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FEDERAL MINISTRY OF
BUDGET AND ECONOMIC PLANNING

Report of the

MONITORING AND EVALUATION SYSTEM ASSESSMENT OF 34 FEDERAL MINISTRIES, DEPARTMENTS AND AGENCIES IN NIGERIA

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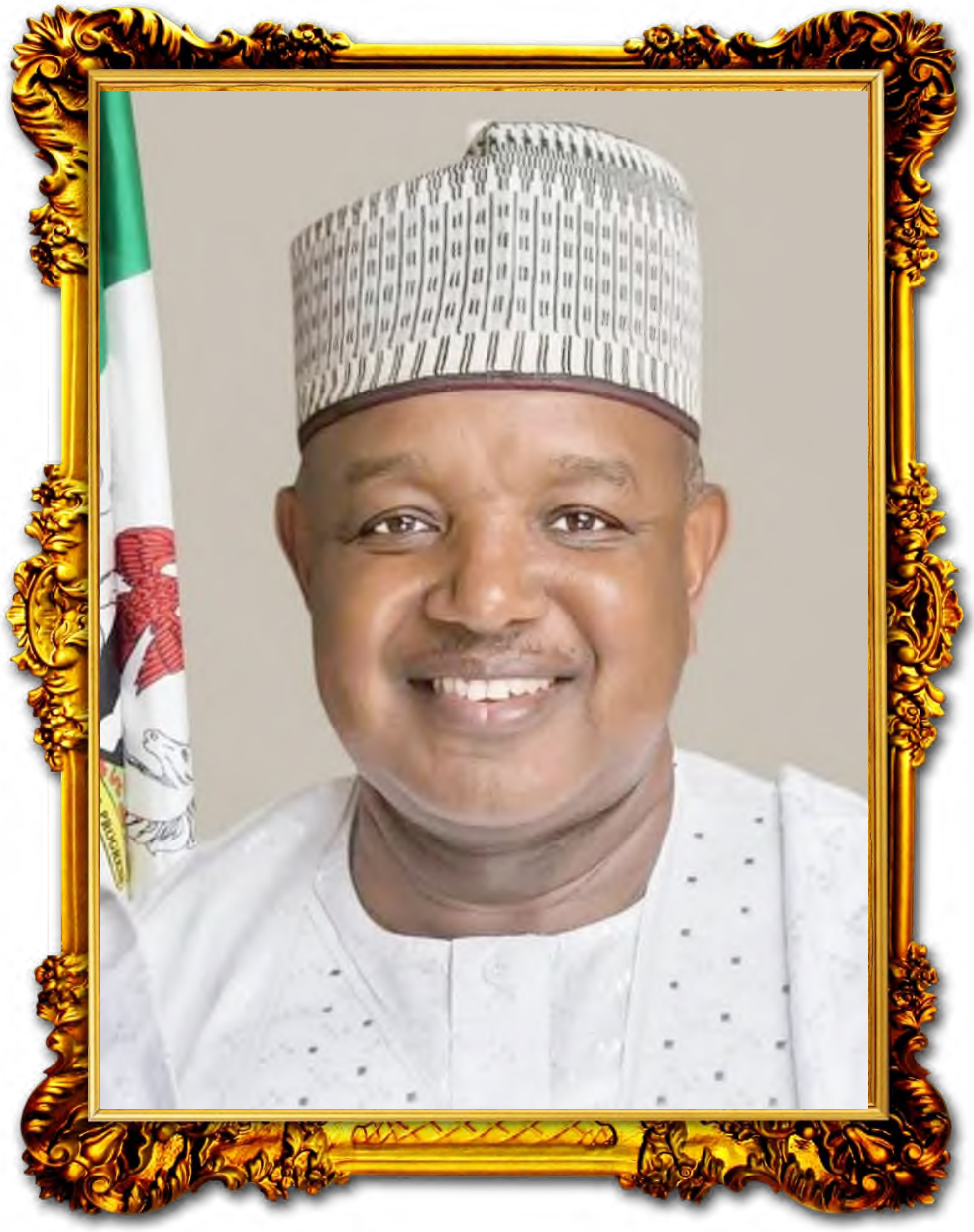

HIS EXCELLENCY

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List of Acronyms

DPRS	–	Department of Planning, Research and Statistics
DQA	–	Data Quality Assessment
FMBEP	–	Federal Ministry of Budget and Economic Planning
FCTA	–	Federal Capital Territory Administration
GIS	–	Geographic Information Systems
MDAs	–	Ministries, Departments and Agencies
M&E	–	Monitoring and Evaluation
NM&E	–	National Monitoring and Evaluation
MECAT	–	Monitoring, Evaluation and Capacity Assessment Tool
MESA	–	Monitoring, Evaluation and System Assessment
MESAT	–	Monitoring , Evaluation and System Assessment Tool
UNDP	–	United Nations Development Programme
USAID	–	United States Agency for International Development

Acknowledgement

This report highlights the findings of the monitoring and evaluation compliance assessment conducted to examine the strength and viability of the M&E System across MDAs, Identify M&E gaps and develop M&E System Improvement Plans (SIP) for MDAs. The exercise and production of the report was made possible through the support and dedication of several stakeholders. It is my privilege to appreciate the Honourable Minister of Budget and Economic Planning, Senator. Abubakar Atiku Bagudu (CON), for his tenacious efforts to ensure that M&E is used as a tool to measure results and ~~to~~ connect evaluation evidence to planning, budgeting and policy decision processes towards enhancing public accountability, learning and improving performance in Government.

I am thankful to our technical partner, Cloneshouse, for developing a comprehensive findings brief and providing technical assistance that influenced the substance of this report. I equally appreciate the Ministries, Departments and Agencies for their support through the various engagements and provision of relevant data, information and resources used for the Monitoring and Evaluation System Assessment (MESA) analysis. We trust that these collaborations will serve as a remarkable reference towards the institutionalization of result-based planning, continuous learning, and demonstration of accountability through regular performance monitoring and reporting.

Finally, I will like to applaud the professional conduct and commitment demonstrated by Officers of the National Monitoring and Evaluation Department led by the Director Olasumbo Ayinde-Yakub in their drive towards the institutionalization of the National M&E policy and standardization of M&E practice across MDAs.

Nebeolisa Anako

Permanent Secretary
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Executive Summary

Nigeria is blessed with abundant natural and human resources. The country also prides itself of having some of the best initiatives and programs. However, our bane has remained the strategic and systematic implementation of Government Projects, programs and policies, which have affected its optimal (socio-economic) return on investment over the years. The consequent factors identified to have led to these include non-availability of evidenced based data, poor documentation processes, poor capacity for M&E implementation, lack of synergy and partnerships amongst MDAs, etc.

The administration of President Ahmed Bola Tinubu (GCFR) is poised to reposition the country on the path of systematic, strategic and sustained growth and development. This can be seen from the numerous reforms that have been initiated since May 29, 2023. One reform area that the present administration has given priority to is in repositioning the public service for improved service delivery and mandate achievement. Some initiatives being rolled out include the performance management system (PMS), signing of performance bonds amongst others. However, the achievement of these initiatives can only be sustained and guaranteed through the institutionalization and functionality of the performance monitoring system in the MDAs.

In line with its mandate of coordinating the effective and efficient implementation of government plans, projects and policies, the Federal Ministry of Budget and Economic Planning (FMBEP) through the National Monitoring and Evaluation (NM&E) Department carried out a Monitoring and Evaluation System Assessment (MESA) of MDAs. The objective is to systematically establish the monitoring and evaluation system gaps in targeted MDAs with a view to developing a System Improvement Plan (SIP) of action. The assessment also intends to recommend initiatives that will enhance the systematic delivery of the National Development Plan 2021-2025, MDA Sectoral Plans, Mr. President's 8 priority areas, Renewed Hope Agenda among other interventions of Government across MDAs.

The assessment was carried out leveraging on the 12 Components of the M&E System Strengthening Tool and was based on critical components of a functional M&E system. These components include Structure and Organizational Alignment for M&E Systems, Human Capacity for M&E Systems, Monitoring and Evaluation Partnerships, Monitoring and Evaluation Framework, Costed Monitoring and Evaluation Work Plans, Advocacy, Communication, and Culture for Monitoring and Evaluation Systems, Routine Monitoring, Evaluation, Research Databases Useful to M&E Systems (including the use of Geographic Information System - GIS), and Using M&E Information to Improve Results. The assessment of MDAs was also carried out by referencing their compliance to the provisions of the National M&E policy that was approved in 2022.

The M&E system assessment evaluated a total of 34 MDAs out of the targeted 38, accounting for 89% of the total sample. The findings revealed that nine (9) MDAs exhibited weak Monitoring and Evaluation (M&E) capacities, constituting 26% of the assessed MDAs. These included the Federal Ministry of Industry, Trade, and Investment, Federal Civil Service

Commission, Federal Ministry of Housing and Urban Development, the Federal Ministry of Humanitarian Affairs and Poverty Alleviation, Office of the Secretary to the Government of the Federation, National Human Rights Commission, Federal Ministry of Art, Culture & Creative Economy/Tourism, Federal Ministry of Justice, and Federal Ministry of Finance.

Additionally, the M&E system of twelve (12) MDAs, representing 35% of the total ministries assessed, was fairly weak, indicating a need for strengthening in knowledge utilization. These ministries included the Federal Ministry of Women Affairs, Federal Capital Territory Administration (FCTA), Federal Ministry of Sports Development, Ministry of Aviation and Aerospace Development, State House, Federal Ministry of Works, Federal Ministry of Labour and Employment, Ministry of Niger Delta, Ministry of Petroleum, Federal Ministry of Information and National Orientation, Ministry of Youths Development and Ministry of Foreign Affairs.

On the other hand, eight (8) MDAs, accounting for 23%, demonstrated modest growth in the development of their M&E capacity. Their M&E Units are becoming stronger, developing M&E knowledge, and producing learning products. These ministries are the Federal Ministry of Marine and Blue Economy, Ministry of Defence, Ministry of Special Duties and Inter-Governmental Affairs, Federal Ministry of Agriculture and Food Security, Office of the Head of Civil Service of the Federation (Common Service Office), Federal Ministry of Environment, Ministry of Police Affairs and Federal Ministry of Water Resources and Sanitation.

The remaining five (5) MDAs, comprising the Federal Ministry of Innovation, Science and Technology, Federal Ministry of Education, Federal Ministry of Mines and Solid Minerals Development, Federal Ministry of Communication & Digital Economy, and Federal Ministry of Transportation, showcased the strongest M&E capacities. Although representing only 16% of the total, they contribute significantly to M&E knowledge and have become integral parts of the country's M&E landscape.

The analysis of findings on adherence to M&E policy implementation across MDAs shows that while some MDAs demonstrated strong adherence to the M&E policy, there still remains room for improvement across board to ensure consistent compliance and effective monitoring and evaluation practices by MDAs.

Based on the M&E System gaps identified by the assessment, a System Improvement Plan (SIP) for each MDA assessed was produced using the categorizations of Embryonic, Emerging, Growing and Mature stages. The SIP was jointly validated with the MDAs to ensure priorities of the ministries are identified with aligned agreed actions, responsibility and timeline documented for implementation. This exercise will subsequently be extended to other MDAs not covered under this phase. It is also planned to hold periodically to enable MDAs assess progress made towards the institutionalization of M&E practice in the country and identify sustainable areas for M&E improvement.

This report will also form a basis for carrying out capacity building and advocacy support to MDAs by the National Monitoring and Evaluation Department. More importantly the M&E system improvement plan will guide the Federal Ministries on key steps they should take to improve their specific M&E Systems.

1.0 Introduction

Recognizing the critical need for an institution to support the government in tracking, monitoring, and evaluating its various policies, programs, and projects, the government established the National Monitoring and Evaluation Department within the then National Planning Commission, (now Federal Ministry of Budget and Economic Planning). The Department was established by a Federal Executive Council decision in 2010 and resumed full operations in March 2011. The Department's mandates are to:

i. Develop and maintain a framework to support the monitoring, evaluation and reporting of government performance at national and sub-national levels in line with the national development goals and objectives;
ii. Develop Strategic plans to ensure M&E Framework achieves the set mandate and continuously improve its efficiency and impact;
iii. Develop and publish the Nigeria Country Report as the primary medium for the dissemination of performance information;
iv. Develop evaluation capacities across government at the federal and state levels to ensure that the quality, result and impact of programs and expenditures can be measured at reasonable cost;
v. Provide performance feedback as input into the national planning and budgeting process;
vi. Manage all stakeholders and execute a strong collaborative and supportive communication plan to promote the culture of monitoring and evaluation nationally.

