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**Social Development Evaluation
in Nigeria: A Strategic Road Map**

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Outline

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- Target thematic areas
 - Health
 - Housing
 - Environment
 - Women development
 - Youths development
 - Labour
 - Information
 - Sports
 - Social justice
 - Tourism
- Identification of stakeholders
- Budget
- Funding
- Reporting template

Introduction

Pursuant to the Federal Government's Transformation Agenda, President Goodluck Ebele Jonathan, GCFR, has approved the 1st comprehensive **"Evaluation of the Social Development in Nigeria"** to be conducted and coordinated by the Office of the Special Adviser to the President on Special Duties and Social Development (SA-PSDSD). This mega integrated project is aimed to be multi-sectoral with multi-dimensional tools and assessment indicators on government experiences in the social development sector. If successfully completed, it will be the first of its kind in the history of the country.

Consequently, Discovery Cycle Professionals has been appointed as the Lead Technical Partner in the coordination of the evaluation programme across the three (3) Tiers of Government for the Office of the Special Adviser to the President on Special Duties and Social Development Matters (SA-PSDSDM).

Essentially, this evaluation is a deliberate and systemic government action aimed at updating the management of social public policies and establishing benchmarks for the improvement of government actions. Therefore, the report is expected to establish itself as yet another tool for transparency and for the democratization of access to information and knowledge produced by the Ministries, Parastatals and Agencies in charge of the implementation of public policies. It will also be good for implementing, strengthening, and broadening the tools for the production of consistent social indicators, which can be used effectively as a basis for decision making and for guiding our policies, programs and actions.

Going forward, this strategic document, will therefore present a roadmap for the evaluation of the ten identified thematic social development areas which are:

- Health
- Housing
- Environment
- Women development
- Youths development
- Labour
- Information
- Sports
- Social justice
- Tourism

OBJECTIVES

- To evaluate the extent of impact of government policies, programmes and the various interventions in the social development sector viz-a-viz government's original intent and objectives.
- To measure the degree of social development indices inclusion and exclusion by policy makers' in decision making process.
- To identify cross-cutting issues and eliminate duplication of government programmes for effective and efficient coordination.
- To refocus and redirect government resources into critical areas of impact and minimize wasteful expenditure.
- To develop and establish monitoring and evaluation benchmarks for the social development sector.

Evaluation Nature, Scope and Complexities

In addition to its vast territory, Nigeria has a highly decentralized administrative system, which further increases the challenge of implementing public policies in any given sector. The creation of a decentralized, participatory Nigerian social protection system through a set of policies, programs, and actions as embodied in the transformation agenda cannot make do without decision-making based on information and evidence. For this reason, we have valued the need to create and implement an evaluation and monitoring policy which makes it possible to provide feedback to policies through the use of data and information. We believe strengthening a culture of transparency and accountability in public management and using the results of evaluation to improve the performance of policies are the only way to increase efficiency and efficacy in the use of public resources. The principle of dealing with public resources requires zeal, but zeal is even more important when one deals with money whose recipients will be those in greater need. We must employ all efforts to make sure the investment effectively reaches those in need, thus making a difference in the lives of individuals and their community.

There are several challenges to be faced in the creation and operation of this evaluation system. This strategic document briefly describes the institutional context and the procedures adopted, which are decisive steps towards the establishment and integration, in the area of public administration, of technical knowledge and the management of public policies. Sharing experiences, initiatives and questions on this will be an important step towards perfecting and strengthening our social protection network, in synch with the extremely

precious principles of transparency, public discussion, and political and administrative responsibility as contained in the transformation derive.

Conceptual and Methodological Issues

The evaluation framework will cover the strategic processes involved in social evaluation studies and will have the following areas as their subject matter:

- a) **Processes:** studies on matters that favor or hinder processes for the implementation of a policy or program, including its outline and its organizational and institutional dimensions.
- b) **Results**, which include:
 - *Outcomes*, which refer to the “products” expected from the program as defined under its goals;
 - *Impact*: changes in the condition of beneficiaries caused directly by the program. Impact evaluations seek to compare two similar population groups through quasi-experimental designs, measuring the differences observed between the two groups which result from exposure or non-exposure to a given program;
 - *Effects*: other results of the program, either social or institutional in nature, expected or unexpected, which ensue from the development of the program.

The objective of an evaluation may be to improve the quality of implementation processes or to reap results. From a public management point of view, the examination of pros and cons related to the designs and methods for research engagement presents at least four elements to be considered:

- the goals of the research, or what one seeks to find out about the program;
- available financial resources;
- available sources of data;
- the time frame for obtaining results.

The selection of the design and the resulting choice of methods will depend on the questions which need to be answered, the resources and sources of data which are available, and the amount of time after which results will be expected. The amount of time necessary for completion and the amount of resources spent will be greater the broader the research, the greater its representativeness, its combination of methods and the number of strata included in a sample.

Target Thematic areas

The targeted areas to be covered by this evaluation are:

- I. Health
- II. Housing

- III. Environment
- IV. Women development
- V. Youths development
- VI. Labour
- VII. Information
- VIII. Sports
- IX. Social justice
- X. Tourism

These key thematic areas are expected to be evaluated using cogent scientific tools to be developed by a team of experts and consultants to be hired by government and the implementing partners.

Evaluation process

In accordance with Standard Social Evaluation Procedure, it is recommended that, it begins early in the project cycle, and continue as an iterative process all the way through to monitoring and evaluation.

- i. **Conduct Stakeholder Analysis.** The first step in Social evaluation is an analysis of the relevant stakeholder groups, their interests, influence, and power, and how they will be affected by the project.
- ii. **Identify social factors.** Defining operationally relevant social issues that may affect project delivery and outcomes is generally done by listening to affected groups, experts, and government officials who have knowledge of the larger socio-cultural, political, and economic context that can affect project design and implementation.
- iii. **Gather data.** The gathering of information should focus only on issues of operational relevance, and should be undertaken with as much local participation as possible. Where there is little or no local experience with social research and analysis, resources should be allocated for intensive training and supervision. Social evaluation teams should be prepared to work in local languages, and data collection methods should be appropriate for the kinds of issues to be addressed.

- iv. **Analyze data and assess priorities.** Data analysis should focus on answering operational questions and generating action-oriented recommendations.
- v. **Develop plans in consultation with stakeholders.** Findings should be discussed with affected people to ensure that conclusions and recommendations are appropriate. A common flaw in designing Social evaluation is to allot too little time to the analysis of findings and the facilitation of stakeholder discussions on the results and their implications. One means of providing operationally relevant material is to produce an action plan, which specifies:
- what social measures and institutional arrangements are to be incorporated in the project;
 - how they will be carried out and monitored;
 - how changes that occur as the project is implemented will be addressed; and
 - how key stakeholder groups will be involved throughout the project.

The action plan, informed by the data and analysis in the Social evaluation, should be incorporated into the overall project.

Identification of stakeholders

Stakeholder identification and analysis are key issues in social development evaluation. They address strategic questions, such as:

- who are the key stakeholders?
- what are their interests in the project or policy?
- what are the power differentials between them?
- what relative influence do they have on the operation?

Funding

A project of this nature requires robust funding for result purpose. We therefore recommend the following sources of funding:

- The Presidency
- Central Bank and
- Development Partners
- International NGOs
- Private Sector

Health			
Housing			
Environment			
Women development			
Youths development			
Labour			
Information			
Social justice			
Sports			
Tourism			