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**Decentralized Evaluation Quality Assurance System (DEQAS)**

## **Terms of Reference**

# **Formative Evaluation of Livelihoods Activities in Northeast Nigeria 2018 to 2020**

**WFP Nigeria**

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Formative Evaluation of  
Livelihoods Activities in Northeast Nigeria, 2018 to 2020  
WFP Nigeria**

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## 1. Introduction

1. World Food Programme (WFP) Nigeria is seeking to commission an evaluation for its livelihoods activities in northeast Nigeria. Through these activities, WFP supports early recovery and resilience to shocks through asset creation and preservation, increased livelihood opportunities and enhanced agricultural value chains. Women in particular are supported in efforts to strengthen their role in decision-making and thus to tackle gender inequalities.
2. These terms of reference (TOR) are for the evaluation of WFP livelihoods activities in northeast Nigeria, which will cover the period from October 2018 to June 2020.
3. WFP Nigeria drafted these TOR based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of these TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.

## 2. Reasons for the Evaluation

4. The reasons for the evaluation being commissioned are presented below.

### 3.1. Rationale

5. In the context of renewed emphasis on providing evidence and accountability for results, WFP Nigeria has committed to conducting two evaluations (one decentralized and one centralized) within the course of the Country Strategic Plan, 2019-2022<sup>1</sup>. This decentralized evaluation is being commissioned for the following reasons:
  - To contribute to broader learning thereby informing course correction and improve overall implementation.
  - To understand the appropriateness of the activity among targeted households and communities, most especially women, girls, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities).
  - To establish any linkages between the activity and other programming in the area (WFP or otherwise), which might contribute to supporting the triple nexus of humanitarian, development and peace.
6. The evaluation findings will have the following uses for WFP Nigeria:
  - Inform the implementation of the second half of the Country Strategic Plan (2019-2022).
  - Identify opportunities for WFP to strengthen the design of its livelihood activities thereby enhancing the potential outcomes of the activities on the lives of the affected populations.
  - Support the upcoming centralized evaluation<sup>2</sup> of the Country Strategic Plan in 2021.
  - Potentially serve as an advocacy tool for raising awareness of donors and partners around WFP's contributions towards the New Way of Working and the Sustainable Development Goals.

### 3.2. Objectives

7. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.
  - **Learning:** The evaluation will determine the reasons why certain results have or have not occurred to draw lessons, derive good practices and pointers for learning. It will provide

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<sup>1</sup> WFP Country Strategic Plans support the global WFP Strategic Plan, 2017-2021, and adhere to revised financial and corporate results frameworks, documents that guide preparation and implementation. These country plans will facilitate implementation of results-focused portfolios of context-specific activities that address humanitarian needs and enable longer-term development.

<sup>2</sup> The scope and timing of the centralized evaluation have not yet been determined. Being a portfolio evaluation encompassing all of WFP Nigeria's work during the Country Strategic Plan implementation, the subject matter of this decentralized evaluation will be included as part of the programmatic aspects. This evaluation will therefore be a source of information for the centralized evaluation.

evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems

- **Accountability:** The evaluation will assess and report on the performance and results of the livelihood activities.

8. While both learning and accountability are objectives of the evaluation, WFP Nigeria places more emphasis on learning in this particular evaluation. The livelihoods activities are a relatively new effort within the northeast Nigeria emergency context. It was piloted in 2018 during a time when unconditional assistance was scaled down and some, not all, of those households transitioned to conditional assistance. To some extent, lessons learned from 2019 approaches have been pointing towards a needed shift in the strategy from January 2020. Evaluation findings will therefore be used to validate the shifts and to refine further the approaches going into the second half of the Country Strategic Plan as the country office continues to scale down unconditional assistance in favour of conditional assistance.
9. The overall approach of the evaluation will therefore be to compare the initial course of livelihoods programming, when WFP introduced conditional livelihoods assistance as transition from unconditional assistance (October 2018 to December 2019) and the new strategy for livelihoods programming (January to June 2020) in advance of future programming from 2021.

### 3.3. Stakeholders and Users

10. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which will be deepened by the evaluation team as part of the inception phase.
11. Accountability to affected populations is tied to WFP's commitments to include the communities and people WFP serves as key stakeholders in WFP's work. As such, WFP is committed to ensuring gender equality and empowerment of women (GEEW) in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities).
12. The primary users of this evaluation will be:
  - WFP Nigeria and its partners in decision-making, notably related to livelihoods activity implementation and/or design and future Country Strategic Planning.
  - Regional Bureau (RB), given its core functions, is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight.
  - WFP headquarters may use evaluations for wider organizational learning and accountability.
  - WFP Office of Evaluation (OEV) may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.
  - WFP's existing and potential donors and partners in the government, United Nations (UN), and non-governmental organizations (NGOs) have expressed strong interest in complementing humanitarian interventions with programming that helps rebuild livelihoods for the people of northeast Nigeria. The evaluation will help inform strategic direction and potentially contribute to advocacy.

**Table 1: Preliminary Stakeholders’ analysis**

<b>Stakeholders</b>	<b>Interest in the evaluation and likely uses of evaluation report to this stakeholder</b>
<b>INTERNAL STAKEHOLDERS</b>	
<b>WFP Nigeria Country Office</b>	Responsible for the planning and implementation of WFP interventions at country level. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to the people WFP serves and partners for performance and results of its programmes.
<b>WFP West Africa Regional Bureau (Dakar, Senegal)</b>	Responsible for both oversight of and provision of technical guidance and support, to country offices, the RB management has an interest in an independent/ impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The Regional Evaluation Officers support country office/RB management to ensure quality, credible and useful decentralized evaluations.
<b>WFP Headquarters (Rome, Italy)</b>	WFP headquarters technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus.
<b>WFP Office of Evaluation</b>	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy.
<b>WFP Executive Board</b>	The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
<b>EXTERNAL STAKEHOLDERS</b>	
<b>Communities and people WFP serves</b>	As the ultimate recipients of food assistance, the people we serve have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups, including people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities), will be determined <sup>3</sup> and their respective perspectives will be sought. Feedback from evaluation findings will also include specific events targeting communities served by WFP.
<b>Government of Nigeria</b>	The Government of Nigeria has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability would be of particular interest. Various ministries and agencies are partners in the design and implementation of WFP livelihoods activities, or have strategic interest, which are primarily Ministry of Agriculture, FADAMA Office; National Emergency Management Agency (NEMA), State Emergency Management Agency (SEMA), Ministry of Budget And National Planning.
<b>United Nations Country Team, Nigeria</b>	The UN Country Team’s harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.

<sup>3</sup> Evaluation proposals are to present a plan to include the communities WFP serves, most especially women, girls, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities).

	In particular, as direct partners in the livelihoods activities, Food and Agriculture Organization (FAO) and United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), have specific interest in the findings.
<b>Non-governmental Organizations</b>	NGOs (international, local, and community-based) are WFP's partners for the implementation of activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations, and partnerships.
<b>Donors</b>	A number of donors voluntarily fund WFP operations. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes. Major donors include United States Agency for International Development/Food for Peace, Government of Italy, and the Government of South Korea.

### 3. Context and Subject of the Evaluation

#### 3.4. Context

13. Prior to the onset of conflict in 2009, livelihoods and food security in northeast Nigeria were based on the productive inputs from the agricultural, animal husbandry, and fishery sectors traversing several livelihood zones (specifically 10, 11, 12 and 13)<sup>4</sup>, which include the Lake Chad shores and open water. This is comprised of three belts: 1) the Sahel belt with its livestock and dry land cereal production, 2) savannah belt where large cash crops production flourished; and 3) a more humid belt with its cereal, cassava and sesame production. Livelihood opportunities and food security situation was relatively stable.
14. The conflict has since developed into a protracted protection crisis. While some populations have returned to their places of origin, new populations are being displaced. Over 2 million people are still internally displaced in the states of Borno, Adamawa, and Yobe (BAY)<sup>5</sup>; most of them are women (54 percent) and children (27 percent). Over half of all internally displaced persons (IDPs) have found shelter in local communities.
15. Many people in the northeast have experienced insecurity such as extreme violence and the loss of family members, social connections and property. Human rights violations, forced displacement, obstruction of movement and limited mobility affect access to land and sustainable livelihoods. Food insecurity, systemic inequalities and displacement cause negative coping practices such as survival sex, child marriage, begging and the distress selling of productive assets.
16. The conflict affects women, men, boys and girls differently. Girls have less access to education than boys do; girls and women are exposed to greater risks of sexual violence and abuse such as child or forced marriage, teenage pregnancies and trafficking and are more likely to engage in survival sex. Young boys are at greater risk of forced recruitment by militia groups, while (mainly young) women and girls are at greater risk of recruitment or abduction for use as suicide bombers, often together with their babies. Recent reports point to the increasing use of elderly people as suicide bombers.

<sup>4</sup>For more information on the livelihood zones, reference the *Revised Livelihoods Zone Map and Descriptions for Nigeria: A Report of the Famine Early Warning Systems Network (FEWS NET)*; September 2018. Available at: [https://fews.net/sites/default/files/documents/reports/Nigeria\\_LH\\_zoning\\_report\\_09\\_2018.pdf](https://fews.net/sites/default/files/documents/reports/Nigeria_LH_zoning_report_09_2018.pdf).