The Department has continued to facilitate the establishment and strengthening of Monitoring and Evaluation Departments / Divisions / Units in Federal MDAs. It has also developed and periodically reviewed the Compendium of Multi-Sectoral Key Performance Indicators to track the performance of government projects, programmes and policies. Prior to 2023, the lack of an overarching policy to guide the operations of monitoring and evaluation in Nigeria was a major gap which had delayed the institutionalization and operationalization of Monitoring and Evaluation in the country. To address this gap, the National Monitoring and Evaluation Policy was developed by the National Monitoring and Evaluation Department in collaboration with UNICEF and other relevant stakeholders. The National Monitoring and Evaluation Policy was approved by the Federal Executive Council in August 2022 and launched in February 2023.

1.1 Limitations of the Report

The M&E system assessment was focused on Federal Ministries but was not cascaded to the Sub-national and Agency levels. The report also, did not cover some targeted Federal Ministries due to conflicting office schedules on their part in participating in the assessment. The MDAs include:

- Federal Ministry of Power,
- Ministry of Mines and Steel Development
- Federal Ministry of Health and Social Welfare;
- Ministry of Interior

1.2 Objectives of the Assessment

The objectives of the Monitoring and Evaluation System Assessment are to:

- Establish a baseline of how compliance with the existing performance management structures in the Federal MDAs aligns with the recommendations of the National monitoring and evaluation policy.
- Assess how the Federal Ministries manage performance data and the level at which geo-spatial insights are used for decision-making.
- Examine how M&E systems and protocols are mainstreamed into programme design and resource allocation processes of MDAs.
- Establish the compliance level of MDAs towards the institutionalization of M&E.
- Identify MDA-specific gaps in M&E implementation and develop a System Improvement Plan for addressing them.

2.0 Methodology

The methodology employed to evaluate the M&E capacity and compliance of MDAs to the adoption and use of the Monitoring and Evaluation (M&E) policy encompassed a multifaceted approach. It involved key steps to comprehensively assess the state of M&E practices within the target ministries. These steps include document review, development of a Monitoring and Evaluation System Assessment Tool (MESAT), its deployment within the ministries, and the subsequent development of an action plan informed by the findings to guide decision-making regarding compliance with the M&E policy.

2.1 Document Review

An extensive review of various documents and tools for assessing organizational capacity was conducted, encompassing resources such as Capacity development: A UNDP primer, USAID Organizational capacity assessment Facilitator's Guide Version, Making monitoring and evaluation systems work: A capacity development toolkit by Marelize Görgens and Jody Zall Kusek, the National Monitoring and Evaluation Policy of Nigeria, Cloneshouse Readiness Assessment Report, Policy and Strategy and Information Management / M&E for State Governance Reform, Strengthening Organizational Capacity in Botswana by Ashleigh Mullinax, and Final Review Report of Exploratory Review of the National Monitoring and Evaluation System of Nigeria by the African Development Bank were consulted in carrying out the MECAT.

In deploying the tool for this assessment, pre-field work activities included validating the tool, training facilitators, and testing the tool. Subsequently, the tool was deployed at the targeted ministries which led to the development of a report and System Improvement Plans.

2.2 Designing the Assessment Tool

To assess the capacity of the targeted federal ministries and their compliance with the Nigeria M&E Policy, the MECAT tool was adapted and domesticated leveraging on the National Monitoring and Evaluation staff experience and expertise in monitoring and evaluating compliance. The tool was further revised following an extensive validation process by the Federal Ministry of Budget and Economic Planning staff and organizational development experts. The tool was used to gather data on ministries' capacity on M&E along various performance parameters.

The components assessed are:

1. Structure and Organizational Alignment for M&E Systems
2. Human Capacity for M&E Systems
3. Monitoring and Evaluation Partnerships
4. Monitoring and Evaluation Plans
5. Costed Monitoring and Evaluation Work Plan
6. Advocacy, Communication and Culture for Monitoring and Evaluation Systems,
7. Routine Monitoring
8. Evaluation, Research and Database management and GIS
9. Using M&E Information to Improve Results

The sub-components of the assessment further examined various aspects of the components, such as vision and mission, strategic plan, and board composition under the Structure and Organizational Alignment component. Each sub-component had a description with scales (0-3) for which the ministry can be rated based on evidences availed.

Scale	Description of scale
3	M&E practice is totally in accordance with the statement
2	M&E practice is average but not fully effective
1	M&E practice is just commencing
0	M&E practice is not in place in the MDA

The engagement with the MDAs across the areas of assessment by facilitators guided them in selecting the scale that accurately reflects the ministries grading based on the information provided and the evidential documents availed. This approach assisted in understanding the effectiveness of existing M&E systems, the utilization of data for decision-making, the alignment of M&E activities with organizational goals, and areas for improvement identified. Furthermore, to ascertain the compliance level of the MDAs in adhering to the M&E Policy, eight sub-components were added to expand the main components of 1,3,4,7,8 and 9 as shown below:

Table 1: M&E policy Compliance-related sub questions

1.3 Does MDA has a fully functional M&E Unit within the Department of Planning, Research and Statistics that carries out M&E activities, provides direction and support on monitoring, evaluation and organization learning in line with M&E policy?

3.3 Does the M&E unit of the MDA has an external communication strategy and is used to communicate effectively with key M&E stakeholders, including the community they provide services in line with M&E policy?

4.1 Does the M&E unit have an M&E Framework that includes a strategic guidance (Theory of Change), and Result Framework outlining how project/program goals, intermediate results, and outcomes or outputs are linked in line with M&E policy?

7.1 Does the M&E unit carry out routine monitoring/verification (monthly/quarterly data collection) in line with activities in the M&E plan of the MDA and the M&E policy?

8.7 Does the MDA collect GIS Coordinates for all its Capital Project in line with M&E policy?

9.4 Does the Unit responsible for M&E prepare regular reports on the MDA performance in line with M&E policy?

9.5 Does the MDA submit its report to the NM&E Department of FMBEP towards MDAs National Performance Reporting in line with M&E policy?

9.7 Does the Ministers or Permanent Secretaries sign performance reports before submission to the FMBEP in line with M&E policy?

2.3 Preparing for the Monitoring and Evaluation System Assessment

The thirty-eight (38) MDAs targeted for the assessment were informed adequately in advance, thus, providing sufficient time for their preparation. The concept note was shared to MDAs which specified the aims and objectives of MESA, draft program for the assessment, targeted persons to participate in MESA, and a list of documents in the table below to be prepared in advance and made available during the assessment. This early communication ensured the organization was well-prepared for the assessment. It was also recommended that the MDA team participating in the MESA should be drawn from the Monitoring and Evaluation (M&E) Department / division / Unit, Project Departments, Department of Planning Research and Statistics (DPRS) and the GIS Department as well as other technical Departments or units of the Ministry. The representation for the assessment was to include at least one director and staff member representing the targeted Departments of the ministry.

Table 2: Documents requested prior to assessment

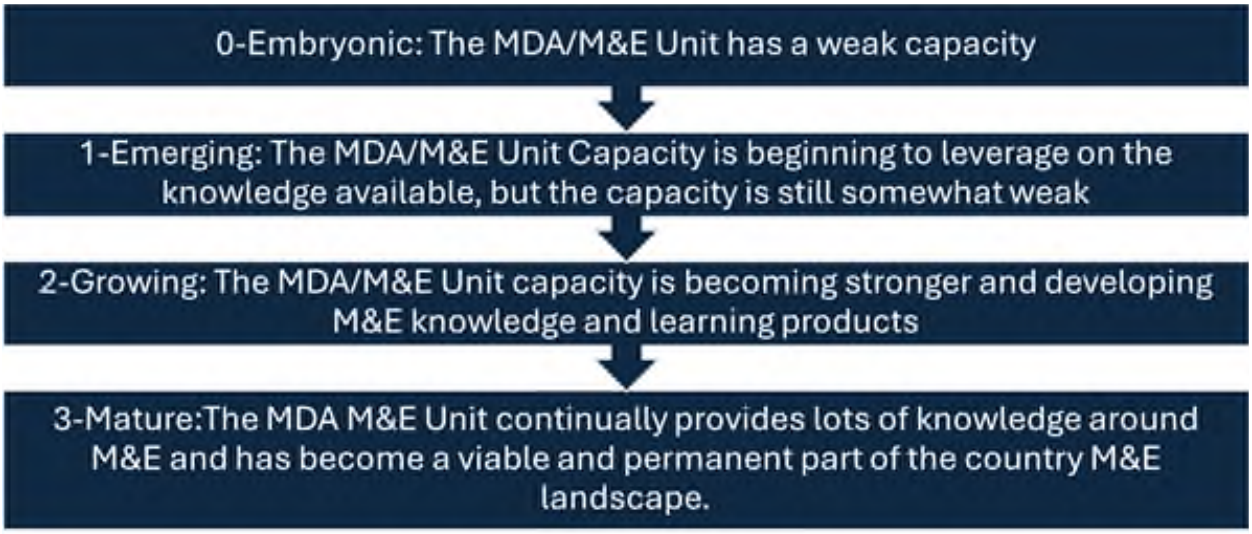
Documents requested from MDAs prior to assessment	
Vision and mission	Gap assessments
Strategic plan	Program monitoring reports
M&E Unit Personnel files and CVs	Routine Monitoring Guide/Protocol
Organogram	Routing Monitoring Tools/Template
Programs plans/policy/design	Supportive supervision guide/protocol
Performance plans	Data Auditing guide/protocol
M&E data capture systems	M&E Work Plans
M&E Stakeholder Map	M&E plan
M&E Unit Meeting Records	M&E tools
M&E Unit standard operating procedures	M&E reports
Communications strategy/plan	Evaluation reports
Job descriptions of M&E Unit Staff	Consultation reports
Staff/Capacity development policy/plan	Communications products/materials
Evaluation Reports	Periodic Survey Protocol/Guide
Evaluation Protocols	Performance Improvement Report
Training records	Research Ethical Approval Guide

2.4 Conducting the Assessment

The MESAT was deployed using the Eyemark data collection and citizens engagement application and administered by the National Monitoring and Evaluation Department staff in the Federal Ministry of Budget and Economic Planning. This approach amplifies the growing importance of technology in carrying out evaluation to support evidence-based decision-making and policy formulation. The assessment was participatory involving representatives from the FMBEP and the targeted MDAs. Each component of the assessment was discussed with responses elicited and backed by evidence. The facilitators and MDA representatives discussed the responses and findings before entering the level of compliance on the MESA for its systematic grading of the sub-components.

The MESA process is described in the diagram below, indicating the stage at which the assessment is conducted. Using the tool forms the basis of action planning, which also requires verification to achieve the expected objectives of the assessment.

Figure 1: Rating scale used for the assessment



2.5 Report Development

After completing the assessment, the report was developed using a standard reporting outline. The findings from the analysis were interpreted into a report on the stages at which each ministry is on M&E capacity. Each ministry's Monitoring and Evaluation capacity and compliance was rated on a scale of 0 to 3. This rating informs the stage in which the ministry is based on the assessment and provides insight into areas for improvement

2.6 Development of Action Plan

Actions were documented during the assessment to ensure the priorities of the ministries were identified. It involved using the summary report on the analysis tool with the support of the data captured to complete points for action planning. A validation session was carried out to disseminate information on the action plan to the MDAs. This was done in the form of a roundtable discussion where MDAs identified their current state of compliance, priorities and agreed on next steps of action.

3.0 Findings and Result

A total of 34 Ministries, Departments, and Agencies (MDAs) were evaluated out of the targeted 38 MDAs, accounting for 88% of the total sample. Below is a table showing the disaggregation of MDAs assessed and not assessed.

