



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE

EVALUATION OF WFP'S CORPORATE (LEVEL-3) EMERGENCY RESPONSE IN NORTHEAST NIGERIA (2016– 2018)

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1. Background

1.1. Introduction

1. The purpose of the Terms of Reference (ToR) is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil during the various phases of the evaluation.
2. The ToR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents WFP's response and defines the scope of the evaluation; Chapter 4 identifies the evaluation approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information including the detailed evaluation timeline, operational map, portfolio overview and activities and bibliography.

1.2. Contextual factors

3. Nigeria is a key regional economic player with a population of approximately 184 million and an annual population growth rate of 2.7 percent.¹ Nigeria's federated structure gives significant autonomy to states, and the fifth consecutive national elections held in 2015 marked a peaceful transfer of power between two political parties. Although Nigeria has been classified as a lower-middle income economy since 2008², and ranked as Africa's largest economy in 2016³, the pace of economic growth slowed down since 2015 due to the falling price of oil, the primary export. In the 2015 Human Development Index, Nigeria was ranked low at 152 out of 188 countries, with a Gender Development Index of 0.85⁴. Persistent inequality (Gini-coefficient of 43.0)⁵ and poverty impact more than half the population. This is most severe in the northeast and northwest geo-political zones, characterized by marginalization and chronic under-development, illiteracy and youth unemployment. In 2010, the relative poverty measurement in these zones recorded the highest poverty rates in Nigeria with 77.7% and 76.3% respectively, ⁶ and about two thirds of the population here also had no schooling (64 percent).⁷ Furthermore, climate change across the Sahel impacts on Nigeria, considered to be at "extreme climate risk". Increasingly unpredictable weather, more frequent droughts and floods and land degradation threaten the livelihoods of a population dependent on agriculture for survival. With climate shocks occurring more frequently, vulnerable households are less able to cope with, and recover from, crises⁸.

4. Since 2009, violent attacks on civilians by non-State Armed Groups (NSAGs), typified by the Islamic State in West Africa, (formerly known as Jama'atu Ahlis Sunna Lidda'awati wal-Jihad (JAS) and commonly known as Boko Haram until March 2015), have caused devastation in the northeast of Nigeria. More than 20,000 people have been killed, and thousands of women and children have been abducted. The

¹ Worldbank, <http://data.worldbank.org/indicator/SP.POP.GROW> (2015 data)

² Worldbank Country and Lending Groups, <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

³ IMF, World Economic Outlook -October 2016.

⁴ Human Development Report 2016

⁵ Ibid.

⁶ Press briefing by the Statistician-General of the Federation/Chief Executive Officer, National Bureau of Statistics, Dr. Yemi Kale held at the Conference Room, 5th Floor, NBS Headquarters, Central Business District, Abuja on Monday, 13th February 2012

⁷ Nigeria DHS EdData Survey 2010; Education Data for Decision-making

⁸ OCHA 2017 Sahel 2018: Overview of Humanitarian Needs and Requirements
https://reliefweb.int/sites/reliefweb.int/files/resources/HNRO_Sahel-2017-EN_1.pdf.

intensified attacks and fighting has led to massive displacement of people in the largely arid Lake Chad Basin, where four countries share borders, namely Cameroon, Chad, Niger and Nigeria. As of 2018, the conflict has left around 7.7 million people in need of relief assistance to survive in Adamawa, Borno and Yobe states of northeast Nigeria, of whom 1.6 million are currently internally displaced.⁹ At the same time, a significant number of people have begun to return home.

5. The conflict-induced displacements and destruction of vital infrastructures have caused significant loss of livelihoods, which in turn led to recurrent food shortages and pasture deficits in many localities in northeast Nigeria. According to the 2015 National Nutrition Survey, global acute malnutrition (GAM) among children surpasses the warning threshold of 10 percent in Borno and Yobe states, with above 2 percent of severe acute malnutrition (SAM) observed¹⁰. Food insecurity had also reached extremely high levels in 2016-2017. The Cadre Harmonisé (August 2016) indicated that approximately 4.5 million people were severely food insecure (phase 3 to 5¹¹) in the states of Borno, Yobe and Adamawa¹², out of which an estimated 1.1 million people faced emergency levels of food insecurity (phase 4 and 5), mostly in Borno and Yobe states. Although 3.7 million people in Adamawa, Borno and Yobe states remained as severely food insecure (phase 3 to 5) with about 12,536 people expected to be in famine situation at the end of 2017¹³, the 2018 March Cadre Harmonisé reported improved food security conditions particularly in these states and projected no areas in famine (phase 5)¹⁴ up to August 2018.

6. Boko Haram insurgents continue to commit grave human rights violations by carrying out attacks against civilians, and the protection situation in Lake Chad Basin is dire and complex as a result. In 2018, there are 1.6 million internally displaced persons (IDPs) in Nigeria, with Borno State in the North-East hosting 78 percent. Many have been displaced multiple times, further eroding their already precarious protection and food security situation. With 6 out of 10 displaced families living in host communities, the pressure on local populations is also significant. Some groups are highly vulnerable: there are an estimated 6,000 unaccompanied minors and 15,000 orphans in Nigeria, while the number of female-headed households is on the rise due to family separation and ranges between 30-54 percent in 2018¹⁵. In 2017, 54 percent of vulnerable households had women and girls with specific protection needs and 19 percent had children with specific protection needs¹⁶. Sexual and gender-based violence (SGBV) is widespread. In the northeast, one third of women IDPs have experienced a form of SGBV and one fifth have had been exposed to physical violence. Women, girls and boys remain the most vulnerable to SGBV and are the most targeted by insurgents through abductions, forced marriage, sexual slavery, use as suicide bombers and forced conscription^{17 18}.

⁹ OCHA, 2018 Humanitarian Response Plan Nigeria- December 2017; ⁹ International Organization for Migration (IOM), DTM Nigeria | Baseline Dashboard - Round XXI - Feb 2018;

¹⁰ National Nutrition and Health Survey (NNHS) 2015

¹¹ Cadre Harmonisé Phase Classification: Phase 2 (Stressed), Phase 3 (Crisis), Phase 4 (Emergency) and Phase 5 (Famine), which is compatible with Integrated Food Security Phase Classification (IPC) 2.0 - Identification and Analysis of Areas at Risk and Populations Affected by Food and Nutrition Insecurity in the Sahel and West Africa August 2014.

¹² The Cadre Harmonisé (August 2016)

¹³ The Cadre Harmonisé (November 2017)

¹⁴ The Cadre Harmonisé Communication (March 2018)

¹⁵ 2017 (OCHA) "Humanitarian Response Plan 2018 Nigeria"

¹⁶ UNHCR (2017) "Vulnerability Screening - On-going operational screening in Borno, Yobe and Adamawa States - November 2017"

¹⁷ United Nations Population Fund (UNFPA), Centre for Population and Reproductive Health (CPRH), University of Ibadan, Ibadan, Nigeria, Sexual and Gender-based Violence Assessment in North East Nigeria – September 2016

¹⁸ UNHCR, Regional Protection Strategic Framework, Responding to the protection crisis in the Lake Chad Basin January 2017 – December 2018

7. Traditional socio-cultural gender roles, lower levels of education, and exclusion from social and political decision-making have rendered women in the Lake Chad Basin vulnerable even before the current crisis.¹⁹ Environmental pressures on the region, including changing rainfall patterns, and traditional systems of land tenure meant that women had less access to productive resources. Displaced women lack access to health care, family planning, and reproductive health services. Women and girls particularly are often the first to reduce their food intake, with negative repercussions for their nutrition and health— especially when women are pregnant or lactating, leading to increased nutritional needs for themselves and their children.²⁰

8. The access constraints in northeast Nigeria have made humanitarian action in the area more challenging. Only 3 of 26 local government areas (LGAs) in Borno were fully accessible to international humanitarian actors in 2015. Continuous violence resulted in counter-insurgency operations by national military forces and the Multinational Joint Task Force (MNJTF) in 2015. Despite the MNJTF's offensive and gains, Boko Haram continues to pose significant threats to civilian populations, increasingly resorting to suicide attacks²¹. In addition, explosive devices, ongoing hostilities, and restrictions on movements in active conflict zones hinder humanitarian access into remote areas. While in the course of 2016 and 2017 humanitarian access increased considerably, it still remains constrained especially in Borno State, where 3 LGAs were hard to reach and 19 LGAs were only partially accessible as at the end of 2017. In the absence of safety assurances by Non-State Armed Groups (NSAGs), the humanitarian community has remained heavily dependent on military escorts provided by the Nigerian security forces, in line with the civil-military coordination principle of last resort.²²

9. The humanitarian needs in northeast Nigeria have expanded steadily since 2015. United Nations agencies, including WFP, coordinate their response under the Nigeria Humanitarian Response Plan, whose requirement increased tenfold from US\$ 100 million in 2015 to US\$ 1 billion in 2018²³. Following the March 2016 Cadre Harmonisé estimate and July 2016 joint FEWSNET/FAO/WFP report, WFP activated its Level 3 corporate emergency response to northeast Nigeria in August 2016. Following a subsequent alert of famine-like situation in Borno state²⁴, in February 2017 the UN Secretary General also called for strong and urgent humanitarian action in northeast Nigeria, as well as South Sudan, Somalia and Yemen to prevent the worst effects of famine or famine-like situation²⁵. Concurrently, the governments of Norway, Nigeria, Germany and the UN co-hosted the Oslo Humanitarian Conference for Nigeria and the Lake Chad Basin that some 170 representatives from 40 countries, UN, regional organisations and civil society organisations gathered and raised US\$ 672 million to help the affected people in the region.

10. In 2018, civilians continue to bear the brunt of the long-running conflict that has caused widespread displacement, heightened protection risks, destroyed infrastructure and crippled public services. Armed attacks, military operations and insecurity have impaired livelihoods, leaving a huge proportion of civilians dependent on humanitarian assistance. Some 7.7 million people in Adamawa, Borno and Yobe

¹⁹ World Food Programme, (WFP), Gender and Markets: VAM Case Study – Lake Chad Basin. August 2016

²⁰ WFP, Empowering Women in West African Markets Case Study of Street Food Vendors in Maiduguri, Nigeria, VAM Gender and Markets Study #9 2017

²¹ Report of the Secretary-General on the situation in the Lake Chad Basin region - S/2017/764, 7 September 2017

²² OCHA, 2018 Humanitarian Response Plan Nigeria (February 2018)

²³ OCHA Financial Tracking System <https://fts.unocha.org/appeals/447/summary>

²⁴ Famine Early Warning Systems Network (FEWSNET), A Famine likely occurred in Bama LGA and may be ongoing in inaccessible areas of Borno State, 13 December 2016

²⁵ Opening remarks at joint press conference on humanitarian crises in Nigeria, Somalia, South Sudan and Yemen, 22 February 2017

states require humanitarian aid for their survival and 3.7 million are projected to be food insecure in 2018. While around 1.6 million people remain displaced, at least 1.3 million people have returned home, many to locations where infrastructure is still damaged or destroyed, services not yet restored, and livelihoods lost or inaccessible due to insecurity²⁶. In addition, close to 200,000 people who fled their homes in northeast Nigeria remain in Cameroon, Chad and Niger.²⁷ While scaled-up and fast response by aid groups and the Government helped avert the threat of famine in 2017, food insecurity and malnutrition remain high owing to the depredation of the conflict²⁸.

