

Evaluation of NIGERIA

WFP Country Strategic Plan

2019-2022

Terms of reference



March/2021

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1. Background

1. These Terms of Reference (TOR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

2. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio and defines the scope of the evaluation; section 4 identifies the evaluation approach and methodology; section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and WFP Evaluation Policy.

1.2. CONTEXT

General Overview

4. The Federal Republic of Nigeria (Nigeria) is located in West Africa bordering Niger in the north, Chad in the northeast, Cameroon in the east, and Benin in the west. Its southern coast is on the Gulf of Guinea in the Atlantic Ocean. It consists of 36 states, a Federal Capital Territory (FCT), with more than 250 ethnic groups.¹

5. Nigeria is the most populated country in Africa with over 200 million people,² of which 49.3 percent is women.³ The majority of the population is young with 43 percent under 14 years old,⁴ with an average life expectancy of 54 years - 55 years for women, and 54 years for men.⁵ Total fertility rate in Nigeria is 5.2 and adolescent birth rate is 106,⁶ which is higher than the Sub-Saharan adolescent birth rate of 104.7.⁷ With a current population growth rate of 3.2 percent, its population is projected to grow by 30 percent between 2020 and 2030 and then double to about 400 million by 2050.⁸ About half of the population resides in urban areas.⁹

6. With a steady economic growth between 1999 and 2014, Nigeria has become one of the fastest growing economies in Africa with a gross domestic product (GDP) per capita of US\$1,645, ranked as a lower middle-income country since 2008. The pace of economic growth slowed down since 2015 due to the falling price of oil, the primary export, and entered into the recession in 2016. While growth maintained stable at 2 percent in the first half of 2019, domestic demand remains constrained by stagnating private consumption

¹ Office of the Senior Special Assistant to the President. June 2017. Implementation of the SDGs: A National Voluntary Review.

² 2019 population - 200,963,599. World Bank Open Data: <https://data.worldbank.org/country/nigeria?view=chart>

³ World Bank Open Data: <https://data.worldbank.org/country/nigeria?view=chart>

⁴ 87,796,033 in 2019. World Bank Open Data. <https://data.worldbank.org/country/nigeria?view=chart>

⁵ 2019. World Bank Open Data. <https://data.worldbank.org/country/nigeria?view=chart>

⁶ Births per 1,000 women ages 15-19. World Health Organization (WHO). <https://apps.who.int/gho/data/view.xgswcah.31-data>

⁷ United Nations Development Programme (UNDP). 2019. 2019 Human Development Report.

⁸ Federal Republic of Nigeria. 2020. Nigeria Integration of the SDGs into National Development Planning: A Second National Voluntary Review

⁹ Urban population in 2019 - 49.5 percent. UNDP. Human Development Report 2019.

in the context of high inflation.¹⁰ The depreciation of the Nigerian Naira (NGN) due to a decline in national revenue, has pushed up staple food prices.¹¹

7. Despite the economic growth, 40.1 percent of the population live in poverty, with rising poverty in rural areas and the northern zones, while the situation in the southern zones has generally been improving.¹² Development shortfalls, such as low earnings for individuals and disparities by income, gender and location, persist in Nigeria. The Gini coefficient, a measure of welfare inequality, was 43 in 2010-2017 period.¹³ Poverty and location are correlated with limited access to basic services such as nutrition, health, education, shelter, clean water and sanitation, and electricity.¹⁴

8. Expansion in some economic sectors has not necessarily led to employment creation to absorb the fast-growing labor force, resulting in 23 percent of unemployment rate in 2018 with another 20 percent of the labor force underemployed.¹⁵ Overall, Human Development Index (HDI) of 0.534 makes Nigeria the 158th of 189 countries.¹⁶

9. Nigeria has over 140,000 confirmed COVID-19 cases with 1,673 death,¹⁷ observing the 5th highest cumulative infection in Africa.¹⁸ Given the COVID-19 impact, the revised growth projection in 2020 was over 5 percentage points below the pre-COVID-19 forecast of 2.1 percent, which made the predicted 2020 recession at least twice as deep as that of 2015-2016.¹⁹ As the economy contracts and per capita incomes fall, it is projected that the pandemic leaves 5 million more Nigerians living in poverty in 2020 relative to the pre-COVID forecast.²⁰

10. Nigeria also faces multiple crises, with a protracted conflict in northeast of Nigeria, namely in Borno, Adamawa, and Yobe (BAY) states, which has spread to neighboring Cameroon, Chad and Niger, and intercommunal clashes in the north-west. A total of 7.9 million people, out of a total of 13 million, in BAY states are in need of humanitarian assistance in 2020.²¹ The damages to its infrastructure and capacity to deliver social services in BAY states are estimated at US\$8.9 billion.²² In northwest, activities of bandits in Sokoto, Kaduna, Kebbi, Niger, Zamfara and Katsina states also caused over 160,000 internal displacement, while causing about 41,000 more to flee to neighboring Niger Republic.²³

Food and Nutrition Security

11. Nigeria has reduced by nearly half the proportion of people suffering from hunger over the past 25 years. However, this progress has been slowed or reversed during the past decade. Food production increases have not kept pace with population growth, resulting in rising food imports and declining levels of national food self-sufficiency.

12. Nearly 13 million Nigerians still suffer from hunger, with wide geopolitical disparities and between urban and rural areas due in part to limited gains in food security and nutrition relative to rapid population growth. The high prevalence of hunger in rural areas is associated with low agricultural growth, poor road infrastructure, limited access to safe water, sanitation, and hygiene, and inadequate health and education

¹⁰ World Bank. Nigeria Overview. Accessed on 23 November 2020.

<https://www.worldbank.org/en/country/nigeria/overview>

¹¹ FEWSNET. August 2020. Nigeria Food Security Alert.

¹² Federal Republic of Nigeria. 2020. Nigeria Integration of the SDGs into National Development Planning: A Second National Voluntary Review

¹³ UNDP. 2020. Human Development Report 2019

¹⁴ United Nations Sustainable Development Partnership Framework 2018 – 2022

¹⁵ World Bank. Nigeria Overview. <https://www.worldbank.org/en/country/nigeria/overview> as of 23 November 2020.

¹⁶ UNDP. 2020. Human Development Report 2019

¹⁷ Nigeria Centre for Disease Control Dashboard: <https://covid19.ncdc.gov.ng/report/#!> Accessed on 9 February 2021

¹⁸ WHO Dash Board accessed on 9 February 2021

<https://who.maps.arcgis.com/apps/opsdashboard/index.html#/0c9b3a8b68d0437a8cf28581e9c063a9>

¹⁹ World Bank Group. June 2020. Nigeria in Times of COVID-19: Laying Foundations for a Strong Recovery

²⁰ World Bank Group. June 2020. Nigeria in Times of COVID-19: Laying Foundations for a Strong Recovery

²¹ United Nations Office for the Coordination of Humanitarian Affairs (OCHA). December 2019. Nigeria Humanitarian Needs Overview 2020.

²² OCHA. December 2019. Nigeria Humanitarian Needs Overview 2020.

²³ [Camp Coordination and Camp Management \(CCCM\) Cluster Website](#). Nigeria. Accessed on 9 March 2021.

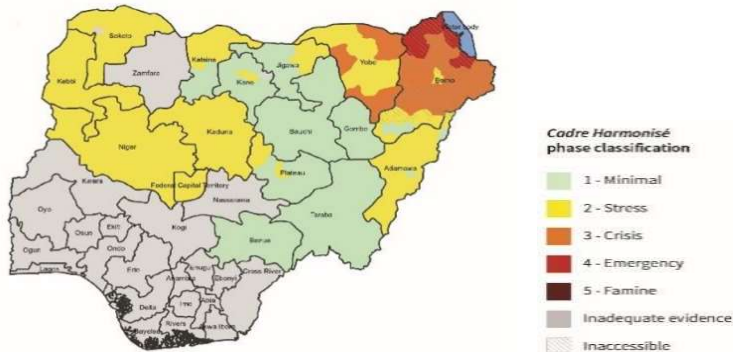
services.²⁴ Nigeria ranks 98th in the Global Hunger Index out of 107 countries with sufficient data in 2020, indicating a “serious” level of hunger.²⁵

13. In 2018, 12.6 percent of population is estimated as undernourished. The prevalence of stunting in children under 5 years is 36.8 percent.²⁶The national prevalence for Global Acute Malnutrition is reported at 7 percent, Moderate Acute Malnutrition at 5.5 percent and Severe Acute Malnutrition is reported to be 1.5 percent for children under 5 years old.²⁷

14. The insurgency in northeast of the country has added pressure to a fragile resource environment and increased the food and nutrition insecurity, particularly those of vulnerable women and children. Addressing the humanitarian crisis in northeast Nigeria is the Government’s most immediate hunger priority.²⁸ The food insecure population in north-eastern Nigeria, which was 2.4 million in 2018,²⁹ significantly deteriorated in the BAY states, indicating that food insecure population is 2.9 million in 2019,³⁰ and 3.7 million in 2020.³¹ The deterioration in food security is linked to the upsurge in insecurity, which have led to a new wave of displacements, and limited access to farming and grazing land. Global acute malnutrition (GAM) in children aged 6-59 months increased from 6.7 percent in 2017 to 11 percent in 2019.³²

15. In 2020, under the COVID-19 pandemic and its preventive measures, poor households are facing increased difficulty meeting their basic food needs as a result of higher food prices, with reduced access to income due to the movement restrictions.³³ In particular, it is anticipated that a COVID-19 outbreak would impact the economic livelihoods of people in the BAY states, resulting in an increase in the number of food insecure individuals to 5.1 million in June 2021.³⁴ Given the largely urban and peri-urban sources of livelihood in Borno, it is expected to be hit the hardest with 62 percent of its population compared to Adamawa and Yobe states with more agriculture-based sources of livelihood.³⁵

Figure 1: Nigeria, Cadre Harmonisé food insecurity Current situation (October–December 2020)



Source: Northeastern Nigeria – Adamawa, Borno and Yobe FAO Situation Report– December 2020

²⁴ The International Institute of Tropical Agriculture (IITA). 2016. Synthesis Report of the Nigeria Zero Hunger Strategic Review

²⁵ Global Hunger Index 2020 <https://www.globalhungerindex.org/pdf/en/2020/Nigeria.pdf>. Nigeria scores 29.2.

²⁶ Food and Agriculture Organization of the United Nations (FAO). The State of Food Security and Nutrition in the World 2020.

²⁷ National Bureau of Statistics Nigeria. 2018. National Nutrition and Health Survey 2018

²⁸ IITA. 2016. Synthesis Report of the Nigeria Zero Hunger Strategic Review

²⁹ Estimation of total population in Phase 3 to 5 of IPC. November 2018. Cadre Harmonisé for Identification of Risk Areas and Vulnerable Populations in Sixteen (16) States and the Federal Capital Territory (FCT) of Nigeria

³⁰ June 2019 estimation of total population in Phase 3 to 5 of IPC. 2019. Cadre Harmonisé Analysis Update to Identify Risk Areas and Vulnerable Populations in Acute Food and Nutrition Insecurity in Adamawa, Borno and Yobe States of Nigeria

³¹ June to August 2020 estimation of total population in Phase 3 to 5 of IPC. March 2020. Cadre Harmonisé Result for Identification of Risk Areas and Vulnerable Populations in Sixteen (16) Northern States and the Federal Capital Territory (FCT) of Nigeria

³² OCHA. December 2019. Nigeria Humanitarian Needs Overview 2020.

³³ FEWSNET. August 2020. Nigeria Food Security Alert.

³⁴ Estimation of total population in Phase 3 to 5 of IPC. November 2020. Cadre Harmonisé Result for Identification of Risk Areas and Vulnerable Populations in Fifteen (15) Northern States and the Federal Capital Territory (FCT) of Nigeria

³⁵ UNDP. April 2020. The COVID-19 Pandemic In Nigeria Brief 2, Potential Impact on the North-East.

Agriculture

16. Agriculture sector contributes about 20 percent to GDP with 46 percent of arable land cultivated. Farmers have no title to 95 percent of agricultural land,³⁶ while 70 percent of the labor force works in agriculture.³⁷ Smallholder agricultural producers, who produce 90 percent of Nigeria's food³⁸ in average one to five hectares of unirrigated plots, constitute the vast majority of rural dwellers. Their food value chains are largely undeveloped with high postharvest losses which can be as much as 50 percent for vegetables and fruits, and 20 percent for grains.³⁹ Although women are heavily involved in various aspects of agriculture supplying between 50-70 percent of the labour, they have less than 20 percent of agricultural assets and earn and produce less.⁴⁰

17. In 2020, COVID-19 preventive measures, which disrupted movement of cross-state and cross-border migratory agriculture laborers, reportedly decreased the supply of agricultural labor in some areas of the country. The decline in agricultural labor demand has negatively affected incomes for many seasonal laborers and undermined progression of the main growing season by reducing critical seasonal agricultural activities. Some farmers reported cultivating less land than they typically do, indicating that they planted fewer crops. This, in addition to the conflict in the north, is likely to lead to a below-average national main season production.⁴¹

Climate Change and Vulnerability

18. Climate change across the Sahel impacts on Nigeria, considered to be at "extreme climate risk". Increasingly unpredictable weather, more frequent droughts and floods and land degradation threaten the livelihoods of a population dependent on agriculture for survival. With climate shocks occurring more frequently, vulnerable households are less able to cope with, and recover from, crises.⁴²

Education

19. While primary education is officially free and compulsory in Nigeria, about 10.5 million children aged 5-14 years are not in school with 61 percent of 6-11-year-olds regular attendance in primary school, while primary education completion rate is 81 percent for male and 79 percent for female.⁴³ It is estimated that over 10 million children are out-of-school in primary education.⁴⁴

20. In the north of the country, a net attendance rate is at 53 percent.⁴⁵ States in the northeast and northwest have female primary net attendance rates of 47.7 percent and 47.3 percent, respectively. The education deprivation in northern Nigeria is driven by various factors, including economic barriers and socio-cultural norms and practices that discourage attendance in formal education, especially for girls.⁴⁶ In the northeast BAY states, 935 schools are closed due to frequent insecurity, leaving over 1.4 million girls and nearly 1.3 million boys out of school.

21. In 2006 – 2016 period, adult literacy rate is 51 percent and youth female literacy is 58 percent, while the youth male literacy rate was 77 percent.⁴⁷ Regional disparities are also significant, with 78 percent of

³⁶ International Fund for Agricultural Development (IFAD). Nigeria Overview.

<https://www.ifad.org/en/web/operations/country/id/nigeria> accessed on 25 November 2020.

³⁷ IITA. 2016. Synthesis Report of the Nigeria Zero Hunger Strategic Review

³⁸ IFAD. Nigeria Overview. <https://www.ifad.org/en/web/operations/country/id/nigeria> accessed on 25 November 2020.

³⁹ Office of the Senior Special Assistant to the President. June 2017. Implementation of the SDGs: A National Voluntary Review.

⁴⁰ United Nations Sustainable Development Framework Nigeria 2018-2022.

⁴¹ FEWSNET. August 2020. Nigeria Food Security Alert.

⁴² OCHA 2017 Sahel 2018: Overview of Humanitarian Needs and Requirements

https://reliefweb.int/sites/reliefweb.int/files/resources/HNRO_Sahel-2017-EN_1.pdf.

⁴³ United Nations Children's Fund (UNICEF). State of World's Children <https://www.unicef.org/sowc/>

⁴⁴ Federal Republic of Nigeria. 2020. Nigeria Integration of the SDGs into National Development Planning: A Second National Voluntary Review

⁴⁵ UNICEF Nigeria Education. <https://www.unicef.org/nigeria/education> Accessed on 25 November 2020.

⁴⁶ UNICEF. Nigeria Education. <https://www.unicef.org/nigeria/education> Accessed on 25 November 2020.

⁴⁷ UNDP. 2018. Human Development Report 2018 Statistical Update.

South Western children able to read full or part sentences, while only 17 percent of northeastern children can.⁴⁸

Gender

22. Nigeria has indicated some progress, while it is slow, in promoting gender equality. In 2018, 24 percent of national parliamentarians were women, increased from 11.3 percent in 1995.⁴⁹ In Nigeria, women occupy about 30 percent of all posts in the public sector and 17 percent of senior management and decision-making positions.