Table 3: List of Ministries, Departments and Agencies assessed and not assessed

S/N	List Ministries, Departments and Agencies	Assessed	
		Yes	No
1	Federal Ministry of Power		✓
2	Federal Ministry of Finance	✓	
3	Federal Ministry of Works	✓	
4	Ministry of Interior		✓
5	Federal Ministry of Youths	✓	
6	Federal Ministry of Justice	✓	
7	Ministry of Defence	✓	
8	Federal Ministry of Education	✓	
9	Ministry of Niger Delta Affairs	✓	
10	Federal Civil Service Commission	✓	
11	Ministry of Police Affairs	✓	
12	Federal Ministry of Transportation	✓	
13	Federal Ministry of Women Affairs	✓	
14	Ministry of Foreign Affairs	✓	
15	National Human Rights Commission	✓	
16	Ministry of Steel Development		✓
17	Federal Ministry of Petroleum Resources	✓	
18	Federal Ministry of Sports Development	✓	
19	Federal Capital Territory Administration	✓	
20	Federal Ministry of Labour and Employment	✓	
21	Federal Ministry of Marine and Blue Economy	✓	
22	Federal Ministry of Health and Social Welfare		✓
23	Ministry of Mines and Solid Minerals Development	✓	
24	Federal Ministry of Industry, Trade and Investment	✓	

25	Federal Ministry of Housing and Urban Development	✓	
26	Federal Ministry of Water Resources and Sanitation	✓	
27	Federal Ministry of Agriculture and Food Security	✓	
28	Federal Ministry of Innovation, Science and Technology	✓	
29	Federal Ministry of Information and National Orientation	✓	
30	Federal Ministry of Aviation and Aerospace Development	✓	
31	Federal Ministry of Art, Culture and the Creative Economy/Tourism	✓	
32	Federal Ministry of Environment (Ecological Management taken off)	✓	
33	Federal Ministry of Special Duties and Intergovernmental Affairs	✓	
34	Federal Ministry of Humanitarian Affairs and Poverty Alleviation	✓	
35	Federal Ministry of Communications, Innovations and Digital Economy	✓	
36	Common Serv ice Office – Office of the Head of Civil Service of the Federation	✓	
37	State House	✓	
38	Office of the Secretary to the Government of the Federation	✓	

The Ministries, Departments and Agencies that were unable to participate in the assessment gave the following reasons:

(i) The Federal Ministry of Power and Federal Ministry of Health and Social Welfare encountered scheduling conflicts with internal program activities.

(ii) The Ministry of Interior faced challenges obtaining approval from the Permanent Secretary to participate in the assessment.

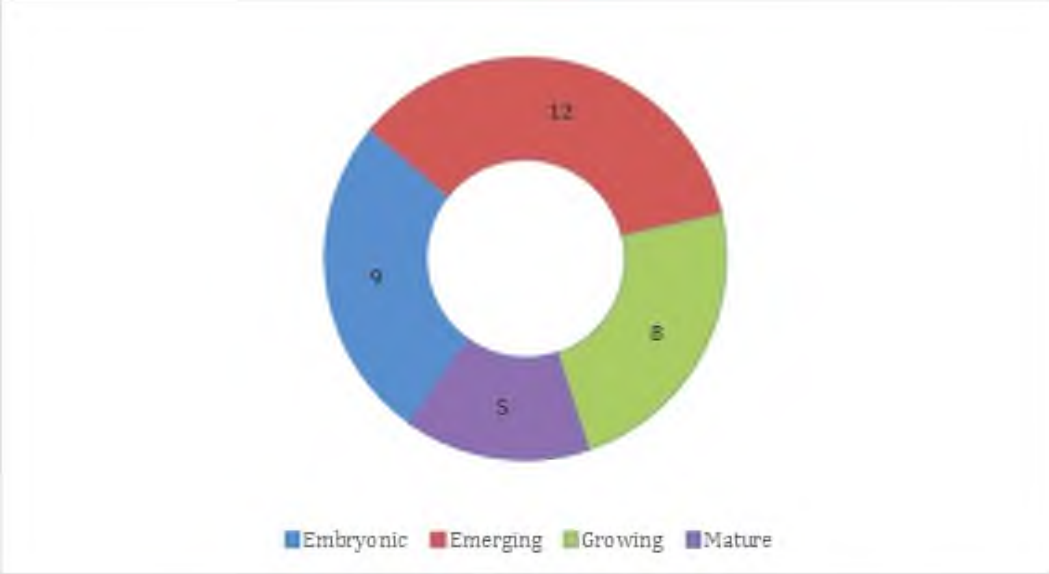
(iii) The Ministry of Steel Development and the Ministry of Mines and Solid Minerals Development that hitherto was same Ministry, until their recent unbundling, made one submission because they were still undergoing internal restructuring and decentralization of the operations of the DPRS.

The MESA assessment was based on the critical components of a functional M&E system, aligning with the standard 12 components of the M&E system. These components include Structure and Organizational Alignment for M&E Systems, Human Capacity for M&E Systems, Monitoring and Evaluation Partnerships, Monitoring and Evaluation Framework, Costed Monitoring and Evaluation Work Plans, Advocacy, Communication, and Culture for Monitoring and Evaluation Systems, Routine Monitoring, Evaluation, Research Databases Useful to M&E Systems (including the use of Geographic Information System - GIS), and Using Information to Improve Results.

3.1 Assessment of MDAs Capacity on M&E Mandates

An analysis of the (34) MDAs assessed, showed that (9) of them fall under the "Embryonic" stage, (12) are "Emerging", (8) "Growing" and (5) "Mature".

Figure 2: Results of the MDAs assessment on M&E systems



To assess the MDAs' capacity and compliancefor M&E, the following components were reviewed.

3.1.1 Structural and Organizational Alignment for M&E Systems

The MDAs were assessed on their structural and organizational alignment of Monitoring and Evaluation (M&E) systems with focus on strategic planning alignment, alignment with the Nigeria National Development Plan, existence of a functional M&E unit, and the presence of organizational M&E policies or operational procedure guidelines.

i. Strategic Planning Alignment:

Findings from the assessment showed that the Federal Ministry of Innovation, Science, and Technology; Federal Ministry of Marine and Blue Economy, and the Federal Ministry of Education demonstrated strong alignment of their strategic plans with organizational goals. Conversely, ministries like the Federal Ministry of Industry, Trade, and Investment, Federal Civil Service Commission; and Office of the Secretary to the Government of the Federation exhibited weaker alignment in this aspect. While the other MDAs exhibited some aspects of alignment with room for improvement.

ii. Alignment with the Nigeria National Development Plan:

The assessment showed that the Federal Ministry of Communication & Digital Economy and the Federal Ministry of Transportation strongly aligned their organizational operations with the Nigeria National Development Plan. Conversely, ministries such as the Ministry of Petroleum Resources and the Federal Ministry of Finance demonstrated weaker alignment in this area.

iii. Existence of Functional M&E Unit:

Some ministries, like the Federal Ministry of Agriculture and Food Security and the Federal Ministry of Mines and Steel

Development, have established fully functional M&E units, indicating a strong commitment to monitoring and evaluation activities. However, ministries like the Federal Ministry of Women Affairs and the Federal Ministry of Humanitarian Affairs and Poverty Alleviation lack such units, suggesting a need for improvement in this area.

iv. Organizational M&E Policies or Operational Procedure Guides:

The availability of clear organizational M&E policies or operational procedure guides varies among ministries. While some, like the Federal Ministry of Marine and Blue Economy and the Federal Ministry of Education, have established clear guidelines for M&E activities, others such as the Federal Ministry of Art, Culture & Creative Economy/Tourism, the Ministry of Foreign Affairs and the National Human Rights Commission, appear to lack such documentation.

Nineteen (19) MDAs reported no clear organizational M&E policy to implement M&E activities. These MDAs include Federal Ministry of Women Affairs, Federal Capital Territory Administration (FCTA), Federal Ministry Of Aviation And Aerospace Development, the State House, Federal Ministry Of Industry, Trade And Investment, Federal Civil Service Commission, the Federal Ministry Of Works, Federal Ministry Of Housing And Urban Development, Office Of The Secretary To The Government Of The Federation, Ministry Of Niger Delta, National Human Rights Commission, Common Service Office, Office of the Head Of the Civil Service of The Federation, Federal Ministry Of Art, Culture & Creative Economy/Tourism, Federal Ministry Of Justice, Ministry Of Police Affairs, Federal Ministry Of Information And National Orientation, Ministry Of Finance, Ministry Of Youths Development, Ministry of Foreign Affairs.

Four (4) MDAs however, reported that the development of a clear organizational M&E policy is commencing. These include the Ministry of Labour and Employment, Federal Ministry of Special Duties, Ministry of Petroleum Resources, Federal Ministry of Mines and Solid Minerals Development.

3.1.2 Human Capacity for M&E Systems

The human capacity for Monitoring and Evaluation (M&E) across the various ministries was assessed. The assessment focused on four key criteria related to human resources which include; adequacy of staff in the M&E unit, technical skills of staff, presence of a clear capacity development plan, and regular involvement of staff in M&E capacity development activities. The specific findings along the criteria areas showed that:

i. Adequacy of Staff in the M&E Unit:

The Federal Ministry of Communication & Digital Economy and the Federal Ministry of Transportation demonstrated strong staffing levels in their M&E units and ensured sufficient resources for M&E activities. Conversely, ministries like the Federal Ministry of Women Affairs and the Ministry of Petroleum Resources face challenges in staffing their M&E units adequately, potentially hindering their capacity to effectively implement M&E practices.

ii. Technical Skills of Staff:

The Federal Ministry of Marine and Blue Economy and the Federal Ministry of Education have staff members with strong technical skills in M&E, indicating a robust foundation for effective monitoring and evaluation practices. However, ministries such as the Federal Ministry of Aviation and Aerospace Development and the Federal Ministry of Justice amongst others may need to prioritize training initiatives to enhance their staff's technical competencies and ensure effective implementation of M&E activities.

Seven (7) MDAs reported that their M&E staff lack the technical skills to implement M&E activities. These include the Federal Ministry of Women Affairs, Federal Ministry of Industry, Trade and Investment, Federal Civil Service Commission, Federal Ministry of Housing and Urban Development, Office of the Secretary to the Government of the Federation, Federal Ministry of Art, Culture & Creative Economy / Tourism and Federal Ministry of Justice.

Five (5) MDAs indicated their technical capacity of the M&E staff is low. They are Federal Capital Territory Administration, Federal Ministry of Aviation and Aerospace Development, National Human Rights Commission, Federal Ministry of Finance, Federal Ministry of Youths Development.

iii. Presence of a Clear Capacity Development Plan:

The assessment findings showed that the Office of the Head of Civil Service of the Federation (Common Service Office) and the Federal Ministry of Transportation have well-defined capacity development plans in place to enhance the skills of their M&E staff, However, this does not necessarily translate to fostering a culture of continuous learning and improvement in the MDAs. On the contrary, ministries like the Federal Ministry of Industry, Trade and Investment and the Federal Ministry of Works lack structured plans for staff capacity development in M&E, highlighting potential gaps in skill enhancement initiatives.

iv. Regular Involvement of Staff in Capacity Development Activities:

Findings reveals that Ministries like the Ministry of Defense and the Federal Ministry of Agriculture and Food Security actively engage their staff in capacity development activities, such as training, mentorship, and coaching, fostering a professional growth and development culture. However, ministries like the Ministry of Foreign Affairs and the Federal Ministry of Humanitarian Affairs and Poverty Alleviation may need to intensify efforts to involve staff in such initiatives to strengthen their human capacity for M&E systems.

While some ministries demonstrate robust human capacity for M&E systems, others face challenges that require attention and strategic interventions. Strengthening staffing levels, investing in training initiatives, developing clear capacity development plans, and fostering a culture of continuous learning and improvement are essential to enhance the effectiveness of M&E practices across all Nigerian ministries. This will ultimately contribute to improved decision-making, accountability, and performance management within government institutions.

3.1.3 M&E Partnerships

The assessment of the existence of Monitoring and Evaluation (M&E) partnerships across Nigerian MDAs reveals insights into stakeholder engagement, inter-departmental collaboration, communication strategies, and joint M&E activities. An overview of the findings suggests that:

i. Stakeholder Mapping and Knowledge Sharing:

Ministries such as the Federal Ministry of Innovation, Science and Technology, the Federal Ministry of Environment, and the Federal Ministry of Finance exhibit strong engagement through documented stakeholder mapping and knowledge sharing between departments. Conversely, ministries like the Federal Ministry of Youth Development and Federal Capital Territory Administration (FCTA) does not have a robust stakeholder mapping plan which could potentially hinder effective engagement of stakeholders.

Seventeen (17) MDAs reported that they lack stakeholder mapping documents. They are the Federal Ministry of Women Affairs, Federal Capital Territory Administration, Ministry of Aviation and Aerospace Development, State House, Federal Ministry of Industry, Trade and Investment, Federal Civil Service Commission, Federal Ministry of Works, Federal Ministry of Housing and Urban Development, Office of the Secretary to the Government of the Federation, Ministry of Niger Delta, Federal Ministry of Art, Culture & Creative Economy/Tourism, Federal Ministry of Justice, Ministry of Youths Development, Ministry of Foreign Affairs, Ministry of Labour and Employment, Ministry of Humanitarian Affairs and Poverty Alleviation, Federal Ministry of Agriculture and Food Security.

