



WFP EVALUATION

Formative Evaluation of WFP Livelihoods Activities in Northeast Nigeria, 2018 - 2021

Decentralized Evaluation Report

DE/NGCO/2018/026

WFP Nigeria



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Executive Summary

Evaluation Summary and Objectives

1. The World Food Programme (WFP) Nigeria commissioned this decentralized evaluation (DE) of the livelihood interventions it supported between 2018 and 2021 in Borno, Adamawa, and Yobe, the BAY states of northeast Nigeria. The DE focused on the impact of WFP's shift from unconditional support through generalized food distribution (GFD) towards a conditional approach supporting livelihoods activities.
2. This DE has two objectives:
 - **Learning:** Determining the reasons why results have or have not occurred in order to draw lessons and to derive good practices to inform operational and strategic decision-making.
 - **Accountability:** Assessing the livelihoods activities and reports on their performance and results.

As a formative evaluation, the emphasis is on the learning objective. In parallel to this DE, WFP Nigeria is conducting a centralized evaluation of the Nigeria Country Strategic Plan (CSP), 2019-2022.

3. WFP Nigeria and other evaluation stakeholders will use the findings from the DE to inform the design of the next CSP (2023-2027), to refine the design of WFP's livelihood interventions, and to support advocacy for continuing support to conflict-affected people in the BAY states.

Evaluation Context

4. The protracted armed conflict in northeast Nigeria, now in its second decade, has led to the internal displacement of more than 2 million people, the majority of whom are women and children. In addition to internally displaced persons (IDPs) living in camps, many live within local communities.
5. In 2019, WFP began modifying its assistance to IDPs and their host communities in northeast Nigeria. This involved a gradual decrease in direct unconditional life-saving assistance through General Food Distribution (GFD) or Cash-based Transfer (CBT) distributions, while increasing conditional, gender-transformative livelihoods support and nutrition-sensitive interventions. Through a progressive scale-up through 2022, the livelihoods activity aims to reach 250,000 men, women, boys, and girls.
6. Around mid-2017, following a stabilization of the armed conflict, a demand for recovery activities arose from state governments, NGOs, and other humanitarian partners; WFP Nigeria's livelihoods activities were developed in response to this call. WFP's triple nexus—addressing its core mandate of reducing hunger in emergency situations while meeting development needs and contributing to building peace—was seen as a cost-effective approach.

Evaluation Approach

7. The evaluation team (ET) adopted a mixed methods approach which combined mostly qualitative findings with some quantitative data, and added a triangulated approach to examine findings, in order to reduce bias and enhance transparency and impartiality. The evaluation

approach was adjusted as needed to account for security-related challenges in the BAY states and to mitigate COVID-19 pandemic spread. The methods included document and data review, face-to-face and virtual key informant interviews with WFP staff and WFP partners, and focus group discussions with beneficiaries and non-beneficiaries.

8. The evaluation analysed how WFP and UN objectives on gender equality and empowerment of women (GEEW) and GEEW mainstreaming principles were included in the intervention. The evaluation assessed how livelihoods programming contributed to achieving the four dimensions of WFP's gender objectives: (1) food assistance adapted to different needs, (2) equal participation, (3) decision-making by women and girls, and (4) gender and protection.

9. The analysis was structured around six standard criteria for evaluating humanitarian operations—appropriateness, effectiveness, efficiency, connectedness, coverage, and coherence. The evaluation findings below are organized by these six criteria.

Evaluation Findings

Evaluation question 1: Was the livelihoods activity aligned with WFP livelihood and resilience guidance, and was the transfer modality, needs, and design appropriate for the context (appropriateness)?

10. The design and implementation of the livelihoods activity followed relevant WFP guidance. WFP and its partners employed the three-pronged approach (3PA) at national, regional, and community levels. The Community-Based Participatory Planning (CBPP) process encouraged effective planning of interventions to address the challenges faced by the targeted communities.

11. The transfer modalities were suitable for the context in the BAY states and needs of the affected communities. The conditional activities focused on important communal assets; payment in food was appropriate to the reduction of risk in an insecure setting; and women, the elderly, and those with special needs were accommodated. However, there were some cases of women doing work that may not have been culturally appropriate.

Evaluation question 2: Did the livelihoods activities achieve the expected outputs and outcomes (effectiveness)?

12. The theory of change (ToC, see Annex 10) for the livelihoods activities set out the intended paths along which inputs would generate outputs and outcomes in the short, medium, and long term. The livelihoods activities were largely successful in generating the expected outputs and have partially achieved short-term outcomes.

13. Livelihoods activities supported women's and men's involvement in the local economy such that they have become more resilient to shocks and are enabled to meet their basic food needs. The asset-benefit indicator which WFP generates from its regular monitoring showed positive progress—61 percent of households had a reasonable level of livelihood assets in 2020 compared to 56 percent in 2019. However, the long-term management of the assets was difficult for many beneficiaries in Borno and Yobe states due to life circumstances, lack of profitability, shocks, and lack of resilience.

14. Women beneficiaries were empowered by the livelihoods interventions; because of the interventions, they were making an increasing proportion of the household's income-related decisions, were contributing more to household finances, and had attained greater levels of mobility. Female-headed households (FHH)—particularly those with children—and persons with disabilities (PWDs) are specifically targeted as vulnerable groups.

15. At the macro level, disruptions in market and business functionality affected income generating activities. At the micro level, COVID-19 lockdown measures and mobility restrictions disrupted livelihood opportunities. At the individual beneficiary level, a common theme was the selling of business assets when WFP financial support ceased.

Evaluation question 3: Was the livelihoods activity technically relevant to needs, and did WFP Nigeria and partners fulfil their complementary roles (efficiency)?

16. The livelihoods activities matched the needs of the communities. Due to earlier involvement with the types of activities included in the interventions, beneficiaries were already familiar with the activities and thus quickly acquired the necessary skills. The activities were mostly targeted at food and at people's other frequent needs and thus a regular demand for products was guaranteed.

17. Several good practices emerged, including selecting partners with ongoing complementary food and nutrition security programs, referring specific vulnerable groups to WFP nutritional support, and adding nutrition programming as a subcomponent of programming. However, there were instances in which beneficiaries indicated that the training or assets could be improved to better meet their needs.

Evaluation question 4: Is the transitional strategy which forms the targeting criteria of the livelihoods activity, i.e., moving from unconditional to conditional assistance, able to support or contribute to peace and stability, social cohesion, and sustainable livelihoods (connectedness)?

18. The livelihoods activity supported and contributed to peace and social cohesion in targeted communities. Community leaders indicated increased harmony among displaced persons and host communities. The implementing partners used feedback mechanisms to understand the perceptions of the targeted communities and used these lessons as the basis for program adjustments.

19. Despite these positive outcomes, the duration of the livelihoods support may have been too short for it to be sustainable. This is particularly the case for women, as the barriers and inequalities they must overcome are greater than those of men.

Evaluation question 5: Was the targeting criteria of the livelihoods activity consistent with the needs of beneficiaries (coverage)?

20. The targeting criteria and its implementation were consistent with the needs of beneficiaries. Targeting has improved since 2018, because of a new beneficiary-targeting standard operating procedure (SOP). However, among partners, there was inconsistency in the targeting of older people, PWDs, and vulnerable host households. In some cases, it was not clear whether PWDs or the elderly should have been exempt from working and kept on GFD, considering the wide range of capabilities among such groups.

21. From a needs perspective, targeting both highly and moderately vulnerable households within host communities makes sense. However, not all people have the ability and skills to run successful businesses. For example, given structural gender inequalities, women may require additional training and support to have a chance of success equal to that of men, and some elderly people may not be appropriate candidates for livelihoods activities.

22. Targeting may not have been fully understood by community members. Some non-beneficiaries raised concerns that the selection of beneficiaries was based on relationships rather than need.

Evaluation question 6: Did the livelihoods activity consider the context for implementation, and was it in line with humanitarian principles (coherence)?

23. Implementing partners designed activities based on population needs, they prioritized the vulnerable, and they ensured that livelihoods activities were aligned with humanitarian principles. Partners also adjusted their delivery in line with humanitarian and human rights principles. Women's (and men's) empowerment increased because of participation in the activities.

24. The livelihoods activities have matched the objectives of the federal, state, and local governments of resettling displaced persons and building their ability to cope with shocks. WFP's interventions are in tandem with the policies of the three tiers of government in Nigeria. The project acknowledged the important role of traditional leaders (bulamas, lawanis) as enforcers of local guidelines within the community. Lastly, the livelihoods activity feedback mechanism provided partners and WFP with perspectives of the communities on the activities.

Conclusions

25. Livelihoods activities supported by WFP have addressed the needs of the population. There is room for improvement, however, in areas such as beneficiary targeting, gender responsiveness, activity time frames, activity design and type of training provided, scale-up plans, and measurement of impacts.

26. **Targeting:** In October 2019, a centralized evaluation of the Level 3 response under the Regional Emergency Operation (EMOP 200777) was published which encompassed WFP operations from 2016 to 2018. Although there has been much progress in targeting since then, targeting remains a complex process. Partners did not treat vulnerable groups (including PWDs and the elderly) consistently, and there is insufficient knowledge among beneficiaries and non-beneficiaries about the selection process.

27. **Sustainability:** Livelihoods activities are helping beneficiaries to meet immediate food needs, but they seem to have limited success in restoring the key productive assets needed for sustained livelihood activities. There is a widespread view that the intervention was too short to have lasting effects.

28. **Capacity strengthening:** In many instances, beneficiaries were given livelihood assets without the complementary capacity strengthening that would sufficiently position the beneficiaries with the basic technical competence and managerial skills to facilitate their entrepreneurial success.

29. **Gender-responsiveness:** Women were empowered by the livelihoods activities, but to varying extents. Membership of most Project Management Committees (PMC) included at least 50 percent women, though, in the cultural context, ensuring that women's voices are heard remains a challenge. Given heavy domestic burdens, women require more flexibility in the timing and scheduling of individual and, especially, communal work.

30. **Evaluation:** The monitoring and evaluation of outcomes and impacts could be improved by the collection of data on key indicators at the baseline and end-line of livelihood activities from both beneficiaries and non-beneficiaries. This would enable rigorous analysis of the impacts of the livelihoods activities in a way that is clearly attributable to the intervention.

31. **Scaling up:** Scaling up livelihoods activities can be carried out by WFP and partners in a way that retains flexibility to build on the progress and lessons learned from the current livelihoods activities, while adjusting for local context and type of beneficiary.

Recommendations

32. Based on the findings, the ET recommends the following:

- Refine the targeting approach to better ensure the inclusion of vulnerable groups such as women, youth, elderly, and PwD.
- Increase the implementation timeframe.
- Strengthen capacity comprehensively to enable beneficiaries gain adequate technical knowledge to grow sustainable and viable businesses.
- Strengthen gender-responsiveness in programming.
- Improve future evaluation of the livelihoods activity to measure impacts that are attributable to the intervention.
- Scale up livelihoods activities, with flexibility to build on the progress and lessons learnt from the current activities, and with adjustments for each local context and types of beneficiaries.

1.0 Introduction

1.1. EVALUATION FEATURES

1. This decentralized evaluation, commissioned by WFP Nigeria, is entitled, “Formative Evaluation of Livelihoods activities in Northeast Nigeria, 2018 to 2021”. The evaluation assessed the impact of WFP’s shift towards a more conditional approach to livelihoods assistance interventions in Borno, Adamawa, and Yobe, the ‘BAY’ states of northeast Nigeria. WFP’s introduction of conditional livelihoods assistance replaced the strategy based on unconditional assistance that had run from October 2018 to December 2019. The new approach that includes livelihoods support was introduced in January 2019. WFP’s donors and partners in Nigeria’s federal and state government, the United Nations (UN), and non-governmental organizations (NGOs) have all expressed strong interest in complementing humanitarian interventions in northeast Nigeria with programming that helps rebuild the livelihoods of the people of that area.
2. It is expected that WFP Nigeria and other evaluation stakeholders will use the findings from the evaluation to refine the approaches taken to support beneficiaries of WFP’s livelihood interventions in the final year (2022) of the Country Strategic Plan (CSP) of WFP Nigeria. Annex 11 provides a snapshot of the various stakeholders with interest in this analysis. The evaluation also will help inform strategic direction-setting, design of the subsequent CSP (2023-2027), and advocacy to mobilize resources for continuing support to conflict-affected people in the BAY states.
3. In October 2019, a centralized evaluation of the Level 3 response under the Regional Emergency Operation (EMOP 200777) was published which encompassed WFP operations from 2016 to 2018. That centralized evaluation contains recommendations that inform, and can be directly applied to, the design and implementation of WFP’s livelihoods activities, including transition planning, implementation capacities, and targeting approaches. A key component of this decentralized formative evaluation of WFP’s livelihoods assistance in northeast Nigeria is to assess the extent to which WFP has revised how it has implemented its livelihoods activity in response to the recommendations from the EMOP 200777 evaluation.
4. The decentralized evaluation also was designed to examine how gender equality and empowerment of women (GEEW) objectives and GEEW mainstreaming principles were included in the livelihoods activity intervention design, and whether the intervention has been guided by WFP and UN system-wide GEEW objectives. GEEW dimensions were integrated into all evaluation criteria. In the WFP livelihoods activities in northeast Nigeria, women are supported in their efforts to strengthen their role in decision-making and thus to tackle gender inequalities.
5. WFP Nigeria designed its CSP to gradually decrease the delivery of assistance through general food distributions countered by a gradual increase in gender-transformative livelihood support and nutrition-sensitive approaches, with the overall aim of promoting self-reliance and resilience among beneficiaries. From a gender perspective, the evaluation sought to understand whether the livelihoods programming achieved the four dimensions of WFP’s Gender Objectives: 1) food assistance adapted to different needs; 2) equal participation; 3) decision-making by women and girls; and 4) gender and protection.

1.2. CONTEXT

1.2.1 Context and Trends in Northeast Nigeria

6. The protracted armed conflict in northeast Nigeria began more than a decade ago. It has led to the internal displacement of more than two million people in the BAY states, the majority of whom are women and children. In addition to living in camps, many internally displaced persons (IDPs) live in local communities. These conflict-affected IDPs and their host communities continue to experience severe shocks that affect their livelihoods and well-being. Movement restrictions, forced displacements, intimidation, violence, and violations of their human rights all reduce their access to land, water, and the other requirements of sustainable livelihoods. In consequence, most IDPs experience significant losses of income and productive assets.

7. WFP, in its efforts to end hunger, foster development partnerships, and address the urgent and increasing need in these conflict-affected areas, aligns itself with the government's 10-year food security and nutrition strategy and with its sustainable development agenda. WFP aligned with the government's 10-year food security and nutrition strategy and with its sustainable development agenda in its efforts to end hunger, foster development partnerships, and address the urgent and increasing need in these conflict-affected areas. WFP's operations in Nigeria focus on six strategic outcomes: 1) emergency food and nutrition assistance, 2) food assistance for assets and resilience activities, 3) multi-sectoral nutrition support, 4) capacity strengthening, 5) advocacy and policy, and 6) common services. WFP Nigeria has received funding from around twenty donors, including the United States, the United Kingdom, Germany, the European Union, and Canada. This donor-support covers 94 percent of the costs of operations in northeast Nigeria. By leveraging on the strength of their partner base and long-standing relationships, WFP can follow a multifaceted approach focusing on gender equality, protection issues, and resilience building in the communities in which it is engaged. For example, to achieve the first outcome, WFP worked closely with the Yobe State Primary Health Care Management Board and United Nations International Children's Emergency Fund (UNICEF) to implement small-scale health facility-based targeted supplementary feeding for treatment of children 6–59 months of age with moderate acute malnutrition (MAM). Under the second strategic outcome, WFP implemented jointly with Food and Agriculture Organization (FAO) and UN Women a resilience building project to restore and promote sustainable agriculture-based livelihoods for food security, employment, and nutrition improvement in Borno State. WFP also collaborated with United Nations High Commissioner for Refugees (UNHCR) on resource mobilisation to support Cameroonian refugees in South Nigeria. Working with 13 local and international non-governmental organization cooperating partners, WFP has led the implementation of numerous activities, providing these partners with capacity building so that their efforts are effective.

8. WFP, working in partnership with other humanitarian agencies and the Government of Nigeria, has provided two types of support to conflict-affected people in the BAY states.

9. Prior to 2018, WFP Nigeria focused on emergency response operations in northeast Nigeria. Between 2016 and 2018, under its emergency response project referred to as Regional Emergency Operation, 2015–2018 (EMOP 200777), it provided lifesaving unconditional transfers using in-kind food and cash-based transfers (CBT) to affected IDPs—an effort which was broadly successful. An evaluation of WFP activities between March 2016 and November 2018 in northeast Nigeria reviewed the appropriateness of design and delivery, operational performance, and quality of strategic decision making. A key finding from the evaluation was that WFP should maintain a core strategic focus on addressing the immediate needs of affected populations. Successful emergency

response operations led to a positive situation whereby in 2018 the number of people experiencing extreme levels of food insecurity in the BAY states dropped by more than half when compared with previous years, to just over 2.9 million people for the lean season.

10. In 2019, under WFP Nigeria's Country Strategic Plan (CSP) for 2019 to 2022, the WFP began modifying the assistance it was providing to IDPs and their vulnerable host communities in northeast Nigeria. This involved a gradual decrease in direct unconditional life-saving assistance delivered through general food or CBT distributions, while increasing the provision of conditional gender-transformative livelihood support and nutrition-sensitive interventions, with the overall aim of promoting self-reliance and resilience. Through a progressive scale-up over the course of the CSP through 2022, the livelihoods activity aims to reach 100,000 men and boys and 150,000 women and girls in the communities WFP serves.

11. Unfortunately, the armed conflict in Nigeria's northeast again escalated in mid-2019. This resulted in a continuation of the significant reliance on emergency humanitarian assistance at a level not contemplated when designing the current WFP Nigeria CSP. An analysis of data on food and nutrition insecurity in the Sahel and West African region by Cadre Harmonisé (CH) in June 2019 indicated that indicated that 2.97 million people were food insecure and faced critical levels of food insecurity across the BAY states, constituting a 74 percent increase from the October 2018 report. A revision of WFP's budget was therefore called for in order to increase lifesaving food and nutrition assistance in these states. In March 2020, a second adjustment of the CSP budget was approved to accommodate a further scale-up of activities without altering the planning schedule for the livelihood activities. As of August 2021, the humanitarian situation in northeast Nigeria remained critical, with 2.9 million IDPs in country, over 70,000 refugees in neighbouring countries, and 4.4 million people facing food insecurity (WFP Nigeria Emergency Dashboard, August 2021). WFP provided assistance to 1,626,000 people in July 2021. Of these, 1,081,000 received in-kind food assistance, 493,000 received CBT, 200,400 received nutrition support, and 27,800 participated in livelihood interventions. The IFPRI evaluation team evaluated these livelihood interventions through the approach outlined in this report.

12. WFP Nigeria thus designed the livelihoods activities in northeast Nigeria in 2018 in the context of improving physical and food security. The CSP for WFP Nigeria for 2019-2022 envisaged that the then positive trends in the operational environment would enable a gradual decrease in the need for life-saving assistance through general food distributions, permitting a gradual increase in gender-transformative livelihood support and nutrition-sensitive approaches with the overall aim of promoting self-reliance and resilience. This approach reflected WFP's global strategic plan (2017-2021), which under its Strategic Objective 3 of achieving food security called for WFP to implement "programs that create productive assets, promote the production of nutritionally diverse foods, diversify livelihood strategies, and rehabilitate natural resources (p. 30)."(1)

13. WFP Nigeria developed the livelihoods activities as part of a response to the demands of state governments in northeast Nigeria, NGOs, and other humanitarian partners for recovery activities following the stabilization of the armed conflict around mid-2017. In this context, WFP's triple nexus—addressing its core mandate of reducing hunger in emergency situations, but also meeting development needs and contributing to building peace—was seen as a cost-effective approach. At the time of initiating the livelihoods activities, WFP Nigeria and its stakeholders considered the question of 'Why WFP?'—namely whether WFP, instead of another organization, such as FAO, should lead the implementation of livelihoods activities in northeast Nigeria. Stakeholders recognized that WFP Nigeria had the technical capacity, partner network, and resources to deliver

livelihoods activities at scale. Consequently, the livelihoods activities were viewed as a progression from the emergency assistance and were aimed at sustainably increasing the resilience of beneficiaries.