2. Reasons for the Evaluation

2.1. Rationale

11. As agreed with WFP's Executive Board, the Office of Evaluation (OEV)'s work plan commits to the evaluation of Level 3 (L-3) emergency responses – either through evaluation of WFP's response alone, or through participation in inter-agency evaluation of the collective response.

12. Based on the WFP Evaluation Policy 2016-2021 coverage norms, and given the share of the organisation's budget allocated to the response in northeast Nigeria, OEV has decided to commission this evaluation.

13. This will be the first evaluation since the formal establishment of a WFP in-country presence in Nigeria in 2016, and offers an opportunity to learn from the organizational adaptations and innovations that may be relevant for future corporate emergency responses, including the establishment of an in-country presence at scale in a complex operating environment. It also expects to provide insights to the West Africa Regional Bureau and the Nigeria Country Office (CO) as the Nigeria CO plans to commence its Country Strategic Plan (CSP) in 2019.

14. The evaluation will be informed by the findings of a number of earlier related evaluations, including an Operations Evaluation (OpEv) of regional EMOP 200777 "Providing life-saving support to households in Cameroon, Chad, and Niger directly affected by insecurity in northern Nigeria"; a Country Portfolio Evaluation (CPE) Cameroon in 2018; 2015-2016 operations evaluations of operations in Cameroon, Niger and Chad; as well as the Impact Evaluations Synthesis for Evaluations of the Impact of WFP Programmes on Nutrition in Humanitarian Context in the Sahel in 2018 (Chad and Niger)²⁹.

²⁶ OCHA 2017 Sahel 2018: Overview of Humanitarian Needs and Requirements
https://reliefweb.int/sites/reliefweb.int/files/resources/HNRO_Sahel-2017-EN_1.pdf.

²⁷ United Nations High Commissioner for Refugees (UNHCR), Nigeria Regional Refugee Response Plan January – December 2018

²⁸ OCHA 2017 Sahel 2018: Overview of Humanitarian Needs and Requirements
https://reliefweb.int/sites/reliefweb.int/files/resources/HNRO_Sahel-2017-EN_1.pdf.

²⁹ WFP (2016) "West Africa Regional EMOP 200777 Providing life-saving support to households in Cameroon, Chad, and Niger directly affected by insecurity in northern Nigeria: An Operation Evaluation"; WFP (2018) "Cameroon: An Evaluation of WFP's Portfolio (2012-2017)"; WFP (2015) "Cameroon PRRO 200552 Food and Nutrition Assistance to Nigerian and Central African Refugees and Host Populations in Cameroon: An Operation Evaluation"; WFP (2016) "Niger PRRO 200583 Saving lives, protecting livelihoods and enhancing the resilience of chronically vulnerable populations: A mid-term Operation Evaluation"; WFP (2016) "Chad PRRO 200713 Building Resilience, Protecting Livelihoods and Reducing Malnutrition of Refugees, Returnees and other Vulnerable People: An Operation Evaluation"; WFP (2018) "Four Evaluations of the Impact of WFP Programmes on Nutrition in Humanitarian Contexts in the Sahel: A Synthesis".

2.2. Objectives

15. This evaluation will serve the dual objectives of accountability and learning. It will:

- Assess the relevance/appropriateness, efficiency, effectiveness, coherence (internal and external), coverage, coordination, connectedness³⁰ as well as the performance and results of response in northeast Nigeria (**accountability**).
- Determine the reasons for observed results and draw lessons to inform WFP's management decisions with respect to strategic positioning, efficiency and sustainability (**learning**).

2.3. Stakeholders and Users of the Evaluation

16. Stakeholders with an interest in the evaluation are summarised in the table below. The evaluation team will refine³¹ this during the inception phase.

Table 1: Stakeholders and their interest in the evaluation

Primary Stakeholders	Roles and interests in the evaluation
Regional Bureau Dakar (RBD)	Responsible for the regional level operations planning, reporting, coordination, communications, resource mobilisation and external relations of the L-3 response as well as re-establishment of Nigeria CO, RBD has a direct stake in this evaluation. In addition the RB is responsible for both oversight of, and operational support to, the other COs on the regional EMOP, and has a great interest in an independent performance review and learning lessons. Evaluation findings may also be used in other country offices in the region.
Country Office (Nigeria CO)	Responsible for planning and implementing country-level operations, country offices are the main stakeholders. They are directly concerned by the evaluation and have an interest in learning from experience to inform country level decision-making and strategic planning.
Country Offices (Niger, Cameroon and Chad)	Responsible for planning and implementing country-level operations, country offices are the main stakeholders. While the evaluation's main focus is WFP operations in Nigeria, they have an interest in learning from experience to inform country level decision-making as it has an aspect of regional (Lake Chad Basin) crisis. Given the dynamic situation in the region, additional learning including findings related to the evolution of the operations and cross-cutting themes can be expected by Niger, Cameroon and Chad COs.
WFP HQ Divisions/ Technical Units, particularly Emergency Preparedness and Support Response Division (OSE)	They have a direct interest in the evaluation, both in terms of accountability and learning. The results will help to inform future technical guidance and support to L-3 emergencies.
WFP Senior management	Senior Management will be interested in the findings of this evaluation to improve corporate guidance and mechanisms for future WFP emergency preparedness and responses. The findings may also inform senior management involved in decision-making for Level 3 and Level 2 emergency responses, through the Strategic and Operational Task Forces.
Secondary Stakeholders	Roles and interests in the evaluation
National Government (Nigeria)	It is in the direct interest of governments to know whether WFP activities are effective in reaching the population in need, are consistent with national priorities and are harmonized with the work of other partners and produce the expected results. Issues related to capacity development, devolution and sustainability are also of interest.

³⁰ Criteria are drawn from UNEG norms and guidance, OECD/DAC, and the ALNAP criteria for the evaluation of humanitarian action.

³¹ In terms of nuancing per stakeholder type (e.g. donors are not monolithic), per country/operation and/or theme, and per relative importance of interest/stake. See also Annex 6 for an initial listing of cooperating partners per country.

UN Humanitarian/Resident Coordinators in the regions, UN agencies involved in the response and Humanitarian Coordination mechanisms	The harmonized action of the United Nations country team should contribute to the achievement of the Government's development goals. Many of UN sister agencies (such as FAO, IOM, UNICEF, UNHCR, UNOCHA) have a stake in the assessment of WFP response, notably in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN concerted efforts to assist affected populations. UN HC/RC and agencies have an interest in ensuring that WFP operations are effective and aligned with their programmes. This includes various coordination mechanisms such as the (protection, food security, etc.) sector clusters/working groups.
Other stakeholders involved in the response including I-NGOs, local NGOs, Red Cross Movement, clusters and civil societies.	As key partners in programme design, operational coordination and implementation, while at the same time carrying out their own interventions, international and local NGOs and the Red Cross Movement will ultimately adopt the approaches that prove to be effective and which might affect future implementation modalities, strategic orientations and partnerships. The clusters/sectors have an interest in the evaluation results to strengthen response capacity and coordination.
USG/ERC and IASC Principals and Directors	The Under-Secretary-General and Emergency Relief Coordinator (USG/ERC) is responsible for the oversight of all emergencies requiring United Nations humanitarian assistance and leads the Inter-Agency Standard Committee (IASC). The assessment of WFP response, particularly regarding partnerships and coordination, as well as issues pertaining to concerted efforts by the IASC members, may produce relevant learning useful to address operational challenges and gaps and improve harmonized action.
Donors	WFP is funded solely by voluntary donors' contributions. Donors have a particular interest in knowing whether their contributions have been spent efficiently and if WFP's response was effective. Potential donors to the WFP operations may be interested in the results of the evaluation for consideration of future contributions.
WFP Executive Board	As the WFP's governing body, it has an interest in being informed of the effectiveness of the operations carried out in Nigeria.
Affected Populations	
Affected populations by gender and age groups (women, men, boys and girls) , ethnicity, status groups (in camp / out of camp refugees; returnees; internally displaced; host communities) and countries	As the ultimate recipients of WFP assistance, affected populations are directly involved when it comes to WFP's assessment of whether the provided assistance is appropriate and effective with pertinent targeting. As a result, the degree of participation in the evaluation of women, men, boys and girls from different groups will have to be defined, and their respective points of view will be sought.

17. The expected main internal users are WFP Nigeria CO, RBD and WFP senior management who may use the results to inform decision-making and provide accountability.

3. Subject of the Evaluation

3.1. WFP's Corporate Level 3 Emergency Response in northeast Nigeria

Figure 1: Timeline and funding level of WFP response to the Insecurity in Northern Nigeria

Operation	Title	2015	2016	2017	2018	
Regional EMOP 200777	Providing life-saving support to households in Cameroon, Chad, and Niger directly affected by insecurity in northern Nigeria	Overall	Jan 2015 to Dec 2017 -----> BR 1-12			
			Req. US\$ 1,163,382,009 -----> Rec. US\$ 797,219,606			
		Cameroon	Jan 2015 to Dec 2017 -----> BR 1-12			
			Req. US\$ 141,486,947 -----> Rec. US\$ 98,639,352			
		Chad	Jan 2015 to Dec 2017 -----> BR 1-12			
	Req. US\$ 146,345,751 -----> Rec. US\$ 67,887,239					
	Niger	Jan 2015 to Dec 2017 -----> BR 1-12				
		Req. US\$ 196,721,765 -----> Rec. US\$ 112,448,292				
	Nigeria	Jan 2015 to Dec 2017 ----> BR 4 -12				
		Req. US\$ \$673,018,026 --> Rec. US\$ 447,862,134				
IR-EMOP 200969	Nigeria: Life-saving support to highly food insecure young children affected by conflict and insecurity in North-Eastern Nigeria		Apr -Jun 2016 Req. US\$ 1.5M			
IR-PREP 200965	Specific Preparedness Activities in Nigeria		Apr -Jun 2016 Req. US\$ 0.3 M			
SO 200834	Provision of Humanitarian Air Services in Nigeria	May 2015 to Jun 2018 -----> BR 1-6				
		Req. US\$ \$ 50,290,573 -----> Rec. US\$ 36,356,601				
SO 201032	Logistics and Emergency Telecommunications Sector Coordination and Services to augment the Humanitarian Response in Northeast Nigeria	Nov 2015 to Jun 2018 -----> BR 1-2				
		Req. US\$ \$ 15,766,118 -----> Rec. US\$ 11,006,961				
Cameroon Country Strategic Plan	Cameroon				Jan 2018 to Dec 2020 Req. US\$ 182,882,650**	

* Funding Figures as of February 2018 - Req.>Requested Rec.>Received

** Cameroon CSP Requirement indicated here is for the CSP duration of 4 years

18. **Initial phase of Lake Chad Basin Crisis:** Figure 1 illustrates the regions' overall portfolio in response to the Lake Chad Basin crisis from 2015-2018. Following the growing number of refugees and returnees fleeing from northeast Nigeria across borders to neighbouring countries, in January 2015 WFP launched the regional Emergency Operation (EMOP) 200777 "Providing life-saving support to households in Cameroon, Chad, and Niger directly affected by insecurity in northern Nigeria" (January–December 2015) to reach vulnerable refugees, returnees and host communities affected by Boko Haram violence in Cameroon, Chad and Niger. It focused on emergency food and nutrition assistance to complement already existed Protracted Relief and Recovery Operations (PRROs) in-country. The EMOP initially targeted 238,068 beneficiaries in these three countries with a total of budget of US\$ 50 million. To date, the regional EMOP has undergone twelve budget revisions (BRs), which increased the total budget to about US\$ 1.2 billion, extended its duration until December 2018 and expanded its scope to assist 3 million beneficiaries in the region including northeast Nigeria.