Three (3) MDAs, including the Ministry of Defense, Ministry of Petroleum and National Human Rights Commission, indicated that the stakeholder mapping documents are in their early development

ii. External Communication and Collaboration:

The assessment revealed that Ministries like the Federal Ministry of Communication & Digital Economy and the Federal Ministry of Transportation demonstrate clear external communication strategies and active participation in joint M&E activities. However, the Federal Ministry of Justice and the Ministry of Petroleum Resources show gaps in communication strategies and collaboration efforts, impacting their effectiveness in M&E communication and collaborations.

iii. Capacity Building and Participation:

From the assessment, it was seen that the Federal Ministry of Water Resources and Sanitation and the Ministry of Police Affairs prioritize M&E capacity building and actively engage in joint M&E activities, fostering collaboration and knowledge sharing. Conversely, ministries like the Federal Ministry of Housing and Urban Development, the Federal Civil Service Commission and the Federal Ministry of Humanitarian Affairs and Poverty Alleviation show limited participation in such activities, indicating potential areas for improvement.

Overall, while some ministries demonstrate robust M&E partnerships through proactive stakeholder engagement, clear communication strategies, and active participation in joint activities, others show deficits in these areas. Strengthening stakeholder mapping efforts, fostering inter-departmental collaboration, developing clear communication strategies, and enhancing participation in joint M&E activities are essential for promoting effective M&E partnerships and improving organizational performance and accountability across Nigerian ministries

3.1.4 M&E Framework

This component of the M&E capacity assessment looks at the existence of a functional M&E framework for operationalizing the M&E requirements in the MDAs based on their projects, plans or policies. These frameworks encompass a comprehensive strategic guidance, including a Theory of Change and Result Framework, illustrating the linkage between project goals, intermediate results, outcomes and outputs.

I. Existence of M&E Framework with Strategic Guidance:

The highlights of the findings suggest that the Federal Ministry of Finance, Federal Ministry of Communication & Digital Economy, and Federal Ministry of Mines and Steel Development showcase advanced development in putting in place M&E frameworks for the organization.

Some ministries, like the Federal Ministry of Environment, the Federal Ministry of Finance, Federal Ministry of Water Resources and Sanitation display moderate development in their M&E frameworks. While these frameworks undergo periodic reviews for adaptation to dynamic situations, there is room for improvement in terms of comprehensiveness and alignment with organizational objectives.

Other ministries, like the Federal Ministry of Women Affairs, Federal Ministry of Sports Development and FCTA, exhibit limited capacity to develop their M&E frameworks. These ministries also lack comprehensive strategic guidance and periodic review mechanisms, highlighting the need for enhancement to ensure systematic monitoring and evaluation of programs and projects.

ii. Conduct of Periodic Review of M&E Framework:

Some ministries, notably the Federal Ministry of Communication & Digital Economy and the Federal Ministry of Water Resources and Sanitation, displayed capacity to carry out periodic reviews of their M&E frameworks. While these frameworks undergo periodic reviews, there is room for improvement in terms of comprehensiveness and alignment with organizational.

Twenty-two (22) MDAs indicated that they do not conduct periodic reviews of their M&E framework. These include FCTA, Federal Ministry of Sports Development, Federal Ministry of Aviation and Aerospace Development, State House, Federal Ministry of Industry, Trade and Investment, Federal Ministry of Works, Federal Ministry of Housing and Urban Development, Federal Ministry of Labour and Employment, Office of the Secretary to the Government of the Federation, Ministry of Niger Delta Affairs, Ministry of Petroleum Resources, National Human Rights Commission, Federal Ministry of Agriculture and Food Security, Federal Ministry of Mines and Steel Development, Common Service Office, Office of the Head of the Civil Service of the Federation, Federal Ministry of Art, Culture & Creative Economy/Tourism, Federal Ministry of Justice, Federal Ministry of Environment, Ministry of Police Affairs, Federal Ministry of Information and National Orientation, Federal Ministry of Finance, Ministry of Foreign Affairs.

While, Six (6) MDAs, including Federal Ministry of innovation, Science and Technology, Federal Ministry of Women Affairs, Federal Civil Service Commission, Ministry of Defense, Federal Ministry of Transportation and Federal Ministry of Youths Development reported that they conduct review of their M&E frameworks, but not periodically.

iii. Linkage of Programme Result Framework to Organizational Result Framework:

While a few ministries, like the Federal Ministry of Agriculture and Food Security and the Ministry of Mines and Solid Minerals Development, demonstrate integration between their Programme Result Framework and the organizational Result Framework, most ministries like the Federal Ministry of Information and National Orientation, the Ministry of Police Affairs and the Common Service Office, Office of the Head of Civil Service of the Federation lacked evidence of such integration. Strengthening this linkage is essential for aligning programmatic goals with broader organizational objectives and enhancing overall effectiveness in achieving desired outcomes.

3.1.5 Costed M&E Work Plans

i. Indicator Alignment with Budget Allocation:

The Federal Ministry of Innovation, Science and Technology, Federal Ministry of Environment, and FCTA demonstrate

alignment of their result framework indicators and budget allocation decisions. This alignment ensures resources are allocated strategically based on progress towards the delivery of desired outcomes.

Twenty (20) MDAs indicated no indicator alignment with budget allocation at the MDAs. They include: Ministry of Women Affairs , FCTA, Ministry of Sports Development, Ministry of Aviation and Aerospace Development, State House, Federal Ministry of Industry, Trade and Investment, Federal Civil Service Commission, Ministry of Works, Ministry of Housing and Urban Development, Ministry of Labour and Employment, Office of the Secretary to the Government of the Federation, Ministry of Niger Delta, Ministry of Petroleum, National Human Rights Commission, Common Service Office, Head of Civil Service of the Federation, Federal Ministry of Art, Culture & Creative Economy/Tourism, Federal Ministry of Justice, Ministry of Finance, Ministry of Youths Development and Ministry of Foreign Affairs.

While Five (5) MDAs indicated low indicator alignment with budget allocation at the MDAs. They include the Ministry of Defense, Ministry of Special Duties, Ministry of Humanitarian Affairs and Poverty Alleviation, Ministry of Police Affairs, Federal Ministry of Information and National Orientation.

ii. Annual Costed Departmental Work Plan:

The Federal Ministry of Education, Ministry of Niger Delta Affairs, Federal Ministry of Information and National Orientation and Ministry of Police Affairs exhibit robust annual costed consolidated Departmental work plans. These plans include comprehensive details such as activities, stakeholders, timeframes, costs, and funding sources, facilitating efficient resource management and implementation.

iii. Integration of M&E Activities in Annual Work Plan:

The State House, Ministry of Special Duties and Ministry of Foreign Affairs exemplify a commitment to integrating M&E activities within their annual work plans. This integration underscores a proactive approach to monitoring and evaluation, ensuring they are embedded into routine operations. However, implementing these plans remains to be achieved effectively.

iv. Adequate Budget Allocation for M&E:

The assessment revealed that the Federal Ministry of Innovation, Science and Technology and Federal Ministry of Aviation and Aerospace Development allocate funding exceeding 0.05% of their entire MDA budget for executing M&E unit work plans. This demonstrates a strong financial commitment to supporting monitoring and evaluation efforts.

However, findings suggest that the Federal Ministry of Water Resources and Sanitation and Ministry of Foreign Affairs need to enhance their financial allocation for carrying out M&E activities. This improvement is essential for strengthening monitoring and evaluation implementation and ensuring effective and efficient utilization of resources.

It was also observed that some ministries exhibit commendable practices in developing and implementing costed M&E work plans, however, other MDAs need to enhance their efforts, particularly in integrating M&E activities into their work plans and allocating adequate financial resources for its implementation.

3.1.6 Advocacy, Communication and Culture for M&E Systems

i. Internal Sensitization Activities:

From the assessment carried out, MDAs like the Federal Ministry of Innovation, Science and Technology, Federal Ministry of Marine and Blue Economy, and State House are actively engaged in carrying out internal sensitization on M&E and involving their staff and personnel from other departments and units. This indicates a proactive and holistic approach to promoting awareness and understanding of M&E practices within the MDA.

ii. Commitment of Senior Management to Advocacy:

The State House, Common Service Office, Office of the Head of Civil Service of the Federation, and Ministry of Niger Delta Affairs demonstrate strong commitment of senior management, acting as M&E champions and actively participating in advocacy activities led by the M&E unit. This top-level support is crucial for fostering a culture of evaluation and ensuring the integration of M&E into organizational decision-making processes for team delivery.

iii. Incentives for Performance Improvement:

The assessment showed that the Federal Ministry of Communication & Digital Economy, Ministry of Defence, and Ministry of Special Duties offer incentives to individuals for system strengthening and performance. These incentives serve as motivation for staff members to actively contribute to the enhancement of M&E practices within ministries.

Twenty three (23) MDAs reported that MDAs do not utilize incentives for performance improvement. They include: Ministry of Sports Development, Federal Ministry of Education, Ministry of Aviation and Aerospace Development, State House, Federal Ministry of Industry, Trade and Investment, Federal Civil Service Commission, Ministry of Housing and Urban Development, Ministry of Humanitarian Affairs and Poverty Alleviation, Office of the Secretary to the Government of the Federation, Ministry of Niger Delta, Ministry of Petroleum, National Human Rights Commission, Ministry of Agriculture and Food Security, Ministry of Mines and Solid Minerals Development, Ministry of Art, Culture & Creative Economy/Tourism, Ministry of Justice, Ministry of Environment, Ministry of Police Affairs, Ministry of Information and National Orientation, Ministry of Finance, Ministry of Youths Development, Ministry of Foreign Affairs.

While the Common Service Office, Head of Civil Service of the Federation indicated that the level of utilizing incentives for performance improvement is weak.

Overall, while some ministries exhibit commendable efforts in internal advocacy and incentive provision for M&E activities, others need to strengthen their commitment and implementation of these strategies. This will contribute to fostering a culture of accountability, transparency, and continuous improvement across all ministries.

3.1.7 Routine Monitoring

i. Conduct of Routine Monitoring Activities:

Findings from the assessment reveal that the Federal Ministry of Innovation, Science and Technology, Federal Ministry of Education, State House, Federal Ministry of Works, Federal Ministry of Housing and Urban Development, Federal Ministry of Water Resources and Sanitation, Ministry of Defence, Ministry of Special Duties, Head of the Civil Service of the

Federation (Common Service Office), Federal Ministry of Communication & Digital Economy, Federal Ministry of Transportation, Ministry of Police Affairs, and Federal Ministry of Environment are demonstrating strong commitment to carrying out routine monitoring of their activities, while the other MDAs demonstrated little or no effort in this respect.

ii. Utilization of Monitoring Data for Decision Making:

Although it was established that many ministries analyze and utilize monitoring data for making decisions, however, there still remains room for improvement in the Federal Ministry of Justice, Federal Ministry of Art, Culture & Creative Economy/Tourism and the Federal Ministry of Finance amongst other MDAs to enhance the utilization of monitoring data for effective decision making.

iii. Availability of Standard Protocols and Tools:

From the assessment findings, the Federal Ministry of Innovation, Science and Technology, Federal Ministry of Education, State House, Federal Ministry of Works, Federal Ministry of Housing and Urban Development, Ministry of Defence, Ministry of Special Duties, Federal Ministry of Mines and Steel Development, Office of the Head of the Civil Service of the Federation (Common Service Office), Federal Ministry of Communication & Digital Economy, Federal Ministry of Transportation, Ministry of Police Affairs, Federal Ministry of Water Resources and Sanitation, and Ministry of Youths Development have evidence of established standard protocols, guidelines, and templates for data sourcing, collection, collation, analysis, and utilization in carrying out monitoring. However, it was also revealed that other MDAs had gaps in the area.

Eleven (11) MDAs reported that there are no available standard protocols and tools for M&E at the MDAs. They include Federal Ministry of Women Affairs, Federal Ministry of Aviation and Aerospace Development, Federal Ministry of Industry, Trade and Investment, Federal Civil Service Commission, Ministry of Humanitarian Affairs and Poverty Alleviation, Office of the Secretary to the Government of the Federation, Federal Ministry of Art, Culture & Creative Economy/Tourism, Ministry of Justice, Federal Ministry of Information and National Orientation, Federal Ministry of Finance. While, five (5) MDAs reported low availability and utilization of standard M&E tools. They include: Federal Ministry of Marine and Blue Economy, Federal Ministry of Sports Development, Federal Ministry of Labour and Employment, Ministry of Petroleum Resources, Federal Ministry of Agriculture and Food Security.

Overall, the majority of ministries demonstrate a commendable effort in conducting routine monitoring activities and utilizing the collected data for decision-making purposes. However, some ministries may benefit from further improvement in certain aspects, such as the utilization of monitoring data and the availability of standard protocols and tools.