14. It was expected that WFP would build on its existing partnerships with the NGOs that had been involved in the GFD. With their cooperation, it was able to implement livelihoods activities in targeted Local Government Areas (LGA) in the BAY states. For example, the international humanitarian aid NGO, INTERSOS, had worked with WFP in 2017 on a food distribution project in Bama (Banki) LGA, Borno. In 2018, WFP Nigeria and INTERSOS held preliminary consultations on livelihoods and resilience, which led to using the community-based participatory planning (CBPP) tool to do a comprehensive community needs assessment in Bama, Ngala, and Mobbar (Damasak) LGAs. In late 2018, INTERSOS commenced livelihoods activities, including the distribution of milling machines in Bama. INTERSOS then collaborated with WFP on two separate projects, one in 2019 in Ngala and the second in 2020 in Mobbar; the latter was extended twice before concluding in January 2021. Table 1 presents the activities under each of the six categories of livelihoods activities.

Table 1: List of Activities under the Livelihood Programs

SECTOR/DEPARTMENT	LIVELIHOOD ACTIVITIES
1. Natural Resource Management	Field level design lay out, construction and stabilisation of moisture harvesting structure and farm terraces Gully and drainage management
2. Crop production	Tree seedling preparation and planting Promotion of drought resistant and high yielding crops and vegetables Promotion of post-harvest technologies
3. Livestock Development	Provision of Small ruminants (Shoats) Provision of Chicks for poultry production Feed provision and production Pond construction for livestock water source
4. Infrastructure Development	Solar powered bore holes construction for irrigation Construction of boreholes for irrigation Construction of shallow wells Social infrastructure development & rehabilitation
5. Income generating Activities	Tailoring Cap making Soap making Food processing Hair dressing/cutting Carpentry Elderly house construction Pottery Stove production

SECTOR/DEPARTMENT	LIVELIHOOD ACTIVITIES
	Briquette production
	Hand crafts
	Kitchen/micro gardens
	Others
6. Stakeholders Meeting and monitoring	
	Inception meetings with LGAs and state authorities
	Monthly & quarterly review meetings
	Regular monitoring
	Joint monitoring & supervision
	Periodic meeting with wards and Project Management Committees (PMC)
	Others

1.2.2 Context for Gender Considerations

15. The conflict in northeast Nigeria affects women, men, boys, and girls differently. Women and girls are more susceptible to food insecurity and malnutrition.⁽²⁾ This is largely because Nigeria has a male-dominated culture.⁽³⁾ Nigeria's Gender Development Index (GDI)¹ is 0.881, ranking it 146 of 182 countries. The North-East zone's Gender Development Measure is 0.250 and its Gender Empowerment Measure is 0.118, the lowest (worst) in the country.⁽⁴⁾ Female-headed households are generally more at risk of food insecurity since there are fewer work opportunities for women.⁽⁵⁾ Girls and women are exposed to greater risks of sexual violence and abuse, such as child or forced marriage, teenage pregnancies, and trafficking and are more likely to engage in survival sex,⁽⁵⁾ which puts them at high risk of sexually transmitted infections.⁽²⁾ Women and girls are also at risk of recruitment or abduction for use as suicide bombers by non-state armed groups. Young boys are at great risk of forced recruitment by these groups. With limited options to develop alternative livelihood strategies, women and men practice negative coping strategies, including begging and transactional (survival) sex.⁽⁶⁾ During the COVID 19 pandemic, women have had to sell their assets as a coping mechanism, which makes them more vulnerable to future economic shocks.⁽⁵⁾

16. Pre-existing vulnerabilities and gender gaps have been exacerbated by the crisis.⁽⁷⁾ Sexual violence is a defining characteristic of the ongoing conflict with six out of 10 women in the northeast having experienced one or more forms of gender-based violence (GBV).⁽⁶⁾ Sexual violence occurs mostly at home or while travelling outside of camps/communities for wood collection, to/from schools, and during the distribution of humanitarian assistance.⁽⁶⁾ GBV has multiple perpetrators, including security personnel, weapons bearers, camp elders, and people from the camp, among others.⁽²⁾

17. While traditional gender norms remain, the conflict has expanded the roles and responsibilities of women.⁽⁸⁾ Women continue to be responsible for domestic work.⁽³⁾ Women are also now breadwinners and beneficiaries of livelihood schemes, cash transfers, and other social protection services. However, women face a double burden of domestic and productive responsibilities.⁽²⁾ This is especially true of women who have lost their husbands or whose husbands are missing or incapacitated. Additionally, as men and boys leave their home in search of livelihood opportunities in the metropolitan cities, female members of the family take on

¹ The GDI encompasses metrics on health, education, and command over economic resources.

additional roles and responsibilities.(8) Adolescent girls may take on the roles of adults and caretakers of their households in the absence of their mothers. Most women come from rural areas, with high illiteracy levels and where their social roles traditionally were confined to the domestic sphere. This presents an enormous barrier for women to engage in livelihoods activities.(9) Other barriers women face include childcare and household time management, and poor and/or unequal representation in the leadership of mixed gender market groups and associations.(10)

18. Prior to being displaced, women and men in the affected population participated in farming activities. Farming was an activity in which both partook.(11) Before the insurgency, women also ran small businesses, typically involving the buying and selling of food stuff and craft products. Such small businesses are particularly suitable for women as such work can be fit around domestic duties and looking after small children.(12) Pre-conflict, most business activities women engaged in were mostly done at home, as married women did not regularly frequent markets. With the insurgency, women and girls have more freedom of movement outside the home due to changing gender norms, but movement is limited for both women and men due to the danger presented by such non-state armed groups.(6)

19. In agriculture and other value chains, women in northern Nigeria face similar problems to men—specifically in access to capital, credit and loans, equipment for mechanized farming, harvesting, transportation, processing, and storage.(10) However, these challenges are structurally more difficult for women to overcome. There are significant barriers to improving agricultural productivity that are specific to women.(10) Women often do not have the appropriate technology, tools, and inputs to farm productively.(2) In Yobe state, 80 percent of respondents indicated that culturally women are considered weaker than men and therefore should not be allowed to own assets.(6) Borno state is also a highly patriarchal society with rigid gender roles and specified domains. The wife is under the control of the husband, and all that she owns also belongs to him.(6)

20. In northeast Nigeria, men are about five times more likely than women to own land (9 versus 51 percent).(13) In rural areas, women's rights of access are still regarded as secondary to those of men. Women's access to land is often still mediated via patrilineal systems, as user rights often follow marriage, inheritance, or borrowing.(4) Traditionally, only Muslim women own land outright. Agricultural production in the BAY states is now restricted to land that is close by for fear of attack by insurgents, which effects both women and men farmers.(2) This restriction means that arable land is getting scarce. In this situation, women are the last to have access to land.(2) Additionally, landowners are reluctant to sell their land to women, so they inflate the prices of land for women buyers. Women also encounter problems when leasing land for both dry and rainy seasons as landowners may demand two lease payments a year.(10) When renting land, women cannot cultivate any crop outside of what has been agreed. Such restrictions include high-income cash crops.(2) Within households, because of unequal control of resources, when men and women grow the same crop on individual plots, women are disadvantaged as most inputs go to the men's plots.

21. Women may not access technical support or credit beyond their village mutual savings groups.(10) Women's savings groups, locally called "Adashe," are an important source of savings and peer support. However, they have been largely disrupted by the current crisis. Lack of capital and insecurity are the main constraints for traders in general, but more so for female market traders.(14) Without land, women are unable to meet collateral requirements for loans.(3)

22. Women have less access to agricultural extension services than men. Women are often not aware of local visits by extension officers, male extension workers are often not allowed to interact with female farmers for cultural reasons, and there is an inadequate number of female extension workers.(2) In Borno state, extension services are almost non-existent in many communities. Because of religious norms, many women are sensitive as to how their personal interactions with male technical experts may be perceived. While group consultations and open workshops with male technical experts may attract less judgement, women's preferences are to have access to personalized advice from female extension workers.(10) Women also have unequal access to information and improved technology.(2) Women's internet access is almost non-existent. Moreover, only 8 percent of women use a bank account and 39 percent own a mobile phone in northeast Nigeria, compared to 18 and 70 percent of men, respectively.(13) IDP women have constraints accessing information due to literacy and language gaps, access to phones and radios, and other technology limitations.(5)

1.3. SUBJECT BEING EVALUATED

23. WFP Nigeria is conducting two evaluations (one decentralized and one centralized) within the course of the Country Strategic Plan, 2019-2022. This decentralized evaluation has the following two objectives:

- i. **Learning:** The evaluation set out to determine the reasons why certain results have or have not occurred; its aim was to draw lessons from their findings and to derive good practices and pointers for learning. Such evidence-based findings can inform operational and strategic decision-making and will be actively disseminated, and lessons were incorporated into relevant lesson-sharing systems with a renewed emphasis on providing evidence and accountability for results.
- ii. **Accountability:** The evaluation conducted an assessment and report on the performance and results of the livelihoods activities.

24. As a formative evaluation, the emphasis is on the learning objective. This is in keeping with continued expectations on the part of the WFP country office that unconditional assistance can be scaled down over time in northeast Nigeria in favour of conditional assistance, such as through the livelihoods activity. (Key WFP Nigeria strategic planning documents are listed in Annex 1.)

25. The terms of reference (TOR) for this formative evaluation of WFP Nigeria's livelihoods activity in northeast Nigeria is included in Annex 2. The following elements were specified in its design:

26. **Types of activities to be evaluated:** The evaluation focused on WFP's livelihoods activities (Activity 3) in northeast Nigeria. Programming under this activity is designed to build resilience to shocks for conflict-affected households and communities through asset creation and preservation, increased gender-transformative livelihoods opportunities, and enhanced agricultural value chains. Annex 10 depicts how Activity 3 is situated within WFP Nigeria's CSP for humanitarian and development assistance in the WFP Nigeria line of sight (Annex 10). Annex 10 also provides the comprehensive theory of change (ToC) for the livelihoods activity. Other WFP activities in northeast Nigeria are outside the scope of the evaluation, including food or CBT assistance provision under Activity 1, nutrition programming, or postharvest management.

27. **Timeline of activities to be evaluated:** The evaluation focused on livelihoods programming implemented during the period of October 2018 to August 2021. This includes livelihoods activities under the Regional Emergency Operation (EMOP 200777) from October 2018 through December

2019 and livelihoods activities under the WFP Nigeria Country Strategic Plan (2019-2022) from January 2020 to August 2021. As indicated in the ToRs, the initial timeline for the evaluation was October 2018 to October 2020; however, during the course of the inception mission, the Evaluation Team (ET), WFP's livelihoods team and the Evaluation Committee (EC) discussed a revision of the timeline. The final agreement was to extend the evaluation timeline to cover livelihoods activities within the period of October 2018 to August 2021. The ET remained cognizant of the fact that activities implemented during the 2021 agricultural season may not have been completed by the time of field data collection. (A detailed evaluation timeline developed by the ET in consultation with WFP at the end of the inception phase is presented in Annex 3.)

28. **Differentiation of impacts:** The program employed the Community-Based Participatory Planning (CBPP) process, targeting and several other mechanisms, including partnering with UN agencies and cooperating partners, to address the needs of different vulnerable groups. For example, women have been supported in efforts to strengthen their role in decision-making with their household and community to tackle gender inequalities. Attention was paid in the evaluation to differentiation within target groups for the livelihoods activity, including gender; age (youth, adult); urban, rural, or camp settings; and the relative severity of the local humanitarian situation. The evaluation examined implementation and impact differences between IDPs, returnees, and vulnerable host community households. Assessment of trends in gender equality and empowerment of women (GEEW) is an integral part of the evaluation process. Participation and consultation with women, men, boys, and girls from different groups was fostered to gain insight into gender-related factors that affected the design and implementation of the livelihoods programming. People with specific needs, such as older people or people living with disabilities or other vulnerabilities, were also part of the consultations.

29. **Evaluation questions:** The evaluation was designed around a standard set of six criteria for evaluating humanitarian actions and operations,⁽¹⁵⁾ namely the appropriateness, effectiveness, efficiency, coverage, coherence, and connectedness of WFP Nigeria's livelihoods activities in northeast Nigeria.

1.4. EVALUATION METHODOLOGY, LIMITATIONS, AND ETHICAL CONSIDERATIONS

30. The ET adopted a mixed methods approach that combined qualitative and quantitative data with a triangulated approach to examining findings; this approach reduces bias and enhances transparency and impartiality. The evaluation approach takes into account the current difficulties of conducting fieldwork in the BAY area due to prevailing insecurity compounded by precautions necessary for mitigating COVID-19 pandemic spread. The methods used include a detailed document and data review, key informant interviews with WFP staff and a range of WFP's partners, and focus group interviews with beneficiary and non-beneficiaries in a selection of livelihood activity sites where such discussions could be safely held in person.

31. Conceptually, this evaluation combines a theory-based approach with a participatory-stakeholder-based approach. The theory-based component seeks to understand the theory of change (see Annex 10) for the livelihoods activity and assess the process and outcomes of program delivery in comparison with that theory of change. The participatory-stakeholder-based approach relies on the perspectives of a broad array of stakeholders to evaluate the activities and to draw out lessons for this formative evaluation.

32. The evaluation applied the international evaluation criteria for humanitarian operations—appropriateness, effectiveness, efficiency, connectedness, coverage, and coherence.⁽¹⁵⁾ Annex 4

provides the evaluation matrix, which consists of the evaluation criteria, evaluation questions, and sub-questions corresponding to each of the six criteria, as well as the data collection methods and data sources that were used to address each question. Collectively, the questions aim at highlighting key lessons from and the performance of the WFP Nigeria livelihoods activities, which could inform future strategic and operational decisions. The matrix also describes the triangulation approach that the ET used to verify data collected from various sources.

33. The **appropriateness** criterion considers whether the livelihoods activities were aligned with WFP guidance on livelihoods activities and transfer modalities, and whether the design and transfer modalities of the activities matches the context in which the activities were implemented. Secondly, the ET considered whether the process was participatory, inclusive, and gender responsive.

34. The **effectiveness** criterion deals with the accountability aspects of the evaluation. The ET considered whether the livelihoods activities achieved the expected outputs and outcomes, and the extent to which constraining factors, such as COVID-19, affected the achievement of the goals. Long-term or wider impacts of the intervention cannot be assessed at this time, however the potential for impact was considered where relevant. Apart from the stated objectives of the livelihoods activities, the ET considered the views and perceptions of beneficiaries and whether their expectations have been met. The ET also considered positive or negative unintended outcomes under these criteria. Lastly, the team considered the extent to which WFP's corporate indicators captured the outcomes.

35. Under the **efficiency** criterion, the ET considered the extent to which the livelihoods activities were relevant to the needs of beneficiaries and specifically whether the activities contributed to humanitarian, peace, and development needs. This criterion also includes a consideration of the extent to which other partners played their roles in achieving the objectives of the livelihoods activities.

36. The fourth criterion, **connectedness**, focuses on the transition from unconditional to conditional assistance through the livelihoods activities. On this criterion, the evaluation considered whether the livelihoods activity was technically relevant to needs and whether WFP Nigeria and its partners fulfilled their complementary roles in implementing the activity. Drawing from interviews with WFP staff and implementing partners, the ET examined whether lessons learned during program implementation have resulted in any improvements or other adjustments.

37. The targeting criteria for the livelihoods activities were the focus of the **coverage** criterion. The ET considered overall whether targeting criteria for the livelihoods activity were consistent with the needs of the beneficiaries. Sub-questions under this criterion explored the extent to which targeting considered the needs of key target groups, the gender-responsiveness of targeting, and whether the implications of targeting were considered in design and implementation.

38. Finally, under **coherence**, the evaluation reviewed the context for implementation of the livelihoods activities, and whether the contextual factors in the BAY states were adequately considered in the design and implementation of the activities.

39. The evaluation followed a GEEW-sensitive mixed-methods approach that included quantitative and qualitative work. The evaluation analysed how GEEW objectives and GEEW mainstreaming principles were included in the intervention design, and whether the object has

been guided by WFP and system-wide objectives on GEEW. The GEEW dimensions was integrated into all evaluation criteria as appropriate. For instance, gender-equality in the community-based participatory planning (CBPP) process could be measured through the gender composition of Project Management Committee (PMC) members. It also could be measured through representation of women within the five step CBPP process, i.e., describe the community and surrounding environment; identify problems and solutions; select and design activities; build partnerships; and develop the plan. The evaluation team's gender specialist reviewed and added gender-sensitive questions to the interview guides and conducted a gender analysis of all data collected, paying particular attention to domains of empowerment and issues of gender equality, including cultural norms and beliefs, gender roles (e.g., responsibilities and time use), access to and control over assets and resources, and patterns of power and decision-making.

40. The evaluation team used available representative quantitative data, especially data on beneficiary outcomes; it also relied heavily on the qualitative data collected during the fieldwork conducted in October 2021.

41. The ET followed best practices to ensure impartiality and independence of the evaluation. Specifically, the ET followed the guidance of the WFP Decentralized Evaluation Quality Assurance System (DEQAS). These include:

- Maintenance of the autonomy of the ET in conducting the evaluation and reporting the findings. While the ET sought guidance from the Evaluation Manager (EM) and, under the structure of the evaluation, reported to the EC and Evaluation Reference Group (ERG), final decisions on the findings and reporting rested with the ET.
- Following closely and transparently the methodology laid out for the evaluation, with careful justification and documentation of the procedures. This includes using objectively verifiable criteria when selecting field sites and interview respondents.
- Using multiple data sources to support findings. The evaluation relied on the range of available information sources, including desk review of existing internal and external documents, discussions with WFP staff and implementing partners, and structured and semi-structured key informant interviews and focus group discussions.

42. The ET considered three main criteria in the selection of the LGAs that were visited. First, to ensure the security of all participants, field data collection prioritized LGAs where there have been relatively few or no known activities of non-state armed groups. Second, the ET focused on LGAs where the same partner had implemented projects in different locations. Third, considering the timeline of the evaluation, the ET focused on locations with projects that have been implemented up till August 2021. Annex 5 provides a summary of the LGA selection process for the fieldwork phase of the evaluation. Annex 6 provides a daily agenda for the fieldwork phase of the evaluation.

43. The qualitative work consisted of key informant interviews (KIIs) as well as focus group discussions (FGDs). The goal was to ensure representation of diverse groups of beneficiaries (gender; age, especially youth; disability; community member status) and other stakeholders (UN partners, NGO partners, national and local government officials, PMC members, and community leaders). Supporting data for quantitative purpose were taken from secondary sources made available by WFP, such as partners field reports and WFP datasets, among others.

44. The ET conducted 31 FGDs with disaggregated groups of beneficiaries and 62 KIIs including virtual interviews. The breakdown of these discussions and interviews is presented in Table 2.

Table 2: Focus Group Discussions and Key Informant Interviews, number

	Borno	Yobe	Total	Criteria
Focus Group Discussions				
Male (Beneficiaries)	4	3	7	Appropriateness, Effectiveness, Coverage
Female (Beneficiaries)	4	3	7	Appropriateness, Effectiveness, Coverage
Male (Non-beneficiaries)	2	2	4	Appropriateness, Coverage
Female (Non-beneficiaries)	1	3	4	Appropriateness, Coverage
Male (Youths)	1	0	1	Appropriateness, Effectiveness, Coverage
Female (Youths)	1	0	1	Appropriateness, Effectiveness, Coverage
Male (PWD)	2	3	5	Appropriateness, Effectiveness, Coverage
Female (PWD)	1	1	2	Appropriateness, Effectiveness, Coverage
	16	15	31	
Key Informant Interviews				
Male (PMC) leader	3	2	5	Appropriateness
Female (PMC)	3	3	6	Appropriateness
Male (Community leader)	4	3	7	Coherence, Effectiveness, Coverage
Female (Community leader)	-	-	-	Coherence, Effectiveness, Coverage
Partners	12	12	24	Appropriateness, Effectiveness, Coverage, Efficiency, Connectedness
WFP Field staff	2	2	4	Appropriateness, Effectiveness, Coverage, Efficiency, Connectedness
WFP regional staff	-	-	9	Appropriateness, Effectiveness
WFP national staff	-	-	6	Appropriateness, Effectiveness
LGA agency official	0	1	1	Appropriateness, Connectedness
	24	23	62	

45. The ET started the KIIs during the inception phase and continued them in the fieldwork phase. A list of individuals interviewed is provided in Annex 7. Respondents were initially identified from documentation on the design and implementation of WFP's livelihoods activity. Thereafter, a snowball sampling approach was used whereby initial informants were asked to suggest other informants with specific informed perspectives on the livelihoods activity or on the context within which it was implemented. KII interview guides were developed and refined for each group of stakeholders, so that they were tailored to the unique perspective each stakeholder brings to the discussion. In all these interviews, a semi-structured approach was taken to allow for consistency in the information obtained from each while allowing for some flexibility to explore issues as they come up.