19. **Assistance in Nigeria through capacity development:** WFP had no official in-country presence in Nigeria as of 2015. In September 2015, following the Memorandum of Understanding (MOU) signed with Nigeria National Emergency Management Agency (NEMA), which is responsible for the national emergency response, a road map was developed to assist the affected populations in northeast Nigeria through December 2016. As a first step, WFP launched technical support to

NEMA and State Emergency Management Agency (SEMA) staff in Borno, Yobe and Adamawa states in northeast Nigeria. These activities were introduced under the regional EMOP 20077 through the 3rd budget revision (BR-3) and then expanded under the BR-4.

20. **United Nations Humanitarian Air Service (UNHAS):** In May 2015, following an increase in the humanitarian presence in the country and at the request of the UN Resident/ Humanitarian Coordinator, WFP established its United Nations Humanitarian Air Service (UNHAS) in Nigeria through Special Operation (SO) 200834 “Provision of Humanitarian Air Services in Nigeria” (May 2015 -June 2018). The operation aims to provide flights to various locations in the North-East, facilitating access to crisis-affected areas hampered by insecurity.

21. **Logistics/ Emergency Telecommunications (ET) Sector support:** SO 201032 (November 2016 - June 2018) aiming to provide “Logistics and Emergency Telecommunications Sector Coordination and Services to augment the Humanitarian Response in NE Nigeria” was also launched in November 2016. Through the SO, WFP supported the government’s efforts on enhancement of existing logistics coordination mechanisms and augmentation of critical logistics capacities to enable an effective response. The SO provides logistics coordination, logistics information management, logistics service provision as well as Emergency Telecommunications Sector coordination and service provision, as WFP leads Logistics and Emergency Telecommunications Sectors.

22. **Direct Food Assistance in Nigeria:** In April 2016, IR-EMOP 200969 was approved to provide immediate rations of life-saving assistance to 54,000 children aged 6-23 months in Maiduguri and Jere LGAs in Borno state. Simultaneously, under BR-5 of the regional EMOP 200777, in March 2016 WFP commenced life-saving cash-based food assistance for 70,000 severely food-insecure people in Borno and Yobe, given the severity of the situation in some of the LGAs in northeast Nigeria, and challenges faced by the Government and partners to further expand the response to some of the most severely affected populations. Assistance was delivered under the umbrella of the NEMA-WFP MOU in collaboration with humanitarian partners of the Food Security Working Group. In addition, in April 2016 WFP launched a two-month IR-PREP 200695 to strengthen the preparedness and readiness of WFP for the subsequent scale-up and to ensure continuous analysis of the food security situation and displacement crisis.

23. **Rapid Scale up of WFP Nigeria intervention:** In mid-2016, under BR-6 of the regional EMOP 200777 WFP further increased beneficiaries to 431,000 people with the introduction of in-kind general food assistance to affected people in areas where markets were mal-functioning, as well as nutrition interventions for children aged 6-23 months in Borno and Yobe states. This decision was based on the findings of the April 2016 Joint United Nations Multi-sector Assessment and Access mission that identified at least 800,000 people facing emergency food insecurity in Borno and Yobe, with a gap of 430,000 people who did not have regular access to support, despite the efforts of the Government of Nigeria together with the International Committee of the Red Cross (ICRC) and other partners to provide humanitarian assistance.

24. **Official establishment of WFP Office in Nigeria and activation of L-3 Emergency Response:** In August 2016 WFP officially re-established its office in Nigeria, with the provision of Immunities and Privileges. WFP rapidly scaled up

its operations in northeast Nigeria to address the persistent and alarming food insecurity and nutrition situation. Concurrently, WFP activated a Corporate L-3 Emergency Response for northeast Nigeria to support extensive expansion of life-saving operations. In accordance with the WFP Emergency Response Activation Protocol, the Regional Director was appointed as Corporate Response Director (CRD), who is responsible for operational management and firstline support to the Emergency Coordinator. The Emergency Coordinator, who directly reported to the CRD, had full delegated authority for the management of relevant operations in northeast Nigeria. By the end of 2016, WFP reached one million beneficiaries through cash-based as well as in-kind general food assistance and nutrition intervention.

25. **Operational challenges:** WFP's full-fledged humanitarian operations in Borno and Yobe states ran throughout 2017 despite access challenges. Although WFP experienced major pipeline breaks of specialised nutritious foods for nutrition interventions due to resource shortfalls in July 2017, as well as due to the Lagos port congestion in the second quarter of 2017, WFP made efforts to mitigate the negative impact of these anticipated pipeline breaks by implementing a prioritisation plan focusing on the most affected LGAs and communities, accompanied by cost-saving measures during the peak of lean season.

26. **Rapid Response Mechanism:** In 2016, in order to reach areas with access constraints and had not received adequate or any food assistance, WFP jointly with the United Nations Children's Fund (UNICEF) launched the Rapid Response Mechanism (RRM) through which people in such locations as Borno State were served with a comprehensive food, nutrition, water and sanitation, and other essential services. Teams flew in by helicopters or travelled by road when allowed to stay on ground for up to six days until registrations and food distributions were completed. In 2017, through the RRM, WFP assisted 495,000 beneficiaries in remote LGAs such as Magumeri, Ngala, Gubio, Dikwa, Monguno, Bolori, Damboa, Michika and Madaga.

27. **Partnership:** In the initial stages of its operation, WFP's main partners were SEMA, NEMA, local and traditional authorities as well as communities. Partnerships with NGOs were limited due to limited presence of humanitarian partners on the ground particularly in inaccessible areas in both Borno and Yobe States. As more actors began to operate and expand their programmes, WFP expanded its partnerships to enable its efficient scale-up. As of 2017, Field-Level Agreements (FLAs) were signed with 18 international and national NGOs and international organizations. WFP also worked alongside UN agencies such as Food and Agriculture Organization (FAO), UNICEF, International Organization for Migration (IOM), Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the Office for the Coordination of Humanitarian Affairs (OCHA). While WFP co-led the Food Security Sector with FAO, and continued to lead the Logistics and ET Sectors, activated in 2016, it also participated in protection, nutrition and gender-based violence fora.

28. **Shift to CSP:** To achieve zero hunger by 2030 with the Government, the multi-stakeholder Zero Hunger Strategic Review (ZHSR) was completed in January 2017. Building on the activities of the on-going regional EMOP, the Country Strategic Plan (CSP) will define WFP's role and engagement in Nigeria for the next five years

from 2019 to 2022 in line with the national priorities articulated in the Nigeria Economic Recovery and Growth Plan, and the various key government food security and nutrition related plans. The CSP will also seek to align with key national priorities including: support for emergency preparedness and crisis response, scaled up multi-sectoral efforts to prevent chronic and acute undernutrition, creating opportunities for smallholder farmers to access markets and improved multi-stakeholder coordination in food security and nutrition.

29. For further information, Annex 3 gives an overview of WFP’s response in northeast Nigeria, including the key events that took place during that period (2014-2018). Annex 4 provides further information of the activities implemented under each operation and country as well as their progress during the response. Annex 6 presents the list of cooperating partners by country.

30. **Requirement and funding:** Operations in Northeast Nigeria require about 58 % of the regional EMOP 200777’s overall requirements, which is US\$ 1.2 billion. As of February 2018, total contributions received for the entire regional EMOP 200777 amounts to US\$ 797 million, of which 44% corresponds to the regional response, and 56% to the programmes in Nigeria. As of April 2018, Nigeria operations, including SOs, have received a total of US\$ 526 million since their commencement. Table 2 shows the top 5 donors to the operations in Nigeria.

Table 2: Funding level of WFP Operations in Nigeria (top 5 donors)

Regional EMOP 200777 Nigeria Component		Nigeria SO 200834		Nigeria SO 201032	
Donor	Confirmed Resource (in US\$)	Donor	Confirmed Resource (in US\$)	Donor	Confirmed Resource (in US\$)
U.S.A	174,154,699	United Kingdom	16,245,108	USA	3,355,106
United Kingdom	60,621,054	U.S.A	7,000,000	Sweden	1,870,038
European Commission	18,076,879	European Commission	5,427,107	Germany	1,672,952
Germany	12,421,060	Germany	2,173,913	Norway	1,220,079
Canada	10,314,944	UN CERF	1,700,001	European Commission	1,067,236

Source : Resource Situation - 26 Feb 2018 (EMOP 200777.NG) and 27 Feb 2018(SO 200834 + SO 201032) for all years by FACTory.

3.2. Scope of the Evaluation

31. The focus of the evaluation will be WFP’s operations in Northeast Nigeria since March 2016 to August 2018. It will cover those operations implemented in response to WFP’s corporate L-3 emergency response in northeast Nigeria (see figure 1): notably the Nigeria Component of regional EMOP 200777, the country specific SO 200834 and SO 201032, IR-EMOP 200969 and IR-PREP 200965 .

32. The evaluation will not assess the overall performance of the regional EMOP 200777, whose Cameroon, Chad and Niger components have already been evaluated under Operations Evaluation EMOP 200777 in 2016, however it will consider evidence from operations in other countries affected by the crisis (Cameroon, Chad and Niger).