3.1.8 Evaluation, Research and Database Management

This section provides an overview and comparative analysis of MDAs compliance based on their evaluation, research, database management capacity, practices, and utilization of Geographic Information Systems (GIS).

i. Existence of Standard Guide / Protocol / Policy:

The assessment showed that the Federal Ministry of Special Duties and the Federal Ministry of Communication & Digital Economy have established standard guides, protocols, or policies for conducting evaluation and research. However, majority of the ministries including the Ministry of Foreign Affairs, the Federal Ministry of Water Resources and Sanitation, and the Federal Ministry of Transportation, etc, do not have such standard protocols for guiding the conduct of evaluation, research and utilization of geographical information.

ii. Inventory of Previous Surveys/ Evaluation:

From the assessment, few ministries, including the Federal Ministry of Youths Development, Ministry of Police Affairs, Federal Ministry of Education, Federal Ministry of Water Resources and Sanitation carry out and maintain an inventory of previous surveys or evaluations conducted. However, this aspect was not evident for other Ministries.

iii. Schedule for Future Surveys / Evaluation:

The Federal Ministry of Education, Federal Ministry of Communication & Digital Economy, and Federal Ministry of Transportation, Federal Ministry of Labour and Employment all showed evidences of having schedules to carry out future surveys or evaluations. Conversely, this is not the same for the other MDAs assessed.

iv. Standard Data Quality Assessment (DQA) Guide / Protocol:

The assessment presented that some MDAs have documented DQA protocols and guidelines. These MDAs include the Ministry of Foreign Affairs, Federal Ministry of Communication & Digital Economy, Federal Ministry of Education, Federal Ministry of Innovation, Science and Technology. On the other hand, the Federal Ministry of Marine and Blue Economy, Federal Civil Service Commission, Office of the Secretary to the Government of the Federation and Federal Ministry of Humanitarian Affairs and Poverty Alleviation amongst others could not clearly show the existence of established protocols or guide for DQA in the MDAs.

v. Automated Data System for Data Management:

From the assessment, the Ministry of Defence, Federal Ministry of Special Duties, Federal Ministry of Agriculture and Food Security have automated data systems for managing, analyzing, and presenting data in place. While, other MDAs did not report its existence. However, the functionality and utilization of the automated data system for M&E functions remains a challenge.

vi. External Stakeholder Access to Data:

The Ministry of Mines and Steel Development, Ministry of Defense, and Federal Ministry of Agriculture and Food Security, allow external stakeholder access to data for policy formulation and improvement.

3.1.9 Geographic Information System (GIS)

The use of GIS in monitoring and evaluation of projects and programs is very imperative for tracking results systematically in contemporary times. This new innovation is being embraced globally for monitoring and evaluation to inform policy decisions and actions.

i. Use of GIS Coordinates for Capital Projects:

The assessment showed that the Federal Ministry of Works, Federal Ministry of Housing and Urban Development, Ministry of Foreign Affairs, and Federal Ministry of Mines and Steel Development capture GIS coordinates of its capital projects. This is unlike other Ministries that are yet to embrace its use.

ii. Capacity for Visualization of GIS Data:

Few ministries, including the Ministry of Niger Delta Affairs, Federal Ministry of Environment, and Ministry of Special Duties, have the capacity for visualizing GIS data to support evidence-based decision-making as against the other MDAs that reported non-compliance.

iii. Existence of Geospatial Use cases:
Ministries such as the Federal Ministry of Communication & Digital Economy, Ministry of Special Duties, and Federal Ministry of Mines and Steel Development have existing geospatial use cases unlike majority of MDAs.

iv. Regular Training on Geospatial Software:
The assessment showed that only the Federal Ministry of Communication & Digital Economy and Ministry of Special Duties, out of the MDAs assessed, showed that they carry out regular training on the use of geospatial software for M&E. Four (4) MDAs reported that they carried out some minimal trainings in the past.

Twenty six (26) MDAs reported that the MDAs do not conduct regular training on Geospatial software. They include: Ministry of Women Affairs, FCTA, Ministry of Marine and Blue Economy, Ministry of Sports Development, Ministry of Aviation and Aerospace Development, State House, Ministry of Industry, Trade and Investment, Federal Civil Service Commission, Ministry of Works, Ministry of Housing and Urban Development, Ministry of Defense, Ministry of Labour and Employment, Ministry of Humanitarian Affairs and Poverty Alleviation, Office of the Secretary to the Government of the Federation, Ministry of Niger Delta, Ministry of Petroleum, National Human Rights Commission, Ministry of Agriculture and Food Security, Ministry of Foreign Affairs, Ministry of Youths Development, Ministry of Finance, Common Service Office, Head of Civil Service of the Federation, Ministry of Art, Culture & Creative Economy/Tourism, Ministry of Justice, Ministry of Police Affairs, Ministry of Information and National Orientation.

While four (4) MDAs reported that the MDAs conduct little training on GIS. They include: Ministry of Education, Ministry of Mines and Solid Minerals Development, Ministry of Transportation and Ministry of Water Resources and Sanitation.

v. Use of Geospatial Evidence in Reports:
The Federal Ministry of Innovation, Science and Technology, Federal Ministry of Education, and Federal Ministry of Works were found to incorporate geospatial evidence in their M&E reporting. Some of the assessed ministries demonstrate robust practices in evaluation, research, database management, and GIS utilization, while others may need to enhance their capabilities in these areas to improve evidence-based decision-making and policy formulation.

3.1.10 Using M&E Information to Improve Results

This section assesses ministries based on their communication, dissemination, and reporting practices regarding the management and use of monitoring and evaluation (M&E) findings.

i. Existence of Timetable for Reporting M&E Findings:
The assessment showed that Ministries like the Federal Ministry of Innovation, Science and Technology, Federal Ministry of Marine and Blue Economy, Federal Ministry of Education, and Ministry of Defense have evidences of having established timetables for reporting M&E findings. Whereas, the majority of the MDAs did not have M&E time tables in place.

ii. Communication or Dissemination Strategy for M&E Findings:
The Ministry of Police Affairs, Federal Ministry of Water Resources and Sanitation, Federal Ministry of Mines and Steel Development, State House and Common Service Office, Office of the Head of Civil Service of the Federation all had evidences of having strategies for communicating or disseminating M&E findings.

iii. Participation in Conferences or Forums for Dissemination:

From the MESA, it was observed that the Federal Ministry of Communication & Digital Economy, Federal Ministry of Marine and Blue Economy, Federal Ministry of Information and National Orientation, Federal Ministry of Environment, and Ministry of Defense, regularly participate in conferences or forums to disseminate and discuss evaluation and research findings for learning purposes.

Eighteen (18) MDAs reported that the MDAs do not participate in conferences or forums for dissemination. They include FCTA, Federal Ministry of Sports Development, Federal Ministry of Aviation and Aerospace Development, Federal Ministry of Labour and Employment, Federal Ministry of Humanitarian Affairs and Poverty Alleviation, State House, Federal Ministry of Industry, Trade and Investment, Federal Civil Service Commission, Federal Ministry of Housing and Urban Development, Office of the Secretary to the Government of the Federation, Ministry of Niger Delta Affairs, National Human Rights Commission, Common Service Office, Office of the Head of the Civil Service of the Federation, Federal Ministry of Art, Culture & Creative Economy / Tourism, Federal Ministry of Justice, Federal Ministry of Finance, Ministry of Youths Development, Ministry of Foreign Affairs.

While Six (6) MDAs reported that the MDAs participation in conferences or forums is low. They include: Ministry of Marine and Blue Economy, Federal Ministry of Works, Federal Ministry of Special Duties, Federal Ministry of Agriculture and Food Security, Ministry of Mines and Solid Minerals Development, Ministry of Transportation.

iv. Preparation of Regular Performance Reports:

Under this sub-component, Ministries like the Federal Ministry of Housing and Urban Development, Federal Ministry of Works, Ministry of Petroleum Resources, and Federal Ministry of Youths Development were found to be preparing regular reports on their MDA performance.

v. Submission of Reports to NM&E Department of FMBEP:

Findings from the assessment, highlighted that Ministries such as Ministry of Petroleum Resources, Federal Ministry of Mines and Steel Development, Federal Ministry of Environment and Common Service Office, Office of the Head of the Civil Service of the Federation were found to be submitting their reports to the NM&E Department of FMBEP in line with the national reporting guidelines.

vi. Collaboration with FMBEP for Projects and Policies:

The assessment showed that some ministries collaborate with the FMBEP for projects and policy implementation, tracking and review. The MDAs aligning their operations to this include the Federal Ministry of Women Affairs, Federal Ministry of Sports Development, Federal Ministry of Aviation and Aerospace Development, and Federal Ministry of Environment and Ecological Management. Other MDAs are either not complying to this requirement or are doing it without documenting the evidences.

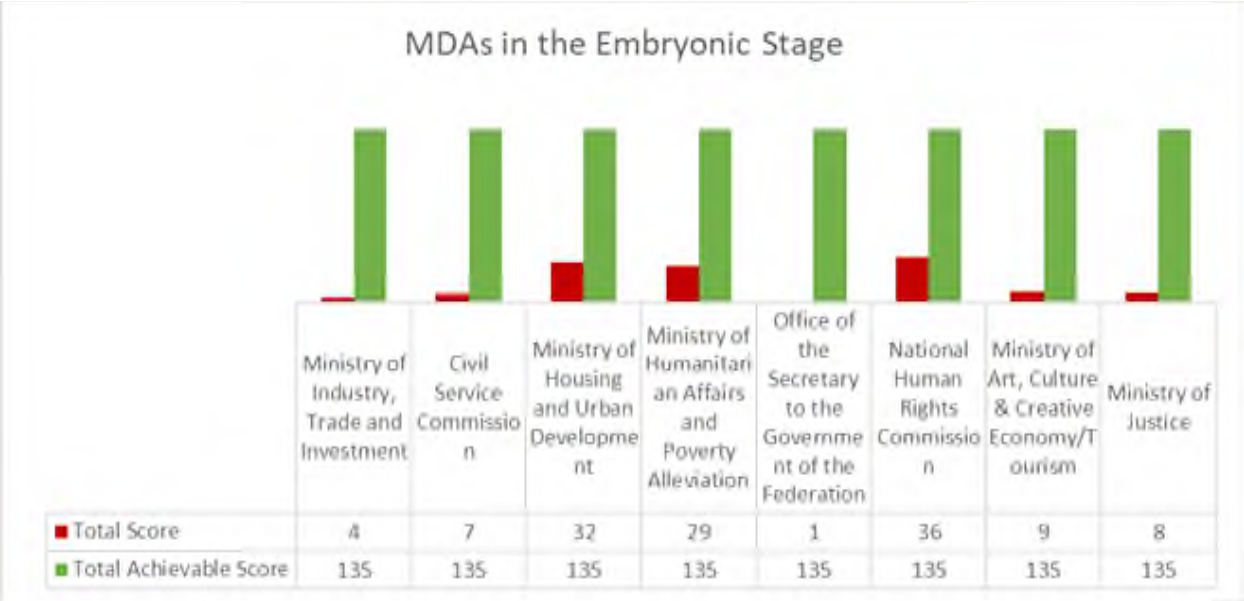
vii. Endorsement of Performance Reports by Ministers or Permanent Secretaries:

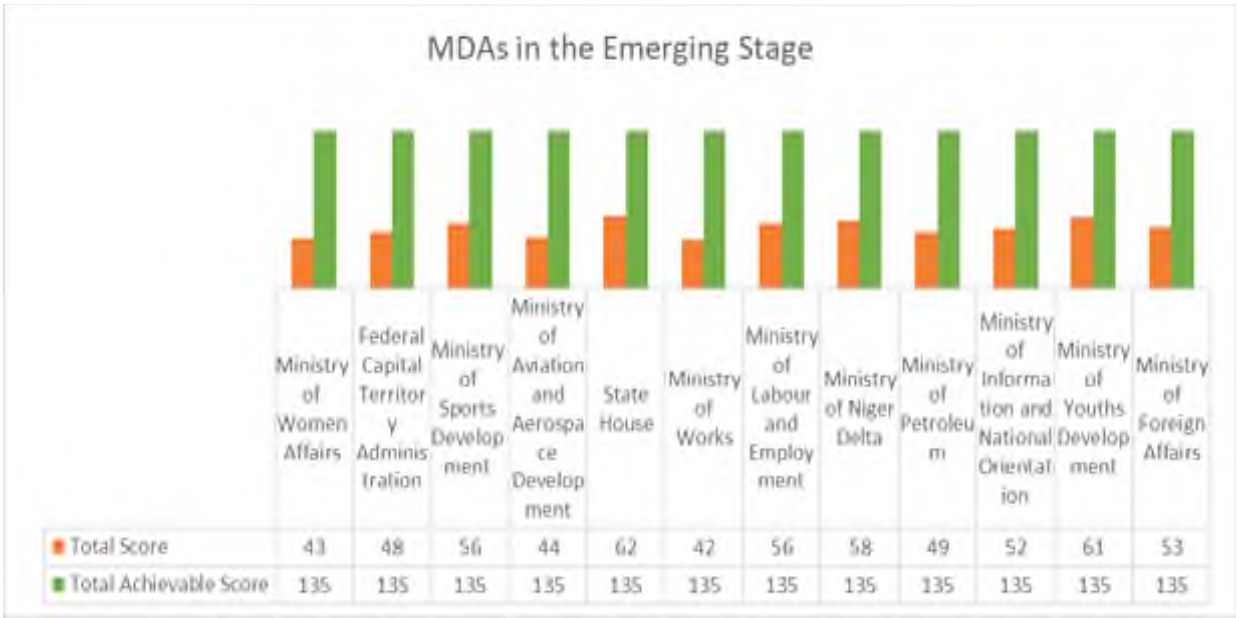
Findings from this sub-component assessment revealed that several ministries such as the Federal Ministry of Water Resources and Sanitation, Federal Ministry of Finance, Federal Ministry of Humanitarian Affairs and Poverty Alleviation, Federal Ministry of Labour and Employment, Federal Capital Territory Administration, Ministry of Defence, Federal Ministry of Special Duties and Inter-Governmental Affairs, and Federal Ministry of Communication & Digital Economy were ensuring that their MDAs performance reports are endorsed by their Ministers or Permanent Secretaries before

submission to the FMBEP in line with the National M&E provisions.

