
WFP Office of Evaluation
Findings – Alignment

Broadly appropriate **emergency response**

Well-adapted **nutrition strategy**

Appropriate **cash-based response** but assessment of delivery mechanism was inadequate

Close attention to risk management but important **protection risks** not addressed

Important opportunities for **gender analysis** were missed

Challenges in compliance with **humanitarian principles**
Findings – Performance

Limited progress in **national capacity development**

Rapid and **impressive scale-up**, with some shortfalls in targets and little evidence of outcomes

Inadequate attention to **gender**

Delivery and utility of **common services** commendable

Rapid scale-up affected the **quality of programmes**
Findings – Influencing Factors

- **Political factors** delayed WFP’s decision to become operational in Nigeria
- Operations relatively **well-funded**
- Pivotal **role of the regional bureau** to establish in-country operations
- **Frequent changes** in country office leadership and other staffing challenges
- Increased **humanitarian access** but remains constrained
- Engagement with government coordination mechanisms compounded by **unclear institutional mandates**
Conclusions

- Rapid scale-up but not before famine-like conditions had occurred
- Scale-up underpinned by recruitment of national staff and effective supply chain
- WFP was slower to deliver a high-quality response
- Lack of programmatic oversight due to frequent changes in senior leadership
- In common with UN as a whole, WFP struggled to adhere to humanitarian principles
Conclusions

Opportunities to further develop and strengthen coordination and partnership approaches

Limited progress in building national capacities demands greater investment

A more robust approach needed to provide beneficiaries with sustainable livelihood opportunities

Life-saving assistance is a continuing priority
Recommendations

1. Enhance coverage and preparedness for major emergencies in non-presetence countries

2. Strengthen corporate capacity for rapid emergency deployment

3. Strengthen support for national capacity in emergencies
   Maintain a core strategic focus on addressing the immediate needs of affected populations in northeast Nigeria

4. Promote the application of humanitarian principles and equal access to assistance

5. Reinforce gender mainstreaming

6. Improve targeting