23. Nigeria ranks 128 out of 158 countries on the Global Gender Gap Index in 2020.⁵⁰ There are major gaps on gender disaggregated data on various social and economic sectors. Nigeria's Gender Inequality Index (GII) varies by geo-political zones and status according to 2013 data. The GII is highest in the northwest (0.774) and lowest in the southeast (0.397). All southern geopolitical zones have GII values lower than the national average (0.579), while northern zones all have GII values higher than the national average.⁵¹

24. About 33.5 percent of women and girls 15 years and older still confront cases of violence and emotional abuse. In 2015, 25 percent of girls and women aged 15 to 49 were reported to have undergone genital mutilation or cutting. Also, 35 percent of women and girls aged 15 years and older were subjected to sexual violence by persons other than an intimate partner in 2015.⁵² Women in urban areas are more likely than their rural counterparts to report having experienced physical violence since age 15 (33 per cent versus 24 per cent) with notable variations by geographical zone.⁵³

25. In the BAY states, sexual and gender-based violence, including rape, is rampant due to the ongoing conflict, insecurity and poor living conditions in Internally Displaced Person (IDP) camps and informal settlements. Sexual exploitation is also a major concern with widespread allegations, which were given credence in 2019 when a military court-martial convicted an officer for rape of a minor. In 2019, 27 percent of gender-based violence (GBV) recorded by the United Nations is incidents of sexual violence, of which rape accounted for 46 percent of all the sexual violence incidents as compared to 16 percent in 2018.⁵⁴

26. Nigeria has the largest number of child brides in Africa and 23 million girls and women were married as children. Currently, 43 percent of girls are married before their 18th birthday and 17 percent are married before they turn 15 years.⁵⁵ One in 21 Nigerian women faces lifetime risk of maternal death, and maternity mortality ration per 100,000 live births is 917 in 2017.⁵⁶

27. GBV is reported to have significantly increased in the three most COVID-19 affected areas (Lagos State, Federal Capital Territory and Ogun State) since the lockdown began in March 2020. In the BAY states, lockdowns and the economic impact of the COVID-19 crisis have complicated the delivery of food, medicines and other basic necessities. With this shortage of basic necessities, female heads of households in particular will be forced to engage in transactional survival sex or contracting child marriage or forced marriage and are expected to be more exposed to other forms of sexual exploitation, violence and abuse.⁵⁷

Migration, Refugees and Internally Displaced People

28. A protracted conflict in northeast BAY states leaves 244,000 Nigerian refugees in neighboring countries, and intercommunal clashes in the northwest that have led to over 40,000 people crossing the

⁴⁸ Office of the Senior Special Assistant to the President. 2020. Nigeria's 2020 Voluntary National Review on Sustainable Development Goals Main Messages

⁴⁹ UNDP. Nigeria. <https://www.ng.undp.org/content/nigeria/en/home/sustainable-development-goals/goal-5-gender-equality.html> Accessed 25 November 2020.

⁵⁰ World Economic Forum. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

⁵¹ United Nations Sustainable Development Framework Nigeria 2018-2022. No updated GII available.

⁵² Office of the Senior Special Assistant to the President. June 2017. Implementation of the SDGs: A National Voluntary Review.

⁵³ United Nations Sustainable Development Framework Nigeria 2018-2022.

⁵⁴ OCHA. March 2020. Humanitarian Response Plan 2020.

⁵⁵ United Nations Sustainable Development Framework Nigeria 2018-2022.

⁵⁶ World Bank Open Data: <https://data.worldbank.org/country>

⁵⁷ UNWOMEN, UNFPA, UNODC and UNICEF. May 2020. Gender-Based Violence in Nigeria during the Covid-19 Crisis: the Shadow Pandemic

border with Niger for safety. Nigeria also hosts about 50,000 Cameroonian refugees in the west and faces a widespread farmers/herders crisis in its middle belt region.⁵⁸

29. In BAY states, 1.8 million people (440,000 women, 364,000 men, 614,000 girls and 516,000 boys) are internally displaced in 2018, with 80 percent of displaced people in Borno State. The protracted nature of displacement has eroded coping mechanisms, significantly weakened resilience, and heightened vulnerabilities.⁵⁹

30. Since August 2015, 1.6 million people have returned to or closer to their homes in BAY states. While government-facilitated returns also started, concerns remain that many areas are not yet conducive for safe and sustainable returns due to insecurity and a lack of access to basic services and infrastructure. This is corroborated by the vast majority of displaced households reporting no active plans to return, citing insecurity and lack of access to services such as food, health and education as main reasons.⁶⁰

Humanitarian Protection

31. The crisis in northeast Nigeria is predominantly characterized as a protection crisis. Protection concerns including killings and maiming, sexual violence and abuse, arbitrary arrests and detention, physical safety and security, forced recruitment, abductions and displacement as well as forced marriages remain a major concern for the physical and mental wellbeing of IDPs, returnees and host communities in the BAY states. Since the start of the conflict in 2009, over 36,000 people have been killed in the BAY states – almost half of them civilians.⁶¹

National Policies and the SDGs

32. Following the adoption of the 2030 Agenda, Nigeria began to implement the SDGs by establishing institutional frameworks at the national and sub-national levels. Nigeria chose to use the integrated Sustainable Development Goals (iSDG) policy simulation model, as a planning tool, to address some of its most pressing development challenges at national, sub-national and sectoral levels and to enhance the coherence in policy formulation and planning by minimizing trade-offs and maximizing synergies between various policy measures.⁶²

33. The Government launched the **Nigeria Economic Recovery and Growth Plan (NERGP)** as a Medium-Term Plan covering the period 2017-2020. The Plan, founded on the principles of tackling constraints to growth; leveraging the power of the private sector and promoting national cohesion and social inclusion, is aimed at a triad of objectives that includes restoring growth; investing in people and building a globally competitive economy. The strategy outlines programmes and initiatives that address the economic, social and environmental dimensions of development and captures the spirit that is, to a large extent, consistent with the aspirations of Agenda 2030 and the Sustainable Development Goals (SDGs). The Plan also provides a framework for the harmonization and coordination of strategic Federal level policy.⁶³

34. The three pillars for the next long-term strategy (2021-2030) are poverty (SDG 1), corruption, and security (SDG 16). The President has prioritized lifting 100 million Nigerians out of poverty over the next ten years as a top national priority. However, these aspirations and their targets were set before the COVID-19 pandemic. The pandemic risks setting Nigeria back in its development goals, given the fragile macroeconomic stability that the NERGP had achieved over the past two years.⁶⁴

35. 'Rebuilding the North East', so-called **the Buhari Plan** launched in 2016, is a harmonized plan for restoring normalcy in northeast region by laying the foundation for socio-economic transformation through strategic intervention programmes, with clear sustainable objectives aimed at restoring livelihoods, economic opportunities and long term peace in the region. The Plan seeks to have one integrated planning document and framework that serves as the national roadmap for all interventions in the northeast. Built around 10

⁵⁸ OCHA. December 2019. Nigeria Humanitarian Needs Overview 2020.

⁵⁹ OCHA. Dec 2018. Humanitarian Response Strategy 2019 – 2021.

⁶⁰ OCHA. Dec 2018. Humanitarian Response Strategy 2019 – 2021.

⁶¹ OCHA. December 2019. Nigeria Humanitarian Needs Overview 2020.

⁶² The Presidency. UNDP. Achieving the SDGs in Nigeria: Pathways and Policy Options

⁶³ Federal Republic of Nigeria. 2017. Implementation of the SDGs: A National Voluntary Review

⁶⁴ Federal Republic of Nigeria. 2020. Nigeria Integration of the SDGs into National Development Planning: A Second National Voluntary Review

pillars of economic development, the plan looks at safety and security, good governance, infrastructure, agriculture, health, education, entrepreneurship, women and youth empowerment, regional planning and strategic growth, environment, border security and international trade development, and solid minerals.

36. In June 2017, the first national voluntary review on the SDGs implementation was presented. Three major lessons have been learnt are i) criticality of technology-based, open and transparent progress tracking and reporting systems, ii) necessity of devising innovative and adaptive practices and programme delivery mechanisms to overcome bureaucratic bottlenecks and iii) domestic resource mobilization and new sources of financing as well as effective global and national partnerships. In so doing, the identified three major challenges are: i) over-reliance on the oil and gas sector; dwindling agricultural production and productivity as well as limited value addition in the agricultural sector, ii) Infrastructural deficits and technological gaps and iii) Economic Recession and Humanitarian crisis in northeast of the country. ⁶⁵

37. In 2020, Nigeria published the second national voluntary review on the SDGs implementation of seven SDGs that were deemed priority areas, namely SDG-1, 3, 4, 5, 8, 16 and 17. The review's recommendations include: facilitating access of the most food-insecure households to credit, agricultural inputs, markets, and infrastructure and building resilient communities (SDG-1), strengthening the local level in health systems using technology (SDG-3), Increasing government funding of the education sector, increasing government funding of the education sector and improving school system management (SDG -4) and Addressing disparity and the prevalence of gender stereotypes with gender-responsive budgeting (SDG-5). Government of Nigeria has also conducted country-led evaluations of SDG 3 and SDG 4.

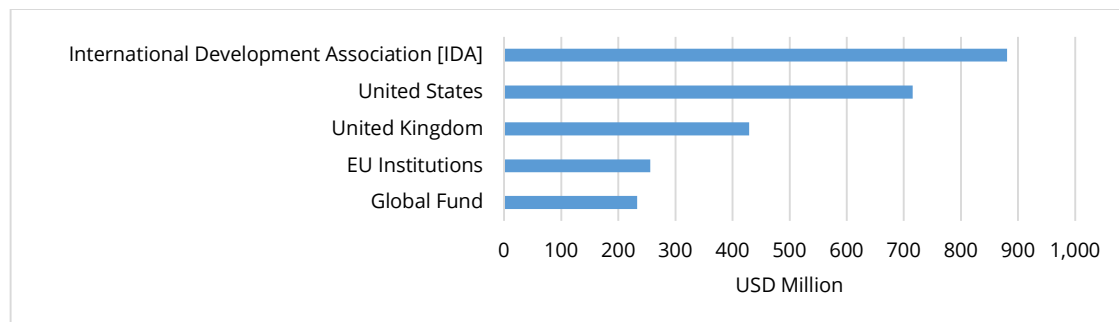
38. Besides national-level plans, there are state-level development frameworks. For example, Borno State 25 years Development Framework (2020-2045) is launched with five strategic pillars, namely human capital, leadership in agriculture, health citizenry, sustainable environment and regional trade hub, supported with four enabling strategic pillars.⁶⁶

International Development Assistance

39. During 2016 - 2018,⁶⁷ Nigeria received a yearly average US\$ 3,053 million net Official Development Assistance (ODA). The proportion of net ODA per GDP increased from 63 percent in 2016 to 92 percent in 2017, then slightly decreased to 87 percent in 2018. The top five average ODA funding sources between 2015-2018 are International Development Association, United States, United Kingdom, EU Institutions and Global Fund (Figure 2) followed by Germany, Global Alliance for Vaccines and Immunization, France, African Development Fund, UNICEF and Canada.

40. Main humanitarian donors have comprised of United States, Germany, European Commission's Humanitarian Aid and Civil Protection Department, UN Central Emergency Response Fund and United Kingdom.

Figure 2: Top five donors of Gross ODA for Nigeria, 2016 -2018 average, USD million



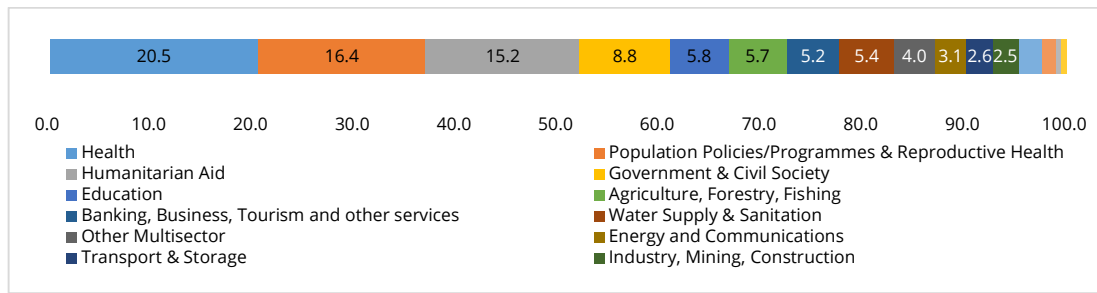
*Note: 2019 and 2020 has not been available yet at the OECD website.
Source: OECD website, data extracted on 11 Dec 2020*

⁶⁵ Federal Republic of Nigeria. 2017. Implementation of the SDGs: A National Voluntary Review

⁶⁶ Borno State Government. June 2020. Borno State 25 years Development Framework (2020-2045)

⁶⁷ Data on Nigeria CSP Cycle, i.e. from 2019 has not yet been available on OECD website.

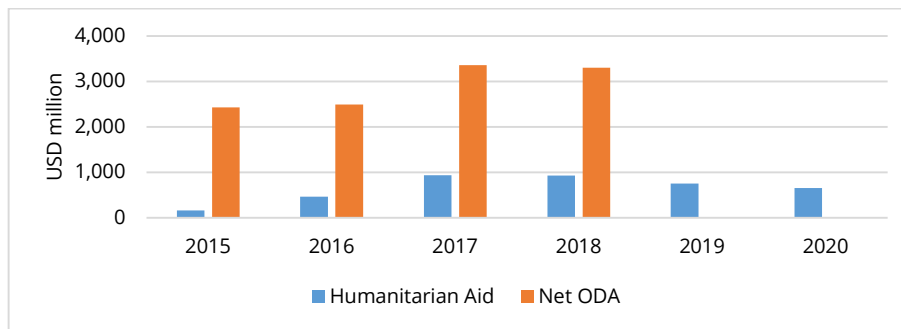
Figure 3: ODA Disbursements to Nigeria over the main sectors during 2015-2018 (Percentage share)



Note: 2019 and 2020 has not been available yet at the OECD website.

Source : <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm>

Figure 4: International Assistance to Nigeria 2015-2020



No ODA data available for 2019 and 2020

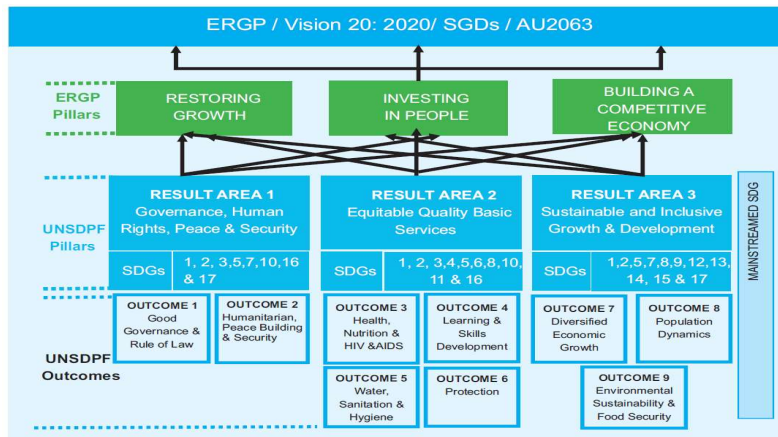
Source : OECD-DAC, UN OCHA – FTS (Accessed on 12 Dec 2020)

United Nations in Nigeria

41. **The United Nations Sustainable Development Partnership Framework (UNSDPF)** covers the period of 2018 – 2022 with a total budget of US\$ 4.2 billion. It leverages the expertise, capacity and resources of the United Nations to support the Government’s priorities with regard to the Economic Recovery and Growth Plan (ERGP), the Sustainable Development Goals (SDGs), Africa Union Agenda 2063 and other internationally agreed declarations.

42. The UNSDPF’s three strategic priority result areas were i) governance, human rights, peace and security, ii) equitable quality basic services, and iii) sustainable and Inclusive economic growth and development with nine outcomes (Figure 5).

Figure 5: UNSDPF Results Framework Overview

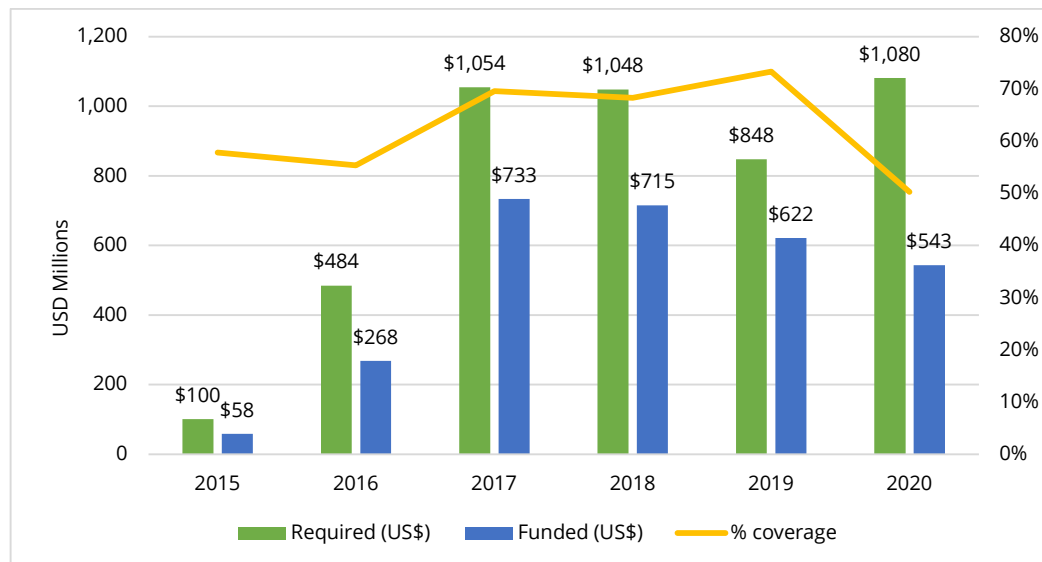


Source: UNSDPF 2018 – 2022

43. **The 2019-2021 Multi-Year Humanitarian Response Strategy** provides the framework for planning and coordinating the delivery of humanitarian assistance that can also catalyze early recovery and long-term development to address both acute and chronic needs in the complex and protracted crisis in northeast Nigeria. The strategy is aligned to the Buhari Plan and is in line with the Economic Recovery and Growth Plan with three strategic objectives; i) save lives by providing timely and integrated multi-sector assistance and protection interventions to the most vulnerable, ii) enhance timely, unhindered and equitable access to multi-sector assistance and protection interventions through principled humanitarian action and iii) strengthen the resilience of affected populations, promote early recovery and voluntary and safe durable solutions to displacement and support social cohesion. Five areas for collective outcomes of the strategy are: i) basic social services and local governance, ii) durable solutions iii) livelihoods iv) food security and nutrition and v) social cohesion, peace and reconciliation.