<sup>5</sup> International Organization for Migration. Emergency Tracking Tool (ETT) No. 142 (21-27 October 2019), <https://displacement.iom.int/reports/nigeria-%E2%80%94-emergency-tracking-tool-report-142-21-27-october-2019?close=true>

17. The conflict has created movement restrictions for all populations (host communities and displaced alike) and many people have lost their access to farmland and fishing waters along with their homes, farming and fishing equipment, livestock and other productive assets. These people are now almost wholly dependent on food assistance. This is especially true for women, due to discriminatory and restrictive sociocultural norms, and for people staying in formal and informal camps.<sup>6</sup> Furthermore, the livelihoods of host communities have been affected by the influx of IDPs, which may potentially create tensions.
18. Food production has not kept pace with population growth, resulting in rising food imports, declining national food self-sufficiency and poor populations struggling to obtain enough food of acceptable quality. Smallholder farmers, mostly rural dwellers with small plots of land, often fail to produce surpluses and have little access to markets. Post-harvest losses are high, extension services are weak and food value chains are largely undeveloped; the professionalization of the latter is a major priority. A few multinational companies dominate the food industry.<sup>7</sup>
19. Agricultural production, notably in the northeast, dropped sharply over the last five years. Farmers are often unable to reach their farmlands beyond the main towns, and the damage to and loss of assets due to insecurity caused by conflict are barriers to production. With people being displaced for longer periods, agricultural skills are not being transferred from generation to generation.
20. The increasing concentration of property in the hands of a small number of large-scale landowners is another worrying trend. Men are five times more likely than women are to own land. Women make up 21 percent of the non-agricultural paid labour force; 7.2 percent of them own the land they farm, which limits their access to credit and other financial services; and only 15 percent of women have bank accounts.<sup>8</sup>
21. The need for more effective use of agricultural inputs is recognized for all crop commodities. The development and expansion of irrigation systems and the efficient use of dams are priorities. The increased occurrence of natural and human-caused disasters across Nigeria, exacerbated by farmers' poor coping strategies, exposes rural women and men producers to hazards such as the destruction of farmland, premature harvesting and displacement.<sup>9</sup>
22. Climate change and desertification contribute to increased conflict and food insecurity (SDG 13). Rainfall in large parts of the country occurs only seasonally. There is a pronounced dry season, making it necessary for farmers to employ soil moisture conservation techniques. The exploitation of wood resources is driving environmental degradation and deforestation. The fragility of the natural environment undermines food security and causes social tensions. In the light of these challenges, fostering social-cultural cohesion and climate action are priority areas in the United Nations Integrated Strategy for the Sahel, to which WFP subscribes. The Nigeria Country Strategic Plan is therefore designed to achieve coherence and coordination across the United Nations system for greater efficiency and effectiveness.

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<sup>6</sup> Fifty-four (54) percent of people in need in the BAY states are women. *2019 Humanitarian Needs Overview*; OCHA Nigeria; February 2019. Available at:

[https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/01022019\\_ocha\\_nigeria\\_humanitarian\\_needs\\_overview.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/01022019_ocha_nigeria_humanitarian_needs_overview.pdf).

<sup>7</sup> United Nations Children's Fund. 2005. *Universal Salt Iodization in Nigeria: Process, Successes and Lessons*. Available at [https://www.unicef.org/nigeria/ng\\_publications\\_USI\\_in\\_Nigeria\\_Report.pdf](https://www.unicef.org/nigeria/ng_publications_USI_in_Nigeria_Report.pdf).

<sup>8</sup> British Council and UK Aid. *Gender in Nigeria Report 2012: Improving the lives of girls and women in Nigeria*. Available at <https://www.britishcouncil.org/sites/default/files/british-council-gender-nigeria2012.pdf>.

<sup>9</sup> WFP and stakeholders. *Synthesis Report of the Nigeria Zero Hunger Strategic Review, 2017*. Available at <https://fscluster.org/nigeria/document/synthesis-report-nigeria-zero-hunger>.

23. The Agricultural Promotion Policy (2016–2020)<sup>10</sup>, referred to as “the green alternative”, aims to solve the issues that limit food production and improve food quality standards. In addition, a 2017 zero hunger strategic review<sup>11</sup> listed several gaps in national food security and nutrition responses, as well as general obstacles to achieving zero hunger related to shortcomings in policy and institutional frameworks, national and state-level monitoring and evaluation frameworks and data and knowledge management systems. The review confirmed the commitment to the 2030 Agenda for Sustainable Development and recommends actions to end hunger and malnutrition in Nigeria by 2030 through food self-sufficiency, improved agricultural production, better youth employment and gender and nutrition mainstreaming. Through this effort, the Government of Nigeria identified sustainable peace building through a conflict-sensitive approach to humanitarian and development initiatives by ensuring community participation, ownership and inclusivity before implementation. Also in 2017, the Government of Nigeria unveiled a ten-year food security and nutrition strategy for the agriculture sector. The strategy, which spans 2016 to 2025, includes nutrition-sensitive interventions in agriculture, social protection and education and the provision of locally processed nutritious foods to children and pregnant and lactating women and girls.
24. In 2016, the Government of Nigeria, in partnership with WFP and other humanitarian actors, initiated an emergency response operation in northeast Nigeria, specifically in the BAY states. WFP provided life-saving unconditional transfers using in-kind food and cash-based transfers (CBT) to affected IDPs under its emergency response project. By 2018, the number of people experiencing extreme levels of food insecurity in the BAY states dropped by more than half compared with previous years, to just over 2.9 million people for the lean season, a figure which remained relatively stable in 2019 assessments.<sup>12</sup> This trend was in part attributable to an improved security situation in the northeast, scaled humanitarian assistance and evidence of slight market recoveries. These positive trends assumed a level of participation by the Government of Nigeria in the scaled humanitarian and recovery efforts in the northeast. Against this backdrop, WFP Nigeria designed its Country Strategic Plan to leverage partnerships and seek to achieve results through complementary actions through a gradual decrease in life-saving assistance currently delivered through general food distributions countered by a gradual increase in gender-transformative livelihood support and nutrition-sensitive approaches, with the overall aim of promoting self-reliance and resilience.
25. The Country Strategic Plan was approved in March 2019 with retroactive implementation commencement of January 2019. Projected beneficiary numbers were based on optimistic assumptions in terms of a) improved food security situation; b) reduced insecurity related displacements; c) returns and resettlement; and d) scaled early recovery and resilience response by the Government of Nigeria. However, the armed conflict in the northeast persisted, causing a continued reliance on emergency humanitarian assistance at a level not contemplated when designing the Country Strategic Plan.
26. Evidence collected in June 2019<sup>13</sup> saw a significant deterioration in the food security situation, where approximately three million people faced critical levels of food insecurity (Phases 3 and 4) across BAY states. This is a 40 percent increase from post-harvest 2018 (October to December 2018) to lean-season 2019 (June to September 2019).

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<sup>10</sup> Available at <https://fscluster.org/nigeria/document/agriculture-promotion-policy-2016-2020>

<sup>11</sup> Reference footnote 11.

<sup>12</sup> *Cadre Harmonisé Analysis Updates for Borno, Yobe, and Adamawa States*. Available at [https://fscluster.org/nigeria/documents?f%5B0%5D=field\\_core\\_themes%3A225](https://fscluster.org/nigeria/documents?f%5B0%5D=field_core_themes%3A225).

<sup>13</sup> Cadré Harmonisé, June 2019.



27. In November 2019, WFP Nigeria submitted a request for a budget revision to the Country Strategic Plan<sup>14</sup> to increase life-saving food and nutrition assistance under strategic outcome<sup>15</sup> 1, activities 1 (general distributions) and 2 (prevention and treatment of malnutrition). Under strategic outcome 2, activity 3 (livelihoods), a seven-month activity implementation term will remain in effect in 2019. However, for the remainder of the Country Strategic Plan, the intervention term will be aligned with the Cadré Harmonisé and Emergency Food Security Analysis results.

### 3.5. Subject of the evaluation

28. The timeline of the evaluation is detailed in the annex.
29. The evaluation period covers October 2018 to June 2020. This includes the last months of the Regional Emergency Operation: EMOP 200777 (2015-2018) and the first one and one-half years of the Country Strategic Plan (2019-2022). The evaluation will focus on the livelihoods activities initiated under the EMOP 200777 as well as those that either continued into or started anew under strategic outcome 2 of the Nigeria Country Strategic Plan.
30. The EMOP 200777 (budget revision 14)<sup>16</sup> planned for a decrease in general food assistance complemented by an increase in livelihood support activities. Activity design included WFP's three-pronged approach, integration of income-generation activities, and convergence with other UN agencies.
31. The logframe for the EMOP 200777 is available in the annex. Because livelihoods activities were small scale, only outputs were planned at the time.
32. A centralized evaluation for the Level 3 response (EMOP 200777) encompassed WFP Nigeria's operations from 2016 to 2018. During the period covered by that evaluation most livelihoods activities were still in the planning phase, thus limiting the ability to evaluate these activities. Nevertheless, the evaluation report<sup>17</sup>, published in October 2019, made the following recommendations specific to livelihoods activities:
- Revise the current plans for transition from general food assistance to livelihoods support in line with a careful contextual analysis of the viability of livelihood opportunities, implementation capacities of cooperating partners and evidence of effectiveness.
  - Coordinate with government, development and community partners in producing a strategy for transitioning from a level 3 emergency response to livelihood support. This should take account of the local context and be based on the comparative advantages of partners.

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<sup>14</sup> If approved, this document will be available by February 2020.

<sup>15</sup> Implementation of the WFP Strategic Plan (2017–2021) will be adapted to local contexts, capacities and partnerships in each country in which WFP operates. Country Strategic Plans will determine the Strategic Results, presented as “strategic outcomes”, to which WFP will contribute. These strategic outcomes will reflect the situation and dynamics of a country, in line with national priorities, goals and regulations and consistent with the core values of WFP and the United Nations. The strategic outcomes for each country link directly to the achievement of national SDG targets and hence to WFP Strategic Results. WFP's primary focus on ending hunger may also contribute directly or indirectly to the outcomes related to SDGs other than 2 and 17 of countries and partners. In selecting relevant strategic outcomes, WFP's activities will reflect the context and needs in a specific country or region, the added value that WFP can bring at a particular time and place, and the presence and capabilities of other actors.

<sup>16</sup> *Providing Life-Saving Support to Households in Cameroon, Chad, and Niger Directly Affected by Insecurity in Northern Nigeria: Budget Increase to Emergency Operation: Regional EMOP 200777 BR14*

<sup>17</sup> *WFP's Corporate Emergency Response in Northeast Nigeria (2016–2018): Corporate emergency response evaluation*; Evaluation report: Volume I; October 2019. Available at: <https://www.wfp.org/publications/wfps-corporate-emergency-response-northeast-nigeria-evaluation>

- Clarify and improve the targeting approach: There are high levels of confusion and frustration over WFP targeting processes; the people WFP serves expressed concern over the impartiality and transparency of community leaders; and the criteria for livelihood targeting remain unclear.
33. This evaluation will assess the level of degree and success in which the country office has implemented these recommendations.
34. The Country Strategic Plan includes a summary logframe detailing major outputs and outcomes that are planned to be achieved by December 2022. This logframe has not been adjusted with the budget revision submitted for approval in November 2019. The logframe is included as an annex and indicators can be viewed there.
35. (Henceforth, Nigeria Country Strategic Plan terminology will be used.)
36. The below table reflects the various indicators<sup>18</sup> reflective of the WFP Nigeria livelihoods activity.