46. The ET conducted the FGDs during the fieldwork. A key design element for the focus groups is what criteria to use to form them. From the TORs for the evaluation, differentiation within the communities in which the livelihood activities were carried out had to be explored in the

assessment. Hence, the FGDs comprised of purposively selected groups. The criteria used to form the groups were sex, age, IDP/non-IDP, and persons with disabilities. The second important design element is what questions should be asked in FGDs. Even more than for the key informant interviews, it was important that a structured approach is taken in carrying out the FGDs. The field team went into every focus group discussion with a relatively detailed set of discussion guides that reflect the objectives of the evaluation.

47. Annex 8 provides an illustrative discussion guide for both the KIIs and FGDs. The introduction to the guide also briefly explains how data was collected in a gender-sensitive way. Almost all interviews were conducted by men and women separately; male evaluators interviewed men, while female evaluators interviewed women. The data collection tools were tailored to be (gender) sensitive to the issues facing different groups, recognizing that men, women, youth, and other groups experience issues differently. The tools asked questions to obtain insights on how the intervention is affecting men and women, youth, persons with disabilities, and so on differently, and also whether the intervention has contributed to changing gender norms among the target population.

48. Qualitative analytical approaches were used with the responses obtained from stakeholders and beneficiaries during interviews and focus group discussions. The inputs to these analyses included summaries of notes from meetings and interviews, identifying key themes for further questioning and analysis, and coding and analysing interview responses. Any documents obtained from stakeholders was examined in a similar manner and used to complement the primary qualitative data obtained. The results from the analyses were disaggregated by sex. The findings from the analyses were organized to inform the key evaluation questions—appropriateness, effectiveness, efficiency, connectedness, coverage, and coherence—and used to support and complement the analysis of the quantitative data collected.

49. Evaluations under WFP must conform to the 2020 United Nations Evaluation Group (UNEG) Ethical Guidelines. In adhering to WFP and UNEG ethical standards and norms, the ET paid attention to safeguarding and ensuring ethics at all stages of the evaluation cycle. This included, but is not limited to, ensuring informed consent; protecting privacy, confidentiality, and anonymity of participants; ensuring cultural sensitivity; respecting the autonomy of participants; ensuring fair recruitment of participants, including women and socially excluded groups; and ensuring that the evaluation results in no harm to participants or their communities. During the evaluation, the ethical issues, related risks, safeguards, and measures described in Table 3 were considered:

Table 3: Ethical Considerations, Risks, and Safeguards, by Evaluation Phase

Evaluation stage	Ethical issues	Risks	Safeguards
Inception	Most interviews at this stage were with WFP partners. Their relationship with WFP needed to be safeguarded, even as frank and wide-ranging perspectives were sought.	Maintaining confidentiality, particularly around critical perspectives they have on past engagement with WFP were necessary to safeguard the potential for their future engagements with WFP.	Records in any data sets developed in the evaluation and made public were anonymized sufficiently so that records cannot be attributed to a specific person or agency. This design element was applied to all stages of the evaluation.

Evaluation stage	Ethical issues	Risks	Safeguards
Data collection	Wide range of respondents with varying risks of harm arising from their participation as informants for the evaluation. Confidentiality was critical.	Maintaining confidentiality vis-à-vis WFP, other humanitarian response agencies, community leaders, and other community members. COVID19 presented additional health risks, especially for unvaccinated respondents.	Key informant interviews were undertaken based on an agreement that any details drawn from the KII for any publication or publicly available data set cannot be attributed to the respondent. For focus group discussions, anonymity cannot be assured. However, the potential for harm associated with any specific content of the discussion were continually assessed during the discussions. If risks levels are perceived to be rising in the course of a discussion, that thread of the discussion were halted. In terms of risks arising from COVID19, the IFPRI-led ET relied on the independent assessment of the IFPRI Institutional Review Board (IRB) as to whether the proposed fieldwork could entail unnecessary risks for the team or study participants.
Data analysis	Confidentiality was critical.	Risk of harm to relationships across agencies and within communities. Gender dynamics may affect some respondents' willingness to participate freely in group discussions.	Records in any data sets developed in the evaluation and made public will be anonymized sufficiently so that records cannot be attributed to a specific person or agency. Any individualized information necessary for categorizing respondents or to facilitate future call-backs to the respondent were held only by the ET team leader in secure (password protected) form. Gender disaggregation in focus group discussions.
Reporting	Neutrality and impartiality. Confidentiality was critical, even as a constructively critical stance is pursued in writing any report.	Evaluation findings are perceived to be biased. Risk of harm to relationships across agencies and within communities.	Ensure representativeness in respondent sampling. Provide assurance through consent forms and during interviews that views expressed by respondents would not lead to reduction in benefits from the livelihoods activities or any other harm. Evaluation reports were reviewed for any ethical problems in a dedicated manner and, if found, corrections made before any public dissemination, including within WFP.
Dissemination	Confidentiality was critical, even as a constructively critical stance is pursued in writing any report.	Risk of harm to relationships across agencies and within communities.	Same safeguards as adopted for "Reporting" stage is applicable.

50. As an international research organization, all plans for collecting primary data by IFPRI researchers are subject to IFPRI's Institutional Review Board (IFPRI-IRB) guidelines. This stipulation applied to the IFPRI-led ET. The mission of the IFPRI-IRB is to protect human subjects by complying

with the code of U.S. federal regulations established by the Office of Human Research Protection and the international guidelines for ethical research. All research involving human subjects and conducted by IFPRI researchers must be reviewed and approved by the IRB prior to the beginning of fieldwork.

51. In the Inception phase of the evaluation, the field research plans were approved by IFPRI's IRB. Included in the IRB application was a detailed description of the objectives of the research, detailed documentation of informed consent, confidentiality agreements of survey participants, survey instrument, risk-benefit analysis of data collection activity, and other material to ensure that any data collection activity for the evaluation that involved human subjects was thoroughly evaluated prior to approval.

2.0 Evaluation Findings

52. The presentation of the findings from the decentralized formative evaluation of WFP Nigeria's livelihoods activities in northeast Nigeria follows the six criteria used to structure the evaluation of humanitarian actions and operations (15)—namely the appropriateness, effectiveness, efficiency, coverage, coherence, and connectedness.

EVALUATION QUESTION 1:

WAS THE LIVELIHOODS ACTIVITY ALIGNED WITH WFP LIVELIHOOD AND RESILIENCE GUIDANCE, AND WAS THE TRANSFER MODALITY, NEEDS, AND DESIGN APPROPRIATE FOR THE CONTEXT (APPROPRIATENESS)?

53. The design and implementation of the livelihoods activity followed relevant WFP guidance, and the transfer modalities were well suited for the context in the BAY states. Information from secondary sources, interviews with WFP staff and partners, review of contents of livelihoods activities implemented, and feedback from community leaders, committee members, inhabitants of host communities and IDPs all indicated that WFP and its partners employed the three-pronged approach (3PA) in planning, design, and implementation of the interventions. This included conducting a macro-level overview using the Integrated Context Analysis (ICA) tool to successfully identify specific areas in the BAY states where there have been combined challenges of natural shocks and food insecurity. The Seasonal Livelihood Programming (SLP) planning approach was used as linkage between the strategic ICA and the targeted communities. Thereafter, at the community level, the implementation of the Community-Based Participatory Planning (CBPP) process allowed for effective planning of relevant interventions to address the challenges faced by specific targeted communities. In this way, WFP and its partners reached out to targeted communities so that they participated in the process of identifying their pressing needs. Doing so ensured that the communities took a leadership role in prioritizing their own requirements.

54. While this is a generally positive conclusion on the appropriateness of the design of the livelihoods activities, the evaluation found some areas for improving the appropriateness in the design. This included in the representation of women in the CBPP process and in the choice of livelihoods activities for men and women. The next few paragraphs provide details of the positive aspects of the design and the areas for improving implementation.

Community-Based Participatory Planning

55. Community preferences were realized in several ways through the CBPP process. The selection of livelihood activities was community-driven and facilitated by NGO partners. At the LGA level, Project Technical Committees (PTC) were formed, consisting of departments responsible for youth, agriculture, environment, education and works. At the state level, interaction with relevant State Ministries of Women Affairs, Youth, Agriculture, Water Resources, Rural Development, and Works also helped to adapt activities to the context. The implementing partners also engage with the Agricultural Development Projects at state level.

56. As part of the CBPP in each community, the top five most important livelihood activities in terms of sources of food or income were ranked separately for women, men, and youth. The CBPP guidelines for identification of the list of priority activities include consideration of “the voices and needs of the most vulnerable” as well as “consistency with the issues, needs and opportunities evoked earlier” and “help realizing community's visions and goals”. The appropriateness of the

activities to rural and urban² settings is reflected in the CBPP process itself, specifically the listing of common jobs within the community.

57. The transfer modalities suitable for the context and needs of the affected households and communities were then determined. Among the considerations in doing so were the following:

- Conditional activities were focused on important communal assets.
- Supervisors were to ensure that registered participants were compensated for the day of work only if the individual truly engaged in the day's work. This ensured that there was prudence and diligence.
- In cases where in-kind benefits such as food items rather than cash were provided, this eliminated the avoidable risk associated with the handling of raw cash in an environment with threats of insecurity.
- The food items that were provided, such as grains, vegetable oils and seasoning, were essential needs of the conflict-affected households.
- The beneficiary payment verification unit was battery-operated and operated with an independent signal regime. Thereby, it was insulated from the typical challenges of lack of electricity and poor mobile connectivity common in northeast Nigeria.
- During the collection of foodstuffs by beneficiaries, program staff ensured that not only were there different queues for men and women, but that the women were sometimes attended to before the men.
- Persons with disabilities (PWD), pregnant or lactating women, the elderly, and those beneficiaries with special needs were accommodated with shade and water at distribution sites.³

58. Triangulated findings from FGDs with female and with male PMC members, from KIIs with community leaders, and from CBPP reports, indicate that women have been well-represented in PMCs, though there is room for improvement. According to WFP policy, there should be at least 50 percent women's representation in a PMC. Women have at least equal representation in 64 percent of communities with information on PMC membership. Almost half (19/42) of the communities for which information was available have equal male and female representation⁴, with another eight having a greater share of women on their PMC.⁵ There is a greater share of men than women in 15 communities, ranging from 54 to 71 percent men.⁶

² FFA guidance defines urban as "any built up area where livelihoods are not primarily based on the utilization of the natural resource base" and where income is "primarily based on employment rather than food production", though recognizes that the urban/rural dichotomy is largely artificial and hides the wide variety of livelihood settings.

³ Whether an individual had a disability was mainly used as a criterion for selecting some beneficiary households. The PWD may not necessarily have been the household member interfacing with the distribution teams.

⁴ Abari, Ariri, Bangon Duniya, Ganali, Malakyari Central, Malari Clinic, Kubrushosho, Ndolori, Kukareta, Bulabulin, Banki Community A, Gomboru Ward C, Hausari, Jakana, Ladari, Ngala, Pulka, Sangare, Wambilimi

⁵ Bololo, Azamkura, Pulka Gwoza, Yamwe, Banki Community B, Mala Kyariri and Michika and Yaksule

⁶ Gomboru Ward A (7/13 male), Gomboru Ward B (10/14 male), Gana Ari, Abari, Banki Community C (7/12 male), Damboa (8/14 and 9/14 male), Dzurok (11/20 male), Kasuwa Naira (12/20 male), Kubi (12/20 male), Madagali (7/13 male), Kwabapale (12/20 male), Njimtilo (7/12 male), Auno (7/13 male) and Zaibaidari (12/20 male)

59. Gender sensitization efforts have been made to sharply increase women's participation in PMCs.⁷ According to a WFP staff member, "in the first year, the ratio of men to women was 8:2". However, "as things progressed, we were able to see equal representation of women because a lot of sensitization was rolled out so they understand the role of women in these activities and they were also able to give their wives consent to represent. It was not like that from the start but changed later. Men now allow more women to be part of the leadership positions."⁸ However, there continue to be challenges in involving women on PMCs. WFP country office staff explained that when women get married, their husbands often do not want them to remain on the committees.

60. There were both positive and negative gender dynamics within the CBPP process.⁹ Several women PMC members mentioned taking turns for men and women to speak during the meetings. However, there was one situation in which a woman PMC member explained that the men listened to the women during the meeting regarding whom should be beneficiaries. However, later the men switched out the names of the beneficiaries without the knowledge of the female PMC members. Another woman PMC member was tasked with mobilizing and reporting issues with the cards, but not consulted on decision-making. Another woman, who was a member of a PMC with equal representation, explained, "The real truth is that we are doing our best, but the men have a bigger voice over us." Thus, while having equal or greater number of women on the PMC is one step to ensuring gender equality, traditional power dynamics that disadvantage women remain in at least some of these committees.

Women's Representation and Work Preferences

61. The communal activities were generally designed to be gender-sensitive in that what was appropriate for men's and women's roles were considered. There were instances in which women were discouraged from doing certain activities by partner staff, demonstrating gender-responsiveness and awareness. There is also work men generally prefer not to do, including kitchen gardens, as they prefer farming: "the men don't feel dignified doing a kitchen garden because they are used to hard work in the field".¹⁰

62. Findings from FGDs, KIIs, and CBPP reports suggest, however, that, while the suitability of the types of jobs assigned to women and men were carefully considered in most cases, there were a few cases of women doing work that may not have been culturally appropriate. For example, some of the men's and women's FGDs cited work such as pit digging and cleaning drainages assigned to women. A common complaint from women beneficiaries regarding the communal work was not getting to choose the activity they would like. Part of the CBPP process involves consulting with men, women, and youth from the community planning team, technicians, and partners to prioritize a list of potential interventions as high or low priority. However, while women were represented in the CBPP process, the list of community projects listed in order of priority may not have aligned with the type of work women wanted to do, but served community needs. However, given the continued gender power dynamics at play within the CBPP, WFP's partners need to pay greater attention to the assignment of communal activities to ensure women's preferences, to the extent possible.

⁷ Interview with WFP staff in Yobe.

⁸ Interview with WFP staff in Yobe.

⁹ Interviews with male and female PMC members in Jere and Nguru LGAs.

¹⁰ Interview with Plan International

63. Overall, there were only isolated unintended negative gender-related consequences from the modality, including from the unrestricted cash that complemented the livelihood support. There was a general sentiment, particularly among women, that the livelihoods activities had decreased marital tension by bringing resources to the household.

64. While women's roles as breadwinners increased with their participation in the project, this did not generally equate to men's increased roles in housework. This, thereby, increased women's double burden of paid and unpaid work. Lacking time for rest was a common theme mentioned in the women's FGDs, but was not mentioned in the men's FGDs, suggesting that high workload is a much larger issue among women.¹¹ Some women complained about communal work on Saturday and Sunday and a lack of flexibility with the hours required for communal work. COOPI, a livelihoods activities implementing partner, was sensitive to women's high domestic responsibilities, explaining that the required four hours per day of work could be broken up into two-hour increments, while CARE, another partner, explained that women were consulted with in order to agree to a time that was most convenient for them, while still requiring four hours of work per day.¹² Women also had the option of sending another adult household member to complete the communal work they were assigned, though the women spoke about doing this more in the sense of the work not being appropriate than because of their workload. Women sent sons, daughters, husbands, and other women as representatives. However, male beneficiaries, as well as PWDs (both male and female), could do the same.

65. Related, women faced a burden of coordinating childcare to participate in livelihood activities. Finding childcare was generally not an impediment, as neighbours or family, including husbands in some cases, provided care for young children while the mothers were working. A women's FGD mentioned that some women who have children that are not in school, rely on those children to help with cooking or their WFP trade. One implementing partner mentioned that PWDs often watch babies at work sites so mothers could do communal work. However, no female beneficiary mentioned bringing young children to WFP work sites. So, it is unclear whether there were facilities to care for them at the sites, although several partner and WFP staff mentioned that there were.

66. In regards to gender-responsiveness in the location of activities, communal activities were located within five kilometres of the community.¹³ However, this may be too far for women restricted by religious and traditional norms.¹⁴ A women's FGD highlighted this issue: "...it is better to have it [individual livelihoods activities] alone than jointly; everyone should face their business in their houses, because in some situations your husband will not allow you to be in another person's house always since you won't be home rather you are elsewhere learning how to grind. This can be detrimental to one's marriage."¹⁵ A woman FGD participant said women preferred home gardens to farming "because of the long distance to the farms".

¹¹ As one female beneficiary stated, "No time for resting, that is how we manage".

¹² CARE did not specify the number of days per month. WFP Yobe staff indicated a requirement of four hours per day for 15 days per month. COOPI required 15 days per month though did not specify hours per day. Christian Aid required at least six hours for 15 days per month.

¹³ Interview with WFP staff in Yobe

¹⁴ Prior to the conflict in Biu LGA in Borno state, only old women and widows went to the market; married women did not go out without permission of their husbands. From UN Women. 2018. Gender and Sustainable Agriculture in Borno State: Exploring Evidence for Inclusive Programs and Policies for Food Security.

¹⁵ Women's FGD Gana Ari community in Monguno LGA in Borno state

67. The extent to which programming ensured that both men's and women's concerns, aspirations, opportunities, and capacities were considered could be improved in several ways. The types of communal activities as well as the location and timing of such activities all have important gender considerations. These were overlooked in some cases. This suggests a need to better ensure women's voices are heard and acted upon in the CBPP process so that such gender-specific considerations are implemented.

IDPs and Host Communities

68. The initial screening criteria for being listed for potential selection in the livelihoods activities is living in a host community selected for programming.¹⁶ Many displaced households in host communities had been receiving unconditional GFD prior to their engagement in the conditional livelihood activities. Given this, partners described a sensitization process whereby they made beneficiaries of unconditional assistance aware that they would be transitioned to the conditional assistance program. Beneficiaries, however, were generally less aware of why they had been transitioned as well as the duration of the conditional assistance. Some viewed the transition to conditional assistance positively while others did not, preferring the unconditional assistance. In general host community households were less likely to be included in the project, and less targeted by partners, because they were less vulnerable compared to IDP households.¹⁷ The targeting process was multi-layered and varied by community to a certain extent based on vulnerability criteria. Host community households were typically not automatically on the listing received by partners from WFP because they were not previous recipients of GFD.¹⁸ There were also numerous cases of relisting whereby vulnerable host households were included and could be selected due to their vulnerability status. DHCBI explained individual selection was based on community targeting committees that voted publicly in selecting candidate beneficiaries but did not have the final say regarding the beneficiary list. (There were multiple components to the selection procedure.) Plan International also indicated that they received referrals of beneficiaries from other partners operating within the community.

69. Some envy was expressed by host community non-beneficiaries who felt that they were also vulnerable and that it was unfair they were excluded—they explained that they were 'unlucky'. Several community members who were not beneficiaries but wanted support were told that the program was for IDPs only.¹⁹

EVALUATION QUESTION 2: DID THE LIVELIHOODS ACTIVITIES ACHIEVE THE EXPECTED OUTPUTS AND OUTCOMES (EFFECTIVENESS)?

70. The livelihoods activities have been largely successful in generating the expected outputs and have partially achieved short-term outcomes. The Theory of Change (ToC, see Annex 10) for the livelihoods activities set out the intended paths along which, within the Food for Assets (FFA) program, specific inputs would be used to carry-out activities that generate outputs and subsequently, outcomes in the short, medium, and long terms. As noted under Evaluation Question 1, the 3PA and, critically, the CBPP was well implemented in targeted localities. This led

¹⁶ Households in camp settings are considered more vulnerable and were kept on unconditional assistance.

¹⁷ Interviews with partners.

¹⁸ Interviews with staff from CCDRN and COOPI .

¹⁹ Non-beneficiary FGDs from Ndolori in Jere LGA as well as Gana Ari in Monguno LGA, Borno state.

to effective outputs in general, and at the time of conducting this evaluation, the short-term outcomes in the ToC had been realized. In addition, given the availability of competent personnel from implementing partners, cooperation from other stakeholders, mostly uninterrupted supply of commodities and materials, and stability in the operating conditions during the program implementation, the underlying assumptions were realized.

71. The livelihoods activities supported women's and men's involvement in the local economy to become more resilient to shocks so that they could meet their basic food needs throughout the year. WFP's food security outcome indicator indicated positive progress under the asset-benefit indicator—61 percent of households reported enhanced livelihoods asset base in 2020 compared to 56 percent in 2019. This strongly suggests that WFP interventions contributed positively to the ability of affected households to manage and maintain their assets and diversify household production. At the same time, the long-term management of the assets distributed or constructed was difficult for many beneficiaries in Borno and Yobe states due to life circumstance, lack of profitability, shocks, and lack of resilience. Beneficiaries do see the long-term value in asset ownership and management despite the challenges they faced in continuing their livelihood activity after WFP support ceased. There were instances in which beneficiaries indicated either the training or asset could be improved. Examples of situations where the relevance of capacity building and support could have been more relevant include:

- Women found it difficult to access alternative market outlets, as some sold their goods at below-cost price and food vendors suffered a lot of spoilage/ wastage. Capacity building efforts could have helped beneficiaries to plan how to reach alternative markets and how to anticipate levels of market demand before producing goods.
- Knapsack sprayers given to farmers in Malakyareri were broke down often and needed repairs. Training on simple maintenance tips would have been useful. However, in Malakyareri, Christian Aid agents make attempts to disseminate knowledge to farmers, but they do not enter their farms due to security uncertainties.