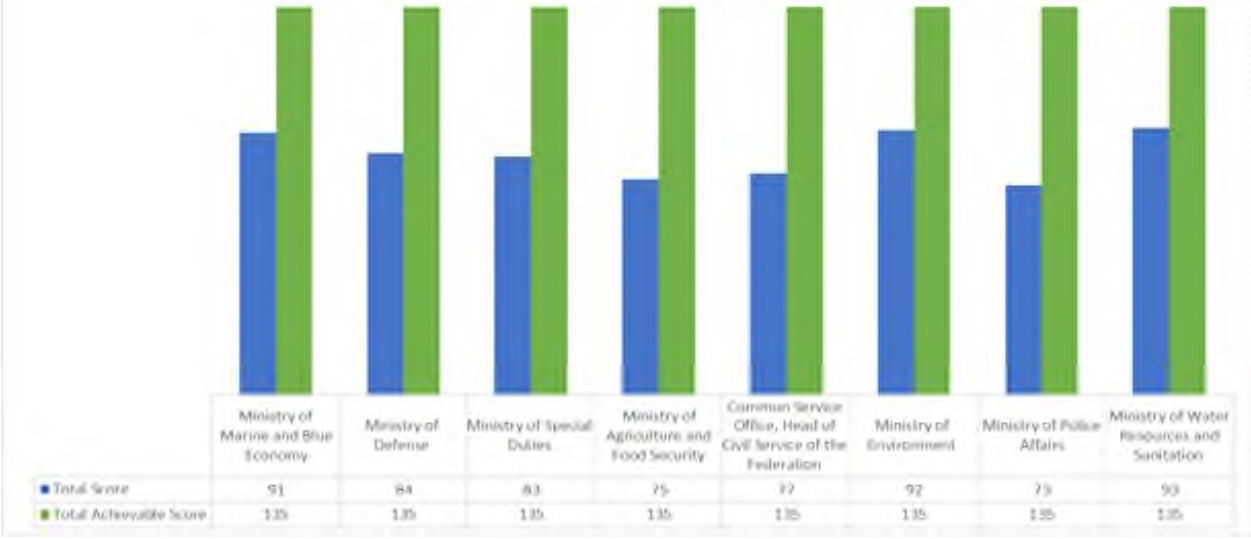
In summary, while some ministries demonstrate robust practices in communicating, disseminating, and reporting M&E findings, others may need to enhance their efforts in these areas to ensure the effective utilization of evaluation outcomes for decision-making and policy formulation.

Figure 3: Charts showing the assessed MDAs groupings according to its M&E Compliance and Mandate

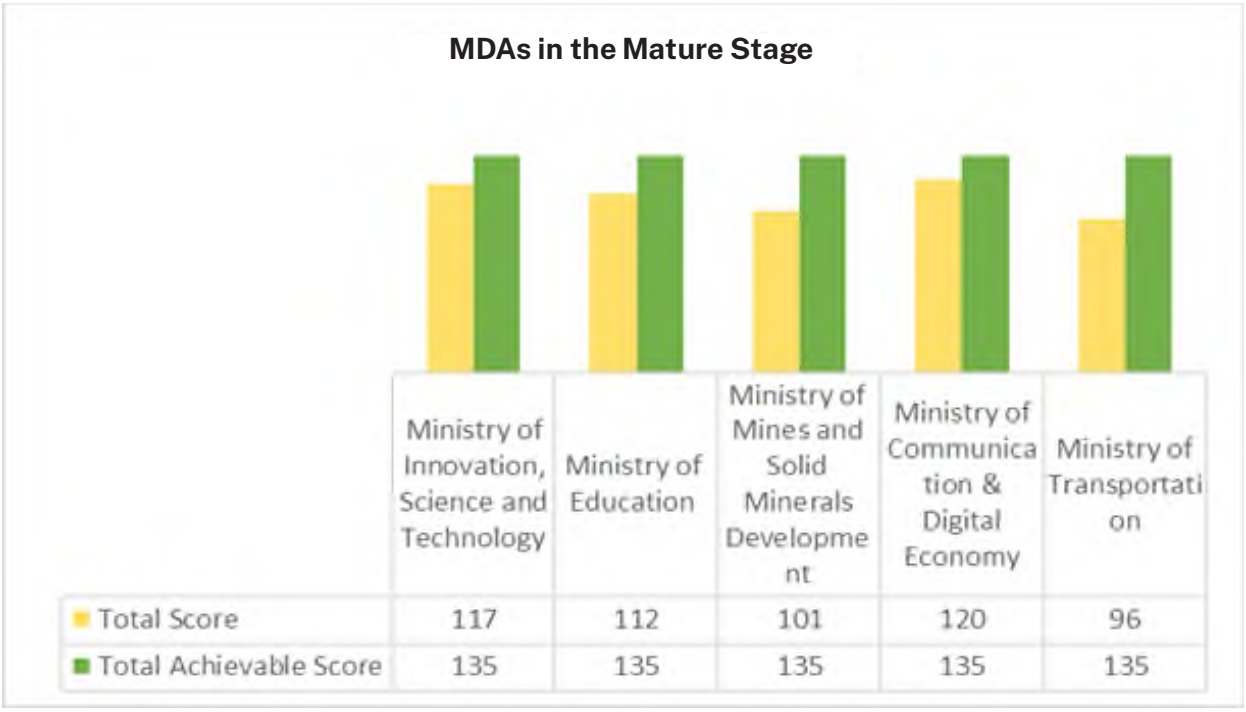




MDAs in the Growing Stage



MDAs in the Mature Stage



3.2 MDAs Compliance with National M&E Policy

To assess the degree of compliance of the Ministries, Departments, and Agencies (MDAs) with the National Monitoring and Evaluation (M&E) policy, the following eight (8) questions were deployed:

I. Does the MDA have a fully functional M&E Unit within the Department of Planning, Research, and Statistics? This unit should carry out M&E activities, provide direction and support for monitoring, evaluation, and organizational learning in alignment with the National M&E policy.

ii. Does the M&E unit of the MDA have an external communication strategy? Is it effectively used to communicate with key M&E

stakeholders, including the community they serve, in accordance with the National M&E policy?

III. Does the M&E unit have an M&E Framework incorporating strategic guidance, such as the Theory of Change, and a Result Framework linking project/program goals, intermediate results, and outcomes or outputs, in line with the National M&E policy?

IV. Does the M&E unit conduct routine monitoring/verification (monthly/quarterly data collection) as per the M&E plan of the MDA and the National M&E policy?

V. Does the MDA collect GIS Coordinates for all its Capital Projects, adhering to the National M&E policy?

VI. Does the Unit responsible for M&E prepare regular reports on the MDA's performance, following the guidelines outlined in the National M&E policy?

VII. Does the MDA submit its report to the NM&E Department of FMBEP for MDAs National Performance Reporting, consistent with the National M&E policy?

VIII. Does the Minister or Permanent Secretary endorse performance reports before submission to the FMBEP, as required by the National M&E policy?

A summary of findings from the 34 MDAs assessed, presents that eight (8) MDAs fall under the category of "not being compliant" to implementing the provisions of the National M&E policy, four (4) MDAs are "partially compliant", thirteen (13) were "substantially compliant" while nine (9) were "fully compliant".

Figure 4: Results of the MDAs assessment on compliance with National M&E policy

Below are the specific findings based on the sub-components assessed:

3.2.1 Functional M&E Units

The specific findings under this sub-component showed that Ministries such as the Federal Ministry of Industry, Trade and Investment, Federal Ministry of Innovation, Science, and Technology; Federal Ministry of Marine and Blue Economy; and Federal Ministry of Education demonstrate strong compliance with the establishment of fully functional M&E units within their Department of Planning, Research, and Statistics. These units effectively carry out M&E activities, provide strategic direction and promote organizational learning in line with the provisions of the National M&E policy.

Six MDAs reported that they do not have functional M&E units which include the Federal Ministry of Women Affairs, Federal Civil Service Commission, Ministry of Special Duties, Office of the Secretary to the Government of the Federation, National Human Rights Commission, Ministry of Art, Culture & Creative Economy / Tourism, while the Federal Ministry of Finance reported that its M&E unit is just being set up.

3.2.2 External Communication Strategy

The State House, Federal Ministry of Police Affairs and Ministry of Communication & Digital Economy are notable examples of ministries exhibiting high compliance in this area. They have well-defined external communication strategies that facilitate effective communication with key M&E stakeholders, including the communities they serve. This adherence to the National M&E policy ensures transparency and engagement with relevant stakeholders.

3.2.3 M&E Framework Development

The assessment showed that the Federal Ministry of Finance, Federal Ministry of Agriculture and Food Security and Federal Ministry of Transportation demonstrated strong compliance with this provision of the National M&E policy implementation. The findings shows that the MDAs have comprehensive M&E frameworks with strategic guides, such as the Theory of Change, and result frameworks outlining the linkage between project/program goals, intermediate results, and outcomes or outputs. This adherence to the National M&E policy framework ensures clarity and alignment with organizational objectives.

3.2.4 Routine Monitoring and Verification

Ministries like the Federal Ministry of Water Resources and Sanitation, Ministry of Foreign Affairs, Federal Ministry of Environment, Federal Ministry of Works and Ministry of Defence exhibit consistent compliance in carrying out routine monitoring practices as outlined in the M&E policy. The assessment revealed that they conduct regular monitoring and verification activities, including monthly or quarterly data collection, in line with the M&E plan of the MDA and policy requirements. This ensures the timely capture of relevant data for decision-making and performance assessment.

Five (5) MDAs indicated that they do not conduct routine monitoring and verification in compliance with the M&E policy. They include: Federal Ministry of Industry, Trade and Investment, Ministry of Humanitarian Affairs and Poverty Alleviation,Office of the Secretary to the Government of the Federation, Ministry of Art, Culture & Creative Economy/Tourism, Federal Ministry of Justice.

While three (3) MDAs including the Federal Civil Service Commission, National Human Rights Commission and Ministry of Finance reported low compliance to conducting routine monitoring and verification.

3.2.5 Collection of GIS Coordinates

The findings here suggests that the Federal Ministry of Agriculture and Food Security, Federal Ministry of Mines and Steel Development and Federal Ministry of Innovation, Science and Technology demonstrate strong compliance in adhering to this provision. It was evidenced that the MDAs collect GIS coordinates for all their capital projects, hence aligning with the National M&E policy's requirement for geo-spatial data collection. This practice enhances project tracking, monitoring, and evaluation, thus contributing to evidence-based decision-making.