*Table 1: Livelihoods Indicators*

Strategic Outcome 2: Vulnerable populations in targeted areas become more resilient to shocks and are able to meet their basic food needs throughout the year		
Activity 3: Provide conditional transfers to food-insecure people, including women, young people and smallholders		
Output: Food-insecure people, including smallholders, benefit from the preservation and creation of assets that improve their livelihoods and food security and promote their resilience to climate disruptions and other shocks		
Outcome Indicators <sup>19</sup>	Cross Cutting Indicators <sup>20</sup>	Output Indicators
<ul style="list-style-type: none"> <li>• Food consumption score</li> <li>• Consumption-based coping strategy index</li> <li>• Livelihood-based coping strategies</li> <li>• Food expenditure share</li> <li>• Assets benefits index</li> <li>• Environmental benefits index</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of assisted people informed about the programme</li> <li>• Proportion of activities for which beneficiary feedback is documented, analysed and integrated into programme improvements</li> <li>• Proportion of targeted people receiving assistance without safety challenges</li> <li>• Proportion of targeted people who report that WFP programmes are dignified</li> <li>• Proportion of targeted people having unhindered access to WFP programmes</li> <li>• Proportion of households where women, men, or both women and</li> </ul>	<ul style="list-style-type: none"> <li>• Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/ capacity strengthening transfers</li> <li>• Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/ capacity strengthening transfers</li> <li>• Quantity of food provided</li> <li>• Total amount of cash transferred to targeted beneficiaries</li> <li>• Total value of vouchers (expressed in food/cash) redeemed by targeted beneficiaries</li> <li>• Number of retailers participating in cash-based transfer programmes</li> </ul>

<sup>18</sup> All logframe output, outcome, and cross-cutting indicators apply methodology as presented in the Revised Corporate Results Framework Indicator Compendium, April 2019 Update.

<sup>19</sup> The applicable outcome indicators include those related to food security as well as corporate food assistance for assets creation indicators.

<sup>20</sup> Cross-cutting indicators include those related to gender, protection, accountability to affected populations, and environment.

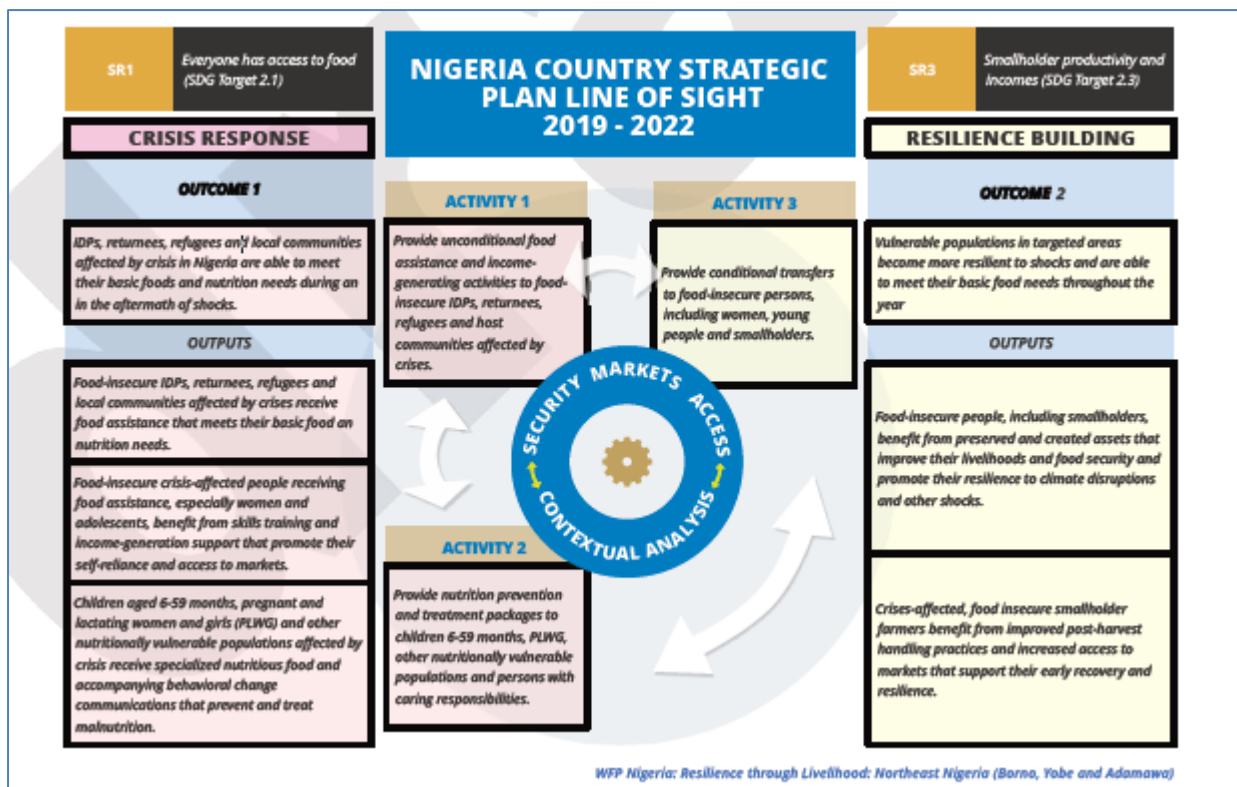
	<p>men make decisions on the use of assistance</p> <ul style="list-style-type: none"> <li>• Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women</li> <li>• Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified</li> </ul>	<ul style="list-style-type: none"> <li>• Number of rations provided</li> <li>• Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities</li> <li>• Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities</li> <li>• Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure<sup>21</sup></li> <li>• Number of people provided with energy assets, services and technologies</li> <li>• Number of people reached through interpersonal SBCC approaches</li> </ul>
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37. The livelihood activities aim to support the development of a productive safety net programme and provide conditional food assistance and livelihood support, asset creation, value chain support and natural resource management<sup>22</sup> activities that restore livelihoods and strengthen the resilience of crisis-affected women and men. This is being implemented in collaboration with national and state institutions, as well as communities. Smallholder farmers, fisher-folk and pastoralists identified as vulnerable are prioritized where appropriate and receive asset assistance through either cash-based or in-kind modality.
38. Environmental screening was an important component to ensure assets do not harm the environment and that where possible they promote sustainable solutions such as fuel-efficient cooking. WFP planned to support government capacity building to improve the quality, sustainability and equity of assets created in national public works programmes. WFP Nigeria intends to seek complementarity with other actors to enhance its impact and technical expertise mobilized through partnerships.
39. Where relevant, beneficiaries under strategic outcome 1 would be integrated into activities under strategic outcome 2 to build their resilience to shocks. Activities under strategic outcome 2 also aim to generate empirical knowledge that could be transferred to federal- and state-level institutions and communities under strategic outcome 4. This is depicted in the figure below.

<sup>21</sup> A list of livelihood assets with unit measures for 2019 is provided in the annex. The list for 2020 will be available by inception phase. These assets will not be evaluated in and of themselves, rather the activity as a whole will be evaluated with resulting recommendations on the suitability and feasibility of the assets menu.

<sup>22</sup> For example, activities related to water harvesting, fertility management; e.g., composting, and natural resource management (e.g., soil water conservation, tree and grass planting, terracing, post-harvest processes, food storage, handling and transport, food quality and safety education).

Figure 1: Depiction of Transitional Assistance in the WFP Nigeria Line of Sight



40. Through progressive scale-up over the course of the Country Strategic Plan, the livelihoods activities aim to reach 250,000 men, women, boys and girls in the communities WFP serves. Details of targeting figures are provided in the tables below.

Table 2: People to be Served with Livelihoods Assistance, by Transfer Modality and Year (Targets)

	2019	2020	2021	2022
In-Kind	41,175	48,108	51,803	51,803
Mobile Money	42,485	63,439	87,630	87,630
Electronic Voucher	66,340	88,453	110,567	110,567
Total	150,000	200,000	250,000	250,000

Table 3: People to be Served with Livelihoods Assistance, by Age, Gender and Year (Targets)

Age	2019			2020			2021 and 2022		
	Boys, Men	Girls, Women	Total	Boys, Men	Girls, Women	Total	Boys, Men	Girls, Women	Total
0-23 months	8,850	9,750	18,600	11,800	13,000	24,800	14,750	16,250	31,000
24-59 months	8,400	8,550	16,950	11,200	11,400	22,600	14,000	14,250	28,250
6-11 years	11,250	10,650	21,900	15,000	14,200	29,200	18,750	17,750	36,500
12-17 years	8,700	7,350	16,050	11,600	9,800	21,400	14,500	12,250	26,750
18-59 years	19,800	50,550	70,350	26,400	67,400	93,800	33,000	84,250	117,250
60+ years	3,450	2,700	6,150	4,600	3,600	8,200	5,750	4,500	10,250
Total	60,450	89,550	150,000	80,600	119,400	200,000	100,750	149,250	250,000

41. Partners include:
  - Government: Ministry of Agriculture, FADAMA Office; NEMA; SEMA; Ministry of Budget and National Planning
  - UN: FAO, UNWOMEN
  - NGO: Christian Aid, Cooperazione Internazionale, Centre for Community Development and Research Network, Damnaish Human Capacity Building Initiative, Care International, INTERSOS, Plan International, and Street Child
42. The evaluation team will be able to review the agreements made with each partner to understand the partners' roles and responsibilities in the implementation of WFP's livelihoods activities.
43. Resources for the evaluation: WFP Nigeria allocated funds through the approved Country Strategic Plan for a decentralized evaluation under activity 3 in 2020. If needed, WFP Nigeria would apply to the contingency evaluation fund to fill any funding gap.
44. A series of stand-alone assessments on gender were conducted in the framework of the vulnerability assessment and mapping gender and markets initiative led by the Dakar regional bureau. These include the 2016 Lake Chad Basin region gender and market assessment, the case study of street food vendors in Maiduguri, and the case studies from Kano and Katsina, both in 2017.<sup>23</sup> More recently, two reports, (i) a Gender Analysis for a Sustainable Agriculture and Livelihoods Improvement Project in July 2018, and (ii) a Gender and Sustainable Agriculture in Borno State: Exploring Evidence for Inclusion Programmes and Policies for Food Security in October 2018 were jointly conducted by FAO, UN Women and WFP.
45. The country strategic plan allocated funds to conduct a rapid gender analysis in 2019. Results will be available by the inception phase.

## 4. Evaluation Approach

### 3.6.Scope

46. Timeframe: The evaluation timeframe is therefore October 2018 when livelihoods activities began through data collection in June 2020.
47. Geographic: The geographic scope of the evaluation will cover all three states in northeast Nigeria where livelihoods activities are undertaken, namely Adamawa, Borno, and Yobe. A map is included in the annex.
48. Components: This is an activity evaluation and as such will encompass livelihoods activities alone as referenced in strategic outcome 2 (activity 3) of the WFP Nigeria Country Strategic Plan. It will not include the post-harvest management activities also included in this strategic outcome. A list of livelihood assets with unit measures for 2019 is provided in the annex. The list for 2020 will be available by inception phase. These assets will not be evaluated in and of themselves, rather the activity as a whole will be evaluated with resulting recommendations on the suitability and feasibility of the assets menu.
49. Specific target groups: The livelihoods activities specifically target adult women and men (able-bodied 18 years or older) as participants, however the people we serve may include girls and boys and people

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<sup>23</sup> WFP, 2016, 2017, VAM Gender and Market Studies Series 2016 and 2017.

with specific needs (e.g., older people, people living with disabilities or other vulnerabilities). Host and displaced population dynamics should be considered when reviewing target groups.

