting’ (could possibly be a report card) on convergent programming for each section, with their regular updates. | Dep. Rep. Pernille Ironside | 31 December 2019 | Underway |

| 10.3. Each Section to nominate one staff to work as focal person for exploration and realization of convergence. | Dep. Rep. Pernille Ironside | 31 December 2019 | Underway |

**Recommendation 11: Reconsider its current ‘minimalistic’ staffing approach for managing Programmes within UNICEF**

**Management Response: Agree with caveat**

*If recommendation is rejected or partially accepted, report reasons: current limited funding for BR- the assumption is that there will be sufficient/increased funding for birth registration programming in Nigeria*

| Chief Child Protection, Milen Kidane | 31 December 2019 | Underway |

Recruitment of additional work force within the section is ongoing for Child Protection Specialists in Akure, Kaduna,
11.2. Provide embedded support (full time) within NPopC for coordination and documentation.


**Recommendation 12: Support NPopC to prepare and implement ‘Research, Monitoring and Documentation Plan’.** It should be developed in consultation with proposed RMD Unit. The support must enable NPopC (RMD in particular) to set baseline, track progress for key indicators, undertake periodic reviews and reflections, document learning, manage knowledge.

**Management Response: Agree**

12.1. Support NPopC to undertake researches on topics of interest. The researches must enable both NPopC and UNICEF NCO to understand the drivers for low/high uptake of different sources such as those for raising gaps in inequities, barriers and opportunities for ‘single mothers’, ‘refugees and immigrants’

| Chief M4R, Claes Johansson | 31 December 2019 | Underway | CP Section Chief is mobilizing external support for the ‘Research, Monitoring and Documentation Plan’. |

12.2. Use the report findings and recommendations for guiding NPopC to adapt or tailor services, to pilot or upscaling services and use the report as an evidence-based advocacy tool for advocacy and lobbying

| Chief M4R, Claes Johansson | 31 December 2019 | Underway |

**Recommendation 13: Support NPopC to prepare and implement ‘Communication Plan’**

**Management Response: Agree**

13.1. Develop a communication plan that includes interventions on knowledge dissemination, visibility and profiling, and advocacy.

| Chief CAP, Eliana Drakopoulos | 31 December 2019 | Underway | In 2018, the Section facilitated the development of birth registration media and advocacy plans and IEC materials (roll up banners, posters and jingles) in 6 languages (Hausa, Yoruba, Igbo, Pidgin, Kanuri and English) to promote country wide public awareness and demand for birth registration services. A social media/twitter handle on Birth Registration services was conducted with the support of Media and External Relations colleagues. |

| Communication Plan |
| Communication Plan |

13.2. Strengthen capacities of PAD for more sustained results.

| Chief CAP, Eliana Drakopoulos | 31 December 2019 | Underway |

13.3. In collaboration with the C4D Section, develop advocacy briefs and messages on birth registration; and conduct high level advocacy visits to the Presidency, Parliamentarians,

<p>| Chief CAP, Eliana Drakopoulos | 31 December 2019 | Underway | Advocacy briefs |</p>
<table>
<thead>
<tr>
<th>Ministry of budget and National Planning and Federal Minister of Health Executive Sectary of NPHCDA and Governors forum.</th>
<th>Chief CAP, Eliana Drakopoulos</th>
<th>31 December 2019</th>
<th>Underway</th>
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</table>

**Approved by UNICEF**

**Recommended by:**

Pernille Ironside

Deputy Representative

Signature

Date 22 March 2019

**Approved by:**

Mohamed Malick Fall

Representative

Signature

Date