44. Since 2016,⁶⁸ Humanitarian Country Team in Nigeria issued **Humanitarian Response Plan (HRP)** based on the Humanitarian Needs Overview. The 2020 Humanitarian Response Plan stems from the 2019-2021 Humanitarian Response Strategy (HRS) with the three strategic objectives. The original 2020 HPR targeted 5.9 million people in needs in BAY states with total requirements of US\$ 838 million. Given the COVID-19 crisis, the HPR updated its target to 7.8 million people with additional requirement of US\$ 242 million to contribute to the containment of COVID-19 outbreak in the BAY states. The 2020 HRP informs the humanitarian pillar of the broader United Nations Integrated Response Framework for preparedness and response to the impact COVID-19, which complements the Government's National COVID-19 Multi Sectoral Pandemic Response Plan, and integrates health response, stabilization, and recovery, peacebuilding and security, access to social services, livelihoods and economic recovery. The top five humanitarian donors are United States, United Kingdom, European Commission's Humanitarian Aid and Civil Protection Department, Germany and WFP.

Figure 6: Nigeria: Funding against response plans and appeals (2015-2020)



Source: OCHA FTS website, data extracted on 12 Dec 2020

⁶⁸ In March 2015, the Nigeria Humanitarian Country Team prepared Humanitarian Response Strategy, prior to the 2016 Humanitarian Response Plan.

2. Reasons for the Evaluation

2.1. RATIONALE

45. Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equality and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the CO’s new Country Strategic Plan (CSP) – scheduled for Executive Board consideration in November 2022.

2.2. OBJECTIVES

46. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country-level strategic decisions, specifically for developing WFP’s future engagement in Nigeria and 2) provide accountability for results to WFP stakeholders. The evaluation also assesses the progress towards gender equality and women’s empowerment (GEWE) through its CSP in-country.

2.3. STAKEHOLDER ANALYSIS

47. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFPs country office, Regional Bureau for Western Africa (RBD) and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the government of Nigeria, local and international Non-Governmental Organizations (NGO) and the UN Country Team and WFP Office of evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

48. Key stakeholders at country level, including beneficiaries, national government and civil society institutions as relevant, international development actors present in the country, including UN system, International Financial Institutions and key donors.

3. Subject of the Evaluation

3.1. SUBJECT OF THE EVALUATION

49. **Historical background of Nigeria Operation:** In 2015, WFP started its in-country operation in Nigeria from the technical support to Nigeria National Emergency Management Agency (NEMA) and State Emergency Management Agency (SEMA) staff in Borno, Yobe and Adamawa states in northeast Nigeria. These activities were introduced under the 3rd budget revision (BR-3) of the regional Emergency Operation (EMOP) 20077 (2015 – 2018) to address Lake Chad Basin crisis. Also in 2015, WFP established its United Nations Humanitarian Air Service (UNHAS) in Nigeria through Special Operation (SO) 200834 (May 2015 -June 2018) to provide flights to various locations in the northeast, facilitating access to crisis-affected areas hampered by insecurity.

50. In 2016, WFP officially re-established its office in Nigeria. WFP rapidly scaled up its operations in northeast Nigeria to address the persistent and alarming food insecurity and nutrition situation. Concurrently, WFP activated a Corporate Level 3 Emergency Response to support extensive expansion of WFP's life-saving operations in northeast Nigeria. WFP response rapidly scaled up in the course of 2016 under the regional EMOP 200777 with the introduction of in-kind general food assistance. The SO 201032 (November 2016 - June 2018) leading Logistics and Emergency Telecommunications Sectors was also launched in late 2016. The regional EMOP 200777 operated until 31 December 2018 with 12 budget revisions.

51. **2017 evaluation of regional emergency operation 200777 :** This operational evaluation of regional response to the Lake Chad basin covered Cameroon, Chad, Niger and Nigeria. The evaluation recommended i) gradual shift to recovery activities ii) strengthen the analysis for better planning of recovery phase with external synergies. iii) capitalization on regional approaches and associated support mechanisms iv) continuation of efforts to support and document the implementation of innovative strategies for nutrition v) strengthening the treatment of cross-cutting issues in humanitarian crisis situations, vi) close monitoring of the use of cash transfers in a context of disrupted markets vii) deepening the analysis of the targeting strategy, viii) strengthening M&E systems , and ix) strengthening the operational mechanisms and the teams of the sub-offices concerned.

52. **Evaluation of WFP's Corporate Emergency Response in Northeast Nigeria** covering the period of March 2016 – November 2018 concluded that the ability of WFP to rapidly scale up was impressive and is credibly associated with food security improvements, but that WFP was slower to deliver a high-quality response. It also highlighted that the country strategic plan's increasing attention on the role of WFP in supporting the capacity strengthening of national institutions and knowledge transfer has not yet been matched by investment in staff capacities, resources or guidance, and there are important opportunities to further develop and strengthen coordination and partnership approaches, considering the complexity and scale of the food security crisis in northeast Nigeria. Seven recommendations were made, those largely related to the country office were: strengthening support for country offices in planning, delivering and reporting on capacity strengthening for national institutions in emergencies, maintaining a core strategic focus on addressing the immediate needs of affected populations in northeast Nigeria, promotion of the application of humanitarian principles, reinforcement of efforts to mainstream gender in programme activities; and improvement of its targeting approach with clarity.

53. In 2016, with the support of the Federal Government and partners, a **Nigeria Zero Hunger Strategic Review** process was initiated. The recommendations of the review include: expansion of social protection and safety nets with an emphasis on the most vulnerable segments of the Nigerian population including conflict affected people, expansion of an integrated and multi-sectoral action to address the underlying causes of undernutrition across the lifecycle including household food security, scale-up of the nutrition specific interventions, a need for providing technical assistance to build capacity of private sector companies for the quality fortified blended food and its monitoring system by the Government regulators, the modernization of smallholder agriculture production, more sustainable management of agricultural resources, better use of genetic plant and animal resources, needs for expanded irrigation systems and efficient use of available dams for agriculture, availability of crop seeds and improvements in disaster prevention and emergency response. Several cross-cutting actions including improved multi-stakeholder coordination, governmental and interinstitutional reforms and improvements in project and administrative operations are also recommended.

54. **Nigeria Country Strategic Plan (2019 – 2022):** A four-year Nigeria country strategic plan (CSP) is launched in January 2019, building on the Zero Hunger Strategic Review. With the assumption that the security and humanitarian situation in the northeast will improve and that the Government will gradually increase its operational and resourcing capacity to respond to the humanitarian situation, the CSP aims at addressing both humanitarian and development issues operationalizing the humanitarian-development-peace nexus. The CSP plans gradually scaling down the humanitarian response interventions towards, while scaling-up its resilience building work towards capacity development and thus it seeks to harmonize early recovery and development activities in its humanitarian.
55. **Outcomes:** The current CSP aims to contribute directly to SDGs 2 and 17 through six strategic outcomes, of which three strategic outcomes with four activities are under SDG 2, while other three strategic outcomes with five activities are under SDG 17 (**Error! Reference source not found.** and **Error! Reference source not found.**).

Figure 7: Line of Sight – Nigeria CSP

NIGERIA COUNTRY STRATEGIC PLAN LINE OF SIGHT (2019-2022)					
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 3 – Smallholder productivity and incomes (SDG Target 2.3)	SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 5- Countries strengthened capacities (SDG Target 17.9)	SR 6- Policy Coherence (SDG Target 17.14)	SR 8- Enhance Global Partnership (SDG Target 17.16)
CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING	ROOT CAUSES	ROOT CAUSES	CRISIS RESPONSE
OUTCOME 1: IDPs, returnees, refugees and local communities affected by crisis in Nigeria are able to meet their basic food and nutrition needs during and in the aftermath of shocks.	OUTCOME 2: Vulnerable populations in targeted areas become more resilient to shocks and are able to meet their basic food needs throughout the year	OUTCOME 3: Nutritionally vulnerable people in chronically food insecure areas have enhanced nutritional status in line with achieving national and global targets by 2025	OUTCOME 4: Federal, state and local actors have strengthened capacity to manage food security and nutrition programmes in line with national targets in the short, medium and long-term	OUTCOME 5: Government and partner efforts towards achieving Zero Hunger by 2030 are supported by effective and coherent policy frameworks	OUTCOME 6: Humanitarian community is enabled to reach and operate in areas of humanitarian crisis throughout the year
OUTPUTS: • Food-insecure IDPs, returnees, refugees and local communities affected by crises receive food assistance that meets their basic food and nutrition needs • Food-insecure crisis-affected people receiving food assistance, especially women and adolescents, benefit from skills training and income-generation support that promote their self-reliance and access to markets • Children aged 6–59 months, pregnant and lactating women and girls (PLWG) and other nutritionally vulnerable populations affected by crises receive specialized nutritious food and accompanying behavioral change communications that prevent and treat malnutrition	OUTPUTS: • Food-insecure people, including smallholders, benefit from preserved and created assets that improve their livelihoods and food security and promote their resilience to climate disruptions and other shocks • Crisis-affected, food insecure smallholder farmers benefit from improved post-harvest handling practices and increased access to markets that support their early recovery and resilience	OUTPUTS: • Children aged 6–59 months and PLWG benefit from access to nutritious foods that improve diets • Children aged 6–59 months, PLWG, adolescent girls benefit from integrated, multi-sectoral nutrition prevention package that improves nutrition status • Children aged 6–59 months, PLWG, adolescent girls and other nutritionally vulnerable groups (including people living with HIV) benefit from evidence and results generated by integrated nutrition approaches that improve the nutrition services provided by the government, NGOs (international and local) and community-based organizations	OUTPUTS: • Vulnerable people benefit from the strengthened capacity of federal, state and local actors to manage safety nets and thus improve their food security, nutritional status and access to complementary services • Food insecure people benefit from the strengthening of the emergency preparedness and response capacity of national, state and local actors, including with regard to vulnerability assessment mapping and early warning systems, and thus benefit from improvements in their ability to address the specific needs of various vulnerable groups effectively • Smallholders benefit from improved public and private institutions' capacity to support value chains, including enhanced food quality and standards, and local production of nutritious foods	OUTPUTS: Nigerians benefit from alignment of the policies, plans and programmes of the government and its partners with the recommendations of the national zero hunger review and thus from efficient, effective and equitable progress towards zero hunger	OUTPUTS: • Crisis-affected people benefit from efficient logistics services through which they receive timely life-saving food assistance • Crisis-affected people benefit from reliable telecommunications that facilitate timely humanitarian assistance • Crisis-affected people benefit from UNHAS services that facilitate timely humanitarian assistance
ACTIVITY 1: Provide unconditional food assistance and income-generating activities to food-insecure IDPs, returnees, refugees and host communities affected by crises (activity category 1; modalities: Food, CBT & CS)	ACTIVITY 3: Provide conditional transfers to food-insecure persons, including women, young people and smallholders (activity category 2; modalities: Food, CBT and CS)	ACTIVITY 4: Support improving the nutrition status of children, PLWG, adolescent girls and other nutritionally vulnerable groups (including people living with HIV) through an integrated malnutrition prevention package, including access to nutritious food and quality care, social behavioural change communication and capacity strengthening (activity category 8; modalities: Food, CBT and CS)	ACTIVITY 5: Support the technical capacity of federal, state and local actors in information management systems, vulnerability assessment and mapping, monitoring and evaluation, safety net management, food technology and fortification, supply chains, nutrition and emergency preparedness and response, integrating gender considerations. [Activity category 9; modality: C.S]	ACTIVITY 6: Support the Zero Hunger Forum and food and nutrition security coordination and advocacy in line with the recommendations of the zero hunger strategic review (activity category 9; modality: C.S)	ACTIVITY 7: Provide common logistic services to government, United Nations and NGO partners to facilitate effective field operations (activity category 10; modality: service delivery)
ACTIVITY 2: Provide nutrition prevention and treatment packages to children 6-59 months, PLWG, other nutritionally vulnerable populations and persons with caring responsibilities (activity category 6: Food, CBT & CS)				ACTIVITY 8: Provide common emergency telecommunications services to government, United Nations and NGO partners to facilitate effective field operations and provide for staff security (activity category 10; modality: service delivery)	ACTIVITY 9: Provide humanitarian air services to all partners until appropriate alternatives are available. (activity category 10; modality: service delivery)

Source: Nigeria Country Strategic Plan (2019 – 2022)

56. **Beneficiaries:** The original CSP planned to support a total of 892,000 unique beneficiaries during the CSP, and 871,672 people are assisted in 2019. However, given the deteriorating humanitarian situation in northeast Nigeria contrary to the expectations, the CSP Budget Revision (BR 01) was approved in March 2020 to increase the beneficiaries under strategic outcome 1. In the light of ongoing instability and a fluid operational context, budget revision 1 also proposed to increase the CSP contingency caseload from 100,000 to 200,000 beneficiaries to enhance WFP's operational agility in northeast Nigeria and elsewhere. At the same time, original CSP's approach of gradually reducing strategic outcome 1 beneficiary caseloads and the related scale-down of crisis response interventions, while simultaneously enhancing livelihoods support to affected populations under strategic outcome 2, is still maintained with this BR 01. Total planned beneficiaries of the CSP is 1.2 million as of December 2020 (Table 1). In March 2021, further budget revision (BR 02) is being

developed to increase beneficiaries by 1 million to address food and nutrition insecurity deteriorated due to the continued intensification of conflict in Northeast Nigeria and the impact of COVID-19.

Table 1: Beneficiaries by Strategic Outcome and Activity (All Years), Nigeria CSP

Strategic Outcome	Activity	Boys	Girls	Men	Women	Total
SO1	Activity 01: Provide unconditional food assistance and income-generating activities to food-insecure IDPs, returnees, refugees and host communities affected by crises	228,376	222,851	142,735	326,909	920,870
	Activity 02: Provide nutrition prevention and treatment packages to children 6-59 months, PLWG, other nutritionally vulnerable populations and persons with caring responsibilities	94,173	94,513	0	178,812	367,498
SO2	Activity 03: Provide conditional transfers to food-insecure persons, including women, young people and smallholders	62,000	60,500	38,750	88,750	250,000
SO3	Activity 04: Support improving the nutrition status of children, PLWG, adolescent girls and other nutritionally vulnerable groups (including people living with HIV) through an integrated malnutrition prevention package, including access to nutritious food and quality care, social behavioural change communication and capacity strengthening	11,850	13,150	0	80,000	105,000
Total without overlap		288,314	284,397	132,000	490,565	1,195,277

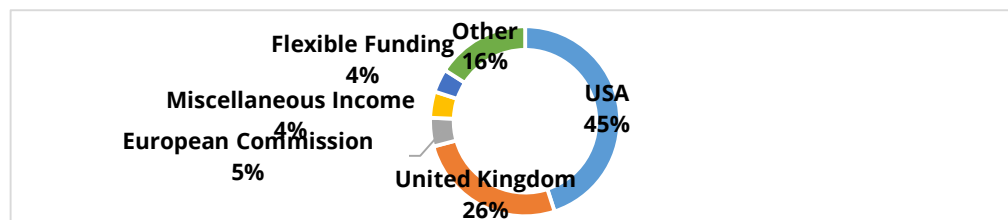
Table 1 does not include anticipated the beneficiary increase under BR 02, which is currently under development.

Source: COMET CM-P013 (Date of Extraction: 10 Dec 2020)

57. **Gender and AAP:** The Gender and Age Marker of the CSP rates 4, i.e. it fully integrates gender and age. The CSP commits to adopt a gender-transformative approach that reflects the needs of women, men, girls and boys, placing an emphasis on addressing barriers to gender equality by supporting women's and girls' empowerment and engaging men and boys in efforts to change harmful ideas based on masculinity to support sustained food security. Gender analyses is expected to be systematically integrated into assessments and targeting. Also, the CSP ensures that affected populations are consulted throughout all stages of the programme cycle and beneficiary feedback mechanisms will be tailored to their preferred means of communication that resonate with the evaluation recommendation.

58. **Requirement and funding:** The CSP Nigeria originally required US\$ 587 million, which was revised upwards to US\$ 771 million with the budget revision 01 for its four-year CSP cycle. As of December 2020, total contributions allocated for the CSP since its commencement amounted to US\$ 493 million,⁶⁹ which corresponds to 64 percent of overall needs. The top five donor sources to the Nigeria CSP in order of magnitude are: United States, United Kingdom, European Commission, miscellaneous income and flexible funding (Figure 8). The top two donors' contributions consist more than 70 percent of the total received funding as of December 2020.

Figure 8 : Nigeria CSP's (2019-2022) top 5 donors as of 08 December 2020



Source: WFP FACTory data extracted on 08 December 2020

⁶⁹ As of 8 December 2020. WFP FACTory.

59. As of December 2020, 82 percent of Needs Based Plan is allocated in Crisis Response Focus Area that covers Strategic Outcomes 1 and 6, while 11 percent is for Resilience Building activities (Strategic Outcome 2 and 3) and 1 percent for addressing Root Causes (Strategic Outcome 4 and 5) (Table 2 and Table 4). Also, 97 percent of confirmed contribution is earmarked at Activity level, and relatively flexible funding earmarked at the level of Strategic Outcome and Country are 1.5 percent and 1.4 percent respectively (Table 3).