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

The evaluation will employ relevant internationally agreed evaluation criteria – the relative importance of each will be confirmed at inception as per the evaluation questions – including: appropriateness, effectiveness, efficiency, coverage, coherence

and coordination³². Three areas of enquiry have been defined based on initial consultations with internal stakeholders. They will be refined and detailed in an evaluation matrix to be developed by the evaluation team at the inception phase, in consultation with key stakeholders. The three key evaluation questions and related sub-questions are as below:

Table 3: Areas of focus and evaluation key questions

<u>Key evaluation questions</u>	<u>Sub-questions</u>
Q1 – How appropriate was the design and delivery of the emergency response to the needs of the food insecure population, including the distinct needs of women, men, boys and girls from different groups?	<p>1.1 To what extent was WFP’s emergency response aligned with identified humanitarian needs, priorities, capacities and relevant national policies, and its design informed by a sound evidence base with quality context and risk analysis? Including gender, protection, conflict, food security, market and nutrition analysis. [Appropriateness]</p> <p>1.2 How were the humanitarian principles of humanity, impartiality, neutrality and independence – and a “Do No Harm” commitment – applied in the response? [Coherence]</p>
Q2 – What are the results of the emergency response?	<p>2.1 To what extent did WFP achieve its stated objectives, including ensuring coverage of the specific needs of the most vulnerable groups and sub-groups? [Coverage]</p> <p>2.2 Has WFP assistance been delivered in a timely and efficient manner, successfully innovating, adapting and scaling-up activities, avoiding duplication and filling gaps? [Efficiency]</p> <p>2.3 To what extent were objectives on gender equality and empowerment of women (GEEW) mainstreamed and achieved in the response and promoted in partnership? [Appropriateness, Coherence]</p>
Q3 – Why and how has the emergency response produced the observed results?	<p>The assessment should identify which factors (internal and external) have affected the observed results and include, but not be limited to:</p> <p>Internal:</p> <p>3.1 To what extent did WFP key corporate policies, guidance, tools, processes and systems support the delivery of the emergency response? Including issues relating to e.g. Level 3 governance structures, technical support from RB/HQ, resource mobilization and staffing. [Effectiveness]</p>

³² Cosgrave J., Buchanan-Smith M. and Warner, A. 2016. Evaluation of Humanitarian Action Guide. ALNAP. <https://www.alnap.org/system/files/content/resource/files/main/alnap-evaluation-humanitarian-action-2016.pdf>
 OECD DAC Criteria for Evaluating Development Assistance: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

External:

- 3.2 To what extent did WFP optimize its comparative advantage to consolidate partnerships with relevant humanitarian and development actors and secure the involvement and capacity building of key national and local stakeholders through emergency food assistance? [Coordination]
- 3.3 How did factors such as security, access, funding and political environment affect the WFP response? [Effectiveness]

4.2. Evaluability Assessment

33. OEV conducted conference calls with Nigeria CO and RBD in March 2018. Evaluability was assessed through consultations with key stakeholders and preliminary data and document gathering and review.

34. An extensive online library has been created (annex 8) of relevant WFP's policy documents as well as those dealing directly with key aspects of WFP's response, particularly project documents, budget revisions, briefs, standard project reports (SPRs), previous evaluations and audits. The library also includes documents and reports from external sources.

35. During the inception phase, the evaluation team will be expected to conduct an in-depth evaluability assessment and critically assess data availability and quality to inform its choice of evaluation methods, including the selection of its country-based field visits. It is foreseen that the evaluation team's senior members will conduct inception missions to the Nigeria CO and the Regional Bureau in Dakar, as well as conduct interviews with selected WFP senior managers in HQ, Rome. Plans for field visits for the evaluation field data collection phase will be determined at inception, but will likely take place in northeast Nigeria including Maiduguri and Damaturu, as well as the Regional Bureau.

36. The following potential limitations are highlighted:

- security/access constraints in some areas of northeast Nigeria;
- unforeseen political and security developments in Nigeria and in the region;
- competing demands on country office management calendars (corporate initiatives, official/religious holidays, etc.);
- sensitivities for primary data collection at community level;
- data limitations including reliability of M&E systems in a fluid environment, high mobility of WFP staff and certain partners, and availability of country-specific data under regional EMOP 200777);

37. To mitigate limitations, flexibility is weaved into the evaluation process:

- the tentative timeline (annex 1) was developed taking into account various national holidays, and other corporate activities that were known at the time;

- use of existing available evidence will be maximised and a continuous feeding of secondary data / desk review process by the evaluation team is foreseen;
- use of remote technologies to collect data will be explored considered if / when appropriate and feasible, including possible telephone or electronic surveys;
- use of national expertise will be prioritised;
- the evaluation team will be encouraged to trace and contact key individuals that may have moved on from the response/region/agency;
- due attention to the need for sustained coordination and information sharing to avoid unnecessary burden on CO and RBD staff and duplication of data requests.

4.3 Methodology

38. The evaluation team will be expected to take a rigorous methodological approach to maximize the quality, credibility and use of the evaluation. The evaluation methodology will systematically address the evaluation questions and sub-questions (in section 4.1 above) in a way that meets the dual purposes of accountability and learning. Attention will be paid to ensuring that gender and protection analyses are mainstreamed throughout this process, including in the evaluation questions and indicators.

39. WFP's evaluation quality assurance system (EQAS) calls for gender responsive evaluations including the identification and disaggregated analyses of gender roles and dynamics, guided by WFP Gender Policy objectives and action plan, inequalities, discriminatory practices and unjust power relations. The evaluation will for example apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan (UNSWAP) on mainstreaming Gender Equality and Empowerment of Women. The methodology should specify how gender issues will be addressed, including how data collection and analysis methods integrate gender considerations³³. The evaluation should take care to not conflate gender and protection concerns³⁴.

40. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources, including beneficiaries and using a mixed methods approach (e.g. quantitative, qualitative, participatory) to ensure triangulation of information obtained through a variety of means.

41. Data will be disaggregated by sex, age group and other relevant groupings (including people with disabilities). The evaluation findings and conclusions will highlight differences in performance and results of the Nigeria L3 response for different beneficiary groups as appropriate.

42. The objective of WFP's AAP commitments is to facilitate participation of affected people in WFP's programmes by ensuring that programme design, implementation, and monitoring and evaluation processes and decisions are informed by, and reflect the views of, affected people. The methodology should as such feature participatory components with a focus on affected people throughout the evaluation process and include strong qualitative data collection methods to inform some of the evaluation questions.

³³ WFP 2015 Evaluation Policy 2016-2021, <https://documents.wfp.org/stellent/groups/public/documents/cb/wfp277482.pdf>

³⁴ OCHA 2017 Nigeria Humanitarian Response Plan 2018, https://reliefweb.int/sites/reliefweb.int/files/resources/2018_hrp_v5.4.pdf.

43. During the Inception Phase, the evaluation team will elaborate the evaluation matrix (as per Section 4.1 above), test and finalize the methodology including data collection tools, as agreed by the Evaluation Manager.

44. The methodology will take into account the limitations to evaluability pointed out in section 4.2. as well as budget and time constraints. It will also define risks and appropriate management measures, including issues related to data confidentiality and protection issues, and set out ethical safeguards that include provisions for the reporting of ethical concerns.

45. It is expected that the evaluation will use secondary qualitative and quantitative data through comprehensive desk reviews, complemented with primary data collection as necessary and feasible. The documents to be reviewed will be provided in the form of a comprehensive e-library and include WFP corporate policies and strategies related to the response, relevant evaluations and audits, as well as a range of project documents (Annex 8);

46. The evaluation will conduct semi-structured interviews with key internal and external stakeholders, as well as interviews and/or focus group discussions with affected communities in selected locations.

47. Findings will be defined following the triangulation of evidence from a range of sources. The sources of evidence will be presented along with the evaluation questions in a detailed evaluation matrix, which will be developed by the evaluation team and included in the Inception Report.

4.4. Quality Assurance

48. WFP's EQAS, which is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and OECD/DAC), will be systematically applied throughout the process and relevant documents and formats will be provided to the evaluation team. This quality assurance process does not interfere with the views of the external evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

49. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases by setting out comprehensive quality assurance system to meet WFP standards.

50. An internal reference group (IRG) will be established for the evaluation, composed of key representatives from WFP HQ technical units and regional and country-based teams involved in the responses for Northeast Nigeria including Nigeria CO and RBD (see Annex 9). The IRG will play an advisory role to the Evaluation Manager, ensuring appropriate technical and strategic input to draft documents and actively participating in the evaluation workshops.

5. Organization of the Evaluation

5.1. Phases and Deliverables

51. The steps of the evaluation process are highlighted in the below table and in the detailed proposed timeline in Annex 1.

Table 4: Proposed Preliminary evaluation timeline and main evaluation deliverables

Milestone	Timing	Responsible
Terms of Reference and Contracting of evaluation team	August 2018	OEV
Team preparation + Inception Brief at HQ	September 2018	OEV
Inception Mission	September -October 2018	TL/OEV
Final Inception Report	November 2018	Evaluation Team
Evaluation field work	November - December 2018	Evaluation Team
Evaluation Report Drafting and Review	December 2018 – May 2019	Evaluation Team/OEV
Consultation with CO/RBD/HQ stakeholders on preliminary findings and conclusions and potential areas for recommendations	March 2019 (TBC in consultation with CO/RBD)	Team Leader / OEV / RBD
Finalisation of the Summary Evaluation Report (EB secretariat editing)	May 2019 (deadline to the Secretariat 6 September 2019)	TL/OEV
Finalisation of the Management Response to the evaluation	May 2019	Nigeria CO
Presentation to Executive Board	November 2019	OEV

5.2. Evaluation Team composition

52. The evaluation will be conducted by a team of 4 – 5 external consultants composed of an experienced Team Leader, a Senior Evaluator, one or two other evaluators and a research analyst. The team will be gender-balanced, with a mix of international/national members, and an appropriate balance of expertise in evaluation methodologies and relevant contextual and technical skills.

53. The core team will collectively bring the below expertise:

- Extensive evaluation experience of humanitarian response in complex environments; internal displacement, refugee programmes and transition settings;
- Extensive knowledge of humanitarian law and principles; and solid expertise in protection and gender analysis;
- Technical knowledge of food assistance programmes, including nutrition, cash based transfers and social protection systems, particularly for refugees and displaced populations;
- Familiarity with emergency preparedness and setting up of emergency responses; including logistics and supply chain, knowledge of civil-military coordination, security and risk assessment, peace building as well as conflict resolution and humanitarian access;
- Analytical expertise with cost efficiency and cost effectiveness calculations, cash/market analysis;
- Good understanding of WFP mandate and processes;
- Excellent synthesis and reporting skills (particularly for the Team Leader);
- Excellent communication skills (written, spoken) in English;
- Willingness to work and travel in insecure and challenging environments.

54. The core team may be complemented by qualified national consultants with local language and good participatory skills during the evaluation field mission phase, as necessary. Particular attention will be given to ensure effective engagement with affected populations, communities and national actors during qualitative data collection.

55. The team will not have been involved in the design, implementation or M&E of the WFP's Corporate Emergency Response in Northeast Nigeria nor have conflicts of interest. All members of the evaluation team will abide by the 2016 UNEG norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. The evaluation team will also commit to signing Annex 9 of the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement.

56. Should issues arise during the evaluation process that is beyond its scope but warrant management attention, these will be dealt with through the existing WFP channels.