Twenty (20) MDAs reported not collecting GIS Coordinates in compliance with the National M&E policy. They include: Federal Ministry of Women Affairs, Federal Ministry of Marine and Blue Economy, State House, Federal Ministry of Sports Development, Federal Ministry of Aviation and Aerospace Development, Federal Ministry of Industry, Trade and Investment, Federal Civil Service Commission, Ministry of Defence, Federal Ministry of Labour and Employment, Federal Ministry of Humanitarian Affairs and Poverty Alleviation, Office of the Secretary to the Government of the Federation, Ministry of Petroleum Resources, National Human Rights Commission, Common Service Office, Office of the Head of Civil Service of the Federation, Federal Ministry of Art, Culture & Creative Economy/Tourism, Federal Ministry of Justice, Ministry of Police Affairs, Federal Ministry of Information and National Orientation, Federal Ministry of Finance, Federal Ministry of Youths Development. However, The Federal Ministry of Transportation reported partial compliance to collecting GIS coordinates of their projects and programs,

3.2.6 Preparation of Regular Reports

It was reported that the Federal Ministry of Works, Ministry of Police Affairs and the State House exhibit strong compliance with this provision in the NM&E policy. The units responsible for M&E within these ministries prepare regular reports on MDA performance in line with the National M&E policy. These reports provide valuable insights into organizational performance and contribute to accountability, transparency and evidence-based policy formulation and decisions.

3.2.7 Submission of Reports for National Performance Reporting

Findings from the assessment shows that the Ministry of Petroleum Resources, Federal Ministry of Environment and Federal Ministry of Mines and Steel Development demonstrate strong compliance in adhering to this provision. It was found that the MDAs submit their performance reports to the NM&E Department of FMBEP for national performance reporting, hence aligning with the National M&E policy's requirement for centralized reporting. This practice facilitates comprehensive performance assessment and policy formulation at the national level.

Seventeen (17) MDAs reported no compliance to the National M&E policy requirement for submitting reports for national performance reporting. They are: FCTA, State House, Federal Ministry of Industry, Trade and Investment, Federal Civil Service Commission, Ministry of Sports Development, Ministry of Housing and Urban Development, Ministry of Labour and Employment, Ministry of Humanitarian Affairs and Poverty Alleviation, Office of the Secretary to the Government of the Federation, Ministry of Niger Delta, National Human Rights Commission, Ministry of Art, Culture & Creative Economy / Tourism, Ministry of Justice, Federal Ministry of Finance, Federal Ministry of Youths Development, Ministry of Foreign Affairs.

While five (5) MDAs indicated low compliance to the M&E policy requirement for submitting reports. They include: Federal Ministry of Marine and Blue Economy, Ministry of Defence, Federal Ministry of Special Duties, Federal Ministry of Transportation and Ministry of Information and National Orientation.

3.2.8 Ministerial Endorsement of Performance Reports

The Federal Ministry of Finance, Federal Ministry of Humanitarian Affairs and Poverty Alleviation and Federal Ministry of Communication & Digital Economy exhibit strong compliance with this criterion. Performance reports prepared by M&E units within these ministries are endorsed by Ministers or Permanent Secretaries before submission to the FMBEP, aligning with the National M&E policy's requirement for official endorsement. This ensures accountability and ownership of performance outcomes at the highest level of leadership.

Overall, while some MDAs demonstrated commendable compliance in implementing the National M&E Policy across various criteria, others had areas for improvement. Strengthening communication strategies, enhancing framework development, and ensuring consistent routine monitoring and reporting practices are essential steps for MDAs to achieve full compliance with the National M&E policy and contribute effectively to evidence-based decision-making and organizational learning.

REPRESENTATIVES OF MDAS ATTENDING THE MONITORING EVALUATION AND SYSTEM ASSESSMENT VALIDATION MEETINGS.

4.0 Conclusion and Recommendation

4.1 Assessment of MDAs Capacity on M&E Mandates

In conclusion, it can be seen that from the MECA carried out on 34 MDAs, Nine (9) MDAs exhibited weak Monitoring and Evaluation (M&E) capacities, constituting 26% of the assessed MDAs. These included the Federal Ministry of Industry, Trade, and Investment, Federal Civil Service Commission, Federal Ministry of Housing and Urban Development, Federal Ministry of Humanitarian Affairs and Poverty Alleviation, Office of the Secretary to the Government of the Federation, National Human Rights Commission, Federal Ministry of Art, Culture & Creative Economy/Tourism, Federal Ministry of Justice, and Federal Ministry of Finance.

The M&E capacity of twelve (12) MDAs, representing 35% of the total ministries assessed, was found to be somewhat weak, indicating a need for knowledge utilization strengthening. The ministries include the Federal Ministry of Women Affairs, Federal Capital Territory Administration (FCTA), Federal Ministry of Sports Development, Federal Ministry of Aviation and Aerospace Development, State House, Federal Ministry of Works, Federal Ministry of Labour and Employment, Ministry of Niger Delta Affairs, Ministry of Petroleum Resources, Federal Ministry of Information and National Orientation, Federal Ministry of Youths Development and Ministry of Foreign Affairs.

On the other hand, eight (8) MDAs, accounting for 23%, showed evidence of growth in the development of their M&E capacity. The M&E Units of these MDAs are becoming stronger, developing M&E knowledge and producing learning products. These ministries include the Federal Ministry of Marine and Blue Economy, Ministry of Defense, Ministry of Special Duties, Federal Ministry of Agriculture and Food Security, Common Service Office, Office of the Head of Civil Service of the Federation, Federal Ministry of Environment, Ministry of Police Affairs and Federal Ministry of Water Resources and Sanitation.

The remaining five (5) MDAs, comprising the Federal Ministry of Innovation, Science and Technology, Federal Ministry of Education, Federal Ministry of Mines and Steel Development, Federal Ministry of Communication & Digital Economy, and Federal Ministry of Transportation, showcased the strongest M&E capacities. Although representing only 16% of the total, they contribute significantly to M&E knowledge and have become integral parts of the country's M&E landscape.

Table 4: Disaggregation of Ministries, Departments and Agencies by M&E capacity

S/N	Ministries, Departments and Agencies	Embryonic	Emerging	Growing	Mature
1	Federal Ministry of Finance	✓			
2	Federal Ministry of Works		✓		
3	Federal Ministry of Youth & Development		✓		
4	Federal Ministry of Justice	✓			

5	Ministry of Defence			✓	
6	Federal Ministry of Education				✓
7	Ministry of Niger Delta Affairs		✓		
8	Federal Civil Service Commission	✓			
9	Federal Ministry of Police Affairs			✓	
10	Federal Ministry of Transportation				✓
11	Federal Ministry of Women Affairs		✓		
12	National Human Rights Commission	✓			
13	Ministry of Petroleum Resources		✓		
14	Federal Ministry of Sports Development		✓		
15	Federal Capital Territory Administration		✓		
16	Federal Ministry of Labour and Employment		✓		
17	Federal Ministry of Marine and Blue Economy			✓	
18	Ministry of Mines and Steel Development				✓
19	Federal Ministry of Industry, Trade and Investment	✓			
20	Federal Ministry of Housing and Urban Development	✓			
21	Federal Ministry of Agriculture and Food Security			✓	
22	Federal Ministry of Innovation, Science and Technology				✓
23	Federal Ministry of Information and National Orientation		✓		
24	Federal Ministry of Aviation and Aerospace Development		✓		
25	Federal Ministry of Art, Culture and the Creative Economy/Tourism	✓			
26	Federal Ministry of Environment (Ecological Management taken off)			✓	
27	Federal Ministry of Special Duties and Intergovernmental Affairs			✓	
28	Federal Ministry of Humanitarian Affairs and Poverty Alleviation	✓			

29	Federal Ministry of Communications, Innovations and Digital Economy				✓
30	Common Service Office – Office of the Head of the Civil Service of the Federation			✓	
31	State House		✓		
32	Office of the Secretary to the Government of the Federation	✓			
33	Federal Ministry of Water Resources and Sanitation			✓	
34	Federal Ministry of Foreign Affairs		✓		

4.2 Assessment of MDAs Compliance with National M&E Policy

An analysis of the findings shows that Eight (8) MDAs, constituting approximately 24% of the assessed organizations, demonstrated non-compliance with implementing the National M&E policy. The MDAs include the Federal Ministry of Justice, Federal Civil Service Commission, Federal Ministry of Women Affairs, Federal Ministry of Industry, Trade and Investment, Federal Ministry of Art, Culture and Creative Economy/Tourism, National Human Rights Commission, Federal Ministry of Humanitarian Affairs and Poverty Alleviation, and the Office of the Secretary to the Government of the Federation. These MDAs did not exhibit adherence to the M&E policy requirements.

Four (4) MDAs, accounting for 12% of the total, exhibited partial compliance with the M&E policy. These entities include the Federal Ministry of Finance, Federal Ministry of Labour and Employment, Federal Ministry of Sport and Development and the State House. Although they exhibited some efforts of implementing the National M&E policy, there were areas where compliance was lacking.

Thirteen (13) MDAs, approximately 38% of those assessed, demonstrated substantial compliance with the National M&E policy. These include the Federal Ministry of Works, Ministry of Defence, Federal Ministry of Youths Development, Ministry of Niger Delta Affairs, Federal Ministry of Transportation, Federal Ministry of Housing and Urban Development, Federal Ministry of Information and National Orientation, Federal Ministry of Aviation and Aerospace Development, Federal Capital Territory Administration, Special Duties and Intergovernmental Affairs, Federal Ministry of Agriculture and Food Security, Federal Ministry of Foreign Affairs and Federal Ministry of Petroleum Resources. They all exhibited significant measures towards aligning with the National M&E Policy requirements.

Nine (9) MDAs, constituting 26% of the total, showcased full compliance in adhering to the National M&E policy. These entities include the Federal Ministry of Environment, Federal Ministry of Education, Ministry of Police Affairs, Federal Ministry of Innovation, Science and Technology, Ministry of Mines and Steel Development, Federal Ministry of Marine and Blue Economy, Federal Ministry of Communications, Innovations and Digital Economy, Federal Ministry of Water Resources and Sanitation and the Common Service Office – Office of the Head of the Civil Service of the Federation. These MDAs effectively implemented the necessary measures and standards as outlined in the policy.

Overall, while some MDAs demonstrated strong adherence to the National M&E policy, there is room for improvement across the board to ensure consistent compliance and effective monitoring and evaluation practices.

Table 5: Disaggregation of Ministries, Departments and Agencies by compliance with National M&E policy

S/N	Ministries, Departments and Agencies	Not compliant	Partially compliant	Substantially compliant	Fully compliant
1	Federal Ministry of Finance		✓		
2	Federal Ministry of Works			✓	
3	Federal Ministry of Youth & Development			✓	
4	Federal Ministry of Justice	✓			
5	Federal Ministry of Defence			✓	
6	Federal Ministry of Education				✓
7	Ministry of Niger Delta Affairs			✓	
8	Federal Civil Service Commission	✓			
9	Federal Ministry of Police Affairs				✓
10	Federal Ministry of Transportation			✓	
11	Federal Ministry of Women Affairs	✓			
12	National Human Rights Commission	✓			
13	Ministry of Petroleum Resources			✓	
14	Federal Ministry of Sports Development		✓		
15	Federal Ministry of Federal Capital Territory			✓	
16	Federal Ministry of Labour and Employment		✓		
17	Federal Ministry of Marine and Blue Economy				✓
18	Ministry of Mines and Steel Development				✓
19	Federal Ministry of Industry, Trade and Investment	✓			
20	Federal Ministry of Housing and Urban Development			✓	
21	Federal Ministry of Agriculture and Food Security			✓	
22	Federal Ministry of Innovation, Science and Technology				✓
23	Federal Ministry of Information and National Orientation			✓	

24	Federal Ministry of Aviation and Aerospace Development			✓	
25	Federal Ministry of Art, Culture and the Creative Economy/Tourism	✓			
26	Federal Ministry of Environment (Ecological Management taken off)				✓
27	Federal Ministry of Special Duties and Intergovernmental Affairs			✓	
28	Federal Ministry of Humanitarian Affairs and Poverty Alleviation	✓			
29	Federal Ministry of Communications, Innovations and Digital Economy				✓
30	Common Service Office – Office of the Head of the Civil Service of the Federation				✓
31	State House		✓		
32	Office of the Secretary General of the Federation	✓			
33	Federal Ministry of Water Resources and Sanitation				✓
34	Federal Ministry of Foreign Affairs			✓	

4.3 Recommendations

The recommendations arising from the assessment will help to address gaps identified in the M&E capacity of MDAs as well as gaps in complying to the National M&E Policy. These recommendations are presented to the Directors of Planning, Research and Statistics; M&E units of the MDAs in the Embryonic and Emerging stages. A System Improvement Plan specific to each MDA has also been developed to guide the implementation of these recommendations.