72. With regards to the initial pathway of assets building, while tools and equipment were provided in most communities, there have been gaps in building technical competence, especially in areas where assets were built and there was either no training whatsoever or, where available, it was insufficient. The conditional transfer, where implemented, suited the operating environment and also facilitated the timely delivery of needed food assistance from WFP to the targeted communities. Also, despite the overall precarious security situation in the BAY states within the targeted communities, assumptions on minimal security challenges and limited inclement weather were realized—the targeted communities remained relatively safe and only few incidences of dry spells and pest infestation were recorded.

Outcomes for Women

73. WFPs strategic outcome 2 for the livelihoods activities is that vulnerable populations in targeted areas become more resilient to shocks and are able to meet their basic food needs throughout the year. Women are considered a vulnerable population. By and large, women beneficiaries reported that their lives had improved considerably from the time when they arrived in the community as IDPs to the present day – there was more food, their children went to school, they had housing, and so on. However, their stories varied considerably as to whether they had been able to continue with their individual WFP livelihoods activity. There are documented success stories of women entrepreneurs who started their business as a result of enrolment in the

project.²⁰ However, in five of seven women's FGDs where the issue was discussed, most women reported that they had stopped doing their individual livelihoods activity.

74. Partner identification and ultimate selection of partnerships for implementing WFP-supported livelihoods activities in northeast Nigeria included GEEW criteria. The process for selecting partners involved a technical review committee which scored proposals based on predetermined criteria, followed by the corporate partners committee, whereby the gender focal person was involved to ensure specific mandatory gender criteria were met.²¹ Once an applicant was selected as a partner, a capacity assessment was conducted; gender was a component of this assessment.²²

75. Resources were equitably used to respond to men's and women's expressed needs, interests, and priorities in most cases. Women, particularly in female-headed households and those that are pregnant and lactating, were identified by partners as a group that particularly benefited from the intervention. However, male beneficiaries, commenting on the use of program resources revealed a perception of some lack of fairness in regard to women being targeted as the beneficiary on behalf of the household. Though the intervention was at the household level, a total of 77,935 women and 47,378 men received conditional cash-based transfers while 35,095 women and 21,334 men received conditional food transfers.(16)

76. The overall assessment, as perceived by community leaders, NGO partners, and beneficiaries, is that women beneficiaries were empowered by the livelihood intervention and they made more income related decisions, contributed to household finances, and attained increased mobility. Interestingly, while women's sole decision-making on the use of food, cash, or vouchers decreased drastically from 54 percent at baseline to 18 percent in 2020,²³ men's and women's joint decision-making increased substantially from 22 to 55 percent, meeting WFP's target of greater than 50 percent. Female-headed households, particularly those with children and those with PWDs, are specifically targeted as vulnerable groups. During the COVID-19 pandemic lockdowns, UN Women provided feedback to the program to target female-headed households and pregnant and lactating women, who were found to be particularly impacted.

77. The Food for Assets (FFA) theory of change (Annex 10) specifies several outputs related to GEEW: 1) land tenure or access right negotiated for both individual and communal assets for the benefit of the most vulnerable; 2) facilitating community-based targeting of the most vulnerable; 3) individual assets created; and 4) communities sensitized on gender messages.

78. Issues related to a lack of access to land were cited by both male and female beneficiaries and by non-beneficiaries. Women and IDPs had less access to land compared to men and host

²⁰ WFP staff explained, "We have seen a lot of participation of women, in terms of productive assets, in terms of livelihoods, empowerment, and general protection. On that regard, even some household will have shown significant improvement in terms of food security, maybe over the long, we have some success stories where some women started very little. And now they're even buying some landed property, while some are also increasing massively their livestock, and other are expanding into other businesses, which in the long term will also guarantee the general food security of that household."

²¹ Interview with WFP.

²² Interview with WFP.

²³ Target was greater than or equal to 25 percent for women and less than or equal to 25 percent for men. The project achieved the joint decision-making target and missed the men's and women's decision-making targets slightly.

community members.²⁴ Nearly all women expressed a preference for owning land over leasing because of the frequency of erratic lease conditions.⁽¹⁰⁾ The WFP Yobe office explained that in most cases the host community will release some of its land for project activities. Moreover, in cases in which there is not such an agreement, the activity is replaced with one that does not involve host community land. Plan International and INTERSOS, in recognizing the difficulties for women to access land to farm, initiated kitchen gardens for women who only have access to a small space at their home. Christian Aid also implemented kitchen gardens, in addition to requesting the military to extend their trenches so people would have more access to land. CCDRN cited cases of women purchasing land, though this was not confirmed by any of the female beneficiaries.

79. Women generally preferred individual income generating activities (IGA) to communal assets activities and cited reduced vulnerability and increased resilience from participation in the livelihood activities.²⁵ Although IGAs initially increased assets and resilience, the circumstances of many beneficiaries, especially women, were such that they needed to sell such assets to accommodate daily needs once the WFP support stopped. In some cases, women and men doing IGAs were able to pay for household needs using their income.

80. However, there were many cases in which beneficiaries were forced to sell assets or use business earnings to pay for basic household needs.²⁶ As one male beneficiary explained, “The inflow of income from our business trade was not enough to sustain us”.²⁷ The sale of assets was common in Borno, due to the vulnerability of households there and the pressing needs. This tendency was wide-spread irrespective of the impact of NSAG activities, although in Yobe, insecurity mostly evolves from clashes of farmers with pastoralists. Many of the men’s FGDs cited dying animals (i.e., loss of assets) as an important concern.

81. Regarding community sensitization on gender messages, there was general view among both women and men beneficiaries as well as non-beneficiaries that the intervention was empowering to the women that participated – they made more income related decisions, contributed to household finances, had increased mobility, etc. However, there was also the sentiment that their lives were in an abnormal period in which it was okay for women to contribute to household needs. However, this perspective stopped short of a sentiment that women and men could contribute equally to those needs (both domestic and work), which would demonstrate increased gender sensitization and transformation of gender roles. Women have simply shouldered both domestic and paid work responsibilities during this time, and men are forced to allow this out of necessity rather than out of a recognition of gender equality.

Impacts of Shocks—COVID-19, Economic Shocks, and Insecurity

82. At the macro level, disruptions in market and business functionality, lockdowns and movement restrictions arising from the COVID-19 pandemic affected livelihood and income

²⁴ INTERSOS’ livelihood assessment in Borno indicated that fewer women and IDPs could get access to land cost-free. Women and IDPs were more likely to pay for land through harvest sharing – nearly 25 percent of women reported paying for land through harvest-sharing. When disaggregated according to women and IDP status, nearly two-thirds of women were unable to access land for one to 12 months.

²⁵ Some women preferred the GFD mode of assistance to the livelihood activities.

²⁶ Few of the women in the FGDs had continued with the IGA business (two out of seven FGD where it was discussed). Several of the men’s FGDs also mentioned selling business assets (e.g., eating the cowpea stock or selling or eating animals at an unsustainable rate) to pay for household expenses.

²⁷ From Kukareta in Damaturu, Yobe state

gendering activities across the country.(17–19) The COVID-19 lockdown crippled inter- and cross border trading activities and by extension, the livelihoods and income generating activities of most households. Broadly, poor macroeconomic conditions marked by currency depreciation and decreases in state revenues were further aggravated by COVID-19 containment measures and their impact on incomes and trade.(20) In Northwest Nigeria, for example, eighty-nine percent of households experienced a loss of income because of COVID-19.(21) Christian Aid noted that movement restrictions affected the availability of commodities in the right quantities, while CARE cited price hikes as well as shortages in Borno and Yobe. COVID-19 resulted in price spikes in the cost of agricultural inputs, food, and fuel.(22) Beneficiaries cited increased price of food and other basic necessities. For some, “its effects made our [foodstuff] businesses crumble” with the stagnation of trade.

83. At the micro level, lockdown measures and mobility restrictions disrupted livelihood opportunities.(23) However, greater mobility was required for certain activities (e.g., farming) than for others (e.g., cap making, sewing). Thus, mobility restrictions affected respondents to varying extents depending on their livelihood’s activities. CARE (24) reported from Borno that production was generally affected as many people could not access their usual livelihood activities. Men were sometimes more affected by mobility restrictions than women because their activities required greater levels of mobility or were not deemed essential.²⁸ COVID also created business opportunity for other activities—for example, health-focused mask making is a success story within the project.

84. At an operational level, in 2020 COVID-19 disrupted most of the planned activities and forced a pausing of 39 out of 56 planned communal asset creation interventions. It also slowed the implementation of individual activities if doing so would mitigate the spread of COVID-19 (WFP 2020a). WFP also temporarily suspended conditionality and completed unconditional transfers from April to June 2020; transfers conditioned on household activities resumed from July 2020.(16) In August 2020, the suspension was lifted, and communal activities were cleared to resume if they abided by the COVID-19 guidelines.²⁹ CCDRN, CARE, COOPI, and Plan International all indicated that their activities were impacted by COVID-19, causing delays, limiting communal work, and shifting the focus of work from communal to individual activities. Additionally, trainings were slowed in the first half of 2020 as they took more time to manage due to the implementation of COVID-19 guidelines.³⁰ By January 2021, communal asset creation activities were still limited by COVID-19 restrictions.

85. At an individual beneficiary level, a common theme was the selling of business assets when WFP financial support ceased. Over a year period, beneficiaries began with food assistance for assets (FFA) communal activities for three to four months. They then would implement with financial support individual activities for three to four months. However, they then were left unassisted for the remaining five months of the year. According to the WFP Essential Needs Analysis in Northeast Nigeria (2021), financial constraints, including lack of access to credit, as well as the high cost of inputs were reported by most households (67 percent) engaged in farming, livestock rearing, or fishing.(25) As one beneficiary summarized, “When they stopped giving the money, the proceeds from the business was used to buy food due to hunger”. As another

²⁸ For example, women small business owners selling foodstuff in the market were less affected than male day labourers as they were deemed “essential services (UN Women Nigeria 2020).”

²⁹ Summary of Field Level Agreement reports (evaluation team document derived from 2020 reports)

³⁰ This is because training in smaller groups requires more personnel and costs more.

explained, “They were giving us food first, when that food support initiative was folding up, that was when they empowered us through the business/trade equipment. Then we benefited both from food support and business empowerment—you buy whatever you want then. But then the food support stops, and everyone sold the equipment for food.”

86. While the security situation deteriorated significantly in the last quarter of 2020,(26) increasing in both volume and intensity, FGDs did not frequently mention this issue. This likely in part is due to selection bias in the field team visits to only relatively safe locations. Situation reports from late 2018 indicate significant increases in insecurity and hostilities from that time. The evaluation for the 2016-18 WFP corporate emergency response in Northeast Nigeria reported repeated stories of farmers who were injured or killed while working beyond military perimeters around communities—although not specifically related to WFP livelihoods projects. One men’s FGD indicated Fulani herdsman invaded their farms and stole from them, even beating the farmers.³¹ Another men’s FGD indicated that banditry and terrorist attacks had picked up and expanded into new areas in recent years, but that community policing had been engaged.³² Insecurity continues to be an ongoing threat to programming in the region.

87. The expectations of men and women around their most pressing economic needs have generally been met through the livelihoods activities. Ownership of such assets was generally well understood, though there are some exceptions. WFP interventions contribute positively to the ability of affected households to manage and maintain their assets and to diversify household production.(16) Related, benefits from assets created were 12 percent greater among participant households than non-participation households and food consumption was better among the FFA beneficiary cohort as compared to others receiving unconditional assistance.(16) FGDs with beneficiaries all indicated improvement in beneficiaries lives since their engagement with the project, though beneficiaries distinction of the unconditional GFD versus conditional livelihood programming appeared blurred at times and more distinguished once the conditional transfer also stopped.

- Women from Damaturu LGA in Yobe stated they had acquired experience from trading and benefited from skills trainings.
- As of October 2021, CARE staff indicated most income generating activities (IGA) were still running in Yobe and Borno states and some VSLA groups were also still active. INTERSOS indicated that some IGA activities were ongoing but that many activities were seasonal and thus not entirely successful.
- Plan International and CARE both cited the success of home gardens, in particular.
- DHCBI estimated about 95 percent of beneficiaries had maintained their livelihood activity into the second year.

Sustainability

88. However, the long-term management of the assets was difficult for many beneficiaries in Borno and Yobe states due to life circumstances, lack of profitability, shocks, and lack of resilience. Findings from the FGDs demonstrate a wide range of outcomes in this regard. In general, women, men and youth were committed to their IGAs and associated assets, though death of livestock

³¹ Male FGD in Nguru LGA in Yobe state. Their solution was to have at least five farmers at the farm.

³² in Kukareta community in Damaturu LGA in Yobe state

(e.g., chickens in Azankura), forced sale of assets as a coping mechanism, increased prices for inputs, and COVID-19 were all challenges that commonly forced beneficiaries to dissolve or change their livelihoods activity, particularly once the monthly food rations ceased.³³ In some cases, subsistence needs consumed livestock and crops. Though no field visits were conducted in Adamawa state, reporting from CCDRN indicated that commitment to asset management was weak among beneficiaries who were implementing new IGAs that were not common to their communities. The partner found that without proper monitoring, beneficiaries were likely to sell their assets. CCDRN also found an overdependency on a few beneficiaries regarding community asset management, i.e., only a few beneficiaries maintained the project's community assets.(27) There are many documented success stories as well, triangulated by the increase in WFP's asset-benefit indicator. However, for the purposes of learning, understanding the reasons why long-term management of the assets was difficult for beneficiaries is necessary.

89. Beneficiaries do see a long-term value in asset ownership and management. In Borno state, men in Jere and Monguno LGAs viewed activities characterized by regular demand and regular revenue inflows as sustainable. These included carpentry, tailoring, food vending, and grain milling. Men in Monguno LGA also saw animal husbandry, particularly of goats and chickens, as sustainable, provided there was feed. Petty trade and cap making were similarly viewed positively. In Yobe state, men in Nguru and Damaturu LGAs indicate farming and poultry as the most sustainable activities.³⁴ Shoe cobbling, food vending, oil milling and trading were also cited as sustainable activities. Tailoring was an ongoing business for women in Monguno. Women in Nguru LGA were continuing with tailoring, milling, farming, livestock husbandry, poultry, grinding and knitting; some also practiced market speculation by buying products at a low price, storing them, and then selling them when the price rose.

90. With regards to long-term management of assets, there have been several program improvements from the perspective of the beneficiaries over the course of the project. For example, one issue for women is having individual rather than communal assets (e.g., sewing and grinding machines). This ownership problem was addressed partway through the project to alleviate women's mobility and household power dynamic issues, which had previously limited their participation in some cases. Another issue that was addressed was having sufficient communal asset activities appropriate for women.

91. The WFP project supported women's and men's involvement in livelihood activities to become more resilient to shocks and to be able to meet their basic food needs throughout the year. By and large this sentiment was reflected across the FGDs. From 2018 to 2019, the percentage of households not using livelihood based coping strategies increased from 46 percent to 56 percent.

³³ In Gana Ari community in Monguno LGA in Borno state, most youth had stopped doing their livelihood activity when the food distribution stopped, though some had switched into a different activity (e.g., switched from groundnut oil into wood and charcoal). Women in Jere, Maiduguri and Monguno LGAs had generally dropped their livelihood activity, though some had switched into alternative businesses (e.g., charcoal) or saved the money (e.g., purchased gold). In Jere and Monguno women had generally stopped poultry activities, though some were still engaged in goat rearing in Monguno. Women in Jere had acquired both skills and assets, but their businesses were not consistently profitable, so they largely stopped. There was a similar sentiment in Monguno. While men in Nguru LGA received training on individual livelihood activities, many had largely stopped such livelihood activities. Women in Kukareta were still doing livelihood activities but their profits were lower because items were more expensive. In Bololo community, all women had stopped doing livelihood activities.

³⁴ In Nguru LGA, men felt this was because women can also help support these activities.

While this percentage dropped to 40 percent in 2020, this is likely due to additional COVID-related stress.(16)

92. The project contributed to the empowerment of women to an extent—that is, the project generally increased women’s empowerment relative to what it was previously, though women’s empowerment remains relatively low.³⁵ Specifically, women’s ability to visit important locations, control over use of income, ownership of assets, autonomy in income, and respect among household members all increased to varying extents and have varying ascertainable attributions to the project.³⁶ At the same time, project activities may have increased women’s work burden, although this was for work for which they were paid.

93. While men were also empowered from the project, the sentiment from men interviewed is more in the sense that the project is restoring their level of empowerment to what it was previously regarding being the main provider for the family, rather than giving men new areas of opportunity for empowerment as it did for women. Taking men’s and women’s increased empowerment into account, the project appears to have contributed to greater gender parity within households—that is women and men are more equal within households, even though they may still be relatively unempowered in their context as displaced households. While women’s absolute empowerment may garner more agency, their relative empowerment within households is also important, particularly as it relates to negotiating spending decisions that prioritize household food security and children’s education.

Unintended Positive Outcomes

94. There were several unintended positive consequences that arose from the livelihoods activity implementation, including beneficiaries employing and training others and providing economic support to relatives and friends. Selecting partners with ongoing complementary food and nutrition security programs as well as referring specific vulnerable groups to WFP nutritional support and adding nutrition programming as a sub-component of programming emerge as several good practices that contributed more broadly to ensuring household food security. A feature of the project, liked especially by women, was that if a woman was selected as a beneficiary for the household, she could send another household member to engage in the communal work component, but the payment still went to her card. Childcare, mobility, and access to latrines are issues for which women face challenges to a much greater extent than do men in their participation in the project. While the sex ratios of the CBPP members remain skewed in some cases, this is no longer the norm, and gender sensitization efforts have been successful in many localities.

95. Some IGA beneficiaries were not only able to provide for their own household, but also were able to support relatives and friends.³⁷ Some IGA beneficiaries have also employed others, including youth.³⁸ Male non-beneficiaries explained beneficiaries had been known to train others and that, when the trainees are successful, they give some money back to the trainers to show

³⁵ The Northeast’s Gender Development Measure is 0.250 and its Gender Empowerment Measure is 0.118, which are essentially the lowest (worst) in the country.

³⁶ Using the framework on empowerment from IFPRI’s Women’s Empowerment in Agriculture Index and the concepts from that framework of intrinsic, instrumental, and collective agency, the project’s activities increased women’s instrumental agency. It also was found to increase intrinsic agency, though to a lesser extent.

³⁷ Male FGDs in Jere LGA in Borno state and Nguru LGA in Yobe state

³⁸ Male FGD in Jere LGA in Borno state

their appreciation.³⁹ Non-beneficiary female PWDs explained they had benefited from the beneficiaries giving them some of the resources they obtained from the local livelihoods activity, e.g., money or foodstuff.⁴⁰ Men similarly explained that some beneficiaries give some of their foodstuff from their allocation to non-beneficiaries.⁴¹

96. Another unintended effect of the targeting was that women in male headed households often were registered as beneficiary for the household as husbands were often away from the home when the listing took place. This was not a planned targeting strategy, but the effect helped to ensure women in male-headed households benefited from the program, in addition to women in female-headed households. Communal activities contributed to skill building, both inter- and intra-group, as one person on a particular task could learn about another task through observation and support. Also, women were able to form friendships that could be beneficial for future communal activities, whether under WFP or not.

Beneficiaries by Location

97. WFP's partners, being in direct contact with beneficiaries in the field, aligned their activities to WFP corporate guidance and indicators and, therefore, have been able to reasonably report on the real outcomes that resulted from the activities implemented. Partners reported achieving the targets set for them regarding number of beneficiaries (Christian Aid); specific IGAs, number of production assets distributed, and on-going village savings and loan associations (VSLA) (CARE); and numbers of infrastructural facilities built or rehabilitated (DHCBI). INTERSOS also used appropriate indicators to record low successes, but showing that this was due to time constraints, as seasonal activities were still on-going even after the program had ended.

98. Table 4 presents a disaggregated summary of beneficiaries of FFA by state and local government. We observe Borno state had the widest coverage, both geographically and in number of beneficiaries reached. This was partly informed by the stability of the security situation in the LGAs in which the livelihoods activity was implemented and the essential needs analyses and vulnerability assessment conducted in planning the activity.