Table 2: Nigeria CPB (2019-2022) Summary of allocated contribution by focus area

Focus Area	Confirmed Contributions (USD)	% of Total Contributions
Crisis Response	372,758,406	82%
Resilience Building	50,610,350	11%
Root Causes	2,981,400	1%
Not assigned	27,395,420	6%
Sum	453,745,576	100%

Source: WFP analytics/Grant Balance Report extracted on 08 December 2020 (confirmed contribution values do not include indirect support costs)

Table 3: Nigeria CPB (2019-2022) Summary by donor allocation level

Donor Earmarking level	Confirmed Contributions (USD)	% of Total Contributions
Country Level	6,314,452	1.4%
Strategic Outcome Level	6,990,833	1.5%
Activity Level	440,440,201	97.1%
Sum	453,745,576	100%

Source: WFP analytics/Grant Balance Report extracted on 08 December 2020 (confirmed contribution values do not include indirect support costs)

Table 4: Cumulative Financial Overview (USD) as of 8 December 2020

Strategic Outcome	Needs Based Plan		Allocated Resources	
	Needs Based Plan (NBP) USD	% of SO against Total	Allocated Resources (USD)	% of SO against Total
01. IDPs, returnees, refugees and local communities affected by crisis in Nigeria are able to meet their basic food and nutrition needs during and in the aftermath of shocks <i>Focus area: Crisis Response</i>	351,169,127	70	330,399,257	75
02. Vulnerable populations in targeted areas become more resilient to shocks and are able to meet their basic food needs throughout the year <i>Focus Area: Resilience Building</i>	61,607,888	12	43,179,452	10
03. Nutritionally vulnerable people in chronically food insecure areas have enhanced nutritional status in line with achieving national and global targets by 2025 <i>Focus Area: Resilience Building</i>	26,795,314	5	8,116,163	2
04. Federal, state and local actors have strengthened capacity to manage food security and nutrition programmes in line with national targets in the short, medium and long-term <i>Focus Area: Root Causes</i>	4,536,872	1	2,966,672	1
05. Government and partner efforts towards achieving Zero Hunger by 2030 are supported by effective and coherent policy frameworks <i>Focus Area: Root Causes</i>	449,421	0.08	25,000	0.005
06. Humanitarian community is enabled to reach and operate in areas of humanitarian crisis throughout the year <i>Focus area: Crisis Response</i>	59,802,369	12	4,187,014	1
Non SO Specific	0	0	47,127,969	11
Total Direct Operational Cost	504,360,991	100	438,093,344	100

Note: Needs Based Plan above shows snapshot as of December 2020 and does not indicate the entire CSP period. The allocation figures are still tentative and indicative, subject to verification and possible change at the time of financial closure. The figures don't include Direct and Indirect Support Costs. The Allocated resources includes sum of allocated contributions, advance and allocations.

Source: WFP analytics, ACR1 Annual Country report cumulative financial overview (extracted on 03rd February 2021)

60. **Partners:** WFP's national government partners comprise ministries and agencies such as National Emergency Management Agency (NEMA), Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, Federal Ministry of Agriculture, National Bureau of Statistics (NBS) and National Social Investment Office (State House). WFP also closely collaborates with municipalities for local level activity implementation such as State Emergency Management Agencies (SEMAs), Borno State Ministry of Reconstruction, Rehabilitation and Resettlement (RRR), and Yobe State Primary Health Care Management Board.

61. WFP works closely with United Nations sister agencies United Nations Children's Fund (UNICEF), United Nations High Commissioner for Refugees (UNHCR), Food and Agricultural Organization (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Population Fund (UNFPA) and International Organization of Migration (IOM) as a member of the UN Country Team, which consists of 21 UN agencies. In addition, WFP partners with multilateral and bilateral donors in the design, funding, delivery and coordination of technical assistance.

62. **Staffing:** WFP Nigeria Country Office has approximately 343 staff as of December 2020, of which 39 percent is women. Seventy-nine percent of WFP personnel are national staff.⁷⁰ The WFP Nigeria country office, which locates in the capital Abuja, has one Area Office in Maiduguri in Borno state and one Sub-Office in Damaturu in Yobe state.

3.2. SCOPE OF THE EVALUATION

63. The evaluation will cover all of WFP's activities for the period of January 2019 - mid 2021. This period follows directly on from the Corporate Emergency Evaluation. The evaluation team should take account of the results of this evaluation and how the recommendations have been addressed with follow on actions in the implementation of the Country Strategic Plan. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions.

64. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national and sub-national governments and the international community.

65. The evaluation will also assess the cross-cutting results such as GEWE, equity, protection, accountability for affected populations and wider inclusion issues.

66. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.

⁷⁰WFP People Map at 23 December 2020.

4. Evaluation Approach, Methodology and Ethical Considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

67. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub questions as relevant and appropriate to the CSP and country context, including as relates to assessing the response to the COVID crisis. Adaptation and response to COVID could fit under several of the four standard questions, for example as relates to issues of appropriate targeting and efficiency in delivery (EQ1 and EQ3) or adaptation and responsiveness (EQ4) among other. Some sub questions and/or minimum lines of enquiry that should be covered by the evaluation, as relevant to each CSP and country context, are indicated in the evaluation matrix template (Annex 10).

EQ1 – To what extent is WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs – including its response to the COVID-19 pandemic?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Nigeria ?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3: To what extent has WFP’s used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP’s activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP ?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?

4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

68. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage as applicable. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.

69. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, related to WFP's main thrust of activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning to the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions. If necessary, evaluation questions and sub-questions may be added or adjusted to cover specificity of the country strategic plan in Nigeria.

4.2. EVALUATION APPROACH AND METHODOLOGY

70. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).

71. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

72. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

73. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

74. In view of the COVID 19 Pandemic, OEV may decide to adopt a remote evaluation approach, whereby primary data collection will be done through remote interviews and focus groups and, eventually, through an electronic survey. Under this approach, the evaluation will draw fully on all available secondary sources, including previous evaluations and reviews, relevant thematic studies and available monitoring data. Depending on how the country and global contexts evolve, primary data might be collected through in-

country missions, as it would normally be the case. Therefore, the technical and financial offers for the evaluation should consider two scenarios: a) full evaluation approach with inception and main mission conducted virtually and the learning workshop virtually or in country; b) a mixed approach, where the inception mission is conducted virtually but the main data collection mission and learning workshop would be in country.

75. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

76. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

77. This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- the quality of the gender analysis that was undertaken before the CSP was designed.
- whether the results of the gender analysis were properly integrated into the CSP implementation.

78. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.

79. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

80. Several issues could have Implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and or limited availability of monitoring data;
- the security situation of the country and its implications for the coverage of field visits during the main mission;

- the time frame covered by the evaluation. CSPE are meant to be final evaluations of four-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

81. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified.

- While targets, baseline and follow-up data are mostly reported, some are missing, see Annex 5. As of December 2020, 100 indicators (30 outcome indicators, 9 cross-cutting indicators and 61 output indicators) are registered in the CSP (2019-2022) logical framework⁷¹ in the corporate system. This evaluability assessment is based on 2019 data. Data for 2020 will be available from 31 March 2021.
- The data sources available for the northeast, including biannual Cadre Harmonise, biannual food security data, nutrition surveillance, essential needs assessments, price monitoring data will be available in e-Library.
- The CSP does not have an overall theory of change, while there are theory of changes at activity level. Analysis of the contribution of WFP activities and their outputs to the outcomes set out in CSP as well as those at a national level may be a challenge, particularly in Resilience Building and Root Causes focus areas. Quantitative data related to resilience and capacity building in corporate database is also limited and data availability shall be further explored during the inception phase.
- While there are regularly reported corporate indicators on cross-cutting issues including GEWE at aggregated level, availability of disaggregated data per locality or other categories such as disabilities or social status needs to be explored during the inception phase to make more nuanced assessments of WFP's contribution to the progress of GEWE.
- Additional challenges will include systematic assessment of cost efficiency and effectiveness, humanitarian principles and protection issues. There are inconsistencies of data sets and differences corporate indicators expected.

82. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations (AAP) as well as perspectives of beneficiaries and affected communities.

83. The security level of Borno state, the epicenter of humanitarian activities, is "5" high, which may require to follow UN security clearance procedure and additional security precaution is anticipated to collect data.⁷² Also, seasonality related issues including rainy season (June–September in northern zones) should also be taken into consideration of the data collection planning.

84. The COVID-19 preventive measures may cause travel restrictions and consequently affect the mission plans. The evaluation team needs to identify alternative approaches for data collection, including from affected populations and the most vulnerable, and contingency planning taking into the current unpredictable situation of COVID-19. The evaluation team is expected to design a strong methodology for rigorous data analysis, with measures to address the evaluability of results directly linked to WFP's activities in food assistance, capacity strengthening and knowledge-sharing, gender equality and women empowerment aspects.

85. Coordination, as appropriate, with the planned formative decentralized evaluation of livelihoods activities in northeast Nigeria and Nigeria CSP Mid-Term Review is expected to maximize the efficiency of the evaluation process.

86. **National Data:** National Bureau of Statistics (NBS) has web-based open data including COVID-19 tracking. The DOS website provides a fairly wide range of data, interactive statistics map per state and

⁷¹ COMET Logical Framework CM-L010 (Nigeria CSP) Version 2.0 and 2.1. Accessed 29 December 2020.

⁷² United Nation Department of Safety and Security, security level as of December 2020.

publications,⁷³ while some national level data was collected more than 5 years ago. The other surveys also contribute to monitor the progress towards SDGs.

Table 5: Key national Data availability

Area	Survey	Authority	Last conducted
SDG Indicators	Second Voluntary National Review National Voluntary Review	The Office of the Senior Special Assistant to the President on SDGs	2020 2017
Food Security	LSMS-Integrated Surveys on Agriculture General Household Survey Panel	National Bureau of Statistics (NBS)	2018/2019
Poverty rate	Harmonised Nigeria Living Standards Survey (HLSS)	National Bureau of Statistics (NBS)	2010
Education	Nigeria Digest of Education Statistics	Federal Ministry of Education	2014/2016
Gender based violence, early marriage	Nigeria Demographic and Health Survey (NDHS)	National Population Commission	2013/2018
Under 5 mortality, malnutrition, Maternal Mortality	Nigeria Demographic and Health Survey (NDHS)	National Population Commission	2013/2018
Water, Sanitation and Hygiene	National Outcome routine mapping (NORM) of water, sanitation and hygiene services levels Nigeria	National Bureau of Statistics (NBS)	2019
Birth attendance/family planning	Multiple Indicator Cluster Survey (MICS)	National Bureau of Statistics (NBS) - Ministry of Budget and National Planning	2016/2017 17
Employment, Labor	Labour Force Statistics	National Bureau of Statistics (NBS)	2020/2015

4.4. ETHICAL CONSIDERATIONS

87. Evaluations must conform to WFP and UNEG ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, 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 do no harm to participants or their communities.

88. The evaluation team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Nigeria CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

89. WFP's evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its

⁷³ National Bureau of Statistics: <https://www.nigerianstat.gov.ng/>

conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

90. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

91. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on WFP website alongside the final evaluation report.

5. Organization of the Evaluation

5.1. PHASES AND DELIVERABLES

92. The evaluation is structured in five phases summarized in the table below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The CO and RB have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 6: Summary timeline – key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	March 2021 April 2021 April 2021	Final TOR Evaluation Team and/or firm selection & contract Summary TOR
2. Inception	May 2021 May 2021 June 2021	HQ Briefing Inception Mission Inception report
3. Evaluation, including fieldwork	Mid-July – early August 2021 Early August 2021	Evaluation mission, data collection and exit debriefing Exit Debrief
4. Reporting	September - October 2021 September 2021 Late October – early November 2021 early November 2021 (TBC) December 2021 – January 2022 February 2022	Report Drafting Remote Debrief Comments Process Learning Workshop Final evaluation report Summary Evaluation Report Editing
5. Dissemination	March – November 2022	Management Response and Executive Board Preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

93. The CSPE will be conducted by a gender balanced and geographically diversified team of around five to six evaluation consultants including at least two national evaluators (both male/female) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (specify as relevant) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities.

Table 7: Summary of evaluation team and areas of expertise required

Areas of CSPE	Experience, knowledge and skills required *
Team Leadership	<ul style="list-style-type: none"> Team leadership, coordination, communication, planning, presentation and management including the ability to resolve problems; Skills on high-quality analysis, reporting in English and time management for timely deliverables submission; Strong experience in evaluating implementation of strategic plans and organisational strategic positioning in complex emergency and early transition situation towards higher goals such as SDG 2 and 17; Skills to evaluate capacity strengthening activities ;

	<ul style="list-style-type: none"> • Relevant knowledge and experience in Nigeria or similar context; a strong experience of evaluations of multi-lateral programmes in a complex emergency and localised conflict settings; • Ability to oversee and synthesize findings on thematic areas including humanitarian food assistance programmes, nutrition, cash-based transfers, livelihood, protection, particularly for internally displaced persons (IDP) and host communities; • Skills to oversee cross cutting themes such as gender, protection, humanitarian principles and accountability to affected populations in the evaluation.
Humanitarian Assistance	<ul style="list-style-type: none"> • Ability and experience in evaluating complex emergency and humanitarian assistance design, vulnerability and needs assessments, targeting, implementation, monitoring, outputs, outcome and partnerships; • Ability and experience in evaluating IDP assistance including host community's relation and social cohesion. • Ability and experience in assessing humanitarian, development and peace nexus and its linkage.
Nutrition	<ul style="list-style-type: none"> • Ability and experience in evaluating nutrition policies and programmes, including social behaviour change and communication, its design, implementation, monitoring, outputs, outcome and partnerships; • Ability to identify and assess linkage of nutrition assistance and development/social protection schemes.
Food security, livelihoods, resilience building and climate change	<ul style="list-style-type: none"> • Ability and experience in evaluating livelihood and reliance building related programming, including its design, strategic positioning, targeting, implementation, outputs and outcomes and partnerships; • Ability on the climate change impact on livelihood activities in the region; • Ability and knowledge in evaluating on food security monitoring, targeting and assessments.
Gender, Protection and AAP	<ul style="list-style-type: none"> • Ability and experience in evaluating gender aspects of multilateral organisations' programme including gender analysis and gender mainstreaming. • Ability and experience in evaluating protection aspects of multilateral organisations' programme in complex emergency. • Ability in analysing accountability and feedback mechanisms, social inclusion and other forms of accountability for affected populations, humanitarian principles and protection.
Cost Efficiency, Effectiveness, Cash Based Transfer and supply chain	<ul style="list-style-type: none"> • Ability and knowledge to assess cost efficiency, effectiveness and timeliness of operations. • Ability and experience in assessing supply chain related matters in humanitarian/development programmes, including logistics, ETC and common services. • Ability and experience in evaluating Cash Based Transfer and Innovative approaches introduced in humanitarian setting, specifically the topics of modality /delivery mechanism selection, and WFP's position in cash coordination, and WFP's ability to apply the respective WFP guidance's on this topic.
Research and Data analysis	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research, fieldwork experience in providing research support to evaluation teams. • Qualitative and quantitative research, data searches, storages, cleaning, analysis, documentation, visualisation, formatting, facilitating meetings/calls supporting the team's work and evaluation products.

* Note that one evaluator may have expertise in multiple areas listed above, and the above table does not imply each thematic area requires different specialist per theme.

5.3. ROLES AND RESPONSIBILITIES

94. This evaluation is managed by the WFP Office of Evaluation (OEV). Mari Honjo has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. The Director of Evaluation, Andrea Cook, will provide second level quality assurance and will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2022.

95. An internal reference group composed of selected WFP stakeholders at CO, RB and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Nigeria; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Christoph Waldmeier has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

96. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the EM will ensure that the WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

97. To collect data from women and girls, women evaluator or enumerators may be expected. In such case, consult with WFP Security Officer for any specific security considerations for women visiting the field sites and how measures will be put in place to mitigate them.