50. GEEW: The evaluation team will have a specific focus on gender dynamics. Analysis should consider the differences within target groups, like age (children, youth, adult), gender, urban/rural/camp settings and dynamics, and humanitarian situation.

### 3.7. Evaluation Criteria and Questions

#### Evaluation Criteria

51. The evaluation will apply the international evaluation criteria for humanitarian operations including appropriateness, effectiveness, efficiency, coverage, coherence, and connectedness.<sup>24</sup> Gender equality and empowerment of women, girls, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities) will be mainstreamed throughout.
52. By the time of the evaluation data collection, WFP livelihoods activities in Nigeria will have been undertaken for at most two and one-half years. Evaluative questions related to long-term or wider impacts of the intervention cannot be assessed at this time, however the potential for impact should be considered where relevant. Sub-questions related to impact potential should be included during the inception phase if relevant.

#### Evaluation Questions

53. Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the WFP Nigeria livelihoods activities, which could inform future strategic and operational decisions.
54. The evaluation should analyse how GEEW objectives and GEEW mainstreaming principles were included in the intervention design, and whether the object has been guided by WFP and system-wide objectives on GEEW. The GEEW dimensions should be integrated into all evaluation criteria as appropriate.
55. The key criteria and questions are laid out below, including GEEW considerations.

**Table 2: Criteria and evaluation questions**

Criteria	Evaluation Questions
Appropriateness	<ol style="list-style-type: none"> <li>1. Was the activity adequately aligned with WFP’s livelihoods/resilience guidance and policies, including the three-pronged approach?</li> <li>2. Were transfer modalities appropriate for the context and needs?</li> <li>3. To what extent has the design, planning, and implementation of the activity been participatory, inclusive, gender-sensitive, and considerate of protection risks; i.e., did it consider the communities’ preferences, host/displaced populations’ interactions, urban/rural/camp settings, gender and age equality, women’s empowerment, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities), do no harm approaches, and safe and dignified access to assistance?</li> </ol>
Effectiveness	<ol style="list-style-type: none"> <li>1. For different types of livelihoods activities, in different locations, and for specific target groups, to what extent were planned outputs and outcomes reached?</li> </ol>

<sup>24</sup> For more detail see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

	<ol style="list-style-type: none"> <li>2. What have been the major factors influencing effectiveness of the activities?</li> <li>3. Have the expectations of the men, women, boys, and girls, including people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities), been met sufficiently enough to ensure a sense of ownership and commitment for long-term management of the assets?</li> <li>4. Did any innovations or unintended (negative or positive) consequences arise as a result of the activity implementation?</li> </ol>
Efficiency	<ol style="list-style-type: none"> <li>1. Was WFP Nigeria’s comparative advantage in implementing livelihood interventions greater than that of any other actor, especially when comparing costs with potential outcomes?</li> <li>2. To what extent were the interventions technically relevant solutions to the humanitarian, peace and development needs at hand?</li> <li>3. To what extent did partners (including government or UN agencies) play their expected roles and provide complementary resources as required to deliver planned assistance?</li> </ol>
Connectedness	<ol style="list-style-type: none"> <li>1. Is the transitional strategy which forms the targeting criteria of this activity (i.e., moving from unconditional to conditional assistance) able to support or contribute to peace and stability, social cohesion, and sustainable livelihoods<sup>25</sup>?</li> <li>2. To what extent have lessons learned based on implementation informed livelihoods activity adjustments/redesign or contributed to improvements within WFP Nigeria’s other activities?</li> </ol>
Coverage	<ol style="list-style-type: none"> <li>1. Was WFP’s targeting criteria consistent with the needs of the key target groups based on geographic response as well as activity design and objectives?</li> <li>2. Were the needs of key target groups, (women, men, girls and boys, including people with specific needs; e.g., older people, people living with disabilities or other vulnerabilities) met by the activity?</li> </ol>
Coherence	<ol style="list-style-type: none"> <li>1. Were contextual factors (e.g., political issues, level of stability or security, population movements, etc.) adequately considered in the design and delivery of the activity?</li> <li>2. To what extent was the overall activity design and delivery in line with humanitarian principles and human-rights considerations, principles and standards<sup>26</sup>?</li> <li>3. To what extent has the activity design and implementation being in line with government strategies, policies and objectives?</li> </ol>

56. During the inception phase, the evaluation team will refine and finalise the evaluation questions, and expand them with sub-questions as needed. The evaluation team will then develop an appropriate evaluation and analytical approach for the evaluation. They will choose appropriate indicators, data collection tools and analytical methods for each evaluation question. This should be documented systematically in the Evaluation Matrix<sup>27</sup>, which is one of the outputs of the Inception phase.

<sup>25</sup> This question links to the “triple nexus”, which refers to the interlinkages between humanitarian, development and peace actors. In the UN’s “New Way of Working” these actors are expected to work towards collective outcomes over multiple years, when appropriate.

<sup>26</sup> Evaluation proposals are to present methodology to include international humanitarian and human rights considerations, principles, and standards as a core question.

<sup>27</sup> The Evaluation Matrix should be included in an annex of the inception report and is one of the key products reviewed by Evaluation Reference Group and approved by the Chair of the Evaluation Committee as part of the inception report.

### 3.8. Data Availability

57. The evaluation will draw on the existing body of data, as far as possible, and complement and triangulate this with interviews and focus groups from site visits during the data collection phase.
58. Documents providing information for the evaluation period under the EMOP 200777 are:
- Synthesis Report of the Nigeria Zero Hunger Strategic Review, 2017
  - Providing Life-Saving Support to Households in Cameroon, Chad, and Niger Directly Affected by Insecurity in Northern Nigeria: Budget Increase to Emergency Operation: Regional EMOP 200777 BR14
  - June 2018 Enhanced Food Security Outcome Monitoring Report
  - June 2018 FADAMA Baseline Report
  - 2018 Standard Project Report
  - Evaluation report for WFP's Corporate Emergency Response in Northeast Nigeria (2016–2018): Corporate Emergency Response Evaluation and the Management Response to the Evaluation Report
  - Programme briefs and reports for the livelihoods activity
  - Transition strategy from unconditional assistance to conditional assistance
  - Agreements with livelihoods partners for implementation in 2018
  - Targets and actual data for livelihoods activities outputs<sup>28</sup>
59. Documents providing information for the evaluation period under the Country Strategic Plan are:
- Country Strategic Plan (2019-2022) (approved March 2019 for retroactive start in January 2019)
  - Country Strategic Plan (2019-2022), Budget Revision 1 (November 2019 Executive Board)\*
  - Emergency Food Security Assessments reports: May and October 2019, early 2020\*
  - Food Security Outcome Monitoring reports, June/July 2019 and October 2019\*
  - Monthly process monitoring reports (back to office reports) for livelihoods sites
  - Monthly process monitoring dashboards\*
  - Monthly complaints and feedback dashboards/updates\*
  - Back to office reports from missions to livelihoods sites undertaken by protection or programme units, hub teams, etc.
  - Resilience through Livelihoods (WFP Nigeria Livelihoods Strategy)
  - Lessons learned on livelihoods, October 2019 (informal documentation shared with donors)
  - Rapid Gender Analysis, 2019\*
  - Country Strategic Plan, Strategic Outcome 2 Theory of Change\*
  - 2019 Annual Country Report\*
  - Seasonal livelihood program (SLP) calendars and community based participatory planning documents for 2019 and 2020
  - Agreements with livelihoods partners for implementation in 2019 and 2020\*
  - Targets for livelihoods activities outputs for 2019 and 2020
  - Actual data for livelihoods activities outputs for 2019 and (as available) 2020

*\*Anticipated availability by the evaluation inception period*

60. General background documents will include:
- Revised Corporate Results Framework, 2017-2021 (November 2018 Update)
  - Revised Corporate Results Framework Indicator Compendium (April 2019 Update)

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<sup>28</sup> For example, people reached (by sex, age, disability), assistance distributed (by transfer), assets created (by type). For a list of assets, reference the annexes.



- Food for Assets Creation for Zero Hunger and Resilient Livelihoods programme guidance<sup>29</sup>
- WFP Environmental and Social Impact Screening Tool
- WFP policy and guidance documents related to gender, protection, accountability to affected populations, and environment

61. The baseline values for corporate outcome indicators for the livelihoods activities were collected during the June/July 2019 Food Security Outcome Monitoring survey. The timing of data collection was within the first three months of implementation, hence adhering to WFP corporate policies regarding baseline surveys.
62. Although the evaluation is not aiming at assessing impact, the evaluation will be expected to review baseline data and subjectively compare with observations at the time of the evaluation.
63. Targets for corporate indicators are available in the 2019 Annual Country Report.
64. Underlying risks and assumptions regarding the livelihoods activities are available in the Country Strategic Plan logframe and will be available in the Strategic Outcome 2 Theory of Change.
65. All applicable output and outcome indicators are disaggregated by age and gender. Where possible, information regarding people living with disabilities has been collected. Food security outcome monitoring data can be disaggregated by sex of head of household; however, this disaggregation does not yield representative results.
66. During the inception phase, the evaluation team should:
  - a. Assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3.
  - b. Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.
  - c. Identify relevant non-WFP data sources; e.g., government data, surveys, information from other UN agencies, cooperating partners, etc.
  - d. Assess the quality of GEEW and rights-specific data collated by the project.

### **3.9. Methodology**

67. The evaluation team will design the methodology during the inception phase. It should:
  - Address the relevant evaluation criteria as listed above: appropriateness, effectiveness, efficiency, coverage, coherence, and connectedness.
  - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g., desk review of existing internal and external documents; discussions with staff and stakeholder groups, including people WFP serves, via structured and/or semi-structured interviews and focus groups, etc.)
  - Demonstrate impartiality and objectively verifiable criteria when selecting field sites.
  - Use mixed methods (quantitative, qualitative, participatory, etc.) to ensure triangulation of information through a variety of means.
  - Ensure through the use of mixed methods that women, girls, men and boys, including people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities) from different stakeholder groups participate and that their different voices are heard and used.