³⁹ Male FGD from Monguno LGA in Borno state

⁴⁰ Women PWDs FGD in Jere LGA in Borno state

⁴¹ Male FGD Monguno LGA in Borno state

Table 4: Summary of Beneficiaries of Food for Assets, by State and Local Government Area

State	LGA	2019	2020	2021	2019 to 2021	
					total	share, %
Total		683,180	438,276	282,441	1,403,897	100.00
Adamawa		34,397	38,730	545	73,672	5.25
	Madagali	34,397	24,360	-	58,757	4.19
	Michika	-	14,370	-	14,370	1.02
	Yola South	-	-	545	545	0.04
Borno		413,672	188,080	260,029	861,781	61.38
	Bama	31,433	-	33,222	64,655	4.61
	Dambo	24,055	22,805	28,440	75,300	5.36
	Dikwa	115,550	56,140	17,280	188,970	13.46
	Gwoza	39,471	26,174	36,150	101,795	7.25
	Jere	5,910	15,582	35,730	57,222	4.08
	Konduga	20,451	3,583	33,030	57,064	4.06
	Kaga	-	-	4,860	4,860	4.06
	Mafa	41,540	18,634	51,157	111,331	7.93
	Mobbar	-	10,000	-	10,000	0.71
	Monguno	32,608	15,208	18,180	65,996	4.70
	Ngala	102,654	19,954	1,980	124,588	8.87
Yobe		235,111	211,466	21,867	468,444	33.37
	Bade	49,688	31,807	10,057	91,552	6.52
	Damaturu	26,556	24,762	6,358	57,676	4.11
	Geidam	28,500	41,618	5,452	75,570	5.38
	Nguru	20,266	21,759	-	42,025	2.99
	Yunusari	67,172	42,868	-	110,040	7.84
	Yusufari	42,929	48,652	-	91,581	6.52

99. Figure 1 provides a graphical illustration of beneficiaries targeted versus beneficiaries reached between 2019 and 2021. The first year, 2019, was a pilot phase for the livelihood project that informed higher demand for resources for the following year. In 2020, the number of beneficiaries reached exceeded the target population by several times. This indicates the scalability potential of the livelihoods program, but also its impact. Figure 2 presents the breakdown of beneficiaries of the livelihoods activities by gender—contrary to perceptions reported by many beneficiaries, although female beneficiaries outnumber male ones, there is a relatively small difference in the gender distribution of beneficiaries across the states.

Figure 1: Beneficiaries Targeted versus Reached, 2019-2021

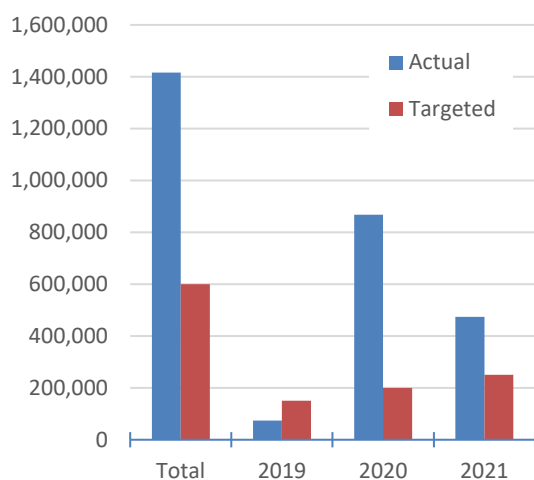
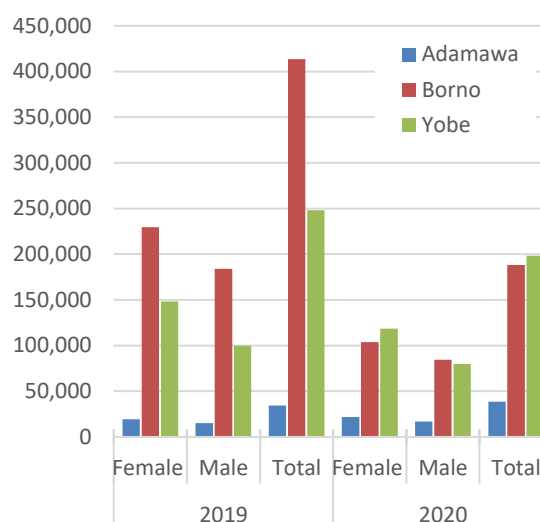


Figure 2: Beneficiaries, by Gender and State, 2019 and 2020



EVALUATION QUESTION 3:

WAS THE LIVELIHOODS ACTIVITY TECHNICALLY RELEVANT TO NEEDS, AND DID WFP NIGERIA AND PARTNERS FULFIL THEIR COMPLEMENTARY ROLES (EFFICIENCY)?

100. The livelihoods activity has matched the needs of the communities. Notable characteristics that led to this outcome include:

- A large share of the beneficiaries had earlier been involved in the types of activities under the intervention. Therefore, beneficiaries did not require a long time to acquire required skills.
- The activities are mostly targeted at food and other daily or otherwise frequent needs, thereby guaranteeing a regular demand for products.
- Activities such as livestock rearing, given the right environment, expand as the animals multiply.
- Communal activities entail the participation of a cross-section of the community and the outcomes are for the benefit of the general public.

These characteristics all support increased economies of scale.

Food and Nutrition Security Needs

101. WFP's entry point in its livelihoods activities in northeast Nigeria has been based on the food security or nutrition status in geographical areas, targeting areas where some people are found to be food insecure. This information is provided through food security and nutrition assessments, analyses, or monitoring systems. Community targeting was done by the Research, Assessment and Monitoring (RAM) team of WFP, which considered the food security and nutrition situation and conducted trend analyses. WFP selected 19 LGAs in the BAY states for the livelihood intervention. One of the first criteria for the selection of partners to implement the intervention

was that they are present locally. Several partners for the project had worked previously with WFP on GFD and some as well on WFP's Blanket Supplementary Feeding Program.⁴²

102. Food for Assets. (FFA) is complementary to WFP nutrition programming as it is designed to involve participants providing labour for identified communal assets, while also working on their individual assets, all while receiving monthly food rations⁴³ or cash equivalent value of those rations. As such participants were entitled to seven months of food rations for five members of each household. Layering and integrating FFA with other WFP programs—such as school feeding, the Purchase for Progress (P4P) local humanitarian food sourcing program, emergency preparedness, and safety net programming—together with the food and nutrition security programs of WFP's implementing partners is a component of the FFA program guidance.⁴⁴ Many of the partners interviewed mentioned their on-going social and behavioural change communication (SBCC) or nutrition training activities as complementary to the livelihoods activities. CARE's activities in Borno state included SBCC to reduce behavioural barriers to reducing malnutrition.⁴⁵ CARE projects in Yobe state included the creation of 100 Village Savings and Loans Associations (VSLAs) comprised of 25 members each, of whom 82 percent were women, and included training on nutrition. COOPI implemented other food security and nutrition projects in the same LGAs of Yobe state as those involved in the FFA project, training 200 pregnant or lactating women, and 400 households on nutrition SBCC.

103. WFP's in-kind Blanket Supplementary Feeding Program targeted pregnant and breastfeeding women and girls. DHCBI conducted nutrition and SBCC under the program, mostly for breastfeeding mothers to enhance infant and young child feeding. COOPI explained that if a woman was visibly pregnant during the validation process, she would be referred to their Blanket Supplementary Feeding Program.

104. An additional nutrition-focused activity complementary to the livelihoods programming was the provision of fresh vegetable vouchers under a European Development Fund project, which WFP implemented jointly with FAO and UN Women. The project sought to restore and promote sustainable agricultural-based livelihoods for food security, employment, and nutrition improvement in Borno state. Fresh vegetables were sourced from local markets, including some procured from WFP-supported livelihoods beneficiaries engaged in crop production (WFP 2020a).

105. Selecting livelihoods activity implementing partners with ongoing complementary food and nutrition security programs, referring members of specific vulnerable groups to WFP nutritional support, and adding nutrition programming as a sub-component of programming all emerged as good practices that contributed to enhancing household food security.

106. However, there were instances in which beneficiaries indicated either that training they received, the community assets developed, or the individual livelihood assets they were provided could be improved to better meet their needs. Commonly heard sentiments included that the

⁴² CARE, Christian Aid, COOPI, INTERSOS

⁴³ While the rations varied somewhat, they generally consisted of cereals, beans, vegetable oil, Corn Soy Blend (CSB+), and salt. CARE. 2020. Borno Livelihoods Report 2020.

⁴⁴ The strategy was to utilize the 3PA, through multi-stakeholder and consultative processes, joint problem analyses, collective action, and intensified coordination. From WFP. 2016. Food Assistance for Assets (FFA) for Zero Hunger and Resilient Livelihoods: A Program Guidance Manual

⁴⁵ Such activities included community mobilization and sensitization as well as weekly SBCC counselling sessions. From March to December 2020, almost 17,000 individuals (approximately 43 percent men and boys and 57 percent women and girls) participated.

training was too basic (e.g., carpentry, tailoring) or the goat and poultry varieties provided were not appropriate for the local context. Specifically, beneficiaries reported chickens should be replaced with goats in Ndolori community. In Malakyarei in Jere LGA, male beneficiaries recommended that alternatives to aquaculture be designed, because there was not a reliable water supply to sustain the pond. Additionally, a preference for individual over communal activities and a preference to receive capital to engage in business as they see fit were common responses to the question posed to beneficiaries as to what could be done to make the livelihoods activities better.

Partners' Perspectives

107. In regard to length of engagement, interviewed partners⁴⁶ had worked with WFP on food security and nutrition and livelihood programming from January 2018 to December 2020, though the length of engagement varied by partner to between one and two years. DHCBI indicated that their initial plans were for three or more years of livelihood program implementation, but these plans were cut short due to a lack of funding for 2021. DHCBI felt beneficiaries did not have sufficient time to understand the importance of the livelihood activities they were engaged in and how they related to their future wellbeing. Non-beneficiary women expressed a similar sentiment that the length of the project should be better communicated to beneficiaries so they can plan more effectively.⁴⁷ INTERSOS indicated that the project ended abruptly in 2020 without a clear exit strategy. INTERSOS expressed a similar perspective to that of DHCBI—one year of implementation was not sufficient for the livelihoods activities to be sustainable.⁴⁸ INTERSOS suggested that, in going forward, WFP and the implementing partners should either determine what kind of activities would be feasible to do in a single year or make the programming at least four to five years to be more successful. As evidence of poor sustainability in the current design of the livelihoods activity, INTERSOS highlighted cases of recipients of livelihoods support being put back on GFD in 2021.

108. Partners perspectives on the transitional strategy varied somewhat, but this is somewhat expected as they also cover different geographic areas with different contexts. Plan International and CARE both expressed the view that beneficiaries naturally prefer to remain on unconditional GFD, but felt that community sensitization helped to explain the entrepreneurial and sustainability benefits occasioned by the conditional livelihood activities. DHCBI felt there was more flexibility in targeting with GFD as compared to the livelihood activities. CCDRN found beneficiaries were pleased to move to the livelihoods project because most were IDPs who generally had not previously been accepted into such activities in their host communities. CCDRN further explained that the host communities see the benefit to their community, particularly from the communal works projects. Thus, the project serves to foster social cohesion. COOPI also noted the social cohesion benefits of the project to selected communities.

109. Regarding specific livelihoods activities, DHCBI felt the individual livelihood activities offered a faster approach towards outcomes compared with the communal activities—sustainability with the communal activities is harder when the NGO is no longer present. Plan International highlighted the importance of VSLAs as a second step to IGA—they noted that people generate income from IGA, but that VSLAs could help facilitate savings mobilization and access to credit to

⁴⁶ CARE, INTERSOS, Plan International, CCDRN, Christian Aid, COOPI, and DHCBI.

⁴⁷ Women's FGD in Jere LGA in Borno state

⁴⁸ e.g., the VSLA cycle takes 9-12 months to complete, and it is important for communities to go through one full cycle while having the support of the partner to learn.

sustain income streams. Several partners mentioned the importance of VSLA creation and ongoing use, including Christian Aid and CARE. However, INTERSOS also mentioned the difficulty of forming local VSLA and enable them to be self-sustaining, given the short duration of project activities. CARE and Plan International also cited the kitchen garden livelihood activity as particularly successful because the nature of the activity overcame several challenges, including around mobility, security, and access to land, and was sustainable.

110. In the preparatory phase for implementation of livelihoods activities, DHCBI felt the engagement process with WFP could be improved. Budgets and proposals were submitted to WFP prior to community entry and the CBPP process which determines community need. As a result, while the design of the livelihoods activities in one community was initially based off an a 50:50 sex ratio, female participation was 65 percent. The engagement of fewer men in the activities affected the community activities—particularly, there was a gap in organizing some of the public works, such as digging latrines. Having a better understanding of the community and their needs before drafting proposals and budgets would result in more successful livelihoods programming.

Role of Government and Other International Agencies

111. The major role of government in facilitating the implementation of livelihoods activities in northeast Nigeria has been in the provision of security through the activities of its security agencies. At the local area level, there has also been guarding of infrastructure and training of partners. All these are key to resumption and sustenance of livelihoods in communities.

112. Relevant units of government at the state and LGA levels also have supported these activities with extension visits to disseminate technological knowledge in agriculture and the provision of inputs. The State Environmental Management Agency in Yobe State provided 5,000 tree seedlings for environmental protection and ecological rehabilitation, while LGAs provided technical support. In Geidam, livestock are freely attended to at the veterinary clinic, while in Damaturu, community health workers moved around to provide support to communities benefiting from the livelihoods programming.

113. In terms of the support from international agencies, the Food and Agriculture Organization of the United Nations (FAO) and UN Women also supported the program by providing training to partners on gender and protection issues. Data from the International Organization of Migration (IOM) and Doctors without Borders (MSF) were used for verification of the personal details of beneficiaries.

Lessons from Research on Livelihoods Activities in Humanitarian Contexts

114. Review of the available applied research literature suggests that the livelihoods activity in northeast Nigeria had some components that are well-aligned with the evidence, while also indicating several components of their design that may be improved.⁴⁹ A recent United Nations High Commissioner for Refugees (UNHCR) study assessing livelihood programming in South Sudan found that, despite the challenges posed by the fragile setting, such programming likely contributed to increased income, employment, savings and assets for participants.(28) Significant differences were found in livelihood and food security outcomes of refugees participating in combined livelihood training and VSLAs versus only training. UNHCR activities reduced conflict

⁴⁹ Rigorous literature is scant on livelihoods programming and the impact of conflict on their sustainability, including in northeast Nigeria.

within host communities. The formation of VSLAs was a common component in livelihoods activities programming in northeast Nigeria.

115. Other literature concludes that most contemporary conflicts are long term, and therefore need at least three to five-year strategies.⁽²⁹⁾ These strategies should combine approaches to protecting and promoting livelihoods, whilst also maintaining the ability to meet basic needs. This also means having the flexibility to adapt responses when the nature of conflict changes. Where the lessons from such research for the design of livelihoods activity programming in northeast Nigeria could most obviously be applied is in the timeframe used in planning and budgeting for such programming.

116. Finally, the literature shows that the inclusion of psychological or mental health services in humanitarian programming can help alleviate the effects of mental health conditions that might make obtaining or holding on to employment difficult.⁽³⁰⁾ A small but growing number of programs have begun to combine psychosocial support with livelihoods support in fragile and conflict-affected settings, with some promising indication that this combination can enhance project outcomes.⁽³¹⁾ In the fieldwork for this evaluation, no partners mentioned the provision of such psychological services as part of their activities under the livelihoods programming. While such services might be included in future livelihoods activities, it may well be the case that such psychological support to conflict-affected individuals, households, and communities might be better provided using other channels.

**EVALUATION QUESTION 4:
IS THE TRANSITIONAL STRATEGY WHICH FORMS THE TARGETING CRITERIA OF THIS
ACTIVITY (I.E., MOVING FROM UNCONDITIONAL TO CONDITIONAL ASSISTANCE)
ABLE TO SUPPORT OR CONTRIBUTE TO PEACE AND STABILITY, SOCIAL COHESION,
AND SUSTAINABLE LIVELIHOODS (CONNECTEDNESS)?**

117. The livelihoods activity has supported and contributed to peace and social cohesion in targeted communities. Community leaders indicated peace and harmony among displaced persons and between them and their host communities. This was felt to be supported at the community level by the way in which livelihoods interventions were targeted. There were only isolated stories that emerged from the FGDs and from KIIs with community leaders or PMC members regarding hostility among recent IDPs versus host community members; there were no reports of violence. Women PWDs mentioned that the host community was angry as it felt saddled with the IDPs and especially now that the IDPs were doing better than them as a result of being supported.⁵⁰ Women beneficiaries described that in their life prior to the intervention, they had little sense of belonging and were seen as a liability by the host community. However, following the livelihoods activities, they had a reduced sense of being treated as outcasts.⁵¹ There were several beneficiary FGDs whereby men proudly mentioned building homes in host communities, though there was no indication of how host communities felt about this development. Given that the cases of hostility were fairly isolated, no commonalities emerged among the communities where any hostilities were noted.

⁵⁰ FGD women PWDs from Ndolori community in Jere LGA in Borno state.

⁵¹ FGD women from Ndolori community in Jere LGA in Borno state.

Social Cohesion at Community Level

118. At the community level, the livelihoods targeting supported social cohesion. There were a variety of ways community members were selected for the PMC, which ranged from the Bulama, the community leader, controlling selection to members being chosen entirely by the community. The PMC members are members of the community, either IDPs or host community members. How these members were selected varied among communities. WFP stipulated that the PMC should be comprised of no less than half women, which was achieved by more than half of the PMCs. Five community leaders indicated that the livelihoods committees were selected from members of the community, while several indicated they were chosen by the Bulama or Lawani.⁵²

119. Several FGDs indicated that the PMC members were not always chosen via the CBPP process. In one community, both men and women members of the PMCs indicated that their selection was facilitated through the Bulama, who selected community members for confirmation approval by the community.⁵³ A men's FGD indicated that potential PMC members were brought together at the District Head's house, and beneficiaries were then asked to select them.⁵⁴ Another men's FGD indicated PMC members were selected during the CBPP sensitization process rather than by the Bulama.⁵⁵

120. Two implications arise from this finding. First, because the findings from interviews with community leaders, triangulated with FGDs with beneficiaries, are generally positive regarding peace and social cohesion, the approach to PMC selection was successful and can be replicated when scaling out to other communities in Nigeria. Second, although there were a variety of selection approaches in practice, the ET found general acceptance of the PMC composition in the end. This implies that maintaining flexibility and community guidance in the selection process, based on each local context, is helpful for ensuring legitimacy of the final outcomes in PMC representation.

Sustainability

121. One of the major learning themes from the evaluation is that the livelihoods support may have been too short to be sustainable. This is particularly the case for women, as the barriers and inequalities they must overcome are far greater than men. When beneficiaries were asked what sustainable livelihoods activities were, there was substantial overlap between what they indicated and the livelihoods activities that had been implemented in their community. Sustainability of livelihoods activities is influenced by a number of factors including lack of breeding space for livestock, mortality of animals, changes from one type of activity to another—for example a change to tailoring at Ndolori that was not matched with the requisite training.

122. There was also a strong indication of sustainable businesses being dependent on fostering the capacity to save. This may indicate that the duration of support was too brief, rather than that, the wrong activities were implemented (though there were some issues with breeds of livestock chosen). The GFD or FFA helped in saving—without that support, they noted that many would have had to dissolve their businesses to purchase food. For example, women mentioned tailoring and milling as sustainable, but poultry failed due to the need to spend on feed and good hygiene. WFP's

⁵² Bulamas report to Lawanis, Lawani to the District head. Lawanis are the ward heads (Dagaci). Bulamas are the village heads (Mai unguwa) as gathered from some contacts in Borno.

⁵³ PMC FGD in Jere LGA, Borno state

⁵⁴ Male FGD in Nguru LGA, Yobe state

⁵⁵ Male FGD Malakyarei community, Jere LGA, Borno state

conditional support was provided for three months. However, respondents did not indicate how much more time would be required to make their businesses sustainable.

123. There were varying timelines mentioned for GFDs and FFA. For GFD, women mentioned nine out of 11 months and men six months.⁵⁶ Several FGDs indicated that beneficiaries were not aware of the length of conditional support and may not have planned accordingly. While women did become more resilient due to their participation in the WFP project, in many cases, this resilience was tied to ongoing WFP support. Moreover, it was clear that any resilience built was eliminated with one shock, such as COVID-19. Several beneficiaries mentioned that project staff followed up with them to see how their business was doing, though it was unclear if this was during the conditional assistance period or after. Going forward, a thorough understanding of the business model for each livelihood activity, including minimum costs, cost effective operational methods, and, especially, timeframes, would help give beneficiaries a better chance of long-term success.