5.5. COMMUNICATION

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

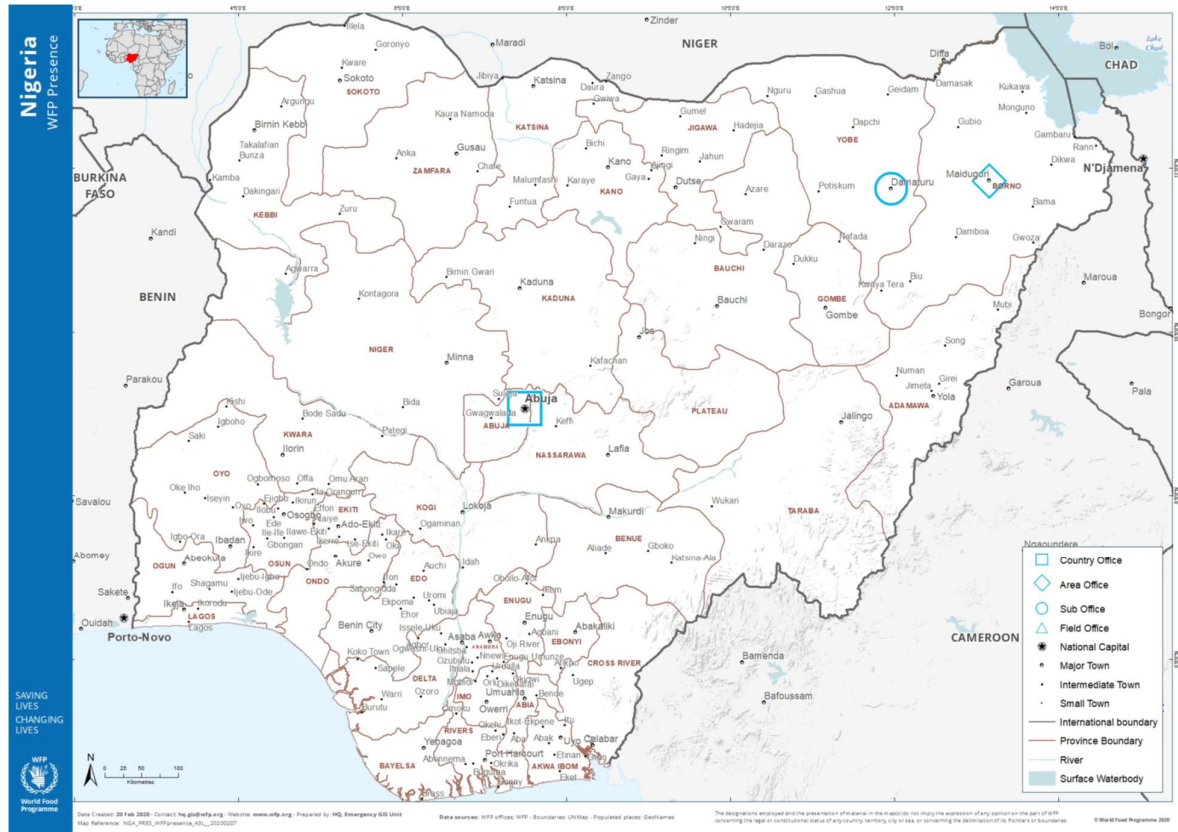
98. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators for local languages be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. Communication with affected populations could be considered in consultation with the country office. The evaluation team is expected to support, if necessary, such communication activities. A Communication and Knowledge Management Plan (see Annex 9) will be refined by the EM in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2022. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

5.6. BUDGET

99. The evaluation will be financed through the CSP budget.

Annexes

Annex 1: Nigeria, Map with WFP Offices in 2019



Source: WFP GIS unit

Annex 2: Nigeria Fact Sheet

	Parameter/(source)	2016	2019	Data source	Link
General					
1	Human Development Index (1)	0.527 (2015)	0.539 (2019)	UNDP Human Development Report (HDR) 2016, & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
2	Asylum-seekers (pending cases) (5)	467	1029	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
3	Refugees (incl. refugee-like situations) (5)	1367	54,157	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
4	Returned refugees (5)	132	0 (2018)	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
5	Internally displaced persons (IDPs)	2,219,272	2,195,779	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
6	Returned IDPs (5)	689,906	176,155 (2018)	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography					
7	Population total (millions) (2)	185,960,289	200,963,599 (2019)	World Bank	https://data.worldbank.org/country
8	Population, female (% of total population) (2)	49.40	49.3 (2019)	World Bank	https://data.worldbank.org/country
9	% of urban population (1)	47.8 (2015)	49.5 (2017)	UNDP HDR 2016 & 2018	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
10	Total population by age (1-4) (millions) (6)	31,116,156 (2008:2017)	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
11	Total population by age (5-9) (millions) (6)	27,549,964 (2008:2017)	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
12	Total population by age (10-14) (millions) (6)	22,221,265 (2008:2017)	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
13	Total Fertility rate, per women (10)	5.2	5.2	UNFPA	https://www.unfpa.org/data/world-population-dashboard
14	Adolescent birth rate (births per 1,000 women ages 15-19)	120 (2015)	106 (2017)	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data
Economy					
15	GDP per capita (current USD) (2)	2,176	2,230	World Bank	https://data.worldbank.org/country
16	Income inequality: Gini Coefficient (1)	43.0 (2010-2015)	43.0 (2010-2018)	UNDP HDR 2016 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Foreign direct investment net inflows (% of GDP) (2)	1.10	0.74 (2019)	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (% of GNI) (4)	0.6 (2016)	0.9 (2017)	OECD/DAC	https://public.tableau.com/views/OECDACaidatagancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no&:showVizHome=no
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	4.86 (2016)	5.86 (2017)	SDG Country Profile	https://country-profiles.unstatshub.org

20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	20.98	21.91 (2019)	World Bank	https://data.worldbank.org/country
Poverty					
21	Population near multidimensional poverty (%) (1)	18.4	19.2	UNDP Human Development Report 2016 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
22	Population in severe multidimensional poverty (%) (1)	30	26.8	UNDP Human Development Report 2016 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health					
23	Maternal Mortality ratio (lifetime risk of maternal death: 1 in X) (3)	22 (2015)	21 (2017)	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
24	Healthy life expectancy at birth (2)	53.54	54.33 (2018)	World Bank	https://data.worldbank.org/country
25	Prevalence of HIV, total (% of population ages 15-49) (2)	1.3	1.30	World Bank	https://data.worldbank.org/country
26	Current health expenditure (% of GDP) (2)	3.65	3.76 (2017)	World Bank	https://data.worldbank.org/country
Gender					
27	Gender Inequality Index (1)	not reported	not reported	UNDP HDR	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
28	Proportion of seats held by women in national parliaments (%) (2)	5.56	3.38	World Bank	https://data.worldbank.org/country
29	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	48.11	47.87	World Bank	https://data.worldbank.org/country
30	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	25.77	23.83	World Bank	https://data.worldbank.org/country
Nutrition					
31	Prevalence of moderate or severe food insecurity in the total population (%) (7)	36.5 (2014 - 2016)	44.1 (2017- 2019)	The State of Food Security and Nutrition report 2017 and 2020	http://www.fao.org/publications/sofi/en/
32	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	7 (2011-2016)	11 (2013-2018)	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
33	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	33 (2011-2016)	44 (2013-2018)	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
34	Weight-for-age (Overweight - moderate	2 (2011-2016)	2 (2013-2018)	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/

	and severe), prevalence for < 5 (%) (3)				
35	Mortality rate, under-5 (per 1,000 live births) (2)	118	110.4 (2019)	World Bank	https://data.worldbank.org/country
Education					
36	Adult literacy rate (% ages 15 and older) (1)	51.1	not reported	UNDP HDR	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
37	Attendance in early childhood education - female (%) (3)	43	35 (2010-2018)	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
37	Population with at least secondary education (% ages 25 and older) (1)	Not reported	Not reported	UNDP HDR	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
38	Primary education completion rate (Male)	81 (2012-2018)		UNICEF SOW 2019	https://www.unicef.org/sowc/
40	Primary education completion rate (Female)	79 (2012-2018)		UNICEF SOW 2019	https://www.unicef.org/sowc/

Source: (1) UNDP Human Development Report (HDP) – 2016, 2018 and 2020; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA

Annex 3: Timeline

Phase 1 - Preparation			
	Draft TOR cleared by DoE and circulated for comments to CO, and also to share with LTA firms for proposals	DoE	26 February 2021
	Comments on draft TOR received	CO	12 March 2021
	Proposal Deadline based on the Draft TOR	LTA	31 March 2021
	LTA Proposal Review	EM	23 April 2021
	Final revised TOR sent to WFP Stakeholders and LTA	EM	26 March 2021
	Contracting evaluation team/firm	EM	7 May 2021
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	10 - 14 May 2021
	HQ & RB Inception Briefing	EM & Team	18 - 20 May 2021
	Inception Briefings	EM + TL	24 - 28 May 2021
	Submit draft Inception Report (IR)	TL	11 June 2021
	OEV quality assurance and feedback	EM	18 June 2021
	Submit revised IR	TL	25 June 2021
	IR Review and Clearance	EM	02 July 2021
	IR Clearance	DoE	09 July 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	16 July 2021
Phase 3 - Data Collection, including Fieldwork ⁷⁴			
	In country / Remote Data Collection	Team	19 July - 6 August 2021
	Exit Debrief (ppt)	TL	06 August 2021
	Preliminary Findings Debrief	Team	01 September 2021
Phase 4 - Reporting			
Dr aft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	17 September 2021
	OEV quality feedback sent to TL	EM	24 September 2021
Dr aft 1	Submit revised draft ER to OEV	TL	01 October 2021
	OEV quality check	EM	08 October 2021
	Seek clearance prior to circulating the ER to IRG	DoE	22 October 2021
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	25 October - 5 November 2021
	Learning workshop (in country or remote)		27 - 28 October 2021 (TBC)
	Consolidate WFP comments and share with Team	EM	12 November 2021
Dr aft 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments.	ET	19 November 2021
	Review D2	EM	10 December 2021
Dr aft 3	Submit final draft ER to OEV	TL	17 December 2021
	Review D3	EM	7 January 2022
	Seek final approval by DoE/DDoE	DoE	21 January 2022
SE R	Draft Summary Evaluation Report	EM	04 February 2022
	Seek DoE/DDoE clearance to send SER	DoE	18 February 2022

⁷⁴ Minimum 6 weeks should pass between the submission of the Inception report and the starting of the Data collection phase. However, considering the seasonality in Nigeria (Rain Season in August, busy period in September, it is moved forward.

	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DoE/DDoE	21 February 2022
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	04 March 2022
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	April - October 2022
	Presentation of Summary Evaluation Report to the EB	DoE	October - November 2022
	Presentation of management response to the EB	D/ CPP	November 2022

Annex 4: Preliminary Stakeholder Analysis

Stakeholders	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
Internal stakeholders			
Country Office	Primary stakeholder of this evaluation. Being responsible for the country level planning and overall Country Strategic Plan (CSP) implementation, it has a direct stake in the evaluation and will be a primary user of its results to reposition WFP in the country context, if necessary, and readjust advocacy, analytical work, programming and implementation as appropriate to design the new CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE. The CO will also assist the Evaluation Team to liaise with in-country stakeholders and assist field mission.	CO staff at all levels
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau for Western Africa (RBD) have an interest in learning from the evaluation results, because of the progress towards achieving SDG 2 in Nigeria in relation to the WFP's assistance from the point of view of corporate and regional plans and strategies.	RBD will be requested to provide HQ Briefing/Inception interview during Inception Phase, and will be key informants and interviewees during the main mission, provide comments on the draft Evaluation Report and will participate in the debriefing at the end of the evaluation mission. Key staff in RBD will be invited to the Internal Reference Group. It will have the opportunity to comment on Summary Evaluation Report and management responses to the CSPE.	RBD key staff - DRDs, head/chief of key divisions are expected to engage in Internal Reference Group. RD will also be informed through messages in key phases of evaluation.
WFP Divisions	WFP technical units such as programme policy including areas of school feeding, capacity strengthening, resilience, nutrition, gender, CBT, vulnerability analysis, Innovation Accelerator, performance monitoring and reporting, climate and disaster risk reduction, safety nets and social protection, partnerships, and supply chain have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation with interest in improved reporting on results. Some may be engaged in the initial briefing with the evaluation team. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Key staff of selected HQ divisions. While most of the thematic areas are expected to be covered by RBD
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Nigeria's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results is planned at the November 2022 session to inform Board members about the performance and results of WFP activities in Nigeria.	EB members

External stakeholders			
Stakeholders	Interest in the evaluation	Participation in the evaluation	Who
United Nation Agencies including WMO, UN Women, WHO, UNAIDS, IOM, FAO, UNIDO, UNITAR, UNESCO, UNDP, OCHA, UNHCR, IFAD, UNODC, UNICEF, UNOPS, UNDSS, UNIC, UNFPA	<p>UN agencies in Nigeria have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. The UN Country Team agencies have an interest in ensuring synergies that WFP activities are effective and aligned with their programmes and UNSDCF to collective goals. UNCT also share interest to strategic focus, coordination, result-orientation, efficiency and cost-effectiveness in Nigeria. UN agencies also be interested in WFP's performance, as WFP is a key actor for Humanitarian Response Plan providing assistance in northeast Nigeria. WFP is also engaging through Food Security Sector, Logistics Sector and ETC Sector to coordinate and support humanitarian responses, thus, UN partners will also have an interest as users of common services as well as member of sectors.</p>	<p>The evaluation team will seek key informant interviews with selected UN agencies involved in humanitarian assistance, joint assessment and verification, resilience and livelihood assistance as well as national capacity development.</p>	<p>Selected UN counterparts, such as OCHA, FAO, UNHCR, UNICEF and IOM</p>
Nigeria Humanitarian/Resident Coordinator	<p>As head of the country team in Nigeria, the Resident and Humanitarian Coordinator leads the UNCT in consultations with the Government to define and agree on the UN system's strategic response to the Government's development priorities. As WFP is a key member of the UNCT, the Resident and Humanitarian Coordinator (same person) is interested in the evaluation to see the WFP's contribution to WFP and partnership with UN sister agencies.</p>	<p>The evaluation team will inform the implementation of evaluation with the CO's support and will seek key informant interviews. Possible participation in feedback session.</p>	<p>RC/HC or senior staff office (possibly both at strategic and technical level)</p>
UNICEF	<p>UNICEF has been a partner of WFP. In 2019, given the alarming levels of insecurity and displacement in the northwest, WFP led an inter-agency scoping mission composed of FAO, IOM, OCHA, UNICEF, and the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development in Katsina, Sokoto and Zamfara States. [SO 1] Together with UNICEF, WFP complemented the management of children with severe acute malnutrition under the community-based management of acute malnutrition approach. [SO 3] WFP nutrition support for 48,400 pregnant and lactating women, children and their caregivers provided cash transfers conditioned on participation in UNICEF-supported maternal, newborn and child health services, and engagement with maternal support groups. Hence, it has interest on the WFP's performance in these related areas.</p>	<p>The evaluation team will inform the implementation of evaluation with the CO's support and will seek key informant interviews. Possible participation in feedback session.</p>	<p>Selected staff at both technical and strategic level</p>
FAO	<p>The Food Security Sector with the Food and Agriculture Organization of the United Nations (FAO) co-chairs Food Security Cluster, and It was also a member of a WFP led inter-agency scoping mission with IOM, OCHA, UNICEF, and the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development in Katsina, Sokoto and Zamfara States to assess the levels of insecurity and displacement in the northwest given the alarming information. [SO 5] WFP worked closely with local governments and civil society to launch zero hunger efforts in four states across the country: Borno, Benue, Ebonyi, and Sokoto. As co-lead of the Food Security Sector, FAO and WFP supported better coordinated and more coherent assistance to people in need in the northeast. WFP also ensured contributions to</p>	<p>The evaluation team will inform the implementation of evaluation with the CO's support and will seek key informant interviews. Possible participation in feedback session.</p>	<p>Selected staff at both technical and strategic level</p>

	the Zero Hunger Forum from the International Fund for Agricultural Development and FAO. Hence, it has interest on the WFP's performance in these related areas, particularly food security areas.		
IFAD	IFAD is been a partner of WFP. [SO5] WFP ensured contributions to the Zero Hunger Forum with the International Fund for Agricultural Development (IFAD) and FAO. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team will seek key informant interview. Possible participation in feedback session.	Selected staff at both technical and strategic level
IOM	IOM's engagement is relevant to WFP's operation in northeast. IOM was a member of a WFP led inter-agency scoping mission with FAO, OCHA, UNICEF, and the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development in Katsina, Sokoto and Zamfara States to assess the levels of insecurity and displacement in the northwest given the alarming information. The joint WFP-IOM report that highlights the close interconnection between hunger, conflict, migration and displacement, which has been further aggravated by COVID-19, was issued in 2020 to explore the impact of the pandemic on the livelihoods, food security and protection of migrant workers households dependent on remittances and the forcibly displaced. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team will seek key informant interview. Possible participation in feedback session.	Selected staff at both technical and strategic level
OCHA	OCHA represents Humanitarian Country Team of which WFP is a member. OCHA was a also member of a WFP led inter-agency scoping mission with FAO, IOM, UNICEF, and the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development in Katsina, Sokoto and Zamfara States to assess the levels of insecurity and displacement in the northwest given the alarming information. Hence, it has interest on the WFP's performance in areas related to humanitarian response and humanitarian coordination.	The evaluation team will seek key informant interview. Possible participation in feedback session.	Selected staff at both technical and strategic level
UNHCR	WFP approved an immediate intervention to provide USD 1 million in one-off joint UNHCR-WFP life-saving food assistance to 34,565 Cameroonian refugees fleeing violence in their home country to seek safety in Nigeria near the end of 2019, as part of this strategic outcome's support for emergency response, This assistance was delivered through CBT. Hence, it has interest on the WFP's performance in these related areas. Hence, it has interest on the WFP's performance in areas related to humanitarian response and refugee assistance.	The evaluation team will seek key informant interview. Possible participation in feedback session.	Selected staff at both technical and strategic level
UNFPA	WFP strengthened collaboration with women and girl friendly spaces through a partnership between UNFPA and WFP to facilitate access to GBV and sexual and reproductive health services for women and girls enrolled in WFP nutrition activities. Hence, it has interest on the WFP's performance in these related areas. Hence, it has interest on the WFP's performance in areas related to humanitarian response and humanitarian coordination.	The evaluation team will seek key informant interview. Possible participation in feedback session.	Selected staff at both technical and strategic level
World Bank	[SO5] The WFP co-led Food Security Sector's Agriculture and Livelihood Working Group Forum facilitated coordination and planning among partners – including NEMA, the World Bank Multi-Sectoral Crisis Recovery Project (MCRP) and other actors – preventing	The evaluation team will seek key informant interview and	Selected officials at both technical and strategic level