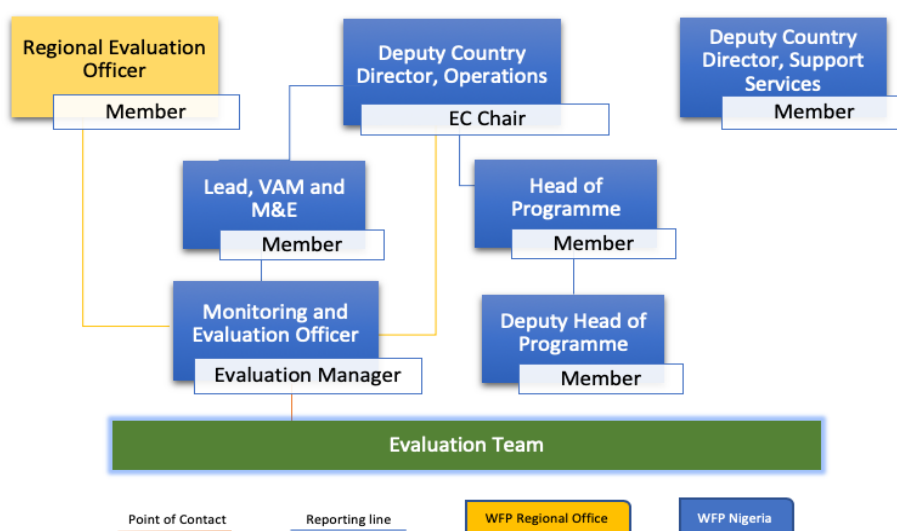
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<sup>29</sup> Livelihoods corporate guidance includes information related to the three-prong approach, the corporate theory of change, and implementation and operational considerations among other topics.

- Be based on an evaluation matrix that addresses the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.
68. Specific aspects to incorporate in the methodology and evaluation design, as mentioned in this TOR, are:
- Inclusion of the communities WFP serves
  - Expansion of international humanitarian principles applications
  - Assurances of ethical approaches and safeguards
  - Review of the livelihoods assets menu
69. The methodology should be GEEW-sensitive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women and marginalised groups. The methodology should ensure that data collected is disaggregated by sex, age, and disability; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both males and females, including people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities), are heard and taken into account.
70. Looking for explicit consideration of gender in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men, including older individuals and those living with disabilities or other vulnerabilities, in gender-sensitive ways before fieldwork begins.
71. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons, challenges, and recommendations for conducting gender responsive evaluation in the future. This includes people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities).
72. The following mechanisms for independence and impartiality will be employed
- Evaluation Committee, chaired by the Deputy Country Director, Operations
  - Evaluation Reference Group
73. The Evaluation Committee (EC) is a temporary group responsible for overseeing the evaluation process, making key decisions and reviewing evaluation products submitted to the chair for approval. It helps ensuring due process in evaluation management and maintaining distance from programme implementers (preventing potential risks of undue influence), while also supporting and giving advice to the Evaluation Manager. Key decisions expected to be made by the EC relate to the evaluation purpose, scope, timeline, budget and team selection as well as approving the final TOR, inception report and evaluation report. The establishment of an EC for each decentralized evaluation is part of the impartiality provisions foreseen by WFP Evaluation Policy and Evaluation Charter (ED circular OED2016/007). The below figure reflects the EC composition and linkage to the evaluation team.
74. As a WFP Nigeria staff member, the Evaluation Manager sits outside of programme and does not have any direct involvement in the design or implementation of the evaluation subject.

75. The Evaluation Reference Group (ERG) is a group of key internal and external evaluation stakeholders who review and comments on the draft TOR, inception and evaluation reports. The ERG members act as advisors during the evaluation process but do not make key decisions about the evaluation. Establishing an ERG enables involvement of internal and external stakeholders and contributes to the relevance, impartiality and credibility of the evaluation by offering in an advisory capacity a range of viewpoints and ensuring a transparent process. The participation of primary stakeholders in the ERG can also contribute to enhance collaboration with the government, other agencies, and donors as well as enhance evaluation culture and capacity among national partners. The members of the ERG are selected by the EC, membership of which is a subset of the ERG membership.

Figure 2: Decentralized Evaluation Committee Composition



76. The following potential risks to the methodology have been identified:
- The fluctuating nature of the security conditions will at times prevent site visits to certain locations. Replacement locations will therefore be chosen during the initial site selection process and through the same unbiased and objective approach.
  - Language barriers will create the need for translation. The evaluation team is expected to integrate field translation needs into their planning and budget accordingly.
  - Network connectivity issues in WFP operational areas may limit real-time communication during site visits. Where necessary, travel will be accompanied by a local security assistant.

### 3.10. Quality Assurance and Quality Assessment

77. WFP’s Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for quality assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP’s evaluation quality assurance system, is based on the United Nations Evaluation Group (UNEG) norms and standards<sup>30</sup> and good practice of the international evaluation community, and aims to ensure that the evaluation process and products conform to best practice.

<sup>30</sup>Available at: <http://www.unevaluation.org/document/download/2601>

78. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the DEQAS Process Guide<sup>31</sup> and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
79. WFP has developed a set of Quality Assurance Checklists<sup>32</sup> for its decentralized evaluations. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
80. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
  - a. Systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
  - b. Recommendations on how to improve the quality of the final inception/evaluation report.
81. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards<sup>33</sup>, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
82. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
83. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP's Directive CP2010/001](#) on Information Disclosure.
84. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

## 5. Phases and Deliverables

85. The evaluation will proceed through the following phases. The deliverables and deadlines for each phase are as follows:
86. Preparation phase (October 2019-March 2020): The evaluation manager will conduct background research and consultation to frame the evaluation; prepare the TOR; select the evaluation team and contract the company for the management and conduct of the evaluation.  
Deliverables: TOR; evaluation team contracted.
87. Inception phase (March-May 2020): This phase aims to prepare the evaluation team for the evaluation phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of all secondary data. The evaluation

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<sup>31</sup>Available at: <https://docs.wfp.org/api/documents/9f13fcec2d6f45f6915beade8e542024/download/>

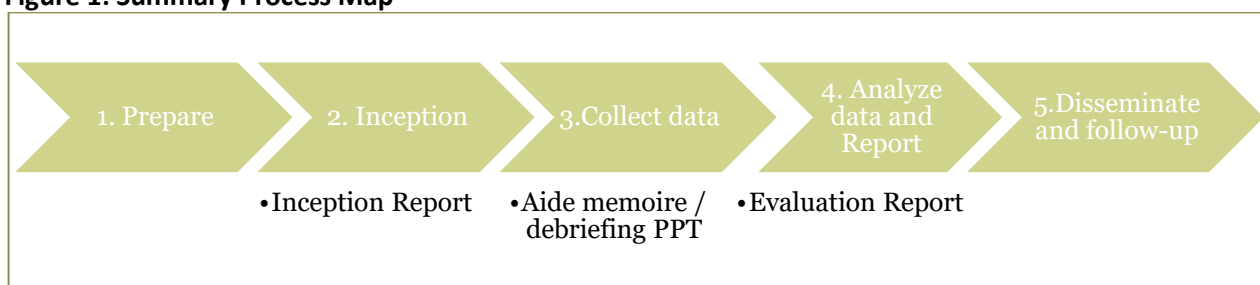
<sup>32</sup>Available at: <http://newgo.wfp.org/documents/process-guide-for-decentralized-evaluations>

<sup>33</sup> UNEG Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability".

team leader will spend a few days in country for initial interaction with some stakeholders (e.g., partners, government, donors, and WFP), and possible meeting with the evaluation reference group.  
Deliverables: Exit debriefing presentations (internal and ERG), desk review, inception report.

88. In-country data collection phase (June 2020): The fieldwork may go up to three weeks and will include field visits to project sites, primary and secondary data collection from local stakeholders. A debriefing session will be held upon completion of the fieldwork.  
Deliverables: Exit debriefing presentations (internal and ERG).
89. Reporting phase (July-September 2020): The evaluation team will analyse the data collected during the desk review and the fieldwork, conduct additional consultations with stakeholders, as required, and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their consideration before report finalisation.  
Deliverables: Preliminary findings and recommendations workshop (ERG and other stakeholders), data synthesis, evaluation report.
90. Follow-up and dissemination phase (from September 2020): The final evaluation report will be shared with the relevant stakeholders. WFP Nigeria management will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. The evaluation report will also be subject to external post-hoc quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. The evaluation report will be published in English on the WFP public website. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems. WFP Nigeria may also create additional products (e.g., video, posters, photo exhibit, etc.) for advocacy and feedback to the people WFP serves.  
Deliverables: Evaluation report disseminated, management response, communications materials, workshop(s) report.
91. A detailed calendar of the evaluation process is presented in the annex.

**Figure 1: Summary Process Map**



## 6. Organization of the Evaluation & Ethics

### 3.11. Evaluation Conduct

92. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation manager. The team will be hired following agreement with WFP on its composition.

93. Neither the evaluation manager nor the evaluation team will have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#).

### **3.12. Team composition and competencies**

94. The evaluation team is expected to include three to four members, including the team leader, and will consist of both international and national evaluators. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically, and culturally diverse team with appropriate skills to assess gender and diversity dimensions of the subject as specified in the scope, approach and methodology sections of the ToR.
95. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas, specifically in emergency and transitioning contexts:
- Programming or conducting evaluations
  - Working with or evaluating WFP programmes
  - Livelihoods and/or resilience programming
  - Nutrition-sensitive programming
  - Gender and diversity inclusion
  - Protection and accountability to affected populations
  - Capacity strengthening
  - Environmental impact
  - Transfer modalities (i.e., in-kind and cash-based)
  - The triple nexus and New Way of Working (e.g., understanding linkages or contributions to peace and stability, social cohesion, sustainability, transitions from humanitarian to development, etc.)
  - Northeastern Nigerian local languages (e.g., Hausa, Kanuri, Shuwa Arabic)
96. All team members will have:
- Strong analytical and communication skills
  - Strong evaluation experience using qualitative and quantitative approaches
  - Familiarity with northeast Nigerian context and culture
  - Fluency in spoken and written English
  - Strong ethical standards
97. The team leader will have technical expertise in one of the technical areas listed above (preferably livelihoods and/or resilience programming) as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a record of accomplishment of excellent English writing and presentation skills.
98. The team leader's primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentations, the preliminary findings workshop presentations, and evaluation report in line with DEQAS; and v) coordinating with the evaluation manager.
99. The team members will bring together a complementary combination of the technical expertise required and demonstrable experience in undertaking similar assignments.

100. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

101. All deliverables will be in well-written and articulate English with no need for further translations.

### **3.13. Security Considerations**

102. **Security clearance** where required is to be obtained by the WFP Nigeria country office. 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.

103. However, to avoid any security incidents, the Evaluation Manager will ensure the team:

- Registers with the Security Officer and arranges a security briefing for the team to gain an understanding of the security situation on the ground. This will be done on arrival in country and upon arrival at field stations.
- Has adequate and appropriate transport on the ground and/or via UNHAS, as befits the locations
- Is appropriately accompanied by local security assistants (WFP staff) as some field locations require UN personnel to be accompanied by UN security staff<sup>34</sup>.
- Observes applicable UN security rules and regulations, e.g., curfews, etc.

104. Security considerations in the northeast differ from that in Abuja and extra care is required when traveling to field locations. The evaluation team should dress conservatively and women should carry a long scarf that can be used to cover the head. Special care should be taken so that evaluators who are men are not alone with women respondents.

## **6.4 Ethics**

105. WFP's decentralised evaluations, from inception to finalization, must conform to WFP ethical standards and UNEG Ethical Guidelines for Evaluation. Aspiring to ethical conduct in evaluation is important for a number of reasons, including:

- Responsible use of power: the power to commission an evaluation implies a responsibility towards all those involved in the evaluation for the proper conduct of the evaluation.
- Ensuring credibility: with a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and so take note of the recommendations arising.
- Responsible use of resources: ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

106. All those engaged in designing, conducting and managing evaluation activities should aspire to conduct high quality work guided by professional standards and ethical and moral principles. The integrity of evaluation is especially dependent on the ethical conduct of key actors in the evaluation process.

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<sup>34</sup> Although outside of the UNDSS systems, WFP Nigeria is committed to the safety and security of the evaluation team. For this reason, it is highly recommended the team avail of the accompaniment of WFP security staff if travelling to those particular locations. To prevent degradation of independence, the security staff and drivers will not participate in discussions.

107. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.
108. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.
109. The evaluation proposal should ensure inclusion of ethical considerations, standards, and norms.

## 7. Roles and Responsibilities of Stakeholders

### 110. WFP Nigeria:

- a. **WFP Nigeria Management (Simone Parchment, Deputy Country Director, Operations)** will take responsibility to:
- Assign an Evaluation Manager (EM) for the evaluation.
  - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee (EC) and of an Evaluation Reference Group (ERG)
  - Delegate membership for the internal EC and support nominations to the ERG.
  - Approve the final TOR, inception and evaluation reports.
  - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
  - Organise and participate in two separate debriefings, one internal and one with external stakeholders, at the inception and data collection phases, and one external workshop when the draft evaluation report has been shared.
  - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations
- b. **Evaluation Manager (Jerry Soni, Monitoring and Evaluation Officer)**
- Manages the evaluation process through all phases including drafting this TOR
  - Ensures quality assurance mechanisms are operational
  - Consolidates and shares comments on draft TOR, inception and evaluation reports with the evaluation team
  - Ensures expected use of quality assurance mechanisms (e.g., checklists, quality support)
  - Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
  - Organises security briefings for the evaluation team and provides any materials as required
- c. An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation. Key roles and responsibilities include providing input to the evaluation process and commenting on evaluation products. Composition and TOR for the EC are included in the annexes.



111. **An Evaluation Reference Group** has been formed, as appropriate, with representation from key internal and external stakeholders for the evaluation. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. Composition and TOR for the ERG are included in the annexes.
112. **The Regional Bureau** will take responsibility to:
- Advise the EM and provide support to the evaluation process where appropriate.
  - Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
  - Provide comments on the draft TOR, inception and evaluation reports
  - Support the management response to the evaluation and track the implementation of the recommendations.
  - While the Regional Evaluation Officer, Filippo Pompili, will perform most of the above responsibilities, other RB relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.
113. **Relevant WFP Headquarters divisions** will take responsibility to:
- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
  - Comment on the evaluation TOR, inception and evaluation reports, as required.
114. **Other Stakeholders (government, NGOs, UN agencies)** will contribute to the evaluation as part of the ERG or as key informants during the data collection phase.
115. **The Office of Evaluation**, through the Regional Evaluation Officer, will advise the EM and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

## **8. Communication and budget**

### **3.14. Communication**

116. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. A Communication and Learning Plan is presented in the annexes.
117. The Communication and Learning Plan includes a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.
118. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, it will be made available on WFP's public website and disseminated via email to all stakeholders. In addition, WFP Nigeria will produce a short brief to facilitate dissemination of findings among stakeholders and partners.
119. To reach a wider audience, including the people WFP serves, WFP Nigeria will also produce a short video, photo exhibits and hold events. These additional advocacy tools and means of providing

feedback will be overseen by WFP Nigeria and will not be a part of the evaluation team’s deliverables or budget.

### **3.15. Budget**

120. For the purpose of this evaluation, WFP Nigeria will use existing long-term agreements (LTAs) as the contracting modality.
121. When soliciting a technical and financial proposal, WFP Nigeria will ensure that the LTA firms accurately use the proposal template for the provision of decentralized evaluation services accurately.
122. Travel from evaluation team members’ origin to the WFP Nigeria country office in Abuja (whether international or domestic), subsistence and other direct expenses should be accounted for in the firm’s proposed budget. WFP Nigeria will incur domestic travel expenses to field locations during the data collection phase. All on-ground movements related to the evaluation (i.e., in Abuja to/from the office and within field locations) will also be covered by WFP.
123. Exit debrief presentations after the inception and data collection missions can be held on WFP premises however, the budget should include an off-site workshop to discuss the preliminary findings of the evaluation.
124. A budget ceiling will be announced when proposals are requested. The final budget and handling will be determined by the option of contracting that will be used and the rates that will apply at the time of contracting.

Please send any queries to Jerry Soni, Monitoring and Evaluation Officer/Evaluation Manager at: [jerry.soni@wfp.org](mailto:jerry.soni@wfp.org), copying Christoph Weldmeier, Lead, VAM and M&E/Evaluation Committee Member at: [christoph.waldmeier@wfp.org](mailto:christoph.waldmeier@wfp.org)

## **9. Annexes**

Annexes (9.A to 9.E) are available as separate documents.

- A. Regional Emergency Operation 200777 Budget Revision 14, WFP Nigeria**
- B. Regional Emergency Operation 200777 Budget Revision 14 Logframe, WFP Nigeria**
- C. WFP Nigeria Country Strategic Plan (2019-2022) and Logframe**
- D. WFP Nigeria Country Strategic Plan (2019-2022) Line of Sight**

### **E. Acronyms**

Borno, Adamawa, and Yobe	BAY
Cash-based transfers	CBT
Decentralized evaluation quality assurance system	DEQAS
Emergency operation	EMOP
Evaluation committee	EC
Evaluation manager	EM

Evaluation reference group	ERG
Food and Agriculture Organization	FAO
Gender equality and empowerment of women	GEEW
Long-term agreements	LTAs
Monitoring and Evaluation	M&E
National Emergency Management Agency	NEMA
Non-governmental organizations	NGOs
Office of Evaluation	OEV
Quality support	QS
Regional Bureau	RB
State Emergency Management Agency	SEMA
Terms of reference	TOR
UN Department of Safety & Security	UNDSS
United Nations	UN
United Nations Entity for Gender Equality and the Empowerment of Women	UN Women
United Nations Evaluation Group	UNEG
Vulnerability Analysis and Mapping	VAM
World Food Programme	WFP

## F. Livelihoods Activities Plan, 2019

The below table provides a list of activities (i.e., the assets created) within the livelihoods activity. These will not be evaluated individually but is being shared as a reflection of the type of implementation being conducted.

Activity Category	Activity	Output Indicators*
Natural Resources Management	Sand bag check dam construction	Volume (m3) of check dams and gully rehabilitation structures (e.g. soil sedimentation dams) constructed
Natural Resources Management	Water way construction	Volume (m3) of soil excavated from newly constructed waterways and drainage lines (not including irrigation canals)
Natural Resources Management	Flood control dyke construction	Volume (m3) of earth dams and flood protection dikes constructed
Natural Resources Management	Nursery establishment	Number of tree nurseries
Natural Resources Management	Tree seedling production	Number of tree seedlings produced/provided
Natural Resources Management	Pitting for seedling planting	Number of plantation pits
Natural Resources Management	Tree Seedling planting	Number of tree seedlings planted
Natural Resources Management	Energy efficient stoves production	Number of energy efficient stoves
Natural Resources Management	Energy briquettes production	Amount of briquettes produced
Water harvesting and irrigation schemes maintenance	Multipurpose pond construction	Number of community water ponds for irrigation/livestock use constructed (3000-8000 cbmt)
Water harvesting and irrigation schemes maintenance	Water harvesting cisterns/micro ponds) construction	Volume (m3) of water harvesting systems constructed
Water harvesting and irrigation schemes maintenance	Irrigation canal construction	Volume (m3) of irrigation canals constructed/rehabilitated