124. According to PLAN International, “people naturally wish to remain at the level of GFD; but this cannot continue, because the ranks of GFD beneficiaries continues to swell, thereby increasingly stretching the lean resources (available).” Therefore, once people have been IDPs in camps and subsequently moved into host communities, this translates to reduced vulnerability. Being in communities positions the affected persons to move upwards to conditional assistance. To manage the transition process, CARE used community leaders to explain the entrepreneurial and sustainability benefits occasioned by livelihood activities. The partner also sensitized the communities as a whole on the potential benefits derivable from partaking in the livelihood activities. On their part, CCDRN encouraged host communities to recognize that some benefits trickle down to them because of the presence of IDPs in the community and the communal projects that were done. Beneficiaries were pleased to move into the livelihood project. This was especially the case in Bade because most of them were IDPs. Before the transition to the livelihoods programming, these persons generally were not accepted by their host communities into such support programs. Lastly, COOPI observed that the project contributed to social cohesion through trade fair organised for showcasing products made, the formation of VSLAs, and through other communal activities.

Community Feedback

125. The livelihoods activity supported peace and social cohesion through adjustments based on community feedback. With the consent of WFP, the partners used suitable feedback mechanisms to understand the perceptions of the targeted communities and accordingly used these lessons as the basis for program adjustments. Instances of such feedback resulting in program design changes include:

- CCDRN's inclusion of host community members in livelihoods when they complained that the activities should not be exclusive to IDPs, since they (the hosts) also have vulnerable households.
- Christian Aid converted some beneficiaries to backyard gardeners in view of their having no access to cultivable land. Christian Aid also raised the number of point-of-lay birds per beneficiary from five in 2019 to ten in 2020. The partner also created pens for beneficiaries who lacked rearing area for housing of goats (in Monguno) and introduced hydroponics systems for beneficiaries to produce feed.

⁵⁶ Men's and women's FGDs in Gana Ari, Monguno, Jere, and Yobe Bulabulin.

- PLAN International, using a complaints feedback mechanism manned by a dedicated desk officer, used the feedback from the community to modify distribution mechanisms. When a break in food distribution under the livelihoods programming occurred, beneficiaries became dissatisfied and disorderly because they were no longer getting rations while those under GFD still were receiving them. PLAN involved Bulamas, LGA staff, and other government officials to speak with and pacify the beneficiaries.

EVALUATION QUESTION 5: WAS THE TARGETING CRITERIA CONSISTENT WITH THE NEEDS OF BENEFICIARIES (COVERAGE)?

126. The targeting criteria and its implementation were largely consistent with the needs of beneficiaries. Targeting has improved since the evaluation in 2019 of WFP’s northeast Nigeria programming (1) with the new beneficiary targeting standard operating procedure (SOP). In mid-2018, WFP conducted a re-targeting exercise as part of an overall strategy of transitioning to livelihoods or phasing out its involvement altogether. A new beneficiary targeting SOP was developed for this exercise. The SOP was more detailed, and protection and gender considerations were included as annexes.⁽³²⁾ However, there remain several issues which could be improved, mainly regarding geographic targeting, the community sensitization process, and the treatment of certain vulnerable groups.

Geographic Targeting

127. Geographic targeting is determined based on the Cadre Harmonisé, Emergency Food Security and Essential Needs Assessment results, secondary data on the food and nutrition situation, locations of affected populations (IDPs, returnees and the most affected host communities), and ad-hoc assessments by the RAM Unit. In addition, extensive discussions are held with all partners and the Food Security Sector. Ad hoc conflict-sensitive protection analysis also is conducted by WFP, protection-mandated actors, or the Protection Sector Working Group.⁵⁷ Additional geographical targeting criteria, such as access to markets or transport routes and presence of cooperating partners is also considered at this phase.⁽³²⁾

128. Nonetheless, the geographic focus on Borno state, where the security context is particularly unfavourable to livelihood interventions, should be revisited.⁽¹⁾ Eleven of 19 LGAs with livelihood programming are in Borno, two in Adamawa, and six in Yobe. In 2019, CARE withdrew from one of two LGAs it was working in in Borno due to insecurity. Non-beneficiaries in Jere LGA in Borno state highlighted that insecurity has made farming activities unpredictable as people still fear being harmed. In contrast, Yobe state has critical livelihood programming gaps despite having greater access to land and water.⁽¹⁾ However, it should be noted that Yobe state faced increased attacks toward the end of 2020.

Community-Level Targeting

129. Following selection of a community, community sensitization activities begin whereby a Community Feedback and Accountability Mechanism is activated and a community Targeting Committee is created, which is made up of a diversity of members.⁽³²⁾ The targeting continues at

⁵⁷ SOP criteria stipulate that “WFP will make use of IOM data on displaced people and host community households in locations where this information exists and is accurate, alongside the data collected from the census by WFP/CP (WFP 2018a)”.

the household level with an individual within the household being selected as the beneficiary. The targeting criteria stipulate that the most vulnerable households have the highest priority on the beneficiary list. Many women in male-headed households ended up being listed as beneficiaries because their husbands were away at the time of the listing.⁵⁸ Further research should be done regarding whether women should always be the listed beneficiary in the program, even in male-headed households.⁵⁹

Identifying the Vulnerable

130. The targeting of older people, people living with disabilities, and vulnerable host households was not consistent among partners. WFP staff indicated that PWDs were initially not considered in the targeting plan. Some partners explained this omission by referring to the concept of labor poverty—between 10 and 15 percent of households in target communities were excluded because there was no able-bodied adult in the household to provide labor. However, in some cases PWDs or the elderly ended up working. It was unclear whether in such cases these households should have been exempt or not—that is, kept on GFD. The difficulty in making this judgement arises from the varying range of capabilities among such groups.

131. Vulnerable host households do fall under the SOP targeting criteria. It was difficult to ascertain whether this group had distinct needs from vulnerable displaced households as the FGDs contained a mix of both groups. No specific discernible needs emerged for vulnerable host households beyond that they too were vulnerable and benefited from the livelihood assistance

132. While targeting both highly vulnerable and moderately vulnerable households within host communities makes sense from a needs perspective, this group encompasses a wide range of ability, skills, and potential. Not all people have the ability and skills to successfully run businesses. Women may require additional training and support to have an equal chance of success as adult men, given structural gender inequalities. Similarly, the elderly and persons with disabilities may not be appropriate candidates for the project activities based on their levels of vulnerability and disability, respectively.⁶⁰ Several non-beneficiary youths in a men's FGDs felt that targeting for youth should be broader, i.e., increased eligibility.

133. Community sensitization efforts may not have been fully understood by community members, regardless of their beneficiary status. Regarding beneficiary selection, many beneficiaries referenced the household head count, whereby a representative from a local NGO partner came to their house and asked demographic-related questions. Included in these questions were their primary and secondary desired livelihoods activities.⁶¹ However, in many cases beneficiaries were unaware of how they were selected to participate—that is, what criteria

⁵⁸ Interview with CCDRN. Several women's FGDs.

⁵⁹ Although there are theories that targeting cash transfers to women may lead to male backlash and greater risk to women, this is largely not borne out in the development literature. Evidence supports considering women as named recipients for benefits if contextually feasible (Hidrobo et al. 2020).

⁶⁰ COOPI explained that pregnant or lactating women were completely excluded from the communal activities, while Christian Aid explained they do not allow women to do heavy jobs, but they can look after babies at the communal work sites.

⁶¹ Women's FGD in Nguru LGA, men's FGD in Jere LGA, women's FGD in Jere LGA, men's FGD in Malakyareri in Borno, women FDG in Malakyareri in Borno, men's FGD in Monguno LGA, women FDG in Monguno LGA, women's FGD in Azamkura. Most men and women got their first or second preference. The communal activities were assigned based on community need rather than individual preference. There was a range of individual activities within each community.

was used to establish vulnerability status.⁶² An assessment from Yobe state indicated that those consulted from communities, especially those identified as the most vulnerable, did not feel the information on the selection criteria for GFD and livelihood activity participants was communicated to them clearly.(33)

134. Most non-beneficiaries felt the beneficiaries had been selected due to “luck”—none recognized their vulnerability status.⁶³ Some non-beneficiaries raised concerns that the selection of beneficiaries was based on relationships (i.e. family and friends) rather than need.⁶⁴ Several non-beneficiaries FGDs were told the program was for IDPs only.⁶⁵ While it is not always clear who told the IDPs this, in at least several communities it was an NGO.⁶⁶ Other non-beneficiaries explained that they arrived late after the registration was closed and thus were ineligible for the livelihoods program.⁶⁷ Men said they were away farming and collecting firewood for sale during registration, so were not considered as potential beneficiaries.⁶⁸

Beneficiaries and Non-Beneficiaries

135. The primary needs among both beneficiaries and non-beneficiaries were fairly similar and generally align with project activities, though there are several new areas for future programming consideration. The primary needs among non-beneficiaries in regard to pursuit of a livelihood include capital to pursue a livelihood opportunity and increased knowledge and training on production and trading. Beneficiaries also have issues in replacing their capital, such as chickens or goats that died, and buying items on credit. These reported needs suggest that a greater emphasis on linking beneficiaries with access to credit in future programming would be valuable. Non-beneficiaries specifically mentioned advanced tailoring; animal health management, including feed production; groundnut oil processing;⁶⁹ and wood incense production and marketing as training they would like to receive. Beneficiaries wanted more advanced training on carpentry and tailoring to better compete in the market. Youth also mentioned support for paying education fees and computer literacy, which were issues not mentioned by any other group.

EVALUATION QUESTION 6:

DID THE LIVELIHOODS ACTIVITY CONSIDER THE CONTEXT FOR IMPLEMENTATION AND WAS IT IN LINE WITH HUMANITARIAN PRINCIPLES (COHERENCE)?

136. The ET concluded, based on interviews with WFP, government staff, and NGO partners, that the livelihoods activities were designed and implemented based on population needs, that the most vulnerable were prioritized for inclusion in the activities, and that the livelihoods activities were aligned with humanitarian principles. Partners designed the interventions or adjusted their delivery in several ways to ensure that humanitarian and human-rights principles were met.

⁶² Most non-beneficiaries did not understand why they were not selected. However, men in Nguru LGA in Yobe state understood that the program was for those that had no parental support or relatives and were the heads of household.

⁶³ Non-beneficiary FGDs in Jere, Damaturu, Monguno, Nguru LGAs

⁶⁴ Jere LGA in Borno state as well as Damaturu LGA in Yobe state

⁶⁵ Several communities in Nguru LGA in Yobe State and Monguno LGA in Borno State

⁶⁶ It is also unclear whether this is the WFP partner NGO or another NGO working on a different project in the community that is actually only for IDPs.

⁶⁷ Non-beneficiary FGD in Borno state; FGD in Nguru LGA in Yobe state

⁶⁸ Non-beneficiary FGD from Monguno LGA in Borno state

⁶⁹ Some mentioned specific items such as a groundnut crusher that would make the livelihoods activities better.

137. Gender equality was considered in reaching women, but was not as strongly considered in terms of the benefits to be obtained from the activities given that women in northeast Nigeria face substantial structural inequalities. Women's empowerment (as well as men's empowerment) increased as a result of participation in the livelihoods activities. While activities were certainly designed to meet WFP's Global Gender Policy objectives, the evaluation uncovered several ways in which activities could be improved to further meet these objectives, e.g., involvement of certain vulnerable groups, inclusion of women in the CBPP process, addressing safety challenges facing women and girls.

138. An essential need analysis harnessing information from the Cadre Harmonisé and other vulnerability assessment reports provided a wealth of consolidated information on the food vulnerability situation and need gaps in the BAY states over time. Specifically, the essential need analysis provided a comparative analysis of demographic, geographic, and socio-economic characteristics of food insecure households, thus providing contextual insight about these environments and its populations. The needs analysis provided a reasonably detailed understanding of the evolving humanitarian context in the BAY states. Available data indicated periods and locations in which non-state armed groups were conducting attacks and where major population displacements took place and the directions towards which displaced persons were headed. With this as background, it was possible to identify priority locations for intervening with livelihoods activities. In those locations, preliminary consultations then took place, followed by the creation of structures for project implementation.

Stakeholder Participation and Government Priorities

139. The CBPP helped with engaging the participation of multiple key stakeholders in the design of the livelihood activity. This strategy offered the dual advantages of ensuring consensus of multilevel stakeholders and creating awareness by disseminating information regarding the livelihood activity. During such forums and deliberations, major socio-cultural issues, security information, political context, and even COVID-19 prevention updates were raised.

140. In general, the livelihood activities also matched government's objective of resettling displaced persons and building their ability to cope with natural as well as human-induced shocks. Government aims to boost employment and increase the agricultural productivity of the rural population by encouraging the adoption of improved technologies and practices that are ecologically friendly and ensure environmental sustainability. All the livelihoods interventions WFP's partners implemented operated in alignment with the policies and objectives of the federal, state, and local governments.

Community Leaders Priorities

141. The livelihoods interventions took cognizance of the important role of traditional leaders (Bulamas, Lawanis) as custodians of local traditions and, equally importantly, enforcers of guidelines and discipline within the community. With the inputs of these leaders and using the CBPP, program implementation involved most local stakeholders, while communal activities benefitted most of the local population. Lastly, the feedback mechanisms put in place for the activity provided partners and WFP with a means of monitoring objective feelings of community members in order that action could be quickly taken to ensure harmony within each community.

142. The livelihoods activities prioritized the most vulnerable sections of the community,⁷⁰ while considering that communities may be either not accessible, partially accessible, or fully accessible due to security considerations. In 2016, WFP Nigeria conducted a Protection Risk Analysis to understand the major protection risks and trends in Yobe and Borno states. The risks identified broadly included lack of freedom of movement (hampered access to farmland and pasture ground), risks related to killings, forced recruitment, and sexual and gender-based violence.⁽⁹⁾ WFP Nigeria also commissioned several LGA-project level Protection Risk Assessments in Borno and Yobe states which identified program-specific protection concerns.⁽³³⁾

143. WFP and its partners designed their livelihoods interventions or adjusted their delivery in several ways to ensure humanitarian and human-rights principles were met. These included:

- Communal activities were adjusted to have activities that were appropriate for women as well as men. Interventions were targeted at the household level so in households with both husband and wife, women could send men (and vice versa) if the activity was more appropriate for a certain gender.
- Communal activities were located within five kilometers of the community to accommodate mobility and security issues.
- Beneficiaries were generally consulted to understand and assign their first or second choice individual livelihood activity.
- Female-headed households were prioritized (among other vulnerable criteria) for assistance.
- The Complaint Feedback Mechanism was used as a means by partners to collect feedback to inform adjustments to the design of the program.

WFP Policies – Humanitarian and Gender Policies

144. The ET also considered coherence vis-à-vis WFP's policies. WFP's Humanitarian Protection Policy (2012) has five principles:

- The State's primary responsibility is to protect all people;
- WFP's chief accountability is to crisis-affected, food-insecure people;
- Food assistance activities will be based on context and risk analysis;
- WFP's food assistance process is pursued in accordance with humanitarian principles,⁷¹ and international law; and
- WFP food assistance will be provided in ways that support the protection of conflict- and disaster-affected populations, and at the very least, will not expose people to further harm.⁷²

⁷⁰ Among partners, most cited women as a group which had particularly benefited from the livelihood interventions; among WFP, it was women and young women. CCDRN mentioned women in male-headed households as benefited from the program most, because they were more likely to be home when the listing was done.

⁷¹ Including humanity, impartiality, neutrality, and independence.

⁷² In 2019, a new protection and accountability to affected populations strategy was piloted. This identifies four areas for acceleration for operationalizing protection and accountability that will help inform the formulation of an updated Protection Policy: 1) analysis and implementation; 2) partnerships; 3) systems; and 4) leadership and experience.

145. These good practices include participation of United Nations agencies, NGOs, international organizations, community-based organizations, and government partners in training related to protection; inclusion of protection from sexual exploitation and abuse and general protection clauses in field-level agreements; and development of a protection checklist for use by WFP and partners. WFP's Nigeria Country Strategic Plan (2019-2021) stipulates that environmental screening will ensure that assets do not harm the environment and that, where possible, they promote sustainable solutions.

146. WFP's global gender objectives include: 1) [food] assistance adapted to different needs; 2) equal participation; 3) decision-making by women and girls; and 4) gender and protection.⁷³ Overall, the conditional livelihoods assistance program did an adequate job in meeting all four global gender objectives. However, there are areas whereby the program could be improved to better meet gender objectives.

147. Regarding the first objective that assistance be adapted to different needs, the intervention was targeted at the household level (to households with vulnerable individuals, including women). As a result, there are some documented cases of mismatches between livelihoods activities that women can do versus what the household is assigned, e.g., pit digging, latrine building. Livelihoods assistance was adapted to different needs in most cases, but could be improved for certain groups. For instance, oftentimes PWDs, pregnant or lactating women, or the elderly could be assigned a job that would be modified to be within their capacity so they could still benefit from the project, e.g., do not make pregnant or lactating women or elderly do heavy labour; they should watch children instead. In the case of working age women, in some cases accommodation was made to ensure their job was appropriate, i.e., supporting men to build by bringing tools rather than doing heavy lifting. But in other cases, women did hard manual labour. Whether people felt this was appropriate varied—some women in FGDs felt it was, others not, though most men's FGD felt it was not. Given that it is the household that is targeted rather than the individual, a potential mismatch arises when the gender of the person who can participate in the work activity does not match the gender role of the activity. This was a larger issue with communal compared to individual work activities

148. Regarding the second objective of equal participation, the CBPP process was found generally to be gender inclusive and resulted in women and men participating equally in the design, implementation, monitoring, and evaluation of gender-transformative food security and nutrition programs and policies. There has been much progress made towards achieving gender equality within the PMC and within the CBPP planning process to involve women and represent women's interests. The ratios of men to women on the PMCs has become much more balanced since the start of the project largely due to gender sensitization efforts. The proportion of decision-making entity members who are women increased dramatically from zero at baseline to between 43 to 59 percent at endline.⁽¹⁶⁾ However, the status quo continues to be for men to play a dominant role

⁷³ A more detailed elucidation of these global gender objectives is as follows:

- 1) [Food] assistance adapted to different needs (women, men, girls and boys benefit from food assistance programs and activities that are adapted to their different needs and capacities).
- 2) Equal participation (women and men participate equally in the design implementation, monitoring, and evaluation of gender-transformative food security and nutrition policies and programs).
- 3) Decision-making by women and girls (women and girls have increased decision-making power regarding food security and nutrition in households, communities, and societies); and
- 4) Gender and protection ([food] assistance does no harm to the safety, dignity and integrity of the women, men, girls, and boys receiving it, and is provided in ways that respect their rights).

in this regard and concerted effort must be continued to be paid to involve and engage women at each stage in the process. Gender sensitization trainings were an important component to women joining the committees in equal numbers and may be continued to be employed to ensure women have decision-making power within these entities. Partners also conducted ongoing gender sensitization with people in the community.

149. Regarding the third objective around decision-making by women and girls, in most cases the livelihoods program was empowering to women beneficiaries. It also was viewed as empowering to women by men beneficiaries.⁷⁴ Quantitative data suggests significantly increased joint decision-making among women and men (22 to 55 percent) but significantly decreased decision-making among women (54 to 18) and increased decision-making among men (24 to 27 percent).(16) Women have increased empowerment because of their beneficiary status. FGDs indicate that women often do make decisions on the use of assistance, as they are often the selected beneficiary for the household, and generally are perceived to have more power within the household because of this status. Even if another household member does the communal work activity, the money is credited to the woman beneficiary, and she holds increased power as a result.

150. Regarding the fourth objective that food assistance does no harm to the safety, dignity and integrity of the women, men, girls, and boys receiving it, and is provided in ways that respect their rights, no evidence was found of systematic harm to women or men as a result of participation in the program. There is room for improvement. In 2020, over 95 percent of women and 92 percent of men reported that WFP programs are dignified (target greater than 95 percent), which increased slightly for women and decreased slightly for men from the baseline.(16) In 2020, 77 percent of women and 80 percent of men reported that they received assistance without safety challenges (target greater than 90), which decreased from baseline (88 percent for both men and women).(16) Isolated cases of divorce, abuse, and other marital tension were reported because of women's participation in the project. However, this is not necessarily restricted to the livelihoods activities as beneficiaries mainly referenced such changes resulting from transitioning from no assistance to GFD rather than from GFD to livelihoods activities.