	duplication of effort and identifying gaps in coverage. Hence, it has interest on the WFP's performance in these related areas.	Possible participation in feedback session.	
FEWSNET	FEWSNET is leading Cadre Harmonise, in which WFP is also engaged in. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team may seek key informant interview.	Selected staff
Key Donors: Australia, Canada, European Commission, Finland, France, Germany, Italy, Japan, Nigeria, Norway, Republic of Korea, Saudi Arabia, Spain, Sweden, Switzerland, UN CERF, UN CBPF, UK, UN agencies, USA, Flexible Funding Donors and Private Donors.	WFP activities are supported by several donors who have an interest in knowing the results of projects that their funds have been spent and if WFP's work is effective in alleviating food insecurity of the most vulnerable population. Hence, it has interest on the WFP's performance in these related areas, particularly in the areas where their own financial contributions are provided through WFP.	Key Informant interviews for selected donors, feedback session and report dissemination . Feedback session might be done through regular donor briefings.	Selected donors
China	WFP supported agricultural value chains for smallholder farmers. With WFP assistance, Nigeria engaged in South-South and triangular cooperation with China to enhance the food security and livelihoods of smallholder farmers. Hence, it has interest on the WFP's performance in these related areas.	Possible interviews, or share information of evaluation as appropriate. Feedback session might be done through regular donor briefings.	Selected official
National/Sub-National Partners and Stakeholders			
National government	The Government of Nigeria has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The government is responsible for co-ordination of humanitarian and resilience activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.	Interviews with both policy and technical levels and feedback sessions.	Selected officials at both technical and strategic level
National Social Investment Office (State House)	[SO4] WFP-supported training sessions promoted female representation partnering with the National Social Investment Office. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team will seek key informant interview and possible participation in the stakeholder workshop.	Selected officials at both technical and strategic level
National Emergency Management Agency (NEMA)	NEMA is one of the WFP's key government counterpart in which it engaged to strengthen capacity to responded humanitarian situations, particularly those in the northeast of Nigeria. [SO 4] WFP developed a memorandum of understanding with the National Emergency Management Agency (NEMA) for training and joint collaboration and began efforts to work with the National Social Investment Programme on ways to strengthen the Government's home-grown school feeding efforts. First, WFP supported federal, state, and local actors in information management systems, vulnerability assessment and mapping, and emergency preparedness and response. WFP collaborated closely with the Government on training and policy processes, working under a memorandum of understanding with NEMA, and liaising with State Emergency Management Agencies (SEMAs) and federal and state ministries responsible for health and agriculture. WFP-	The evaluation team will seek key informant interview and possible participation in the stakeholder workshop.	Selected officials at both technical and strategic level

	supported training sessions promoted female representation partnering with the NEMA. Hence, it has interest on the WFP's performance in these related areas.		
State Emergency Management Agencies (SEMAs)	SEMA is one of the WFP's key government counterpart in which it engaged to strengthen capacity to responded humanitarian situations at sub-national/state level. [SO 4] WFP developed a memorandum of understanding with the National Emergency Management Agency (NEMA) for training and joint collaboration and began efforts to work with the National Social Investment Programme on ways to strengthen the Government's home-grown school feeding efforts. First, WFP supported federal, state, and local actors in information management systems, vulnerability assessment and mapping, and emergency preparedness and response. WFP collaborated closely with the Government on training and policy processes, working under a memorandum of understanding with NEMA, and liaising with State Emergency Management Agencies (SEMAs) and federal and state ministries responsible for health and agriculture. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team will seek key informant interview and possible participation in the stakeholder workshop.	Selected officials at both technical and strategic level
Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development	the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development in Katsina, Sokoto and Zamfara States has joined the WFP led an inter-agency scoping mission considering the alarming levels of insecurity and displacement in the northwest in 2019. Hence, it has interest on the WFP's performance in these related themes.	The evaluation team will seek key informant interview and possible participation in the stakeholder workshop.	Selected officials at both technical and strategic level
Federal Ministry of Agriculture and Rural Development/ National Programme for Food Security	[SO4] WFP also worked closely with the Federal Ministry of Agriculture and the National Bureau of Statistics (NBS) on food security assessments and technical support for the Cadre Harmonisé. WFP supported training sessions promoted female representation partnering with National Programme for Food Security of the Federal Ministry of Agriculture. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team will seek key informant interview and possible participation in the stakeholder workshop.	Selected officials at both technical and strategic level
Federal Ministry of Health	WFP, collaborated with the Federal Ministry of Health, with UNICEF, planned to support facility-based MAM treatment by implementing targeted supplementary feeding programme activities, even though the activities were planned to be introduced in a limited way to assess the feasibility of scaling them up and handing them over to the Government. Hence, the ministry has an interest in the evaluation particularly in the areas of nutrition intervention.	The evaluation team will seek key informant interview and possible participation in the stakeholder workshop.	Selected officials at both technical and strategic level
The Federal Ministry of Women's Affairs and Social Development	The Federal Ministry of Women's Affairs and Social Development has developed a draft national gender policy that addresses five priority areas. As WFP CSP also takes GEWE into consideration, the ministry has an interest in seeing the progress towards GEWE through WFP operations.	The evaluation team may seek key informant interview and possible participation in the stakeholder workshop.	Selected officials at both technical and strategic level
National Bureau of Statistics (NBS)	[SO4] WFP also worked closely with the Federal Ministry of Agriculture and the National Bureau of Statistics (NBS) on food security assessments and technical support for the Cadre Harmonisé. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team will seek key informant interview and possible participation in the stakeholder workshop.	Selected officials at both technical and strategic level

State governments and government of Local Government Areas in Borno and Yobe states	These local and state governments in Borno and Yobe states are involved in community-based targeting processes. Hence, they are interested in WFP's performance, including targeting and output/outcomes in Borno and Yobe states.	The evaluation team may seek key informant interview and possible participation in the stakeholder workshop.	Selected officials at both technical and strategic level
Yobe State Primary Health Care Management Board	[SO 1] In cooperation with the Yobe State Primary Health Care Management Board, WFP implemented small-scale health facility-based targeted supplementary feeding for treatment of children 6–59 months with moderate acute malnutrition (MAM). Hence, it has interest on the WFP's performance in these related areas, particularly issues related to Yobe.	The evaluation team may seek key informant interview	Selected officials at both technical and strategic level
Borno State Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR)	WFP-European Union livelihoods programme in northeast Nigeria liaise with MRRR. Hence, it has interest on the WFP's performance in Borno state.		
the National Social Investment Programme (NSIP).	[SO 4] WFP assisted the National Social Investment Programme (NSIP). One key NSIP goal relates to social protection. In 2019, WFP engaged social protection stakeholders to bridge social safety nets in the humanitarian space with wider Federal Government-led social intervention programmes. WFP helped strengthen NSIP's work in the area of Nigeria's national home-grown school feeding programme by using SCOPE technology to digitize school registrations of 20,000 pupils in Adamawa and Borno States and enable improved tracking of school attendance. WFP also launched a pilot initiative linking herdsmen and smallholder farmers with home-grown school feeding in Demsa LGA of Adamawa State. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team may seek key informant interview	Selected officials at both technical and strategic level
Nigerian Army	[SO 6] WFP chaired Logistics Sector access expert worked closely with the Nigerian Army's Theatre Commander to clarify processes and obtain armed escorts for humanitarian cargo.	Information on the evaluation can be shared, as/if appropriate.	N/A
NGOs: Action contre la Faim (ACF), Agency for Technical Cooperation and Development (ACTED), Borno Women Development Initiative (BOWDI), CARE, Centre for Community Development and Research Network, Christian Aid, COOPI Cooperazione Internazionale, Damnaish Human Capacity Building Initiative (DHCBI), Danish Refugee Council (DRC), FINPACT Development Foundation (FINDEF), International Medical Corps (IMC), INTERSOS, Plan International, Social Welfare Network Initiative (SWNI), Yobe State Primary	As partners in WFP's CSP implementation, Non-Governmental Organizations will be adopting the approaches that prove to be effective and which might affect future implementation modalities, strategic orientations and partnerships. More broadly, Non-Governmental Organizations working in Nigeria have an interest in knowing the WFP's evaluation as a member of wider development/humanitarian community in Nigeria. NGOs are WFP partners while at the same time having their own activities. Hence, it has interest on the WFP's performance in these areas.	The evaluation team will seek key informant interview and possible participation in the stakeholder workshop.	Selected partner NGO staff at both technical and strategic level

Healthcare Management Board (YSPHCMB), and Search for Common Ground			
Search for Common Ground	[SO4] WFP partnered with Search for Common Ground, an international NGO, to conduct conflict assessments in Demsa and nearby LGAs to identify root causes of the herdsman-farmer crisis in these communities. Both women and men were consulted on their views and needs.	The evaluation team will seek key informant interview and possible participation in the stakeholder workshop.	Selected staff at both technical and strategic level
Food Security Sector members	[SO5] Co-lead of the FSS, WFP worked closely with FAO, federal and state authorities and partners to facilitate identification of needs, collective achievements and gaps in assistance using a complementary approach. The Sector focused on coordination of response mechanisms for food and livelihood assistance to food-insecure people in camps and out-of-camp locations. The Sector helped equip its members with necessary expertise to complete advisory food security bulletins, enhance coordination among food security partners, and contribute to avoiding duplication of activities and improving information management systems to ensure timely access and availability of food security information.	The evaluation team may seek key informant interview	Selected members
UNHAS users	UNHAS transported 66,272 passengers and 152 mt of humanitarian cargo for 90 organizations in 2019, playing an essential role in the transportation of humanitarian workers and life-saving relief items as an essential component of the Humanitarian Country Team's access strategy for northeast Nigeria. UNHAS worked closely with relevant humanitarian channels of the humanitarian coordination structure led by the Humanitarian Coordinator and Deputy Humanitarian Coordinator, including the Operational Humanitarian Country Team, Access Working Group, and Civil-Military Forum. UNHAS remained the backbone of humanitarian access, maintaining close contact with the Nigerian Air Force and enabling the humanitarian community, donors and members of the diplomatic community to reach affected populations. Hence, users of UNHAS may have an interest on the common service component of the evaluation.	The evaluation team may seek key informant interview	Selected users.
Logistics Sector members/ users	[SO 6] The Logistics Sector supported broader humanitarian and recovery efforts in the northeast through leadership in logistics coordination, common service provision, and facilitation of humanitarian access. A WFP coordinated information management with national and international humanitarian organizations, the global logistics emergency team and authorities to increase alignment among agencies and advocate for logistics solutions. WFP also carried out logistics capacity assessments, risk assessments, and planning initiatives that informed decisions made by the humanitarian community. Hence, the Logistics Sector members/ users may have an interest on the common service component of the evaluation.	The evaluation team may seek key informant interview	Selected users.
Emergency Telecommunications Sector (ETS) members/ users	[SO 6] the ETS expanded in 2019 to meet the growing needs of the humanitarian community, liaising with telecommunications operators, the Government, and humanitarian responders to improve emergency preparedness in operational areas	The evaluation team may seek key informant interview	Selected users.

	through technical assistance and advice. ETS supported Internet connectivity for the humanitarian community in Damaturu, Maiduguri and Yola metropolitan areas and Abuja; participated in Inter-Sector Working Group meetings and joint humanitarian planning; provided connectivity support to UNHAS operations; and strengthened telecommunications capacity of Government emergency officials. Responding to increased user demand, ETS increased Internet bandwidth to improve the user experience and better support efficient implementation of humanitarian activities. ETS doubled bandwidth in Bama, Damasak, Dikwa, Gwoza and Ngala, and augmented it in Banki and Monguno. Hence, the ETS members/ users may have an interest on the common service component of the evaluation.		
Zero Hunger Forums members/partners	WFP supported the creation of Zero Hunger Forums that enable partners to develop strategies for achieving zero hunger at both national and sub-national levels in Benue, Borno, Ebonyi, Kebbi, Ogun and Sokoto States. WFP strengthened Zero Hunger Forum actions by validating baseline indicators for use in zero hunger initiatives at federal and state level, supporting alignment of selected indicators with global indicators for achieving Sustainable Development Goal 2, and offering capacity strengthening for regular reporting on indicators measuring progress toward zero hunger. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team may seek key informant interview	Selected staff at both technical and strategic level
International Food Policy Research Institute	The Zero Hunger Forums helps to identify and engage with partners that can contribute to zero hunger activities. In this context, WFP brought expert guidance from the International Food Policy Research Institute to help ensure the Forums are robust and responsive to needs. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team may seek key informant interview	Selected staff at both technical and strategic level
International Institute for Tropical Agriculture	WFP signed a MOU with the International Institute for Tropical Agriculture, the leading technical partner for the Nigeria Zero Hunger Forum. The memorandum offers a strategic opportunity for WFP to help strengthen the direct impact of the Zero Hunger Forum on smallholder farmers and their households. Hence, it has interest on the WFP's performance in these related areas.	The evaluation team may seek key informant interview	Selected staff at both technical and strategic level
IMMAP	iMMAP provided technical support to the Zero Hunger Round Table in March 2020, which was initiated by WFP.		

Affected Populations			
Stakeholders	Interest in the evaluation	Participation in the evaluation	Who
SO 1	WFP food and nutrition assistance addressed acute food insecurity for one million internally displaced people in camps and host communities in northeast Nigeria through in-kind food and cash-based transfers using electronic vouchers and mobile money, and through malnutrition prevention and treatment activities providing specialized	Focus Group Discussions/Observations - feedback sessions for affected populations/beneficiaries to be planned in consultation with the CO.	Food insecure IDPs camps and host communities, WFP In-kind food assistance beneficiaries, WFP CBT beneficiaries, Mothers/guardians of children 6–23 months and children 6–59 months supported by WFP malnutrition prevention and treatment activities, beneficiaries of WFP nutrition education, social and behavior change communication

	nutritious foods for children under five and pregnant and lactating women.		(SBCC), and training, Health center staff and mothers who participated in WFP training sessions on nutrition and locally available food, Participants of Training of community nutrition mobilizers for the blanket supplementary feeding, Men targeted through father-to-father peer support groups
SO 2	WFP food assistance for assets and resilience activities stabilized household food consumption and rehabilitated community assets. Approximately 3,764 hectares of land were cultivated and over 271,722 tree seedlings were distributed.	Focus Group Discussions/Observations - feedback sessions for affected populations/beneficiaries to be planned in consultation with the CO.	Participants of food assistance for assets and related resilience building activities (construction or rehabilitation of pit latrines, waste pits, and market stalls, land cultivation, tree seedlings and village savings and loan schemes) and surrounding communities
SO 3	WFP nutrition support for 48,400 pregnant and lactating women, children and their caregivers provided cash transfers conditioned on participation in UNICEF-supported maternal, newborn and child health services, and engagement with maternal support groups.	Focus Group Discussions/Observations - feedback sessions for affected populations/beneficiaries to be planned in consultation with the CO.	PLW and caregivers of children under 2 , communities received WFP's SBCC mobile vulnerability analysis and mapping (mVAM) initiative

Annex 5: Evaluability Assessment

Table 1: CSP Nigeria [2019-2022] logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 2.0	Total nr. of indicators	30	9	61
v 2.1	New indicators	-	-	-
	Discontinued indicators	30	9	61
	Total nr. of indicators	30	9	61
Total number of indicators that were included across all logframe versions		30	9	61



Source: COMET report CM-L010, data extracted on 29 Dec 2020

Table 2: Analysis of results reporting in Nigeria Annual Country Reports 2019

		ACR
Outcome indicators		
	Total number of indicators in applicable logframe	30
Baselines	Nr. of indicators with any baselines reported	24
	<i>Total nr. of baselines reported</i>	70
Year-end targets	Nr. of indicators with any year-end targets reported	24
	<i>Total nr. of year-end targets reported</i>	70
CSP-end targets	Nr. of indicators with any CSP-end targets reported	11
	<i>Total nr. of CSP-end targets reported</i>	11
Follow-up	Nr. of indicators with any follow-up values reported	24
	<i>Total nr. of follow-up values reported</i>	28
Cross-cutting indicators		
	Total number of indicators in applicable logframe	9
Baselines	Nr. of indicators with any baselines reported	9
	<i>Total nr. of baselines reported</i>	37
Year-end targets	Nr. of indicators with any year-end targets reported	9
	<i>Total nr. of year-end targets reported</i>	37
CSP-end targets	Nr. of indicators with any CSP-end targets reported	9
	<i>Total nr. of CSP-end targets reported</i>	11
Follow-up	Nr. of indicators with any follow-up values reported	9
	<i>Total nr. of follow-up values reported</i>	37
Output indicators		
	Total number of indicators in applicable logframe	61
Targets	Nr. of indicators with any targets reported	55
	<i>Total nr. of targets reported</i>	102
Actual values	Nr. of indicators with any actual values reported	54
	<i>Total nr. of actual values reported</i>	101

Source: COMET report CM-L010 (Date of Extraction: 30 Dec 2020), ACR 2019

Annex 6: WFP Nigeria presence in years pre-CSP

		2015	2016	2017	2018	2019
Nigeria events	Prolonged insecurity, internal displacement, disruption of economic activity					
WFP interventions	SO 200834 - Provision of Humanitarian Air Services in Nigeria May 2015 - June 2018	<i>Provide air service by fixed-wing aircrafts as well as rotary-wing aircrafts to link various locations including Maiduguri in the North-Eastern Nigeria as the core of the operation to facilitate humanitarian response.</i> Total requirements: US\$ 50,355,701 Total contributions received: US\$ 36,356,601 Funding: 72%				
	EMOP 200777 - Providing life-saving support to households in Cameroon, Chad, and Niger directly affected by insecurity in northern Nigeria Jan 2015 - Dec 2018	<i>General Food Assistance, prevention and treatment of Acute Malnutrition, Livelihood Support (FFA) Emergency School Meals</i> Total requirements: US\$ 673,018,026 Total contributions received: US\$ 447,862,134 Funding: 67%				
	SO 201032 - Logistics and Emergency Telecommunications Sector Coordination and Services to augment the Humanitarian Response in NE Nigeria November 2016 - June 2018		<i>Logistics Sector Coordination, Logistics Information Management, Logistics Service Provision, Emergency Telecommunications Sector Coordination, Emergency Telecommunication Information Management, Emergency Telecommunications Service Provision.</i> Total requirements: US\$ 15,792,315 Total contributions received: US\$ 11,006,961 Funding: 70%			
	Nigeria Country Strategic Plan - NG01 Jan 2019 - Dec 2022					<i>Unconditional Resource Transfer, prevention and treatment of Acute Malnutrition, Support improving Nutrition Status, Livelihood Support (FFA), capacity Strengthening, common logistics services</i> Total requirements: US\$ 15,792,315 Total contributions received: US\$ 11,006,961 Funding: 70%
Outputs at Country Office Level	Food distributed (MT) 	-	18,542	163,213	143,378	
	Cash distributed (USD) 	-	7,332,000	26,203,514 cash 3,375,401 value vouchers	20,322,114 cash 25,258,034 value vouchers	
	Actual beneficiaries (number)	-	1,017,117	1,271,872	1,310,832	