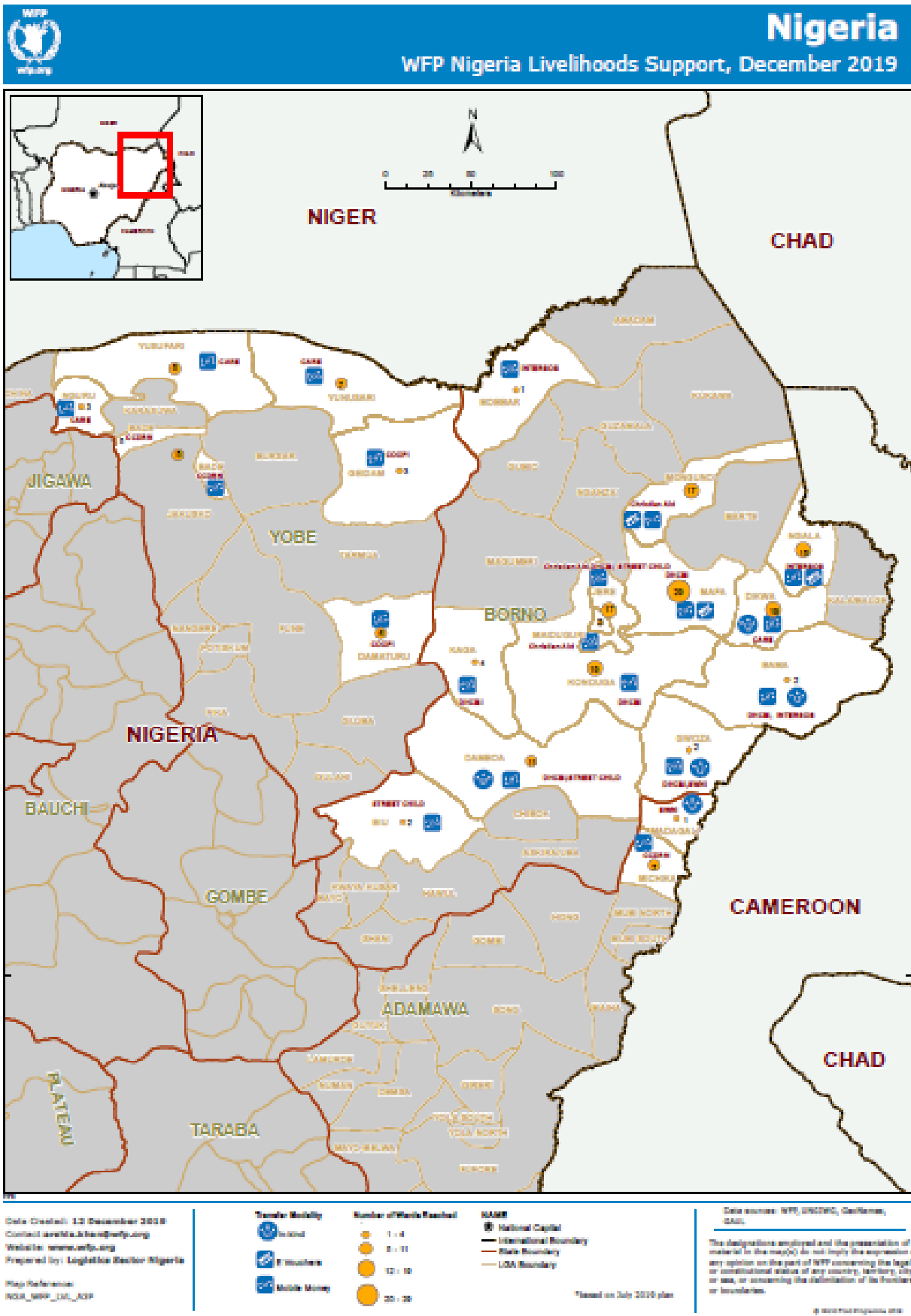
Water harvesting and irrigation schemes maintenance	Irrigation schemes restoration and maintenance	Volume (m3) of irrigation canals constructed/rehabilitated
Water harvesting and irrigation schemes maintenance	Wash boreholes construction	Number of boreholes for agriculture or livestock created
Water harvesting and irrigation schemes maintenance	Solar boreholes constructed	Number of boreholes for agriculture or livestock created
Water harvesting and irrigation schemes maintenance	Shallow well construction	Number of wells, shallow wells rehabilitated for irrigation/livestock use (> 50 cbmt)
Crop production	Solar sun driers and threshing ground construction	Number of community post-harvest structures built
Crop production	Grain storage structures and silos construction	Number of community post-harvest structures built
Crop production	PICS bags distribution	Number of storage equipment distributed
Crop production	Wet season vegetable and crop farming (rain fed farming)	Hectares (ha) of agricultural land planted
Crop production	Dry season vegetable and crop farming (irrigated farming)	Hectares (ha) of agricultural land planted
Livestock production and aquaculture	Small ruminants (SHOATS)	Number of livestock distributed
Livestock production and aquaculture	Poultry chicks	Number of chicks distributed
Livestock production and aquaculture	Fish ponds	Number of fish ponds constructed
Livestock production and aquaculture	Fish harvesting	Number of fish harvested
Livestock production and aquaculture	Fishing boats	Number of fishing boats/canoes & fishing nets constructed
Livestock production and aquaculture	Fish smoking facilities	Number of food processing units completed for installation
Community / social infrastructures	Community access roads (construction)	Kilometres (km) of feeder roads built
Community / social infrastructures	Community access roads (rehabilitation)	Kilometres (km) of feeder roads rehabilitated
Community / social infrastructures	Villages connected	Number of villages connected
Community / social infrastructures	Market shed construction	Number of social infrastructures constructed (School Building, Facility Centre, Community Building, Market Stalls, etc.)
Community / social infrastructures	Vocational centre construction	Number of vocational centres constructed/rehabilitated
Community / social infrastructures	Schools maintenance and rehabilitation	Number of Class rooms rehabilitated
Community / social infrastructures	Elderly house construction	Number of elderly house constructed
Community / social infrastructures	Health facilities maintenance and rehabilitation	Number of health centres constructed/rehabilitated
Community / social infrastructures	Communal latrine construction	Number of latrines constructed
Community / social infrastructures	Individual latrine construction	Number of latrines constructed
Community / social infrastructures	Waste disposal pits construction	No of waste pits constructed

Community / social infrastructures	Community abattoirs renovation and construction	Number of community abattoirs renovated
Income Generating small businesses	Food processing and pasta making	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Tailoring	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Cap making	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Soap making	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Carpentry	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Handicraft	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Hair dressing/barbing	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Donkey carts	Number of non-food items distributed (tools, milling machines, pumps, etc.)
Income Generating small businesses	Brick laying	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Shoe making	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Pottery	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Grinding mills	Number of non-food items distributed (tools, milling machines, pumps, etc.)
Income Generating small businesses	Welding	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Laundry services	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Perfume making	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	Petty trading	Number of people trained (Skills: Livelihood technologies)
Income Generating small businesses	knitting /Weaving	Number of people trained (Skills: Livelihood technologies)
Trainings provided by type of intervention	Natural resources management	Number of training sessions for beneficiaries carried out on NRM
Trainings provided by type of intervention	Water harvesting and irrigation schemes maintenance	Number of training sessions for beneficiaries carried out on water harvesting and irrigation
Trainings provided by type of intervention	Post-harvest technology training	Number of capacity development activities provided on reducing post-harvest losses and access to post harvest management technologies
Trainings provided by type of intervention	Crop production training	Number of training sessions for beneficiaries carried out agriculture and farming
Trainings provided by type of intervention	Livestock and fishery related training	Number of training sessions for beneficiaries carried out on livestock and fishery
Trainings provided by type of intervention	Training on social infrastructures	Number of people trained on social infrastructure development and rehabilitation
Trainings provided by type of intervention	Training on IGAs and marketing	Number of training sessions for beneficiaries carried out on IGA and marketing
Trainings provided by type of intervention	Training on SBCC	Number of people reached through interpersonal SBCC approaches
Trainings provided by type of intervention	Village saving and loans training	Number of people trained on savings and loans

Trainings provided by type of intervention	Peace building	Number of people trained (Peace building/Protection/Human rights/Resilience/Citizen participation/ Gender-related issues)
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*\*Subject to change slightly based on revisions to indicators available in COMET for the 2019 period*

# G. Map



## H. Evaluation Schedule

Phases, Deliverables and Timeline		Key Dates
<b>Phase 1 - Preparation</b>		<b>Nov - March</b>
	Desk review, draft of TOR and quality assurance (QA) using ToR QC	11 Nov 2019
	Sharing of draft ToR with outsourced quality support service (DEQS)	18 Nov 2019
	Review draft ToR based on DE QS feedback	25 Nov 2019
	Circulation of TOR for review and comments to ERG - Extended deadline	17 Jan 2020
	Review draft ToR based on comments received	24 Jan 2020
	Convene ERG meeting for final endorsement of TOR	04 Feb 2020
	Submit the final TOR to the internal evaluation committee for approval	05 Feb 2020
	Sharing final TOR with key stakeholders	19 Feb 2020
	Submission of proposals by LTA holders	6 Mar 2020
	<b>Selection and recruitment of evaluation team</b>	20 Mar 2020
<b>Phase 2 – Inception</b>		<b>Apr - June 2020</b>
	Briefing core team	1 Apr 2020
	Desk review of key documents by evaluation team	Mar 2020
	Inception mission in the country	13 - 17 Apr 2020
	Draft inception report submitted to Evaluation Manager	24 Apr 2020
	Sharing of draft IR with outsourced quality support service (DEQS) and quality assurance of draft IR by EM using the QC	28 Apr 2020
	Revised draft IR based on feedback received by DEQS and EM	1 May 2020
	Submission of revised IR based on DEQS and EM QA	6 May 2020
	Circulate draft IR for review and comments to ERG, RB and other stakeholders (list key stakeholders)	10 May 2020
	Consolidate comments	14 May 2020
	ERG reviews comments received on IR	21 May 2020
	Revise draft IR based on stakeholder comments received	25 May 2020
	Submission of final revised IR	28 May 2020
	Submits the final IR to the internal evaluation committee for approval	30 May 2020
	<b>Sharing of final inception report with key stakeholders for information</b>	<b>5 June 2020</b>
<b>Phase 3 – Data collection</b>		<b>June 2020</b>
	Briefing evaluation team at CO	1 Jun 2020
	<b>Data collection</b>	2 – 18 Jun 2020
	<b>In-country Debriefing (s)</b>	19 Jun 2020
<b>Phase 4 - Analyse data and report</b>		<b>Jul – Sep 2020</b>
	Draft evaluation report	20 Jul 2020
	Sharing of draft ER with outsourced quality support service (DEQS) and quality assurance of draft ER by EM using the QC	22 Jul 2020
	Revise draft ER based on feedback received by DEQS and EM QA	3 Aug 2020
	Submission of revised ER based on DEQS and EM QA	10 Aug 2020
	Circulate draft ER for review and comments to ERG, RB and other stakeholders (list key stakeholders)	10 Aug 2020
	Consolidate comments	24 Aug 2020
	Revise draft ER based on stakeholder comments received	7 Sep 2020
	Submission of final revised ER	14 Sep 2020
	Submits the final ER to the internal evaluation committee for approval	14 Sep 2020
	<b>Sharing of final evaluation report with key stakeholders for information</b>	<b>21 Sep 2020</b>
<b>Phase 5 - Dissemination and follow-up</b>		<b>Oct 2020</b>
	Prepare management response	12 Oct 2020
	<b>Share final evaluation report and management response with OEV for publication</b>	19 Oct 2020



## I. Membership of the Evaluation Committee

	Function	Title	Name
1	Evaluation Committee Chair	Deputy Country Director, Operations	Simone Parchment
2	Evaluation Manager	Monitoring and Evaluation Officer	Jerry Soni
3	Member	VAM/M&E Officer (Team Lead)	Christoph Waldmeier
4	Member	Regional Evaluation Officer	Filippo Pompili
5	Member	Deputy Country Director, Support Services	Jamie Watts
6	Member	Head of Programme	Helen Bugaari
7	Member	Deputy Head of Programme	Barbara Clemens
8	Member	Programme Officer, Livelihoods	Awash Mesfin