5.3. Roles and Responsibilities

57. This evaluation is managed by the independent Office of Evaluation of WFP (OEV). Gabrielle Duffy, Evaluation Officer, has been appointed as Evaluation Manager. The Evaluation Manager has not worked on issues directly associated with the subject of evaluation in WFP in the recent past. The Evaluation Manager is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference groups; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the second level quality assurance of the evaluation products following WFP OEV's evaluation quality assurance system; organising the regional and global workshops as appropriate; and consolidating comments from stakeholders on the various evaluation products. She will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP stakeholders to ensure a smooth implementation process, as well as for ensuring adequate coordination with other relevant OEV and WFP processes. The Evaluation Manager will be supported by Mari Honjo, OEV Evaluation Officer (EO) and Marte Hurlen, OEV Evaluation Analyst.

58. WFP stakeholders (CO, RBD and HQ) are expected to provide all relevant information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders. In addition, CO and RBD are expected to set up meetings and field visits as well as to provide logistic and administrative support during the fieldwork/evaluation missions, such as provision and arrangement of vehicles, meeting venues, field accommodation, in-country flights, security arrangements and interpretation services (where required) for the field missions and meetings.

59. An Internal Reference Group (IRG) will be established to ensure key stakeholders are involved throughout the evaluation process and provide inputs at key stages.

60. An external evaluation team will conduct the evaluation, including all fieldwork, analysis and reporting. The Evaluation Manager, and/or Evaluation Officer and research analyst may participate in the inception or field missions at the discretion of the Director of Evaluation. OEV will ensure the independence of the evaluation and

WFP staff will not participate in meetings where their presence could bias the responses of the stakeholders.

5.4. Security considerations

61. As an ‘independent supplier’ of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.

62. However, to avoid any security incidents, the Evaluation Manager will ensure that:

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
- The team members observe applicable UN security rules and regulations – e.g. curfews etc.
- Consultants hired independently obtain when required UNDSS security clearance for travelling in the various countries selected for field visits, to be obtained from designated officer in situ, and complete the UN system’s Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.³⁵

5.5. Communication

63. The communication plan (see more details in Annex 5) emphasizes the need for WFP stakeholders at CO, RB and in HQ to engage with the evaluation process at different stages, particularly on the critical outputs and deliverables of the evaluation.

64. The evaluation team will ensure transparent and open communication with evaluation stakeholders. Briefings and debriefings will be organized at the inception stage and at the start and end of each country visit.

65. Regular teleconferences between the evaluation team and the EM will facilitate communications along the evaluation process.

66. A face-to-face consultation workshop– between the evaluation team leader (and senior team member) and CO/RBD’s stakeholders as well as stakeholders in HQ relevant units, as necessary, on preliminary findings, emerging conclusions and areas of recommendations will be organised in the reporting phase to make them as relevant and specific as possible. The most opportune timing of this workshop will be discussed and agreed upon between the evaluation team, the Evaluation Manager, the CO and RBD management.

67. The evaluation inception report and final reports shall be written in English. The final evaluation report (full and summary) will be presented to the WFP Executive Board for consideration in June 2019, along with the official management response to key recommendations.

68. In order to support wide dissemination of the evaluation findings, the Office of Evaluation will arrange for specific communication products such as a video and/or

³⁵ Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>

infographics to be produced. Participation and contribution of the evaluation team leader will be sought for these products.

5.6. Budget

69. The evaluation budget will be financed by OEV. The total budget covers all expenses related to consultant and/or company rates, international travels, and logistics. The OEV staff travel and management is additional to this. Based on the team composition presented in section 5.2, the preliminary maximum cost of the evaluation is estimated at US\$ 400,000. The total budget covers all expenses related to consultant and/or company rates, international travels, and logistics. The OEV costs related to staff travel, workshop participation for WFP staff, are additional to this.

---- End ----

Acronyms

Boko Haram	The Islamic State in West Africa
CBT	Cash-based transfers (modality)
CO	Country Office
CSP	Country Strategic Plan
DE	Decentralised Evaluations
DoE	WFP Director of Evaluation
EB	Executive Board
EM	OEV Evaluation Manager
EMOP	Emergency operation
EQAS	Evaluation quality assurance system
ER	Evaluation Report
ET	Evaluation Team
FGN	Federal Government of Nigeria
HQ	WFP Headquarters
IASC	Inter-Agency Standing Committee
IAHE	Inter-Agency Humanitarian Evaluation
I-CSP	Interim Country Strategic Plan
IR	Inception Report
IRG	Internal Reference Group
L-3	Level 3 Emergency
LCB	Lake Chad Basin
LGA	Local Government Areas
NGO	Non-Governmental Organisation
OEV	WFP's Office of Evaluation
PE	Policy Evaluation
PRRO	Protracted Relief and Response Operation
QA	Quality Assessment
RB	Regional Bureau
RBD	RB for the Central and West Africa (in Dakar)
SO	Special operation
SPR	Standard Project Report
TL	Evaluation Team Leader
ToR	Terms of reference
UN	United Nations
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
WFP	World Food Programme

Annexes

Annex 1: Proposed Detailed Evaluation Timeline

EVALUATION OF WFP'S CORPORATE (LEVEL-3) EMERGENCY RESPONSE IN NORTHEAST NIGERIA		By whom	Planned Key Dates
Inception Phase			
	Team preparation prior to HQ briefing (reading documents)	Team	
	HQ Team briefing (WFP Rome) – 3 days	EM & Team	10-Sep-18
	Inception mission in Nigeria - 2 weeks	EM + TL	24-Sep-18
	Submit Draft Inception Report (IR) to OEV (after company's quality check)	TL	19-Oct-18
	OEV quality assurance and feedback	EM	26-Oct-18
	Submit revised inception report (IR)	TL	2-Nov-18
	Circulate final IR to WFP key stakeholders for their information + post a copy on intranet	EM	9-Nov-18
Evaluation Mission Phase - Fieldwork in [Country]			
	Field work (2 weeks) in Nigeria & Desk Review. Exit debrief/ Internal debriefing with the RB presenting very initial findings	Team	19-Nov-18
	Debriefing via teleconference with the CO, RB and HQ Rome staff. Preliminary findings and recommendations (PPT) presented by the TL	EM & TL	30-Nov-18
Evaluation Report (ER) Phase – high quality report from draft 0 onwards			
Draft 0	Submit draft Evaluation Report (ER) to OEV (after company's quality check)	TL	25-Jan-19
	OEV quality feedback sent to the team	EM	1-Feb-19
Draft 1	Submit revised draft ER to OEV	TL	15-Feb-19
	OEV reviews & seeks OEV Director's clearance prior to circulating the ER to WFP stakeholders. Clarification w/ team if needed. When cleared, OE shares the ER with WFP stakeholders for their feedback (2 weeks).	EM	1-Mar-19
	Draft 1 ER circulated to WFP stakeholders for feedback	EM	4-Mar-19
	Proposed stakeholders' CO/RBD/HQ workshop : Team Leader presents the preliminary findings to CO + major stakeholders	TL	TBC
	OEV consolidates all WFP's comments (matrix) and share them with the team	EM	22-Mar-19
Draft 2	Submit revised draft ER (including SER) to OEV based on WFP's comments, and team's comments on the matrix	TL	5-Apr-19
	OEV reviews ER & matrix (clarification with the team if needed)	EM	12-Apr-19
	Seek OEV Director's clearance for SER circulation to EMG for comment.	EM	17-Apr-19
	SER to EMG for comment	EM	3-May-19
	OEV reviews EMG comments on the SER/ revisions with team	EM & TL	10-May-19
Draft 3	Submit final draft ER (with the revised SER) to OEV	TL	24-May-19
	Seek Final Approval by OEV Director. Clarify last points/issues with the team if necessary	EM & TL	7-Jun-19
Dissemination Phase - Executive Board (EB) and follow-up			
	Submit SER to EB Secretariat for editing & translation + SER recommendation to RMP for management response	EM	6-Sep-19
	Dissemination activities, including Ev. Brief, OEV websites posting, EB Round Table, etc.	EM	
	Presentation of Summary Evaluation Report to the EB	D/OEV	18-Nov-19
	Presentation of management response to the EB	D/ RMP	18-Nov-19

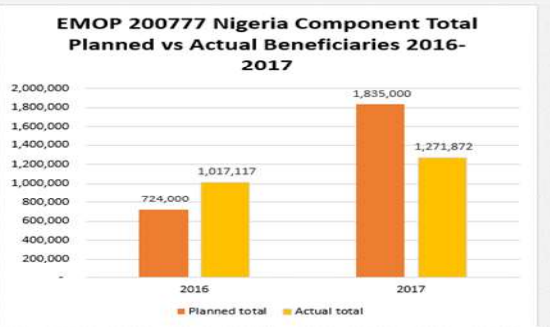
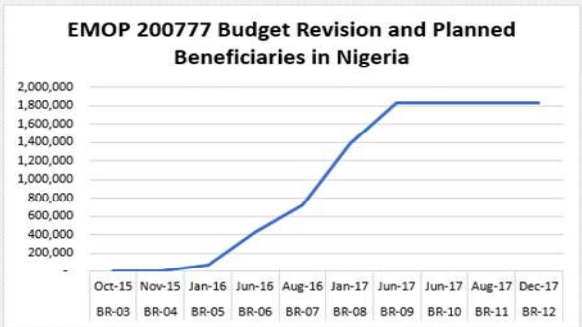
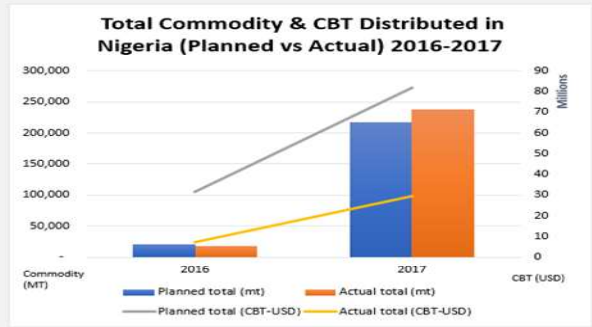
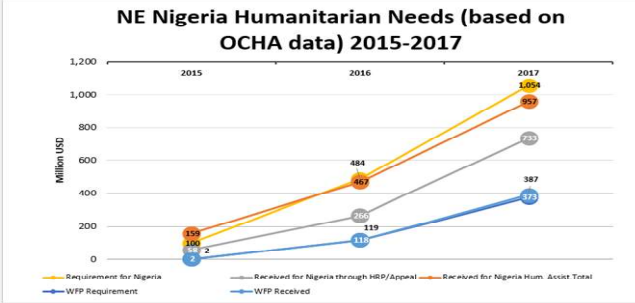
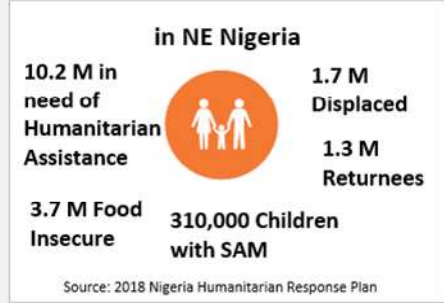
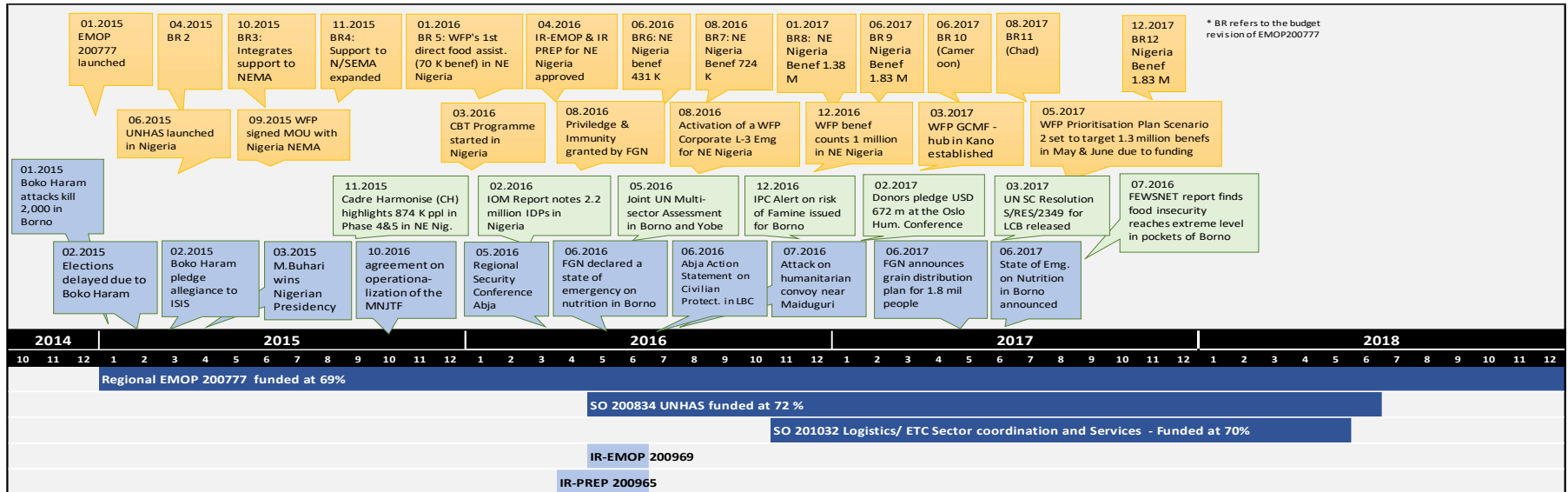
Note: TL = Team Leader. EM= Evaluation Manager. OEV= Office of Evaluation. ER = Evaluation Report. SER = Summary Evaluation Report. EB = WFP's Executive Board. RMP= Performance and Accountability Management