Source: SPRs, Factory

Annex 7: Line of Sight

CSP Nigeria [2019-2022], Line of Sight

NIGERIA COUNTRY STRATEGIC PLAN LINE OF SIGHT (2019-2022)					
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 3 – Smallholder productivity and incomes (SDG Target 2.3)	SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 5- Countries strengthened capacities (SDG Target 17.9)	SR 6- Policy Coherence (SDG Target 17.14)	SR 8- Enhance Global Partnership (SDG Target 17.16)
CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING	ROOT CAUSES	ROOT CAUSES	CRISIS RESPONSE
<p>OUTCOME 1: IDPs, returnees, refugees and local communities affected by crisis in Nigeria are able to meet their basic food and nutrition needs during and in the aftermath of shocks.</p>	<p>OUTCOME 2: Vulnerable populations in targeted areas become more resilient to shocks and are able to meet their basic food needs throughout the year</p>	<p>OUTCOME 3: Nutritionally vulnerable people in chronically food insecure areas have enhanced nutritional status in line with achieving national and global targets by 2025</p>	<p>OUTCOME 4: Federal, state and local actors have strengthened capacity to manage food security and nutrition programmes in line with national targets in the short, medium and long-term</p>	<p>OUTCOME 5: Government and partner efforts towards achieving Zero Hunger by 2030 are supported by effective and coherent policy frameworks</p>	<p>OUTCOME 6: Humanitarian community is enabled to reach and operate in areas of humanitarian crisis throughout the year</p>
<p>OUTPUTS:</p> <ul style="list-style-type: none"> • Food-insecure IDPs, returnees, refugees and local communities affected by crises receive food assistance that meets their basic food and nutrition needs • Food-insecure crisis-affected people receiving food assistance, especially women and adolescents, benefit from skills training and income-generation support that promote their self-reliance and access to markets • Children aged 6–59 months, pregnant and lactating women and girls (PLWG) and other nutritionally vulnerable populations affected by crises receive specialized nutritious food and accompanying behavioral change communications that prevent and treat malnutrition 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> • Food-insecure people, including smallholders, benefit from preserved and created assets that improve their livelihoods and food security and promote their resilience to climate disruptions and other shocks • Crisis-affected food insecure smallholder farmers benefit from improved post-harvest handling practices and increased access to markets that support their early recovery and resilience 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> • Children aged 6–59 months and PLWG benefit from access to nutritious foods that improve diets • Children aged 6–59 months, PLWG and adolescent girls benefit from integrated, multi-sectoral nutrition prevention package that improves nutrition status • Children aged 6–59 months, PLWG, adolescent girls and other nutritionally vulnerable groups (including people living with HIV) benefit from evidence and results generated by integrated nutrition approaches that improve the nutrition services provided by the government, NGOs (international and local) and community-based organizations 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> • Vulnerable people benefit from the strengthened capacity of federal, state and local actors to manage safety nets and thus improve their food security, nutritional status and access to complementary services • Food insecure people benefit from the strengthening of the emergency preparedness and response capacity of national, state and local actors, including with regard to vulnerability assessment mapping and early warning systems, and thus benefit from improvements in their ability to address the specific needs of various vulnerable groups effectively • Smallholders benefit from improved public and private institutions' capacity to support value chains, including enhanced food quality and standards, and local production of nutritious foods 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> • Nigerians benefit from alignment of the policies, plans and programmes of the government and its partners with the recommendations of the national zero hunger review and thus from efficient, effective and equitable progress towards zero hunger 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> • Crisis-affected people benefit from efficient logistics services through which they receive timely life-saving food assistance • Crisis-affected people benefit from reliable telecommunications that facilitate timely humanitarian assistance • Crisis-affected people benefit from UNHAS services that facilitate timely humanitarian assistance
<p>ACTIVITY 1: Provide unconditional food assistance and income-generating activities to food-insecure IDPs, returnees, refugees and host communities affected by crises (activity category 1; modalities: Food, CBT & CS)</p>	<p>ACTIVITY 3: Provide conditional transfers to food-insecure persons, including women, young people and smallholders (activity category 2; modalities: Food, CBT and CS)</p>	<p>ACTIVITY 4: Support improving the nutrition status of children, PLWG, adolescent girls and other nutritionally vulnerable groups (including people living with HIV) through an integrated malnutrition prevention package, including access to nutritious food and quality care, social behavioural change communication and capacity strengthening (activity category 6; modalities: Food, CBT and CS)</p>	<p>ACTIVITY 5: Support the technical capacity of federal, state and local actors in information management systems, vulnerability assessment and mapping, monitoring and evaluation, safety net management, food technology and fortification, supply chains, nutrition and emergency preparedness and response, integrating gender considerations. [Activity category 9; modality: CS]</p>	<p>ACTIVITY 6: Support the Zero Hunger Forum and food and nutrition security coordination and advocacy in line with the recommendations of the zero hunger strategic review (activity category 9; modality: CS)</p>	<p>ACTIVITY 7: Provide common logistic services to government, United Nations and NGO partners to facilitate effective field operations (activity category 10; modality: service delivery)</p>
<p>ACTIVITY 2: Provide nutrition prevention and treatment packages to children 6-59 months, PLWG, other nutritionally vulnerable populations and persons with caring responsibilities [activity category 6; Food, CBT & CS]</p>				<p>ACTIVITY 8: Provide common emergency telecommunications services to government, United Nations and NGO partners to facilitate effective field operations and provide for staff security (activity category 10; modality: service delivery)</p>	<p>ACTIVITY 9: Provide humanitarian air services to all partners until appropriate alternatives are available. (activity category 10; modality: service delivery)</p>

Source: WFP SPA website

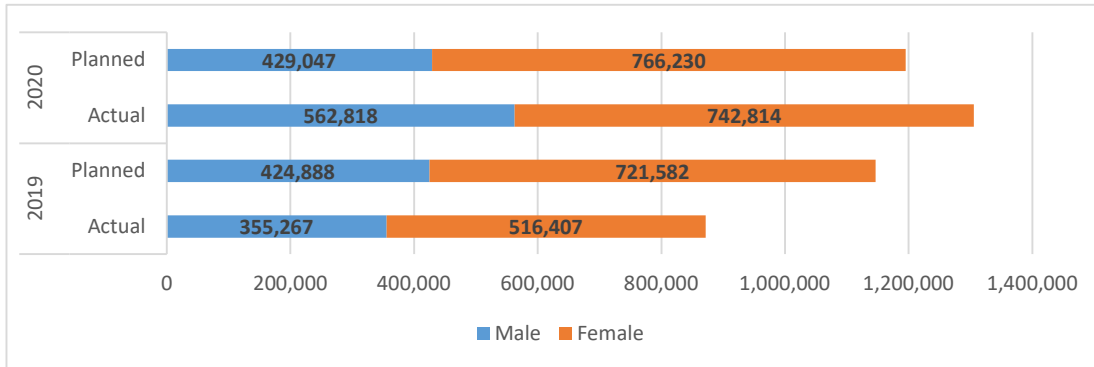
Annex 8: Key information on beneficiaries and transfers

Table 1: Actual beneficiaries versus planned by year, strategic outcome, activity category and gender

Strategic Objective (SO)/ Activity Category	2019									2020								
	Planned beneficiaries			Actual beneficiaries			Actuals as a % of planned beneficiaries			Planned beneficiaries			Actual beneficiaries			Actuals as a % of planned beneficiaries		
	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total
SO1: IDPs, returnees, refugees and local communities affected by crisis in Nigeria are able to meet their basic food and nutrition needs during and in the aftermath of shocks.																		
Activity 1-URT1: Provide unconditional food assistance and income-generating activities to food-insecure IDPs, returnees, refugees and host communities affected by crises	549,761	371,110	920,871	399,418	309,871	709,289	73%	83%	77%	549,761	371,110	920,871	599,817	466,894	1,066,711	109%	126%	116%
Activity 2-NPA1: Provide nutrition prevention and treatment packages to children 6-59 months, PLWG, other nutritionally vulnerable populations and persons with caring responsibilities	161,056	82,716	243,772	194,732	67,475	262,207	121%	82%	108%	272,709	93,596	366,305	301,849	193,328	495,177	111%	207%	135%
SO2: Vulnerable populations in targeted areas become more resilient to shocks and are able to meet their basic food needs throughout the year																		
Activity 3-ACL1: Provide conditional transfers to food-insecure persons, including women, young people and smallholders	89,550	60,450	150,000	60,437	45,639	106,076	67%	75%	71%	119,400	80,600	200,000	113,031	68,713	181,744	95%	85%	91%
SO3: Nutritionally vulnerable people in chronically food insecure areas have enhanced nutritional status in line with achieving national and global targets by 2025																		
Act4-NPA1: Support improving the nutrition status of children, PLWG, adolescent girls and other nutritionally vulnerable groups (including people living with HIV) through an integrated malnutrition prevention package, including access to nutritious food and quality care, social behavioural change communication and capacity strengthening	93,150	11,850	105,000	48,399	0	48,399	52%	0%	46%	53,150	11,850	65,000	21,387	0	21,387	40%	0%	33%

Source: COMET report CM-R020, data extracted on 29 Dec 2020

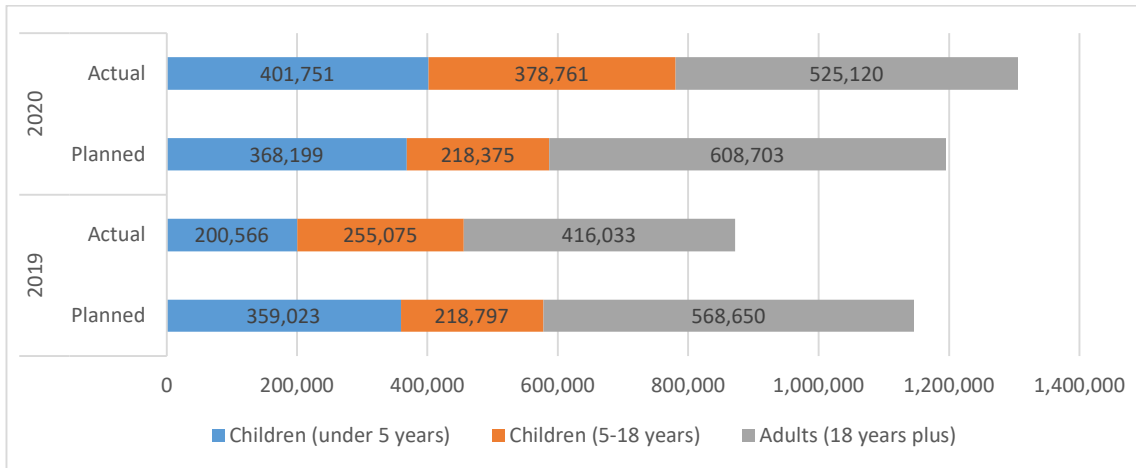
Figure 1: Actual versus planned beneficiaries by gender in Nigeria, by gender



Note: 2020 figures are tentative and subject to change upon final closure on 31st March 2021

Source: COMET report CM-R001b, data extracted on 04 Feb 2021

Figure 2: Actual versus planned beneficiaries by age in Nigeria, by age group



2020 figures are tentative and subject to change upon final closure on 31st March 2021

Source: COMET report CM-R001b, data extracted on 04 Feb 2021

Table 2: Actual beneficiaries by transfer modality in Nigeria, by strategic outcome

Strategic Objective	Activity	2019				2020			
		Total number of beneficiaries receiving food	Actual versus Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)	Total number of beneficiaries receiving food	Actual versus Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)
Total SO 1	NPA/URT	732,398	103%	273,648	61%	1,033,044	114.40%	532,985	118.30%
Total SO 2	ACL	40,309	98%	72,947	67%	-	-	21,387	53.50%
Total SO 3	NPA	-	-	48,400	61%	56,429	102.80%	125,313	86.40%
Grand Total		772,707	99%	394,995	62%	1,089,473	119%	679,685	114%

URT - Unconditional resource transfers to support access to food ; NPA: Nutrition Prevention Activities; ACL - Asset creation and livelihood support activities

Source: COMET report CM-R002b, data extracted on 10 Dec 2020⁷⁵

Table 3: Actual beneficiaries by residence status

Residence Status	2019			2020		
	Planned beneficiaries	Actual beneficiaries	% against planned	Planned beneficiaries	Actual beneficiaries	% against planned
Resident	45,859	299,496	653.1%	47,811	558,061	1167.2%
IDPs	619,094	497,460	80.4%	645,450	657,637	101.9%
Refugees	0	10,573	-	0	1,171	-
Returnees	481,517	64,142	13.3%	502,016	88,764	17.7 %

Source: COMET report CM-R001b, data extracted on 04 Feb 2021⁷⁶

⁷⁵ 2020 figures are tentative and subject to change upon final closure on 31st March 2021

⁷⁶ idem

Annex 9: Communication & Knowledge Management Plan

Phase Evaluation stage	What Communication product	Which Target audience	How & Where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in TOR	<ul style="list-style-type: none"> • Evaluation Team 	<ul style="list-style-type: none"> • Email 	EM/ CM		March 2021	March 2021
Preparation	Summary TOR and TOR	<ul style="list-style-type: none"> • IRG • WFP country/regional office/local stakeholders • WFP staff 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		March 2021	March 2021
Inception	Inception report	<ul style="list-style-type: none"> • CO staff & IRG • WFP staff (through WFP Go) 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		July 2021	July 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		September 2021	September 2021
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • CO staff & IRG • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	December 2021	December 2021
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP country/regional office/local stakeholders • WFP staff • Donors/Countries • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	April 2022	April 2022
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP country/regional office/local stakeholders • WFP staff • Donors/Countries • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Network platforms (UNEG, ALNAP) • Newsflash 	EM	CM	April 2022	April 2022
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFP staff 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	September - October 2022	September - October 2022

		<ul style="list-style-type: none"> • Donors/Countries • Partners/Civil society /Peers/Networks 					
Dissemination	ED Memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE	November 2022	November 2022
Dissemination	Talking Points/Key messages	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP staff relevant to the EB presentation • Donors/Countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	September 2022	November 2022
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP staff relevant to the EB presentation • Donors/Countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	September 2022	November 2022
Dissemination	Report communication	<ul style="list-style-type: none"> • Evaluation management Group (EMG) • Division Directors, Country Offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE	September 2022	November 2022
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFPstaff • Donors/Countries • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Email 	CM	EM	September 2022	November 2022
Dissemination	Evaluation Brief, Infographics & data visualisation	<ul style="list-style-type: none"> • Donors/Countries • Partners/Civil society /Peers/Networks • CAM/Media • General public • (translation in local language to be considered in consultation with the CO) 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	CM	EM	September 2022	November 2022
Dissemination	Poster/public announcement/cartoon/radio/drama/video (TBC)	<ul style="list-style-type: none"> • Affected populations • WFP country/regional office/local stakeholders • Donors/Countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) Local media channels 	EM/CM	CO	September 2022	November 2022

KEY

Main content (mandatory)

Knowledge management products (optional)

Annex 10: Template for evaluation matrix

As mentioned in Paragraph 67, some sub questions and/or minimum lines of enquiry that should be covered by the evaluation related to COVID-19 are highlighted below with underline. These are complementary to the broad range of sub questions and/or lines of enquiry to assess entire the CSP that should be elaborated by the evaluation team during the inception phase.

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
Evaluation Question 1: To what extent is WFP's Strategic Position, role, and specific contribution based on country priorities and people's needs as well as WFP's Strengths?					
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind ?					
	<u>Any changes in beneficiary/caseload profile in response to COVID:</u> <ul style="list-style-type: none"> - <u>Beneficiary numbers</u> - <u>Targeted Profile</u> - <u>Geographical location</u> - <u>Transfer modality</u> - <u>Any other changes</u> 				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs - in particular in response to the COVID-19 pandemic?					
	Any changes in strategic positioning required by the pandemic and degree of adaptation by WFP				
1.4 To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
	Any changes in wider UN frameworks in the context and WFP engagement in these				
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?					
	Did the response to Covid-19 change the degree of contribution in any of these areas?				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
2.3 To what extent are the achievements of the CSP likely to be sustained					
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					
Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
	Any effects of the pandemic on WFP's ability to deliver on time & WFP's management of these consequences on HR needs and their management				
3.2 To what extent was coverage and targeting of interventions appropriate?					
	Any changes in coverage and targeting of interventions due to changing needs, and WFP's adaptation accordingly				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
	Any additional costs incurred regarding COVID 19 protective measures				
3.4 To what extent were alternative, more cost-effective measures considered?					
Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?					
4.1 To what extent did WFP analyze or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP?					
	Was there any data specific to the Covid-19 response being collected that had not been collected previously?				
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?					
	Any effects of the pandemic on financial needs and the level of funding of any additional requests				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?					
	Any adaptation to partnership needs or additional opportunities arising during the pandemic?				
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?					
	Extent of WFP's adaptation to needs created by the pandemic; any changes in: <ul style="list-style-type: none"> – Balance of humanitarian/development activities – Activity types (GFA; school feeding; resilience; technical assistance and capacity strengthening; nutrition; social protection; disaster risk reduction; urban programming etc) – Modalities (CBT vs in-kind) 				
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP?					