151. One issue related to harm is how cases of GBV are handled, which was not mentioned by any of the partners.⁷⁵ WFP has a specific referral mechanism for GBV in northeast Nigeria. A report from Christian Aid (34) indicated that there was sensitization of community members on the issues of child protection and GBV. So, it is likely, though unconfirmed, that other partners included these issues in their sensitization efforts to PMC. Several partner reports indicated a requirement to conduct one protection risk and gender analysis assessment per project cycle. However, there are cases of domestic abuse, divorce, and other marital disputes as a result of women's involvement in the project. This aligns with previous evidence from Borno state.(2) These issues persisted prior to women's engagement in the project when there were generally greater levels of destitution and stress among households in regard to food security, which also caused marital tension. It is unlikely that the project caused additional harm as it is ameliorating a situation which also caused

⁷⁴ Partners, non-beneficiaries, and community leaders also commonly expressed women's empowerment as a result of women's participation in the program.

⁷⁵ GBV was not specifically asked about during interviews with partners given the breadth of topics that needed to be covered. However, partners were specifically asked to discuss livelihoods issues from a gender and social inclusion perspective.

harm to women. This was also a problem under GFD and with both programs, GBV is related to power over resource management within households.

152. Gender equality was considered in reaching women but was considered less in terms of a benefit of the livelihoods activities.⁷⁶ That is, the program was not explicitly designed for women to be equally successful in the livelihood activities, given the systematic inequalities they face, e.g., women did not receive more training or different types of training from men. In targeting livelihoods activities at the household level, by virtue of some of the types of activity, women and men, respectively, were less likely to participate in certain roles, e.g., women digging and men cultivating home gardens. A CARE staff member summarized this as follows:

“There was the issue of even the nature of the types of activities that were available. For people looking at the context here, of course, there are certain activities that the women were not able to participate in fully. Our intention was to ensure there is equal participation for both men and women. So, along the way, you would find them dropping out because the market is saturated by men. They were not able to penetrate [the market], so they would drop out due to their social and gender roles. It is especially not acceptable for women to be doing these kind activities. You would wish that women would take up all the available opportunities for them, but [for some activities] you feel that they are more culturally being looked at as activities or businesses that suit men mostly.”

153. The empowerment of both women and men increased because of their participation in the livelihoods activities. CARE’s end of project report for Yobe cited women’s empowerment had increased markedly, as measured by a set of questions for women on their influence over household decisions. The program led to improvement in the share of women who reported having a high degree of control over household business decisions and food expenses, as well as an increase in women who said they have greater influence now on both education and children’s health-related expenses within their households.⁷⁷ Qualitative results also suggest that women’s empowerment increased more relative to men’s because women gained some autonomy over household decision-making by virtue of their status as beneficiaries of both communal and individual livelihoods activities. Women who registered for the communal work were paid regardless of who in the household actually did the work. Women who participate in individual livelihoods activities earned income for the household—a role many women had not held prior to the conflict, which resulted in changing household power dynamics.⁷⁸ Women’s empowerment did not stem from their ability to work outside the home, but from their income.

⁷⁶ Gender equality is when people of all genders have equal rights, responsibilities, and opportunities.

⁷⁷ The report does not indicate by how many points women’s empowerment measures increased.

⁷⁸ This was reported also to have been happening prior to the WFP livelihood activities.

3.0 Conclusions and Recommendations

3.1. CONCLUSIONS

154. The livelihoods activities addressed the primary needs of the population in the selected communities, especially capital to pursue a livelihood opportunity and the provision of knowledge and training. The activities also created a positive externality in communities when beneficiaries share skills and hire others to work in their businesses. However, there is room for improvement in the design and implementation of the livelihoods activity, especially in beneficiary targeting, gender-responsiveness, the timeframe for implementing the activities, the type of training provided, measurement of impacts, and scale-up plans. This sub-section concludes the report by summarizing the main findings and the next sub-section contains the ET recommendations in Table 5. The main findings, conclusions, and recommendations are summarized in Annex 9.

155. **Targeting:** In October 2019, a centralized evaluation of the Level 3 response under the Regional Emergency Operation (EMOP 200777) was published which encompassed WFP operations from 2016 to 2018. Although there has been much progress in targeting since then, targeting remains a complex process. While there appears to have been much progress made since the first evaluation of WFP activities in northeast Nigeria in 2019 regarding targeting, it remains a complex process drawing from many sources (WFP GFD lists, referrals) and from within the community itself (Targeting Committee). While the targeting criteria included specific vulnerable groups (PWDs, elderly), these groups were not treated consistently by partners. Additionally, there is a general lack of knowledge among beneficiaries and non-beneficiaries about how the selection process takes place.

156. **Gender-responsiveness:** Women were reached, benefited from, and were empowered by the livelihoods activities to varying extents. Using the empowerment framework of intrinsic, instrumental, and collective agency, the activities increased women's instrumental agency. The livelihoods activities also increased their intrinsic agency, though to a lesser extent. Specifically, women's ability to visit important locations, control over use of income, ownership of assets, autonomy in income, and respect among household members all increased to varying extents, with varying levels of attribution to the livelihoods project activities. The project empowered women via women's increased role as breadwinners (recognized by both women and men) and related control over income decision-making (recognized more by women than men).

157. Women were also empowered under the GFD, so women's empowerment through benefiting from the livelihoods activities is mainly due to their status as beneficiaries (and associated receipt of the transfer) rather than because they have additional business assets. The WFP livelihoods activities did not cause this shift. This empowerment mechanism was in place prior to the livelihoods intervention due to the crisis. However, the WFP livelihood activities advanced women empowerment by providing them with additional economic opportunities through the project's engagement of women in both communal and individual livelihood activities. Women's participation in communal and individual livelihood activities resulted in women's earning income for the household and related greater control over that income, as well as generally reduced spousal tensions due to increased financial security for the household.

158. A combination of the partnership with UN Women and partners' gender capacity contributed to the successful implementation of gender-sensitive measures, including gender sensitization. Most PMCs included at least 50 percent women due to community gender sensitization, though ensuring women's voices are heard remains a challenge, given the cultural context.

159. At the same time, activities increased women's work burden for paid work. Taking men's and women's increased empowerment into account, the project contributed to greater gender parity within households—that is, women and men are more equal within households in which members participated in the livelihoods activities, though they may still be relatively unempowered in their communities as displaced households. Men were restored to prior levels of empowerment, while the project supported new domains of empowerment for women.

160. There are areas where the livelihoods activities could be improved to better meet women's needs. Individual and communal activities were generally gender-sensitive, though there were cases in which women did not do gender-appropriate work. Additionally, given high domestic burdens, women require more flexibility regarding the scheduling of both individual and, especially, communal, work. While conversations with partners indicated there was such flexibility, these terms were not clearly communicated to beneficiaries. To be more gender-responsive, going forward in implementing the livelihoods activities, greater attention should be paid to women's workload, childcare burden, and mobility constraints.

161. **Sustainability:** WFP livelihood activities appear to be helping people meet immediate food needs and reduce their use of negative coping strategies. However, the program seems to have had mixed success at restoring the key productive assets needed for sustained livelihood activities. While beneficiaries do see the long-term value in asset ownership and management, due to poor life circumstances and shocks, they are limited in their ability to retain assets and continue with their livelihoods activities once WFP conditional support has stopped.

162. The duration of overall interventions (unconditional and conditional assistance) differed across partners, with three years being the typical case. CAID implemented interventions for 3.5 years (for two projects) and another 2.5 years (for two projects) in Borno; INTERSOS and PLAN had interventions over two and three years respectively in Borno while CCDRN had intervention of less than a year in Yobe. Furthermore, COOPI and CARE worked in Yobe State for one and two years respectively. DHCBI carried-out a programme for just nine months in Borno State.

163. A common feature of interventions in all areas, was that at the point of initial interface with communities, the targeted beneficiaries were in a state of extreme vulnerability, and it was thus appropriate to commence WFP intervention with nutritional support through GFD. Therefore, with GFD occupying up to a third of the entire intervention period, there were few beneficiaries that had consistently been assisted for up to three years with livelihoods activities. Therefore, without representative groups of beneficiaries spanning one year, two years and three years, the ET was unable to compare outcomes based on the duration of activities.

164. There is a view among partners and beneficiaries that the duration of the project with typically less than one year of assistance was too short to have lasting effects. This project provided approximately four months of conditional assistance for participation in communal activities and three months of assistance for participation in individual livelihood activities. Based on conversations with partners as well as the literature, appropriate timeframes for livelihood programming is suggested to be between three to five years.

165. If budgetary or other constraints impede WFP's ability to have longer-term programming, at the very least there is a need to undertake earlier planning to avoid cutting off support mid-cycle with little to no notice, as happened with some VSLAs. This would allow beneficiaries to better plan and further communicate the importance of the livelihood activity. A more gradual transition from conditional assistance to no assistance is also recommended. The transition needs to take into account the stages of the livelihood activities and the likelihood of success of the business after assistance is withdrawn. There needs for a clear exit strategy that is effectively communicated to partners, beneficiaries, and local government agencies.

166. In the context of the protracted crisis in the northeast Nigeria, livelihood recovery objectives may need to be more modest and longer term. WFP likely will need to provide ongoing relief for some particularly vulnerable households. WFP needs to play a stronger role in linking livelihood beneficiaries with actors providing other forms of support, such as VSLAs, advanced skills training, or improved access to markets.

167. **Capacity building:** Capacity building should remain integral to programming on livelihoods. In many instances, beneficiaries were given livelihood assets without the complementary capacity building that would provide them with the basic technical competence and managerial skills needed for entrepreneurial success. In addition, the type of capital provided could be better aligned to meet the needs of households and individuals. For instance, while livestock was viewed among beneficiaries as a sustainable livelihood activity, the selected breeds provided were not always appropriate.

168. **Evaluation:** The monitoring and evaluation of outcomes and impacts of the livelihood activities would be improved by the collection of data on key indicators at the beginning (baseline) and end (endline) of activities from both beneficiaries and non-beneficiaries. Having such data would enable analysis of the quantitative impacts of the livelihoods activities in a way that is clearly attributable to the livelihoods intervention. The findings from such analysis could then be fed back into the activity design and implementation process by WFP and partners to guide improvements for the next phase of the program.

169. **Scaling up:** There is room for WFP and partners to scale up livelihoods activities by flexibly building on the progress and lessons learnt from the current livelihoods activities and adjusting for local context and type of beneficiaries. It is expected that varied impacts will be achieved with various group of beneficiaries. The next phase of programming should also be open to entry of new vulnerable households. Targeting should be responsive to the changing economic conditions of the communities in northeast Nigeria.

3.2. RECOMMENDATIONS

Table 5: Matrix of Recommendations from Formative Evaluation of WFP Livelihoods Activities in Northeast Nigeria, 2018 – 2021

#	Recommendation	Recommendation grouping: • By type • By theme • Short, medium, long-term	Responsibility (lead office / entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
1	<p>Recommendation 1: Refine the targeting approach to better ensure the inclusion of vulnerable groups (women, youth, elderly, persons with disabilities).</p> <ul style="list-style-type: none"> • Targeting is based partly on classification, and therefore classification of women and men (as married, unmarried, within nuclear and extended family units, young and older, widowed, divorced, disability type and elderly) should be understood and clarified to ensure best approaches towards targeting and sustained participation. For example, targeting of youth requires an understanding of the community definition of female youth and the best manner of benefitting this group. • Explicitly define the category of the elderly and PWDs, to determine those who should be exempted from conditional transfers and kept on unconditional transfers and to determine the most suitable livelihood activities. Due care is required while targeting this group, without excluding persons with disabilities from participation, and ensuring that in a targeted household, any adult member may participate. WFP and its partners do not implement both conditional and unconditional approaches in the same community, and therefore there is no flexibility to move between both approaches at the community level. It is possible to include abled members such as youths living in the same households with the elderly in livelihoods activities, thus ensuring that such households are included. The challenge will be households that solely have PWDs and elderly, that are clearly vulnerable, and do not have members that could meet conditionality criteria for participation in 	<p>Type: Vulnerable groups Theme: Coverage / Appropriateness Period: Short-term</p>	WFP – RAM, Gender and Protection Unit	Partners	High priority at start of program	First quarter of new intervention

#	Recommendation	Recommendation grouping: <ul style="list-style-type: none"> • By type • By theme • Short, medium, long-term 	Responsibility (lead office / entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
	<p>livelihoods activities. In such cases, special attention or concession might be layered into the targeting approach to cater for such situations.</p> <ul style="list-style-type: none"> • Ensure that community sensitization clearly explains the selection criteria and selection process, to address misconceptions especially from non-beneficiaries. • Targeting women in male-headed households as beneficiaries should be examined further given the project was largely empowering to married women who participated, but that there was also some negative backlash among some husbands due to women's participation in the project. Engage men in the planning process to mitigate any misconceptions. • Revisit the current approach of engaging PwDs through third parties and use as vulnerability criteria qualifying households. PwDs and the elderly can be engaged to make their own livelihoods choices where possible based on disability type, age etc. 					
2	<p>Recommendation 2: Strengthen gender-responsiveness in programming.</p> <ul style="list-style-type: none"> • Involve the Gender and Protection Unit during the CBPP process to understand gender dynamics and household decision making to help identify potential gender and protection-related risks in livelihood interventions and the suggested mitigation measures during project implementation. • Specifically, increased attention should be paid to assignment of communal livelihoods activities, to ensure they are gender appropriate. Due to women's mobility constraints, consideration should be given to 	Type: Gender Theme: Appropriateness / Effectiveness Period: Short-term	WFP – Gender and Protection Unit	Partner	High priority	First quarter of new intervention

#	Recommendation	Recommendation grouping: <ul style="list-style-type: none"> • By type • By theme • Short, medium, long-term 	Responsibility (lead office / entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
	<p>livelihood activities and/or design of activities, which women may undertake at/or very near home, if needed.</p> <ul style="list-style-type: none"> • Given women’s high workloads, the following are recommended: 1) labour-saving technologies should be prioritized for women; 2) strategies that will give women free time, such as community childcare, customized support, and women-friendly spaces; and 3) more education and sensitization around the flexible terms of the communal work activities (e.g., can work in several hour increments and can be paid for portion of days per month worked). 4) Revisit the randomly selected communal group participants and perhaps, even if with a few trials introduce grouping based on familiarity in business or kinship, to assess the likelihood of a growth in groups’ ability to pool strengths and grow businesses. • Gender-related trainings should entail: <ul style="list-style-type: none"> ○ Broad capacity building on promotion of gender-transformative change through sensitization (focusing on issues such as gender roles, leadership, or power), which have positive changes in attitudes of both men and women on gender equity and perceptions of gender (USAID Feed the Future 2016). Given the relative success of the gender sensitization training on the PMC’s and ongoing tensions among some households due to involvement with the program, continuing gender sensitization would help ameliorate immediate feelings of resentment and backlash among men, while potentially transforming gender attitudes and beliefs in the long-run. ○ Increasing the training period for women, particularly those who have never worked outside the home, so that women may be on more equal footing with men in regard to business success. Among 					

#	Recommendation	Recommendation grouping: • By type • By theme • Short, medium, long-term	Responsibility (lead office / entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
	the topics covered should be psychosocial support and financial inclusion for all women trained.					
3	<p>Recommendation 3: Increase the timeframe for livelihoods activities.</p> <ul style="list-style-type: none"> • Aim for longer spans of engagement of around 4 years to address the common theme that the duration of the activities was too short, and considering that partners and beneficiaries generally acknowledge the long-term benefits of engaging in the activities to develop skills and asset management • The time frame for agricultural activities should continue to be equal to the length of the production cycle or growing season. For other livelihood activities, the timeframe should encompass the market season or access for a product, the length of time for a phased training, and availability of raw materials for the livelihood activity. • In addition, the likelihood of sustainability may be enhanced if the WFP Livelihoods Team works with communities in partnership with other agencies such as FAO and IFAD, with support from state and federal governments to map out livelihoods business models with a strong focus on integration and layering and including areas such as youth enterprises, small and medium scale agri-food businesses, and livestock development. Investments to increase sustainability may also be encouraged through pilot thrift and credit groups where beneficiaries can deposit and save from their harvests and loan to each other. 	Type: Sustainability Theme: Appropriateness Period: Short- to medium-term	WFP	Partner	High priority due to seasonality of many livelihoods	First year of new intervention

#	Recommendation	Recommendation grouping: • By type • By theme • Short, medium, long-term	Responsibility (lead office / entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
4	<p>Recommendation 4: Capacity building should be sufficiently comprehensive to enable beneficiaries gain adequate technical knowledge to grow sustainable and viable businesses.</p> <p>For example, these trainings could be carried out in phases where the completion of a module, leads to a follow-up advanced training. Capacity building for livelihood activities should not follow a one-off approach, but should match the complexity of the type of training in terms of content and duration. If possible, training should include a mentoring component to support sustainability. Note also that in assigning beneficiaries to livelihoods activities, implementing partners should recognize the need to revise capacity building plans as needed, because not all beneficiaries have ability and skills to run successful businesses.</p>	<p>Type: Scale-up</p> <p>Theme: Coverage / Effectiveness / Efficiency</p> <p>Period: Short- to medium-term</p>	WFP	Partner	High priority	First year of new intervention
5	<p>Recommendation 5: Evaluate the livelihoods activities.</p> <p>In the next phase of project, plan and design evaluations of key aspects of the livelihoods activity by, for example, conducting a quantitative baseline and endline survey, while also including a qualitative study to examine impact pathways. Further insight would be gained using empirical methodologies to examine causal relationships between key outcome indicators (such as food and nutrition security) and household characteristics; or to observe patterns of social behaviours influencing sustainability. For example, outcomes such as crop yields, income per hectare, cost of production, storage capacity, and income from sales are necessary for productivity measurement. Use indicators, such as the Women Empowerment Index, control over assets, or other less direct gender sensitive indicators, depending on the social context, such as ability to make decisions over household productive asset can provide better measurements of the impact of the livelihoods activities.</p>	<p>Type: Scale-up</p> <p>Theme: Effectiveness</p> <p>Period: Long-term</p>	WFP – RAM, Programme, Gender, Protection	Partner	Medium priority	Before activities are redesigned or scaled up

#	Recommendation	Recommendation grouping: <ul style="list-style-type: none"> • By type • By theme • Short, medium, long-term 	Responsibility (lead office / entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
6	<p>Recommendation 6: Scale up livelihoods activities with flexibility to build on the progress and lessons learnt from the current livelihoods activities, maintaining the design elements that strengthened peace and social cohesion, and adjusting for local context and type of beneficiaries.</p> <p>The next phase of programming should also be open to entry of new vulnerable households. Targeting should be a responsive to changing and most recent conditions in the community. It is expected that varied impacts will be achieved with various groups of beneficiaries. In scaling up, it is also important that livelihoods activities continue to be conflict-sensitive and carefully designed to avoid creating any community tensions.</p>	Type: Scale-up Theme: Coverage / Appropriateness Period: Short- to medium-term	WFP	Partner	High priority	Immediately; the plan and action for sustainability must start immediately for up-scaling to succeed

Annexes

ANNEX 1: WFP NIGERIA PROGRAM PLANNING DOCUMENTS

The following documents are available as separate documents upon request to WFP Nigeria.

- Regional Emergency Operation 200777 Budget Revision 14, WFP Nigeria
- Regional Emergency Operation 200777 Budget Revision 14 Logframe, WFP Nigeria
- WFP Nigeria Country Strategic Plan (2019-2022) and Logframe
- WFP Nigeria Country Strategic Plan (2019-2022) Line of Sight

ANNEX 2: TERMS OF REFERENCE FOR FORMATIVE EVALUATION OF LIVELIHOODS ACTIVITIES IN NORTHEAST NIGERIA, 2018 TO 2020, FOR WFP-NIGERIA

1. Introduction

1. World Food Programme (WFP) Nigeria is seeking to commission an evaluation for its livelihood's activities in northeast Nigeria. Through these activities, WFP supports early recovery and resilience to shocks through asset creation and preservation, increased livelihood opportunities and enhanced agricultural value chains. Women in particular are supported in efforts to strengthen their role in decision-making and thus to tackle gender inequalities.

2. These terms of reference (TOR) are for the evaluation of WFP livelihoods activities in northeast Nigeria, which will cover the period from March 2021 to April 2022.

3. WFP Nigeria drafted these TOR based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of these TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.

2. Reasons for the Evaluation

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

2.1 Rationale

5. In the context of renewed emphasis on providing evidence and accountability for results, WFP Nigeria has committed to conducting two evaluations (one decentralized and one centralized) within the course of the Country Strategic Plan, 2019-2022⁷⁹. This decentralized evaluation is being commissioned for the following reasons:

- To contribute to broader learning thereby informing course correction and improve overall implementation.
- To understand the appropriateness of the activity among targeted households and communities, most especially women, girls, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities).
- To establish any linkages between the activity and other programming in the area (WFP or otherwise), which might contribute to supporting the triple nexus of humanitarian, development, and peace.