Annex 2: Map



Annex 3: Key events during the evaluation period & WFP response

Key events in 2015-2018 & WFP Response



* Source of Humanitarian needs - OCHA 2018 lake Chad Basin Needs and Requirement Overview and FTS (Nigeria) as of 18 April 2018

* NE Nigeria = Northeast Nigeria

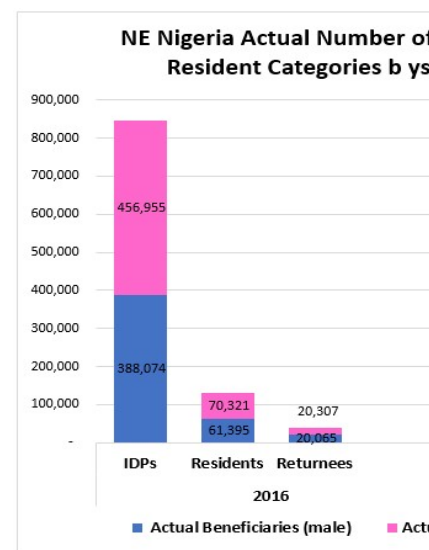
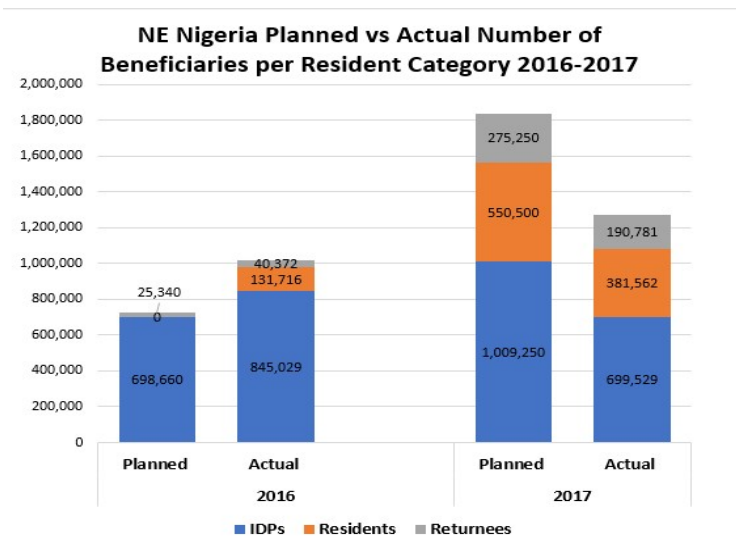
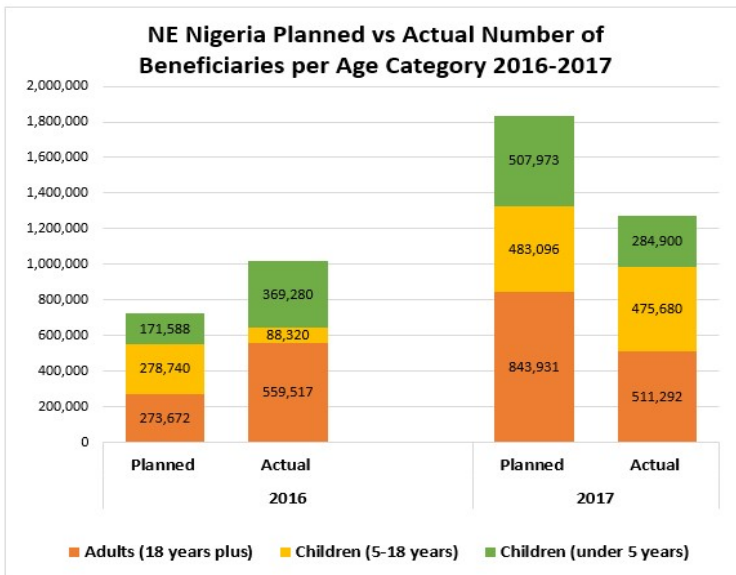
Annex 4: Portfolio Overview

Key Information on WFP Regional Response to the Lake Chad Basin Crisis

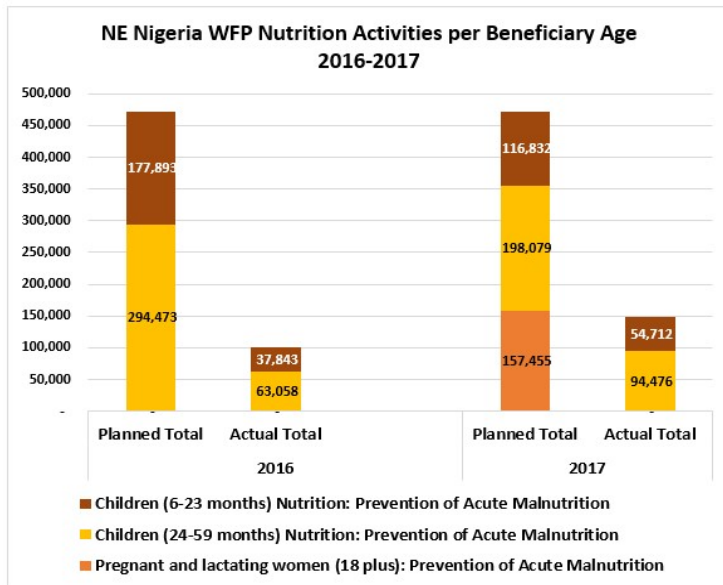
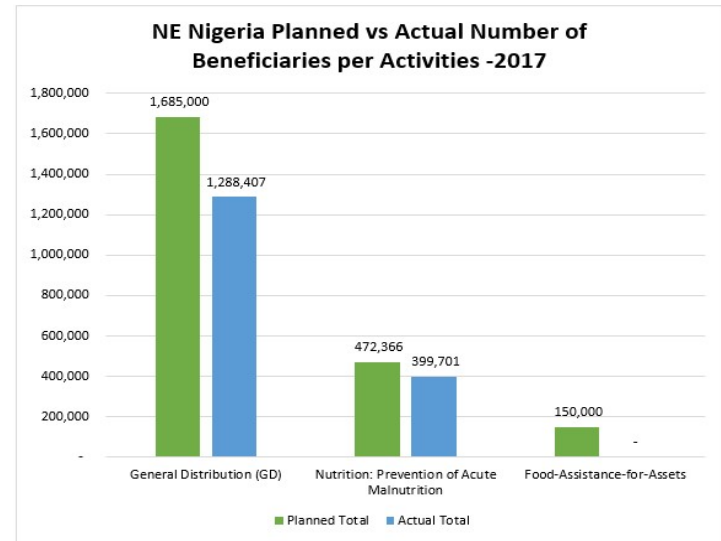
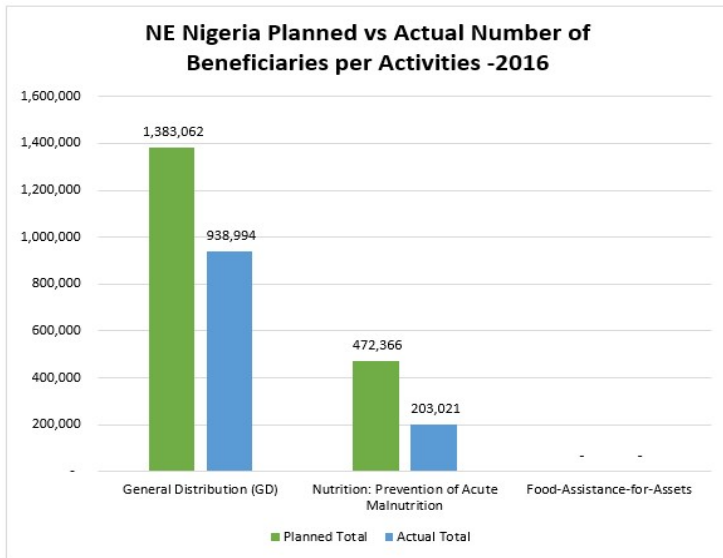
Project Code and Title	EMOP 200777 - Providing life-saving support to households in Cameroon, Chad, and Niger directly affected by insecurity in northern Nigeria	SO 200834 - Provision of Humanitarian Air Services in Nigeria	SO 201032 - Logistics and Emergency Telecommunications Sector Coordination and Services to augment the Humanitarian Response in NE Nigeria	IR-EMOP 200969 - Nigeria: Life-saving support to highly food insecure young children affected by conflict and insecurity in North-Eastern Nigeria	IR-PREP 200965 - Specific Preparedness Activities in Nigeria
Time-frame	January 2015 - December 2018	May 2015 - June 2018	November 2016 - June 2018	May 2016 - June 2016 (closed)	April 2016 - June 2016 (closed)
Objectives	<ul style="list-style-type: none"> ▪ Ensure the food needs of crisis-affected populations through context-specific responses, including food transfers, cash based transfers, and conditional food assistance for assets activities; ▪ Stabilize the nutrition situation of crisis-affected children through robust prevention programmes adapted to nutrition indicators of population groups; ▪ Strengthen the operational knowledge and reinforce on the ground implementation capacities of Nigerian emergency management agencies 	<ul style="list-style-type: none"> • Provide a safe, effective and efficient access to beneficiaries and project implementation sites for NGOs, UN agencies, donor organizations and diplomatic missions in Nigeria; • Transport life-saving cargo including medical supplies and high-energy foods; • Perform adequate capacity for evacuations of humanitarian staff. 	<ul style="list-style-type: none"> ▪ Support the FGN by contributing technical advice and dedicated capacity for emergency response coordination; facilitate efficient movement of cargo into areas with access limitations; support the Civil/Military coordination mechanisms established by UNOCHA; consolidate and share logistics and emergency telecom information and promote continuity in operation. ▪ Provide emergency telecommunications and data communication services to the humanitarian community in the target areas. 	<ul style="list-style-type: none"> • Distribute the specialized nutritious food targeting children 6-23 months old in the greater Maiduguri area to complement CBT, which are rolled-out under Regional EMOP 200777, as well as in camps settings within Maiduguri, and in recently liberated areas of highly food insecure LGAs. • Work closely with and leverage staff of the NEMA and SEMA. • Collaborate and coordinate closely for cross-referral with UNICEF's nutrition programmes and other humanitarian actors. 	<ul style="list-style-type: none"> • Scale up WFP presence in Nigeria for a time bound period in order for WFP, partners, and the governments to be able to meet the urgent life-saving needs.
Strategic Objective (SO)	SO 1: Save lives and protect livelihoods in emergencies.	SO 1: Save lives and protect livelihoods in emergencies.			