4.3.1 Recommendations on M&E Systems Assessment

EMBRYONIC MINISTRIES

TARGETED OFFICE	ASSESSMENT AREA	RECOMMENDATIONS
Director Monitoring &Evaluation (DM&E)	**Leadership**	• Ensure the MDA's strategic plan aligns with NDP objectives, ensuring direct contribution to national development goals. • Review and approve the mapping and engagement plan for identified stakeholders.

		• Review all communication materials before dissemination. • Review and approve the M&E Unit's costed work plan and justification for budget allocation. • Champion the development of a comprehensive M&E Policy and DQA Procedures Manual. • Approve data sharing policy for external stakeholders. • Secure endorsement of performance reports by permanent secretaries before submission.
	Financing	• Advocate for adequate budget allocation for M&E activities based on justification provided by the M&E Unit. • Advocate for investment in data management software (or open - source alternative). • Advocate for investment in user - friendly GIS software
	Capacity Building	• Conduct a Needs Assessment by evaluating the current M&E workload and complexity of strategic plans to determine staffing needs. • Develop a Capacity Development Plan and outline the strategy for developing and maintaining the M&E team's skillset, including training needs, budget allocation, and implementation timelines. • Establish a dedicated M&E unit with qualified professionals in data collection, analysis, and reporting • Engage a Capacity Development Partner by establishing a long - term partnership for mentorship and training of M&E staff. • Develop a system of performance - based rewards for staff actively participating in and contributing to M&E activities. • Partner with a capacity development organization to strengthen the M&E unit's capacity to use GIS software.

	Partnership & Collaboration	• Review and approve the mapping and engagement plan for identified stakeholders. • Lead the process of a strategic partnership with FMBEP
Department of Planning Research and Statistics (DPRS)	**Collaboration**	• Work collaboratively with the M&E team to create a comprehensive M&E framework that outlines roles and responsibilities, data collection methods, reporting procedures, and a standardized operational procedures guide. • Support the development of an evaluation plan outlining the schedule for future evaluations and research activities and considering the use cases for integrating GIS into M&E. • Collaborate on developing the M&E Policy and Procedures Manual (standards), including data sharing protocols for departmental data. • Collaborate with the M&E Unit to identify target audiences for M&E findings and establish a centralized/digital repository for storing all past surveys, evaluations, and research reports.
M&E Unit	**M&E Framework**	• Design a comprehensive M&E framework with clear roles, data collection methods, reporting, and standardized guides. • Develop SMART indicators for objective progress measurement. • Create well -defined monitoring plans and user-friendly data collection tools. • Create an evaluation plan th at outlines the schedule for future evaluations and research activities.

	Capacity & Engagement	• Sign up for free training and capacity development opportunities such as workshops, online courses, on - the-job mentoring, and participation in professional conferences. • Join relevant M&E networks and communities to connect with other MDAs working on similar issues, such as the Nigerian Association of Evaluators and the African Evaluation Association.
	Knowledge Management and Sharing	• Establish a central repository for M&E reports and data. • Develop an M&E policy and procedures manual aligned with national guidelines. • Create communication strategies and prepare clear, targeted performance reports. • Clearly identify and map all stakeholders who are interested in the MDA's M&E system. These could include government agencies, donors, beneficiaries, program implementers, and the general public. • Establish a schedule for submitting reports to relevant authorities, such as the National M&E Department (NM&E) of FMBEP, ensuring adherence to guidelines
	Data & GIS Integration	• Develop M&E policies ensuring data quality and define data sharing protocols. • Standardize geospatial data collection procedures and integrate GIS for spatial analysis.

	Partnerships	• Seek colla boration opportunities with relevant institutions like FMBEP. • Draft partnership letters for collaboration with FMBEP on projects and policy initiatives

EMERGING MINISTRIES

TARGETED OFFICE	ASSESSMENT AREA	RECOMMENDATIONS
Director M&E	**Leadership**	• Review, analyze, and align the MDA's strategic plan with Nigeria's National Development Plan (NDP) objectives. • Review and approve the M&E Unit's costed work plan and justification for budget allocation. Advocate for a dequate budget allocation for M&E activities based on the M&E Unit's needs. • Champion the review and refinement of existing M&E policies, procedures, and data collection methods to ensure alignment with current MDA needs and best practices. • Lead the process of strategic partnerships with FMBEP (or relevant institutions) for collaboration and knowledge sharing. • Approve pilot programs integrating GIS (Geographic Information Systems) into M&E for enhanced spatial analysis. • Enhance the existing reward system by incorporating non- monetary incentives (such as recognition programs) to motivate staff engagement in M&E activities and achieving M&E targets.
	Financing	• Deploy or staff the M&E unit with qualified professionals and provide them with a clear mandate and adequate resources to effectively perform their duties. • Advocate for budget allocation for training and development opportunities for the M&E team.

	Capacity Building:	• Encourage collaboration between the DPRS, M&E unit, and other relevant departments. Co nsider cross -training staff in basic M&E principles to broaden the pool of individuals contributing to the M&E process. • Establish a long -term partnership with a capacity development partner who provides mentorship for M&E unit staff periodically.
	Partnership & Collaboration	• Establish long -term relationships with MDAs on the stakeholder map to carry out joint M&E of ministerial activities.
Department of Planning Research and Statistics (DPRS)		• Regularly review and update M&E frameworks, policies, and guides to adapt to changes in the strategic plan or operating environment. • Seamlessly integrate M&E activities into program implementation workflows. • Disseminate performance reports effectively.
M&E Unit	**Continuous Improvement**	• Conduct regular review and update of M&E frameworks, policies, and operational guides in collaboration with the M&E unit. This ensures adaptation to changes in the strategic plan or the operating environment, maintaining a relevant M&E system. • Conduct periodic reviews of indicators to ensure they remain SMART at each M&E framework level, facilitating clear and objective progress measurement. • Review existing M&E policy to ensure alignment with the National M&E Policy Collaborate with the DPRS to review and refine existing M&E policies, procedures, and data collection methods, ensuring alignment with current MDA needs and best practices.

	Capacity Building	• Sign up for free training and capacity development opportunities for staff (workshops, online courses, mentoring, conferences). • Join relevant M&E networks and communities (Nigerian Association of Evaluators, African Evaluation Association) to connect with colleagues, share experiences, collaborate on initiatives, and stay updated on M&E trends. • Prioritize data quality improvement by implementing stricter data quality assurance (DQA) procedures and addressing identified data management shortcomings. • Strengthen capacity on incorporating spatial data and visualizations into M&E reports
	Innovation & Technology	• Streamline data colle ction processes by utilizing online forms, mobile applications, or other digital tools to improve efficiency and reduce burden on program staff. • Pilot and evaluate the effectiveness of integrating GIS into select programs to leverage spatial analysis capabilities.
	Collaboration & Partnerships	• Conduct sensitization activities for senior management to keep them informed about M&E activities, projects, and programs within the MDA. • Subscribe to platforms like Cloneshouse Community of Practice, EvalPartners Peregrine Community, EvalForward to stay abreast of opportunities, discussions, and trends in the M&E space. • Develop a timeline for submitting reports to the National M&E Department (NM&E) of FMBEP, ensuring adherence to their guidelines. • Draft partnersh ip letters for collaboration with FMBEP on projects and policy initiatives.

4.3.2 Recommendations on National M&E Policy Compliance

TARGETED OFFICE	ASSESSMENT AREA	RECOMMENDATIONS
Director M&E	Strengthening M&E institutionalization in the MDAs	• Spearhead the review of National M&E policy with relevant departments • Review the M&E unit's external communication strategy to strengthen communication and collaboration • securing buy-in for timely report submission and obtaining signatures from Minist ers or Permanent Secretaries before submission. • See to the creation of a functional M&E unit (if applicable) and deploy qualified staff to the unit.
DPRS	Domesticate the NM&E policy	• Work with the M&E unit to ensure project goals, intermediate results, and outcomes/outputs are clearly linked within the M&E framework. • Provide support in the preparation of performance reports before submission to the MBEP • Work with the M&E unit to ensure the M&E unit's external communication strategy effectively engages key stakeholders, including the community.
M&E Unit	Strengthen Data Collection and Reporting	• Conducting a joint review with the DPRS to assess if the framework includes a strategic guidance (Theory of Change) and Result Framework that clearly links project goals, intermediate results, and outcomes/outputs • Assess whether the unit conducts routine monitoring and verification activities (monthly/quarterly data collection) as outlined in the M&E plan and policy. If not, establish a system for regular data collection aligned with the M&E plan. • Evaluate the feasibility of collecting GIS coordinates for all capital projects, as mandated by M&E policy. If feasible, develop a plan for integrating GIS data collection into project monitoring activities. • Ensure regular reports on the MDA's performance are prepared and shared with the NM&E Department, as required by the National M&E policy.

	Policy Alignment and Capacity Building	• Conduct a periodic review of the National M&E Policy to ensure the M&E unit's practices an d procedures remain aligned with the guidelines. • Propose capacity building opportunities (workshops, online courses, conferences) to strengthen staff skills in areas like data analysis, reporting, and potentially GIS.

ASSESSMENT TEAM

NAMES	ORGANIZATION
OLASUMBO AYINDE-YAKUB	FMBEP
MARGARET DIBIGBO	FMBEP
OLATUNDE ONIYANDA	FMBEP
GOMINA MOHAMMAD	FMBEP
DIFTUFFE MOOREINO	FMBEP
OLUSANYA MATHEW	FMBEP
TAIYE SA'AD	FMBEP
OKON A. ROWLAND	FMBEP
OLUDOTUN BABAYEMI	CLONESHOUSE
STEVEN ADEBOYE	CLONESHOUSE
RACHAEL OKORONKWO	CLONESHOUSE
KHADIJA YAHAYA MUHAMMAD	CLONESHOUSE
OLUWATOMIWA ANDE	CLONESHOUSE

Annex I: SAMPLE M&E SYSTEM IMPROVEMENT PLAN (SIP) WORK PLAN TEMPLATE

Objective	Activity	Indicator	Data Source	Methodology	Frequency	Responsible Person/Team	Timeline	Resources Needed
Strengthen M&E Framework	Develop and implement an M&E framework	Completed framework document	Ministry records	Document review	One-time	M&E Lead	Q3 2024	Framework development tools, experts
Training and Capacity Building	Conduct M&E training workshops for staff	Number of staff trained	Training attendance records	Surveys, attendance sheets	Quarterly	Training Coordinator	Q4 2024	Training materials, venue, budget
Data Collection and Management	Establish data collection and	System in place and operational	System logs, reports	System audit	Monthly	IT Team, M&E Officers	Q4 2024	IT infrastructure, software
Performance Monitoring	Regularly monitor and evaluate project performance	Number of performance reports	Project reports	Report reviews, data analysis	Bi-monthly	Project Managers, M&E Officers	Ongoing	Data collection tools, analysis software

SAMPLE M&E SYSTEM IMPROVEMENT PLAN (SIP) WORK PLAN TEMPLATE

Stakeholder Engagement	Facilitate stakeholder meetings and workshops	Number of stakeholder meetings	Meeting minutes	Interviews, surveys	Quarterly	Stakeholder Engagement Officer	Q4 2024	Meeting venues, facilitation materials
Improvement Plan Implementation	Implement system improvement plans based on feedback	Number of improvements implemented	Project documentation	Progress reports, feedback	Quarterly	Implementation Team	Q3 2024 - Q4 2024	Improvement tools, budget
Quality Assurance and Control	Conduct quality assurance reviews and audits	Number of QA audits conducted	Audit reports	QA reviews, audits	Annually	Quality Assurance Team	End of each year	Audit tools, QA guidelines
Reporting and Communication	Develop and distribute regular M&E reports	Number of reports distributed	Communication logs	Report review, distribution logs	Quarterly	Communications Officer	Ongoing	Report templates, distribution channels
Sustainability and Continuous Improvement	Evaluate sustainability of M&E practices	Sustainability assessment report	Evaluation reports	Surveys, focus groups	Annually	DPRS	Q4 2024	Evaluation tools, sustainability frameworks

Annex II: SAMPLE SIP WORK PLAN AND TIMELINE TEMPLATE

S/N	Activity	Timeline											
		July			July/Aug	August			Aug/Sept	September			
		Wk 2	Wk 3	Wk 4	Wk 5/1	Wk 2	Wk 3	Wk 4	Wk 5/1	Wk 2	Wk 3	Week 4	Week 5
1	Develop and implement an M&E framework												
2	Conduct M&E training workshops for staff												
3	Regularly monitor and evaluate project performance												
4	Facilitate stakeholder meetings and workshops												
5	Conduct quality assurance reviews and audits												

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