Annex 11: Approved CSP document

Web Link to WFP Nigeria CSP :

- <https://www.wfp.org/operations/ng01-nigeria-country-strategic-plan-2019-2022>
- https://docs.wfp.org/api/documents/WFP-0000101930/download/?_ga=2.121625423.631800999.1612452316-607106824.1605084961

Nigeria CSP Budget Revision 01

- https://docs.wfp.org/api/documents/WFP-0000113294/download/?_ga=2.225972957.631800999.1612452316-607106824.1605084961

Annex 12: Terms of Reference for the CSPEs Internal Reference Group (IRG)

1. Background

The Internal Reference Group (IRG) is an advisory group providing advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and Guiding Principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- *Transparency*: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.
- *Ownership and Use*: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.
- *Accuracy*: feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase.
- Suggest key references and data sources in their area of expertise.
- Participate in field debriefings (optional).
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.
- Participate in national learning workshops to validate findings and discuss recommendations.
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaus. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at regional bureau level. Selected HQ staff may

also be included in the IRG, depending on the CSPE context and the availability of expertise at RB level⁷⁷ (where no technical lead is in post at RB level, HQ technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country Office	Regional Bureau	Head Quarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> • Evaluation focal point (nominated by CD) • Head of Programme • Deputy Country Director(s) • Country Director (for smaller country offices) 	<p>Core Members:</p> <ul style="list-style-type: none"> • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> • Senior Regional Nutrition Adviser • Regional School Feeding Officer • Regional Partnerships Officer • Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods) • Regional HR Officer • Regional Risk Management Officer <p>Keep in copy: REO and RDD</p>	<ul style="list-style-type: none"> • Technical Assistance and Country Capacity Strengthening Service, OSZI • School Based Programmes, SBP • Protection and AAP, OSZP • Emergencies and Transition Unit, OSZPH. • Cash-based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol.</p>

5. Approach for engaging the IRG:

The OEV Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the Terms of Reference (ToR), the OEV Regional Unit Head and OEV Evaluation Manager will consult with the Regional Programme Advisor and the Regional Evaluation Officer at an early stage of ToR drafting, particularly as relates to: a) temporal and

⁷⁷ An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the CSP; c) humanitarian situation and d) key donors and other strategic partners.

Once the draft ToR are ready, the OEV Evaluation Manager will prepare a communication to be sent from Director OEV to the Country Director, with copy to the Regional Bureau, requesting comments to the ToR from the Country Office and proposing the composition of the IRG for transparency.

The final version of the CSPE TORs will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in section 3 of this ToR, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

Nigeria CSPE Internal reference Group

	Division	Division Acronym	Focal Point	Position	Contact
	Nigeria CO	CO	Simone PARCHMENT	Deputy Country Director	simone.parchment@wfp.org
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	Regional Bureau for Western Africa	RBD	Rachida AOUAMEUR	Humanitarian Adviser (or Protection Adviser)	rachida.aouameur@wfp.org
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CC:	Office of Evaluation	OEV	Mari HONJO	Evaluation Officer	mari.honjo@wfp.org

List for Copy

Annex 13: Bibliography

1. Evaluation Process

CSPE Evaluation Quality assurance Guidance	WFP/OEV	2020
Evaluation Matrix template	WFP/OEV	2020
Concise Research Analyst Guide 03	WFP/OEV	2020
CSPE Evaluation Report quality checklist	WFP/OEV	2020
CSPE Evaluation Report template	WFP/OEV	2020
CSPE formatting guidelines	WFP/OEV	2020
CSPE Guidance for Process and Content	WFP/OEV	2020
CSPE Inception Report quality checklist	WFP/OEV	2020
CSPE Inception Report template	WFP/OEV	2020
CSPE Summary Evaluation Report quality checklist	WFP/OEV	2020
CSPE Summary Evaluation Report template	WFP/OEV	2020
Technical Note Communications and Knowledge Management Plan	WFP/OEV	2020
WFP Editorial Guidelines	WFP/OEV	2020
WFP contact lists	WFP	2020
WFP Acronyms 16 January 2021	WFP	2020
WFP Organigram EB Approved 29 June 2020	WFP	2020

2. WFP Interventions in Nigeria

Operations in Nigeria

Annual Country Reports/ Standard Project Report	WFP	2015 - 2019
Project Documents – Nigeria Country Strategic Plan	WFP	2019
Nigeria Country Strategic Plan Resource Situation	WFP	2020
Project Documents and budget revisions of EMOP 200777	WFP	2015-2018
Project Documents and budget revisions of SO 200834	WFP	2015-2018
Project Documents and budget revisions of SO 201032	WFP	2015-2018
Project Documents and budget revisions of IR- PREP 200695	WFP	2015-2018

VAM & Assessments

Nigeria COVID-19 Alert	FEWSNET	2020
Cadre Harmonise	FGN/CLISS/FAO	2015-2020
Emergency & Rapid Food Security Assessment	WFP	2016-2020
Borno and Yobe Market Monitoring	WFP	2018 -2020
Rapid Assessments in Camps	WFP	2019
Multi-Sector Needs Assessment Northeast Nigeria	WFP/Joint	2019
Market Monitoring	WFP	2016-2019
mVAM Bulletin	WFP	2016-2017
Rapid Food Security Assessment	WFP	2016-2017
Joint Assessments on Food Security	WFP	2017-2019
Price Monitoring Data	WFP	

Briefs, factsheets, dashboards, Situation Reports

Emergency Dashboards Nigeria	WFP	2016-2020
Situation Reports Nigeria	WFP	2017-2020
Nigeria Country Brief	WFP	2016-2020
Nigeria Internal Situation Report	WFP	2017-2020

Evaluations, Reviews, Audits

Operation Evaluation of EMOP 200777	WFP	2016
Internal Audit of WFP Operations in Nigeria	WFP	2018
Corporate Emergency Evaluation WFP's Corporate Response in Northeast Nigeria	WFP	2019

Interagency Humanitarian Evaluation on Gender Equality and Empowerment of Women and Girls – Nigeria Case Study	IAHE	2020
Sectors/Working Groups		
Emergency Telecommunication Sector Report/ Factsheet (sample)	WFP	2018
Global Food Security Sector Report (sample)	GFSS	2018
Logistics Sector Report /CONOPs (sample)	WFP	2018
Regional Protection Framework lake Chad Basin 2017-2018	UNHCR	2017-2018
WFP Corporate Documents		
WFP Annual Performance Report	WFP	2015-2019
WFP Strategic Plan (2014-2017), (2017-2021)		
2013 Strategic Plan (2014-2017)	WFP	2013
2013 Strategic Results Framework (2014-2017)	WFP	2013
2014 Management Results Framework (2014-2017) Brief	WFP	2014
2014 WFP Performance Management Policy (2014-2017)	WFP	2014
2017 WFP Corporate Results Framework (2017-2021)	WFP	2017
2017 WFP Revised Corporate Results Framework (2017-2021)	WFP	2018
2014-2017 Strategic Results Framework Indicator Compendium	WFP	2015
WFP Integrated Roadmap to Zero Hunger		
2016 Strategic Plan 2017-2021	WFP	2016
2016 Corporate Results Framework 2017-2021	WFP	2016
2016 Financial Framework Review	WFP	2016
2016 Policy on Country Strategic Plans	WFP	2016
2017-2021 Corporate Results Framework Indicator Compendium	WFP	2017-2020
2018 Corporate Results Framework 2017-2021 Revised	WFP	2018
Country Portfolio Budget Guidelines	WFP	2018
Minimum Monitoring Requirements	WFP	2018
Strategic Evaluation of the Pilot Country Strategic Plans	WFP	2018
WFP Management Plans, Annual Report		
Management Plans	WFP	2016 - 2023
WFP Zero Hunger Advocacy Framework	WFP	2015-2016
Access & Principles		
WFP Humanitarian Principles	WFP	2004
Policy on Humanitarian Access	WFP	2006
Humanitarian Access - Operational Guidance Manual	WFP	2017
Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts	WFP	2018
Evaluation of WFP Humanitarian Protection Policy	WFP	2018
Emergencies and Transition		
WFP's Role in Peacebuilding in Transition Settings	WFP	2013
Update on Peacebuilding policy	WFP	2014
WFP OSZ Emergency and Transition Programming Framework	WFP	2015
Emergency Preparedness and Response Package and Annexes	WFP	2016
Joint Strategy on Enhancing Self-Reliance in Food Security and Nutrition in protracted refugee situations	WFP	2016
WFP Emergency Preparedness Policy	WFP	2017
Emergency Preparedness and Response Simulation Manual	WFP	2017
WFP OSZPH Refugee Assistance Guidance Manual	WFP	2017
Interim WFP Emergency Activation Protocol for Level 2 and Level 3 Emergencies	WFP	2018
Strategic Evaluation of WFP's Capacity to Respond to Emergencies	WFP	2020
Protection & AAP		
WFP Humanitarian Protection policy & update	WFP	2012 & 2014
WFP Protection and Accountability policy	WFP	2020
WFP OSZPH Protection Guidance	WFP	2013-2016
AAP (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2017
2015 Guide to Personal Data Protection and Privacy	WFP	2015

Circular/Factsheet - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
WFP Protection and Accountability Policy Easy Read	WFP	2021
Gender		
Gender policy & Update	WFP	2015 & 2017
Gender Transformation Programme	WFP	2017
Gender Action Plan and Revision	WFP	2016 & 2017
WFP OSZPH Gender-Based Violence Manual	WFP	2016
RBB Gender Implementation Strategy	WFP	2016
Gender Toolkit	WFP	2018
Gender Tip Sheet	WFP	2018
Evaluation of WFP Gender Policy	WFP	2020
Anti-fraud and anti-corruption		
Anti-Fraud and Anti-Corruption Policy	WFP	2015
FAQ about Anti-Fraud and Anti-Corruption Policy	WFP	2015
Country Capacity Strengthening		
WFP Policy on Capacity Development - An Update on Implementation	WFP	2009
The Design and Implementation of Technical Assistance and Capacity Development	WFP	2015
Evaluation of the WFP Policy on Capacity Development: an Update on Implementation (2009)	WFP	2016
Country Capacity Strengthening (CCS) Framework and Toolkit	WFP	2017
Guidance on Capacity Strengthening of Civil Society	WFP	2017
Transitioning to Country Capacity Strengthening: what does it mean in practice?	WFP	2017
Partnerships		
How to Work with WFP Handbook	WFP	2005
Partnerships Yearly Key facts and figures	WFP	2010-2015
Memorandum of Understanding between UNHCR and WFP and Addendum with Annexes	WFP	2011 & 2018
WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
Partnership - Tools and Guidelines Booklet	WFP	2015
2015 An Insight into Partnerships at HQ, RB and WFP Offices	WFP	2015
Mapping 2015 Partnerships at Country Office Level	WFP	2016
Field Level Agreements templates	WFP	2018
VAM Monitoring Assessments		
2009 Emergency Food Security Analysis Handbook	WFP	2009
2009 Comprehensive Food Security and Vulnerability Analysis Guidelines	WFP	2009
Technical Guidance for the Joint Approach to Nutrition and Food Security Assessment (JANFSA)	UNICEF	2016
2017 Remote technology for Monitoring	WFP	2017
2015 Comprehensive Food Security Assessment	WFP	2015
Risk Management		
Corporate Risk register - Circular & Summary	WFP	2012, 2016, 2017
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016
Security		
Guidelines for Security Reporting	WFP	2011
Security Risk Management (SRM) Manual	WFP	2015
Report - WFP Field Security	WFP	2016-2017
Monitoring & Third-Party Monitoring		
Beneficiaries, Targeting and Distribution Guidance	WFP	2005 & 2012
Counting Beneficiaries in WFP	WFP	2012
SOPs for ME Final	WFP	2013

Third Party Monitoring Guidelines	WFP	2014 & 2017
Corporate Monitoring Strategy (2015-2017) & (2017-2021)	WFP	2015 & 2017
Monitoring and Evaluation Guidance	WFP	2018
Guidance Note on Estimating and Counting Beneficiaries	WFP	2019
Nutrition		
WFP Nutrition Policy 2012, Follow-Up to WFP Nutrition Policy 2012, and 2013/2016 Updates on the WFP Nutrition Policy	WFP	2012, 2013, 2016
WFP Nutrition Policy 2017 and Update on the Nutrition Policy 2017	WFP	2017
Implementation Plan of the Nutrition Policy 2017 and Update on the Implementation Plan of the Nutrition Policy 2017	WFP	2017
WFP Minimum Standards for Nutrition in Emergency Preparedness	WFP	2017
Resilience & Safety Net		
Update of WFP's Safety Nets Policy	WFP	2012
WFP Policy on Building Resilience for Food Security & Nutrition	WFP	2015
Food Assistance for Asset Guidance Manual	WFP	2016
Humanitarian Capital? Lessons on Better Connecting Humanitarian Assistance and Social Protection	WFP & WBG	2018
WFP_Strategic Evaluation of WFP Support for Enhanced Resilience	WFP	2018
WFP Policy Evaluation - Update of WFP's Safety Nets Policy		2019
Cash & Voucher		
Cash & voucher Policy & Update	WFP	2008 & 2011
Cash and Food Transfers - A Primer	WFP	2007
WFP's 2008 Cash and Voucher Policy (2008-14): A Policy Evaluation	WFP	2014
WFP C&V Manual	WFP	2009 & 2014
Management Plans	WFP	2016 - 2023
Annual Performance Reports	WFP	2010-2019
WFP Zero Hunger Advocacy Framework	WFP	2015-2016
2020_Transfer Modality & Transfer Mechanism selection Guidance	WFP	2020
2020_Minimum Expenditure Baskets Guidance	WFP	2020
2020_Essential Needs Assessment Guidance	WFP	2020
2020_CBT Manual Financial Management	WFP	2020
2020_Setting the transfer value for CBT interventions	WFP	2020
COVID-19		
Cash-based transfers essential needs approach	WFP	2020
Climate change disaster risk reduction	WFP	2020
COVID-19 Response – Guidance to Country Offices on national engagement	WFP	2020
Gender and COVID-19	WFP	2020
General Guidelines for Food and Nutrition Assistance	WFP	2020
Guidance - targeting and prioritization	WFP	2020
Protection AAP disability conflict sensitivity	WFP	2020
4.External Documents		
United Nations		
Humanitarian Response Plan Nigeria	United Nations	2016 - 2020
Humanitarian Needs Overview	United Nations	2015 - 2020
2018-2022_UN Sustainable Development Partnership Framework Nigeria	United Nations	2017
UN Annual result Report Nigeria	United Nations	2018
Impact COVID-19 Pandemic Nigeria A Socio-Economic Analysis-Brief 1	United Nations	2020
Gender-Based Violence in Nigeria During the Covid-19 Crisis	United Nations	2020
COVID-19 Impact Monitoring ID-19 Pandemic Nigeria-Brief 3	United Nations	2020
Strategy Protection, Return and Recovery North East Nigeria	UNDP	2017
National Policies, Frameworks, Plans		
Multiple Indicator Cluster Survey.pdf	Nigeria Government (GON)	2011, 2018
Nigeria Demographic and Health Survey Key Findings	GON	2013
Nigeria Digest of Education Statistics	GON	2016
Malaria Indicator Survey	GON	2010, 2015
National Nutrition and Health Survey Nigeria	GON	2015

Labour Force Statistics	GON	2015
Nigeria Zero Hunger Strategic Review	IITA, GON	2016
2016-2025_Agricultural Sector Food Security Nutrition Strategy	GON	2015
The Buhari Plan Volume-I - IV	GON	2016
2017-2020_Nigeria Economic Recovery Growth Plan	GON	2017
2018-2022 Second National Strategic Health Development Plan NSHDP II	GON	2018
Return Policy Framework	GON	2018
2018-2022 Ministerial Strategic Plan Education for Change	GON	2018
2019-11_Nutrition Food Security Surveillance Round 8 Northeast	GON	2019
SDG National Voluntary Review Nigeria Report	GON	2017,2020
Unemployment Report	GON	2020
National Strategic Plan of Action for Nutrition (2014-2019)	GON	2014
Nigeria National Disaster Framework		
2018_Nigeria National Nutrition and Health Survey	GON	2018

Annex 14: Acronyms

CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CO	Country Office
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GBV	Gender-Based Violence
GII	Gender Inequality Index
HRP	Humanitarian Response Plan
IDP	Internally Displaced Person
IRM	Integrated Road Map
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
NBS	Nigeria National Bureau of Statistics
NERGP	Nigeria Economic Recovery and Growth Plan
NGO	Non-Governmental Organization
OCHA	United Nations Office for Coordination of Humanitarian Affairs
ODA	Official development assistance
OEV	Office of Evaluation
RBD	WFP Regional Bureau for Western Africa
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nation Children's Fund
UNSDF	United Nations Sustainable Development Framework
UNSDPF	The United Nations Sustainable Development Partnership Framework
UNAF	United Nations Assistance Framework
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme

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