## J. Membership of the Evaluation Reference Group

	Stakeholder	Agency	Title	Name	Location
1	Country Office	WFP	Compliance Officer	Clare Mbizule	Abuja, Nigeria
2	Country Office	WFP	Donor Relations Officer	Bob Barad	Abuja, Nigeria
3	Country Office	WFP	Finance Officer	Beatrice Fontem	Abuja, Nigeria
4	Country Office	WFP	Head of Area Office	Abdurrahim Siddiqui	Maiduguri, Nigeria
5	Country Office	WFP	Head of Programme	Serigne Loum	Maiduguri, Nigeria
6	Country Office	WFP	Nutritionist	Carrie Morrison	Abuja, Nigeria
7	Country Office	WFP	Programme Officer, Capacity Strengthening	Akeem Ajibola	Abuja, Nigeria
8	Country Office	WFP	Programme Officer, Cash-Based Transfers	Masahiro Matsumoto	Maiduguri, Nigeria
9	Country Office	WFP	Programme Officer, Livelihoods	Mustapha Tanko	Abuja, Nigeria
10	Country Office	WFP	Programme Officer, Livelihoods	Yonathan Ayalew	Damaturu, Nigeria
11	Country Office	WFP	Programme Officer, Livelihoods	Ibrahim Hena	Maiduguri, Nigeria
12	Country Office	WFP	Protection and Accountability Officer	Claire Rogers	Damaturu, Nigeria
13	Country Office	WFP	VAM Officer	Malick Ndiaye	Abuja, Nigeria
14	Regional Bureau	WFP	Regional Monitoring Advisor	Moustapha Toure	Dakar, Senegal
15	Regional Bureau	WFP	Regional Nutrition Advisor	Saidou Magagi	Dakar, Senegal
16	Regional Bureau	WFP		Mahamadou Tanimoune	Dakar, Senegal
17	Regional Bureau	WFP	Regional Programme Advisor	William Affif	Dakar, Senegal
18	Regional Bureau	WFP	Regional Resilience and Livelihoods Advisor	Sebastian Muller	Dakar, Senegal
19	Regional Bureau	WFP	Regional VAM Advisor	Olo Sib	Dakar, Senegal
20	Government	Ministry of Agriculture, FADAMA Office		Mr. Amshi Manzo	Abuja, Nigeria
21	Government	Agricultural Development Project		Abubakar Abande	Damaturu, Nigeria
22	Government	Ministry of Budget and National Planning		Mr. Abiola Labinjo	Abuja, Nigeria
23	UN Country Team	UNWOMEN		Lilian Ngusuur Unaegbu	Abuja, Nigeria
24	NGOs	Cooperazione Internazionale (COOPI)		Ayouba Mahmood	Damaturu, Nigeria
25	NGOs	Centre for Community Development and Research Network (CCDRN)		Yusuf Umar	Damaturu, Nigeria
26	NGOs	Damnaish Human Capacity Building Initiative (DHCBI)		Ahmed Musa	Maiduguri, Nigeria

## K. Membership of the Evaluation Technical Reference Group

*This group consists of staff who will provide inputs to the evaluation at various stages but are not required to be part of the main reference group.*

	Agency	Title / Function	Name	Location
1	WFP	Head of the Communications, Advocacy, and Marketing Unit	Chi Lael	Abuja, Nigeria
2	WFP	Programme Officer, External Partnerships	Ifeoma Maduekegarba	Abuja, Nigeria
3	WFP	Procurement Officer	Adelina Tomas	Abuja, Nigeria
4	WFP	Head of ICT	Shahan Araquadir	Abuja, Nigeria
5	WFP	ICT Officer, SCOPE	John Asewe	Maiduguri, Nigeria
6	WFP	Logistics Officer, CBT	Maryam Amartey	Maiduguri, Nigeria

## L. Communications and Learning Plan

When	What	To whom	What level	From whom	How (in what way)	Why
<i>Evaluation phase</i>	<i>Communication product/information</i>	<i>Target group or individuals / position (e.g., country office staff, technical staff, etc.)</i>	<i>Organizational level of communication (e.g., strategic, operational, field etc.)</i>	<i>Lead commissioning office staff with name/position</i>	<i>Communication means (e.g., meeting, interaction, written report, email, etc.)</i>	<i>Purpose of communication (e.g., solicit comments, seek approval, share findings for organizational learning, etc.)</i>
Planning	Tentative time and scope of evaluation	WFP Nigeria staff, government counterparts, NGO partners, UN agency partners, donors	Strategic Operational	Evaluation Committee Chair	Email (staff, partners) Email + External meetings (government, UN and donors)	To ensure evaluation is reflected in work plans for the office as well as PACE for involved staff including the evaluation manager To confirm the intention to learn/ account for results for the subject
Preparation/ TOR	Draft TOR	Key stakeholders through the evaluation reference group, WFP Nigeria management	Strategic Operational	Evaluation manager on behalf of the evaluation committee	Email plus discussions during scheduled meetings* as appropriate	To seek for review and comments
	Final TOR	Key stakeholders through the evaluation reference group, WFP Nigeria management Relevant support staff	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	Email wfp.org	Inform the relevant staff of the overall plan for the evaluation, including critical dates and milestones Inform the support staff on the selected option for contracting team Informing stakeholders of the overall plan, purpose, scope and timing of the evaluation; and their role
Inception	Exit debriefing presentation (internal)	Key stakeholders through the evaluation committee, WFP Nigeria management	Operational Technical	Evaluation manager on behalf of the evaluation committee	Meeting*	Allow reflection on the inception phase and evaluation design before the external debriefing
	Exit debriefing presentation (external)	Key stakeholders through the evaluation reference group, WFP Nigeria management	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	Meeting	Invite the stakeholders to the external debriefing meeting to discuss the evaluation design
	Draft inception report	Key stakeholders through the evaluation reference group, WFP Nigeria management	Operational Technical	Evaluation manager on behalf of the evaluation committee	Email	To seek for review and comments
	Final inception report	Key stakeholders through the evaluation reference group, WFP Nigeria management Relevant support staff	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	Email plus discussions during scheduled meetings* as appropriate WFP intranet	Inform the relevant staff of the detailed plan for the evaluation, including critical dates and milestones; sites to be visited; stakeholders to be engaged etc.

<b>When</b>	<b>What</b>	<b>To whom</b>	<b>What level</b>	<b>From whom</b>	<b>How (in what way)</b>	<b>Why</b>
<i>Evaluation phase</i>	<i>Communication product/information</i>	<i>Target group or individuals / position (e.g., country office staff, technical staff, etc.)</i>	<i>Organizational level of communication (e.g., strategic, operational, field etc.)</i>	<i>Lead commissioning office staff with name/position</i>	<i>Communication means (e.g., meeting, interaction, written report, email, etc.)</i>	<i>Purpose of communication (e.g., solicit comments, seek approval, share findings for organizational learning, etc.)</i>
		Field level staff (sub-offices, field offices, area offices)				<p>Informs the support staff (especially administration) of required logistical support</p> <p>Informs stakeholders of the detailed plan of the evaluation and their role, including when they will be engaged</p>
Data collection debriefing	Exit debriefing presentation (internal)	Key stakeholders through the evaluation committee, WFP Nigeria management	Operational Technical	Evaluation manager on behalf of the evaluation committee	Meeting*	Allow reflection on the data collection phase and emerging findings before the external debriefing
	Exit debriefing presentation (external)	Key stakeholders through the evaluation reference group, WFP Nigeria management	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	Meeting	Invite the stakeholders to the external debriefing meeting, to discuss emerging findings
Data Analysis and Reporting	Draft evaluation report	Key stakeholders through the evaluation reference group, WFP Nigeria management	Strategic Operational Technical	Evaluation manager, on behalf of the evaluation committee	Email	<p>To seek for review and comments</p> <p>To inform management response</p>
	Preliminary findings and recommendations workshop (external)	Key stakeholders through the evaluation reference group and wider, WFP Nigeria management	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	One-day Workshop	<p>Invite the stakeholders to provide feedback on findings and recommendations</p> <p>To inform management response</p>
	Final evaluation Report	Key stakeholders through the evaluation reference group, WFP Nigeria management and programme staff, and other staff  Global WFP General public	Strategic Operational Technical	Evaluation manager, on behalf of the evaluation committee	Email Posting report on WFP.org and partner/public websites	<p>Inform internal stakeholders of the final main product from the evaluation</p> <p>Make the report available across WFP and to the public</p>
Follow-up	Draft management response to the evaluation findings and recommendations	Regional Bureau technical units through the Regional Bureau Evaluation Advisor	Strategic Operational Technical	Evaluation manager, on behalf of the evaluation committee	Email and internal discussions*	<p>Communicate the suggested actions on recommendations and elicit comments</p> <p>Discuss WFP Nigeria's action to address the evaluation recommendations</p>
	Final management response	Global WFP General public	Strategic	Evaluation manager, on behalf of the	Email and shared folders	Ensure that all relevant staff are informed on the commitments made on taking actions

<b>When</b>	<b>What</b>	<b>To whom</b>	<b>What level</b>	<b>From whom</b>	<b>How (in what way)</b>	<b>Why</b>
<i>Evaluation phase</i>	<i>Communication product/information</i>	<i>Target group or individuals / position (e.g., country office staff, technical staff, etc.)</i>	<i>Organizational level of communication (e.g., strategic, operational, field etc.)</i>	<i>Lead commissioning office staff with name/position</i>	<i>Communication means (e.g., meeting, interaction, written report, email, etc.)</i>	<i>Purpose of communication (e.g., solicit comments, seek approval, share findings for organizational learning, etc.)</i>
			Users of WFPgo Users of partner websites	evaluation committee	Posting report and MR on WFP.org and partner/public websites	Make MR available across WFP and to the public
	Evaluation report brief	Key stakeholders through the evaluation reference group, WFP Nigeria management and programme staff, and other staff Global WFP General public	Strategic Operational Technical	Evaluation manager, on behalf of the evaluation committee	Email Posting report on WFP.org and partner/public websites	Inform internal stakeholders of the final main product from the evaluation Make the report available across WFP and to the public
	Video	Global WFP Government/donors/partners General public	Strategic		Internet sites	Inform wider public about WFP and the evaluation findings Advocacy
	Photo exhibit	Global WFP Government/donors/partners General public Communities we serve	Strategic Operational Technical		Internet sites Events	Inform wider public about WFP and the evaluation findings Advocacy Provide feedback to communities we serve about the evaluation findings
	Community events	WFP Nigeria Communities we serve	Operational Technical		Events	Provide feedback to communities we serve about the evaluation findings

*\*Includes remote attendance as needed*