Total target beneficiaries	3,060,799	N/A	N/A	54,000	N/A
Total 2018 target beneficiaries	2,087,119	N/A	N/A	N/A	N/A
Total 2018 target female beneficiaries	1,135,804	N/A	N/A	N/A	N/A
Total MT (target)	679,648	N/A	N/A	300	N/A
Total Vouchers (target)	206,639,724	N/A	N/A	0	N/A
Resources requested (USD) *	1,163,382,009	50,290,573	15,766,118	1,500,000	300,000
Resources received (USD) *	797,207,516	36,356,601	11,006,961	N/A	N/A
% Funded	69%	72%	70%	N/A	N/A
Activities	General Food Assistance, prevention and treatment of Acute Malnutrition, Livelihood Support (FFA) Emergency School Meals	Provide air service by fixed-wing aircrafts as well as rotary-wing aircrafts to link various locations including Maiduguri in the North-Eastern Nigeria as the core of the operation to facilitate humanitarian response.	Logistics Sector Coordination, Logistics Information Management, Logistics Service Provision, Emergency Telecommunications Sector Coordination, Emergency Telecommunication Information Management, Emergency Telecommunications Service Provision.	Provision of specialized nutritious food targeting children 6-23 months old	Access and response planning mission, Rapid assessments, Multi-functional cash based expert team mission to assess modalities for rural areas, mVAM scale up.

* Funding Figures as of Feb 2018



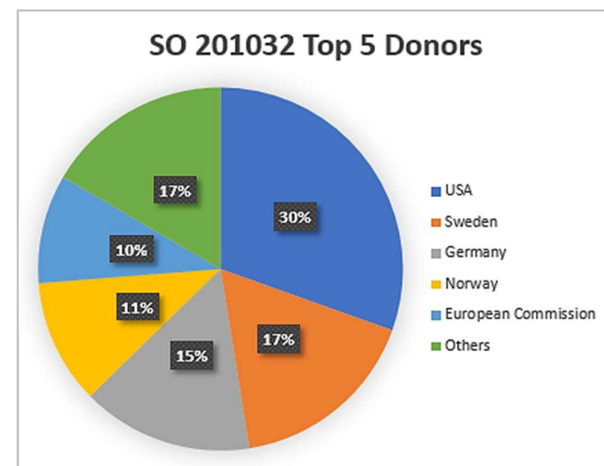
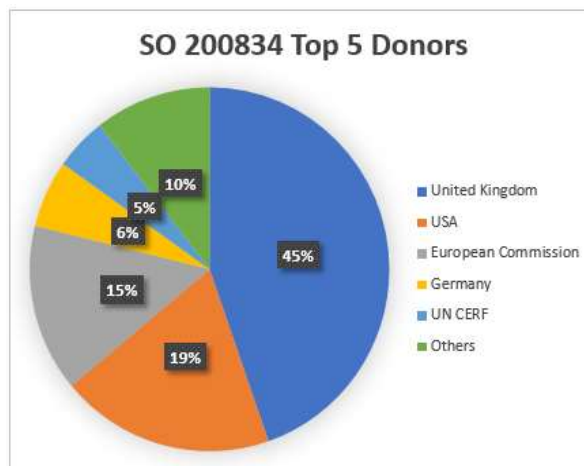
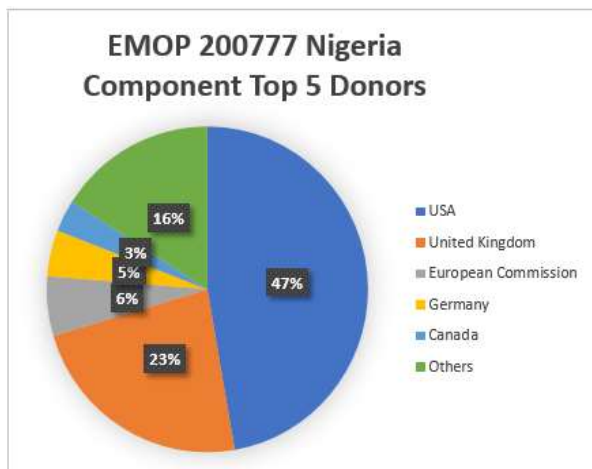
Source: Graphs on this page are based on data from the Regional EMOP 200777 in the SPRs



Source: Graphs on this page are based on the figures of the Nigeria Component of Regional EMOP 200777 in the SPRs

Regional EMOP 200777 Nigeria Component		Nigeria SO 200834		Nigeria SO 201032	
Requirement (in US\$)	673,018,026	Requirement (in US\$)	50,355,701	Requirement (in US\$)	15,792,315
Confirmed Contributions (in US\$)	447,862,134	Confirmed Contributions (in US\$)	36,356,601	Confirmed Contributions (in US\$)	11,006,961
Resourced % of needs	67%	Resourced % of needs	72%	Resourced % of needs	70%

Source : Resource Situation - 26 Feb 2018 (EMOP 200777.NG) and 27 Feb 2018(SO 200834 + SO 201032) for all years by FACTORY.



Annex 5: Communication and Learning Plan

Internal (WFP) Communications Plan

When	What	To whom	What level	From whom	How	Why
Evaluation phase with month/year	Communication product	Target group or individual	Organizational level of communication	Lead OEV staff with name/position	Communication means e.g. meeting, interaction, etc.	Purpose of communication
Preparation & TOR (Aug 2018)	Full TOR TOR Summary	OEV, IRG,	Conceptualization & Strategic	Evaluation Manager (EM)	Consultations, meetings and written exchanges	Draft TOR for comments / Final for information
Inception (Sep – early Nov 2018)	HQ Briefing + Inception Mission & Report	CO, RB, HQ,	Operational & Informative	EM + Evaluation Officer (EO) + Team Leader (TL)	Written exchange and consultations	Draft IR for comments / Final IR for information
Field work, Debrief (mid Nov – early Dec 2018)	PPT	CO, RB, HQ, stakeholders	Operational	TL	Meeting / Teleconference	For information and verbal feedback
Reporting (Dec 2018 - May 2019)	Draft and Final ER	Executive Staff, RB, CO, HQ, IRG,	All	EM + Director Evaluation + TL	Written exchanges (+ matrix of comments) and presentations	Draft ER and SER for written comments / Final ER and SER for information / Workshop for verbal feedback
	CO/RBD/HQ consultation workshop	RB, CO, HQ, IRG			A workshop (CO/RBD/HQ consultation on findings/ areas of conclusions March 2019 TBC)	
Dissemination - EB.2/2019 (Nov 2019)	Evaluation Brief, Infographics and EB Presentation	EMG, CO, RB, HQ	Informative	EM + Director Evaluation	Written exchange	Dissemination of evaluation findings and conclusions

External Communications Plan

When	What	To whom	What level	From whom	How	Why
Evaluation phase	Communication product	Target org. or individual	Organizational level of communication	Lead OEV staff with name/position	Communication means e.g. meeting, interaction, etc.	Purpose of communication
TOR (Aug 2018)	Final TOR and Summary TOR	Public, UNEG	Strategic	OEV	Websites	Public information
Inception Report (Nov 2018)	Final TOR and Inception Report	Public, UNEG	Strategic	OEV	Websites	Public information
Formatted ER/Translated SER (Nov 2019)	Final Report (incl. SER)	Public, UNEG	Strategic & Operational	OEV, EB Secretariat	Websites	Public information
Evaluation Brief and Infographics (Nov 2019)	2-page Eval Brief and Infographics	Board Member & wider public	Strategic	OEV	Website	Public information
EB.2/2019 (Nov 2019)	SER & Mgt Resp	Board Member	All	OEV & RMP	Formal presentation	For EB consideration
Post EB.2/2019 (Nov 2019)	Final findings, conclusions and recommendations	Affected populations	Informative	OEV, CO/RB	Posters, leaflets, infographics and visual products (e.g. video)	Public information
Post EB.2/2019 (Nov 2019)	SER & Mgt Resp	Cooperating partners	Informative & Operational	OEV, CO/RB	Posters, leaflets, infographics and visual products (e.g. video)	Public information
Post EB.2/2019 (Nov 2019)	SER & Mgt Resp	Humanitarian Fora/ Think tanks	Informative	OEV	Website	Public information

Annex 6 : List of cooperating partners

Country	Year	Partner
Nigeria	2016	ACF - Action contre la Faim
		Danish Refugee Council (DRC)
		IMC - International Medical Corps
		INTERSOS
		Social Welfare Network Initiative (SWNI)
	2017	ACF - Action contre la Faim
		African Healthcare Implementation and Facilitation Foundation (AHIFF)
		CARE
		Christian Aid
		COOPI - Cooperazione Internazionale
		Damnaish Human Capacity Building Initiative (DHCBI)
		Danish Refugee Council (DRC)
		IMC - International Medical Corps
		INTERSOS
		Mercy Corps
		National Youth Council of Nigeria (NYCN)
		Premiere Urgence - Aide Medicale Internationale
		Samaritan Care and Support Initiative (SACSUI)
		Save The Children
		Secours Islamique France
Social Welfare Network Initiative (SWNI)		
Youth Federation for World Peace (YFWP)		

Source: SPR Partnerships Data 2015-2017

Annex 7: Core Standard Indicators

Nigeria Key country data			
Indicator	Year	Value	Source
Population (total)	2016	185,989,640	World Bank
Gross national income per capita	2016	5,740	
Population average annual growth (%)	2010/2015	2.7	UNDP
Urban population (% of total)	2015	47.8	
HDI ranking	2015	152/188	
Gender- Inequality index	2015	N/A	
Maternal Mortality ratio (per 100,000 live births)	2015	814	
Infant mortality rate/1,000 live births	2015	69.4	
Life expectancy at birth	2015	53.1	
Fertility rate, live births per woman	2010/2015	5.7	
Primary gross enrolment ratio	2010-2015	85	
Adult literacy rate	2005-2015	59.6	

Annex 8: Library list

Folder name / File name	Author	Date
0. Evaluation process		
0.1 EQAS	OEV	2014/2018
0.2 Timeline & TOR	OEV	2018
0.3 HQ Briefing	OEV	2016
1. Corporate Documents on Monitoring and Performance Management		
1.1 WFP Strategic Plan (2014-2017)		
2013 Strategic Plan (2014-2017)	WFP	2013
2013 Strategic Results Framework (2014-2017)	WFP	2013
2014 Management Results Framework (2014-2017) Brief	WFP	2014
2014 WFP Perf Management Policy (2014-2017)	WFP	2014
1.2 WFP Integrated Roadmap to Zero Hunger		
2016 Corporate Results Framework 2017–2021	WFP	2016
2016 Financial Framework Review	WFP	2016
2016 Policy on Country Strategic Plans	WFP	2016
2016 Strategic Plan 2017-2021	WFP	2016
1.3 WFP Management Plans		
Management Plans 2013- 2018	WFP	2013-2016
2. WFP Policies & Strategic Plans & corporate docs		
2.1 Corporate Performance Management & monitoring		
2.1.1. Annual Performance Reports	WFP	2010-2016
2.1.2. WFP Zero Hunger Advocacy Framework	WFP	2015-2016
2.2. Access & Principles		
WFP Humanitarian Principles	WFP	2004
Policy on Humanitarian Access & Access Guidance	WFP	2006-2017
2.3 Emergencies and Transition		
2013 Peace building & transition setting policy.pdf	WFP	2013
2015 WFP OSZ Emergency and Transition Programming Framework	WFP	2015
Circular - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
Enhancing Self-Reliance in Food Security and Nutrition in protracted refugee situations	WFP	2016
2017 WFP Emergency Preparedness Policy	WFP	2017
2.4 Protection & AAP		
WFP Humanitarian Protection policy		2012
Protection Guidance	WFP	2013-2016
AAP (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2017
Protection policy & update	WFP	2012 & 2014
Circular/Factsheet - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
2.5. Gender		
Gender policy & Update	WFP	2015 & 2017
Gender Transformation Programme	WFP	2017
2.6. Anti-fraud and anti-corruption		
Anti-fraud and anti-corruption Policies	WFP	2015
2.7. Cash & Voucher		
Cash & voucher Policy & update	WFP	2008 & 2011
Cash and Food Transfers - A Primer	WFP	2007
Cash and voucher policy evaluation	WFP	2014
Internal Audit of Cash & Voucher Modalities in the Field	WFP	2015
WFP C&V Manual	WFP	2009 & 2014
2.8. Partnerships		
How to Work with WFP Handbook	WFP	2005
Field Level Agreements templates	WFP	-
Partnerships Yearly Key facts and figures	WFP	2010-2015
WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
Partnership - Tools and Guidelines Booklet	WFP	2015
2.9 VAM Monitoring Assessments		

2009 EFSA Handbook	WFP	2009
2017 Remote technology for Monitoring	WFP	2017
2.10 Risk Management		
Corporate Risk register - Circular & Summary	WFP	2012/2016
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016
2.11 Security		
Guidelines for Security Reporting	WFP	2011
Security Risk Management (SRM) Manual	WFP	2015
Report - WFP Field Security	WFP	2016-2017
2.12 Monitoring & Third Party Monitoring		
Third Party Monitoring Guidelines	WFP	2014/2017
SOPs for ME Final	WFP	2013
Beneficiaries, Targeting and Distribution Guidance	WFP	2005/2012
Counting Beneficiaries in WFP	WFP	2012
Monitoring and Evaluation Guidance	WFP	2018
3. WFP Response to L-3 Nigeria Crisis		
3.1 – Operations in Nigeria		
Project Documents and budget revisions of: EMOP 200777/ SO 200834/ SO 201032/ IR-EMOP 200969/ IR- PREP 200695/I-CSP	WFP	2015-2017
SPRs	WFP	2015-2017
3.2 - VAM & Assessments		
Joint Assessments	WFP	2017
Cadre Harmonise	FGN/CLISS/FAO	2015-2018
Emergency & Rapid Food Security Assessment	WFP	2016-2017
Market Monitoring	WFP	2016-2018
mVAM Bulletin	WFP	2016-2017
Rapid Food Security Assessment	WFP	2016-2017
Regional Food Security Market Reports	WFP	2015-2017
3.3 - Briefs, factsheets, dashboards, SIT REPs		
Emergency Dashboards Nigeria	WFP	2016-2018
Emergency Dashboards Lake Chad Basin Regional	WFP	2015- 2016
Fighting Famine Dashboard	WFP	2017
Situation Reports Nigeria	WFP	2016-2017
Situation Reports Lake Chad Basin Regional	WFP	2015-2017
Daily Operational Brief	WFP	2017-2018
3.4 - Evaluations, Reviews, Audits		
Operation Evaluation of EMOP 200777	WFP	2016
Internal Audit of WFP Operations in Nigeria	WFP	2018
3.5 – Sectors/Working Groups		
Emergency Telecommunication Sector Report/ Factsheet (sample)	WFP	2018
Global Food Security Sector Report (sample)	GFSS	2018
Logistics Sector Report /CONOPs (sample)	WFP	2018
Regional Protection Framework lake Chad Basin 2017-2018	UNHCR	2017-2018
3.6 - Operational Task Forces NFR		
Operational Task Force Note for the Record	WFP	2016-2017
3.7 - OED Circulars on Emergency Activation Protocols & Delegation of Authority		
Activation of Level 3 Decision Memo	WFP	2016-2017
3.8 - Media messages (sample)		
Media Messages	WFP	2016-2017
3.9 – Cash Based Transfer		
Macro Financial Assessment CBT Nigeria	WFP	2016
CBT Factsheet Nigeria	WFP	2017
Strategic Note Nigeria	WFP	2016
3.10 - Gender		
Gender and Market VAM Case Study Lake Chad Basin	WFP	2016

Gender and Market Value Chain Analysis North Cameroon	WFP	2017
3.11 - Livelihood NG		
Livelihood Factsheet Nigeria	WFP	2017
3.12 - Monitoring NG		
Outcome Post Distribution Monitoring Report	WFP	2016
Nigeria Quarterly Monitoring Report	WFP	2017
Monitoring Report	WFP	2017
3.13 - Nutrition		
Nutrition Factsheet	WFP	2017
Nutrition Snapshot	WFP	
3.14. Partnership		
Partnership Factsheet	WFP	2017
3.15 – Protection & AAP		
SOP for Complaint Feedback Mechanism	WFP	2017
Key Protection Messages/ Assessment on Case Based Transfer Programs	WFP	
Protection – Gender-AAP checklist	WFP	
3.16 - Security		
3.17 Supply Chain		
3.18 General Food Assistance		
4. External Documents		
4.1. – Regional Refugee Response Plan Nigeria		
3 RP Nigeria	UNHCR	2016-2018
4.2 -Humanitarian Needs Overview Nigeria		
HNO Nigeria	OCHA	2014-2018
HNO Lake Chad Basin	OCHA	2016-2018
4.3 – Humanitarian Response Plan Nigeria		
HRP Nigeria	OCHA	2015-2018
Humanitarian Situation Update Northeast Nigeria	OCHA	2017
4.4 – National Policy – Report Nigeria		
Synthesis Report of the Nigeria Zero Hunger Review	FGN, IITA, AFDB, WFP	2017
National Strategic Plan of Action for Nutrition (2014-2019)	FGN, USAID, UNICEF	2013
Nigeria – National Nutrition and Health Survey	HGN, NBS, USAID, DFID, UNICEF	2015
National Policy on Food and Nutrition in Nigeria	FGN	2001
4.5 – Oslo Conference Nigeria		
Background/News Release/Outcome statement/Pledge		2017
Others		
Multisector Assessment in Host Communities Borno & Yobe	NBS, UNICEF	2015
SGBV Assessment in NE Nigeria	UNFPA	2016
Northeast Nigeria Recovery & Peace Building Assessment Volume 3	FGN, UN, WB	2016
UN SC Resolution 2349 on Lake Chad Basin	UNSC	2017
UNSG Report - Children and Armed Conflict in Nigeria	UNSC	2017
SIDA_Nigeria Humanitarian Crises Analysis	SIDA	2017
Strategy Protection, Return and Recovery NE Nigeria	UNDP	2017
5. Datasets		
Maps, Partnerships, SPR Data, COMET data, Funding Data, Budget Data	WFP	2015-2017

Annex 9: Internal Reference Group (IRG)

Office/Division	Unit	Acronym
Regional Bureau Dakar	Regional Bureau Dakar	RBD
Nigeria Country Office	Nigeria Country Office	NGR
Emergency Preparedness and Support Response Division	Emergency Preparedness and Support Response Division	OSE
	Global Food Security Cluster /Emergency Preparedness Food Security	OSEF
Policy and Programme Division	Policy and Programme Division	OSZ
	Analysis and Trends Service	OSZA
	Direct Implementation Programme Service	OSZP
	Vulnerability Analysis Unit (VAM)	OSZAF
	Emergencies and Transitions Unit	OSZPH
	Asset Creation and Livelihoods Unit	OSZPR
	Market Access Programmes Unit	OSZIC
Supply Chain Division	Supply Chain Division	OSC
	Aviation Service	OSCA
	Global Logistics Cluster	OSCC
Nutrition Division	Nutrition Division	OSN
Government Partnerships Division	Government Partnerships Division	PGG
Gender Office	Gender Office	GEN
Technology Division	Technology Division	TEC
Cash-Based Transfers	Cash-Based Transfers	CBT
Enterprise Risk Management Division	Enterprise Risk Management Division	RMR
Security Division	Security Division	RMQ