6. The evaluation findings will have the following uses for WFP Nigeria:

- Inform the implementation of the last year of the Country Strategic Plan (2019-2022).
- Identify opportunities for WFP to strengthen the design of its livelihoods activities thereby enhancing the potential outcomes of the activities on the lives of the affected populations.
- Support the upcoming centralized evaluation⁸⁰ of the Country Strategic Plan in 2021.

⁷⁹ WFP Country Strategic Plans support the global WFP Strategic Plan, 2017-2021, and adhere to revised financial and corporate results frameworks, documents that guide preparation and implementation. These country plans will facilitate implementation of results-focused portfolios of context-specific activities that address humanitarian needs and enable longer-term development.

⁸⁰ The scope and timing of the centralized evaluation have not yet been determined. Being a portfolio evaluation encompassing all of WFP Nigeria's work during the Country Strategic Plan implementation, the subject matter of this decentralized evaluation will be included as part of the programmatic aspects. This evaluation will therefore be a source of information for the centralized evaluation.

- Contribute to the evidence base of reference for the design of subsequent WFP Country Strategic Plans in Nigeria.
- Potentially serve as an advocacy tool for raising awareness of donors and partners around WFP's contributions towards the New Way of Working and the Sustainable Development Goals.

2.2 Objectives

7. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.

- **Learning:** The evaluation will determine the reasons why certain results have or have not occurred to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems
- **Accountability:** The evaluation will assess and report on the performance and results of the livelihoods activities.

8. While both learning and accountability are objectives of the evaluation, WFP Nigeria places more emphasis on learning in this particular evaluation. The livelihoods activities are a relatively new effort within the northeast Nigeria emergency context. It was piloted in 2018 during a time when unconditional assistance was scaled down and some, not all, of the households receiving unconditional assistance transitioned to conditional assistance. To some extent, lessons learned from 2019 approaches have pointed towards a needed shift in the livelihoods strategy from January 2020. Evaluation findings will therefore be used to validate the shifts and to refine further the approaches going into the second half of the Country Strategic Plan as the country office continues to scale down unconditional assistance in favour of conditional assistance.

9. The overall approach of the evaluation will therefore be to compare the initial course of livelihoods programming, when WFP introduced conditional livelihoods assistance as transition from unconditional assistance (October 2018 to December 2019), with the new strategy for livelihoods programming (January to October 2020) in advance of future programming from 2021.

2.3 Stakeholders and Users

10. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 4 below provides a preliminary stakeholder analysis, which will be deepened by the evaluation team as part of the inception phase.

11. Accountability to affected populations is tied to WFP's commitments to include the communities and people WFP serves as key stakeholders in WFP's work. As such, WFP is committed to ensuring gender equality and empowerment of women (GEEW) in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities).

12. The primary users of this evaluation will be:

- WFP Nigeria and its partners in decision-making, notably related to livelihoods activity implementation and/or design and future Country Strategic Planning.
- Regional Bureau (RB), given its core functions, is expected to use the evaluation findings to provide strategic guidance, program support, and oversight.

- WFP headquarters may use evaluations for wider organizational learning and accountability.
- WFP Office of Evaluation (OEV) may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.
- WFP's existing and potential donors and partners in the government, United Nations (UN), and non-governmental organizations (NGOs) have expressed strong interest in complementing humanitarian interventions with programming that helps rebuild livelihoods for the people of northeast Nigeria. The evaluation will help inform strategic direction and potentially contribute to advocacy.

Table 6: Preliminary Stakeholders' Analysis

Stakeholders	Interest in evaluation and likely uses of evaluation report
INTERNAL STAKEHOLDERS	
WFP Nigeria Country Office	Responsible for the planning and implementation of WFP interventions at country level. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to the people WFP serves and partners for performance and results of its programs.
WFP West Africa Regional Bureau (Dakar, Senegal)	Responsible for both oversight of and provision of technical guidance and support, to country offices, the RB management has an interest in an independent/ impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The Regional Evaluation Officers support country office/RB management to ensure quality, credible and useful decentralized evaluations.
WFP Headquarters (Rome, Italy)	WFP headquarters technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate program themes, activities, and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus.
WFP Office of Evaluation	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy.
WFP Executive Board	The WFP governing body has an interest in being informed about the effectiveness of WFP programs. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
EXTERNAL STAKEHOLDERS	
Communities and people WFP serves	As the ultimate recipients of food assistance, the people we serve have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys, and girls from different groups, including people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities), will be

Stakeholders	Interest in evaluation and likely uses of evaluation report
	determined ⁸¹ and their respective perspectives will be sought. Feedback from evaluation findings will also include specific events targeting communities served by WFP.
Government of Nigeria	<p>The Government of Nigeria has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners, and meet the expected results. Issues related to capacity development, handover and sustainability would be of particular interest.</p> <p>Various ministries and agencies are partners in the design and implementation of WFP livelihoods activities, or have strategic interest, which are primarily Ministry of Agriculture, FADAMA Office; National Emergency Management Agency, State Emergency Management Agency, and the Ministry of Budget and National Planning.</p>
United Nations Country Team, Nigeria	<p>The UN Country Team’s harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP programs are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.</p> <p>In particular, as direct partners in the livelihoods activities, Food and Agriculture Organization (FAO) and United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), have specific interest in the findings.</p>
Non-governmental Organizations	NGOs (international, local, and community-based) are WFP’s partners for the implementation of activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations, and partnerships.
Donors	<p>A number of donors voluntarily fund WFP operations. They have an interest in knowing whether their funds have been spent efficiently and if WFP’s work has been effective and contributed to their own strategies and programs.</p> <p>Major donors include United States Agency for International Development/Food for Peace, Government of Italy, and the Government of South Korea.</p>

3. Context and Subject of the Evaluation

3.1 Context

13. Prior to the onset of conflict in 2009, livelihoods and food security in northeast Nigeria were based on the productive inputs from the agricultural, animal husbandry, and fishery sectors traversing several livelihood zones (specifically 10, 11, 12 and 13)⁸², which include the Lake Chad shores and open water. This is comprised of three belts: 1) the Sahel belt with its livestock and dry land cereal production, 2) savannah belt where large cash crops production flourished; and 3) a

⁸¹ Evaluation proposals are to present a plan to include the communities WFP serves, most especially women, girls, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities).

⁸²For more information on the livelihood zones, reference the Revised Livelihoods Zone Map and Descriptions for Nigeria: A Report of the Famine Early Warning Systems Network (FEWS NET); September 2018. Available at: https://fewsn.net/sites/default/files/documents/reports/Nigeria_LH_zoning_report_09_2018.pdf.

more humid belt with its cereal, cassava, and sesame production. Livelihood opportunities and food security situation was relatively stable.

14. The conflict has since developed into a protracted protection crisis. While some populations have returned to their places of origin, new populations are being displaced. Over 2 million people are still internally displaced in the states of Borno, Adamawa, and Yobe (BAY)⁸³; most of them are women (54 percent) and children (27 percent). Over half of all internally displaced persons (IDPs) have found shelter in local communities.

15. Many people in the northeast have experienced insecurity such as extreme violence and the loss of family members, social connections, and property. Human rights violations, forced displacement, obstruction of movement and limited mobility affect access to land and sustainable livelihoods. Food insecurity, systemic inequalities and displacement cause negative coping practices such as survival sex, child marriage, begging and the distress selling of productive assets.

16. The conflict affects women, men, boys, and girls differently. Girls have less access to education than boys do; girls and women are exposed to greater risks of sexual violence and abuse such as child or forced marriage, teenage pregnancies and trafficking and are more likely to engage in survival sex. Young boys are at greater risk of forced recruitment by, while (mainly young) women and girls are at greater risk of recruitment or abduction for use as suicide bombers, often together with their babies. Recent reports point to the increasing use of elderly people as suicide bombers.

17. The conflict has created movement restrictions for all populations (host communities and displaced alike) and many people have lost their access to farmland and fishing waters along with their homes, farming and fishing equipment, livestock, and other productive assets. These people are now almost wholly dependent on food assistance. This is especially true for women, due to discriminatory and restrictive sociocultural norms, and for people staying in formal and informal camps.⁸⁴ Furthermore, the livelihoods of host communities have been affected by the influx of IDPs, which may potentially create tensions.

18. Food production has not kept pace with population growth, resulting in rising food imports, declining national food self-sufficiency and poor populations struggling to obtain enough food of acceptable quality. Smallholder farmers, mostly rural dwellers with small plots of land, often fail to produce surpluses and have little access to markets. Post-harvest losses are high, extension services are weak and food value chains are largely undeveloped; the professionalization of the latter is a major priority. A few multinational companies dominate the food industry.⁸⁵

19. Agricultural production, notably in the northeast, dropped sharply over the last five years. Farmers are often unable to reach their farmlands beyond the main towns, and the damage to and loss of assets due to insecurity caused by conflict are barriers to production. With people being displaced for longer periods, agricultural skills are not being transferred from generation to generation.

⁸³ Displaced population tracked by DTM in Nigeria 2,088,124 As of Jun 2020
<https://displacement.iom.int/route?requestType=country&id=NGA>

⁸⁴ Fifty-four (54) percent of people in need in the BAY states are women. 2019 Humanitarian Needs Overview; OCHA Nigeria; February 2019. Available at:
https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/0102_2019_ocha_nigeria_humanitarian_needs_overview.pdf.

⁸⁵ United Nations Children's Fund. 2005. Universal Salt Iodization in Nigeria: Process, Successes and Lessons. Available at
https://www.unicef.org/nigeria/ng_publications_USI_in_Nigeria_Report.pdf.

20. The increasing concentration of property in the hands of a small number of large-scale landowners is another worrying trend. Men are five times more likely than women are to own land. Women make up 21 percent of the non-agricultural paid labour force; 7.2 percent of them own the land they farm, which limits their access to credit and other financial services; and only 15 percent of women have bank accounts.(4)

21. The need for more effective use of agricultural inputs is recognized for all crop commodities. The development and expansion of irrigation systems and the efficient use of dams are priorities. The increased occurrence of natural and human-caused disasters across Nigeria, exacerbated by farmers' poor coping strategies, exposes rural women and men producers to hazards such as the destruction of farmland, premature harvesting, and displacement.(35)

22. Climate change and desertification contribute to increased conflict and food insecurity (SDG 13). Rainfall in large parts of the country occurs only seasonally. There is a pronounced dry season, making it necessary for farmers to employ soil moisture conservation techniques. The exploitation of wood resources is driving environmental degradation and deforestation. The fragility of the natural environment undermines food security and causes social tensions. In the light of these challenges, fostering social-cultural cohesion and climate action are priority areas in the United Nations Integrated Strategy for the Sahel, to which WFP subscribes. The Nigeria Country Strategic Plan is therefore designed to achieve coherence and coordination across the United Nations system for greater efficiency and effectiveness.

23. The Agricultural Promotion Policy (2016–2020),⁸⁶ referred to as “the green alternative”, aims to solve the issues that limit food production and improve food quality standards. In addition, a 2017 zero hunger strategic review⁸⁷ listed several gaps in national food security and nutrition responses, as well as general obstacles to achieving zero hunger related to shortcomings in policy and institutional frameworks, national and state-level monitoring and evaluation frameworks and data and knowledge management systems. The review confirmed the commitment to the 2030 Agenda for Sustainable Development and recommends actions to end hunger and malnutrition in Nigeria by 2030 through food self-sufficiency, improved agricultural production, better youth employment and gender and nutrition mainstreaming. Through this effort, the Government of Nigeria identified sustainable peace building through a conflict-sensitive approach to humanitarian and development initiatives by ensuring community participation, ownership, and inclusivity before implementation. Also in 2017, the Government of Nigeria unveiled a ten-year food security and nutrition strategy for the agriculture sector. The strategy, which spans 2016 to 2025, includes nutrition-sensitive interventions in agriculture, social protection and education and the provision of locally processed nutritious foods to children and pregnant and lactating women and girls.

24. In 2016, the Government of Nigeria, in partnership with WFP and other humanitarian actors, initiated an emergency response operation in northeast Nigeria, specifically in the BAY states. WFP provided life-saving unconditional transfers using in-kind food and cash-based transfers (CBT) to affected IDPs under its emergency response project. By 2018, the number of people experiencing extreme levels of food insecurity in the BAY states dropped by more than half compared with previous years, to just over 2.9 million people for the lean season, a figure which remained relatively stable in 2019 assessments.(36) This trend was in part attributable to an improved security situation in the northeast, scaled humanitarian assistance and evidence of slight market recoveries. These positive trends assumed a level of participation by the Government of Nigeria in the scaled humanitarian and recovery efforts in the northeast. Against this backdrop, WFP

⁸⁶ Available at <https://fscluster.org/nigeria/document/agriculture-promotion-policy-2016-2020>

⁸⁷ Reference footnote 11.

Nigeria designed its Country Strategic Plan to leverage partnerships and seek to achieve results through complementary actions through a gradual decrease in life-saving assistance currently delivered through general food distributions countered by a gradual increase in gender-transformative livelihood support and nutrition-sensitive approaches, with the overall aim of promoting self-reliance and resilience.

25. The Country Strategic Plan was approved in March 2019 with retroactive implementation commencement of January 2019. Projected beneficiary numbers were based on optimistic assumptions in terms of a) improved food security situation; b) reduced insecurity related displacements; c) returns and resettlement; and d) scaled early recovery and resilience response by the Government of Nigeria. However, the armed conflict in the northeast persisted, causing a continued reliance on emergency humanitarian assistance at a level not contemplated when designing the Country Strategic Plan.

26. Evidence collected in June 2019 (36) saw a significant deterioration in the food security situation, where approximately three million people faced critical levels of food insecurity (Phases 3 and 4) across BAY states. This is a 40 percent increase from post-harvest 2018 (October to December 2018) to lean-season 2019 (June to September 2019).

27. In February 2020, WFP Nigeria received approval for a budget revision to the Country Strategic Plan⁸⁸ to increase life-saving food and nutrition assistance under strategic outcome⁸⁹ 1, activities 1 (general distributions) and 2 (prevention and treatment of malnutrition). As of August 2020, a second budget revision is being prepared to factor additional needs under strategic outcome 1 linked to additional vulnerability as well as a caseload of households made vulnerable due to the coronavirus pandemic, planned to receive one-off palliative assistance in the BAY states and at urban hotspots of Kano, Lagos, and the Federal Capital Territory. Under strategic outcome 2, activity 3 (livelihoods), a seven-month activity implementation term has remained in effect since 2019. However, for the remainder of the Country Strategic Plan, the intervention term is be aligned with the Cadré Harmonisé and Emergency Food Security Analysis results.

3.2 Subject of the evaluation

28. The timeline of the evaluation is detailed in Annex 3.

29. The evaluation period covers October 2018 to October 2020. This includes the last months of the Regional Emergency Operation: EMOP 200777 (2015-2018) and the first two years of the Country Strategic Plan (2019-2022). The evaluation will focus on the livelihoods activities initiated under the EMOP 200777 as well as those that either continued into or started new under strategic outcome 2 of the Nigeria Country Strategic Plan.

30. The EMOP 200777 (budget revision 14)⁹⁰ planned for a decrease in general food assistance complemented by an increase in livelihood support activities. Activity design included WFP's three-

⁸⁸ The revised needs-based plan was effective since September 2019. The approval included retrospective months.

⁸⁹ Implementation of the WFP Strategic Plan (2017–2021) will be adapted to local contexts, capacities, and partnerships in each country in which WFP operates. Country Strategic Plans will determine the Strategic Results, presented as “strategic outcomes”, to which WFP will contribute. These strategic outcomes will reflect the situation and dynamics of a country, in line with national priorities, goals and regulations and consistent with the core values of WFP and the United Nations. The strategic outcomes for each country link directly to the achievement of national SDG targets and hence to WFP Strategic Results. WFP's primary focus on ending hunger may also contribute directly or indirectly to the outcomes related to SDGs other than 2 and 17 of countries and partners. In selecting relevant strategic outcomes, WFP's activities will reflect the context and needs in a specific country or region, the added value that WFP can bring at a particular time and place, and the presence and capabilities of other actors.

⁹⁰ Providing Life-Saving Support to Households in Cameroon, Chad, and Niger Directly Affected by Insecurity in Northern Nigeria: Budget Increase to Emergency Operation: Regional EMOP 200777 BR14

pronged approach, integration of income-generation activities, and convergence with other UN agencies.

31. The logframe for the EMOP 200777 is available in the annex. Because livelihoods activities were small scale, only output-level result commitments were made at the time. A centralized evaluation for the Level 3 response (EMOP 200777) encompassed WFP Nigeria's operations from 2016 to 2018. During the period covered by that evaluation most livelihoods activities were still in the planning phase, thus limiting the ability to evaluate these activities. Nevertheless, the evaluation report,(37) published in October 2019, made the following recommendations specific to livelihoods activities:

- Revise the current plans for transition from general food assistance to livelihoods support in line with a careful contextual analysis of the viability of livelihood opportunities, implementation capacities of cooperating partners and evidence of effectiveness.
- Coordinate with government, development, and community partners in producing a strategy for transitioning from a level 3 emergency response to livelihood support. This should take account of the local context and be based on the comparative advantages of partners.
- Clarify and improve the targeting approach: There are high levels of confusion and frustration over WFP targeting processes; the people WFP serves expressed concern over the impartiality and transparency of community leaders; and the criteria for livelihood targeting remain unclear.

32. This evaluation will assess the level of degree and success in which the country office has implemented these recommendations.

33. The Country Strategic Plan includes a summary logframe detailing major outputs and outcomes that are planned to be achieved by December 2022. This logframe has not been adjusted with the budget revision approved in February 2020. Considerations are being made for modifications in the second budget revision. Such changes in any case would take effect in 2021 and therefore be outside the timeline of this evaluation. The approved logframe is included as an annex and indicators can be viewed there.

34. Table 7 lists the various indicators⁹¹ from the WFP Nigeria Country Strategic Plan applicable to the WFP Nigeria livelihoods activity. (Henceforth, Nigeria Country Strategic Plan terminology will be used.)

Table 7: Livelihoods Indicators for WFP Nigeria Livelihoods Activity drawn from the WFP Nigeria Country Strategic Plan

Strategic Outcome 2: Vulnerable populations in targeted areas become more resilient to shocks and are able to meet their basic food needs throughout the year
Activity 3: Provide conditional transfers to food-insecure people, including women, young people, and smallholders
Output: Food-insecure people, including smallholders, benefit from the preservation and creation of assets that improve their livelihoods and food security and promote their resilience to climate disruptions and other shocks

⁹¹ All logframe output, outcome, and cross-cutting indicators apply methodology as presented in the Revised Corporate Results Framework Indicator Compendium, April 2019 Update.

Outcome Indicators ⁹²	Cross Cutting Indicators ⁹³	Output Indicators
<ul style="list-style-type: none"> • Food consumption score • Consumption-based coping strategy index • Livelihood-based coping strategies • Food expenditure share • Assets benefits index • Environmental benefits index 	<ul style="list-style-type: none"> • Proportion of assisted people informed about the program • Proportion of activities for which beneficiary feedback is documented, analysed, and integrated into program improvements • Proportion of targeted people receiving assistance without safety challenges • Proportion of targeted people who report that WFP programs are dignified • Proportion of targeted people having unhindered access to WFP programs • Proportion of households where women, men, or both women and men make decisions on the use of assistance • Proportion of food assistance decision-making entity—committees, boards, teams, etc.—members who are women • Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified 	<ul style="list-style-type: none"> • Number of women, men, boys, and girls receiving food/cash-based transfers/commodity vouchers/ capacity strengthening transfers • Number of women, men, boys, and girls with disabilities receiving food/cash-based transfers/commodity vouchers/ capacity strengthening transfers • Quantity of food provided • Total amount of cash transferred to targeted beneficiaries • Total value of vouchers (expressed in food/cash) redeemed by targeted beneficiaries • Number of retailers participating in cash-based transfer programs • Number of rations provided • Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities • Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities • Number of assets built, restored, or maintained by targeted households and communities, by type and unit of measure⁹⁴ • Number of people provided with energy assets, services, and technologies • Number of people reached through interpersonal SBCC approaches

35. The livelihoods activities aim to support the development of a productive safety net program and provide conditional food assistance and livelihood support, asset creation, value chain

⁹² The applicable outcome indicators include those related to food security as well as corporate food assistance for assets creation indicators.

⁹³ Cross-cutting indicators include those related to gender, protection, accountability to affected populations, and environment.

⁹⁴ A list of livelihood assets with unit measures for 2019 is provided in the annex. The list for 2020 will be available by inception phase. These assets will not be evaluated in and of themselves, rather the activity as a whole will be evaluated with resulting recommendations on the suitability and feasibility of the assets menu.

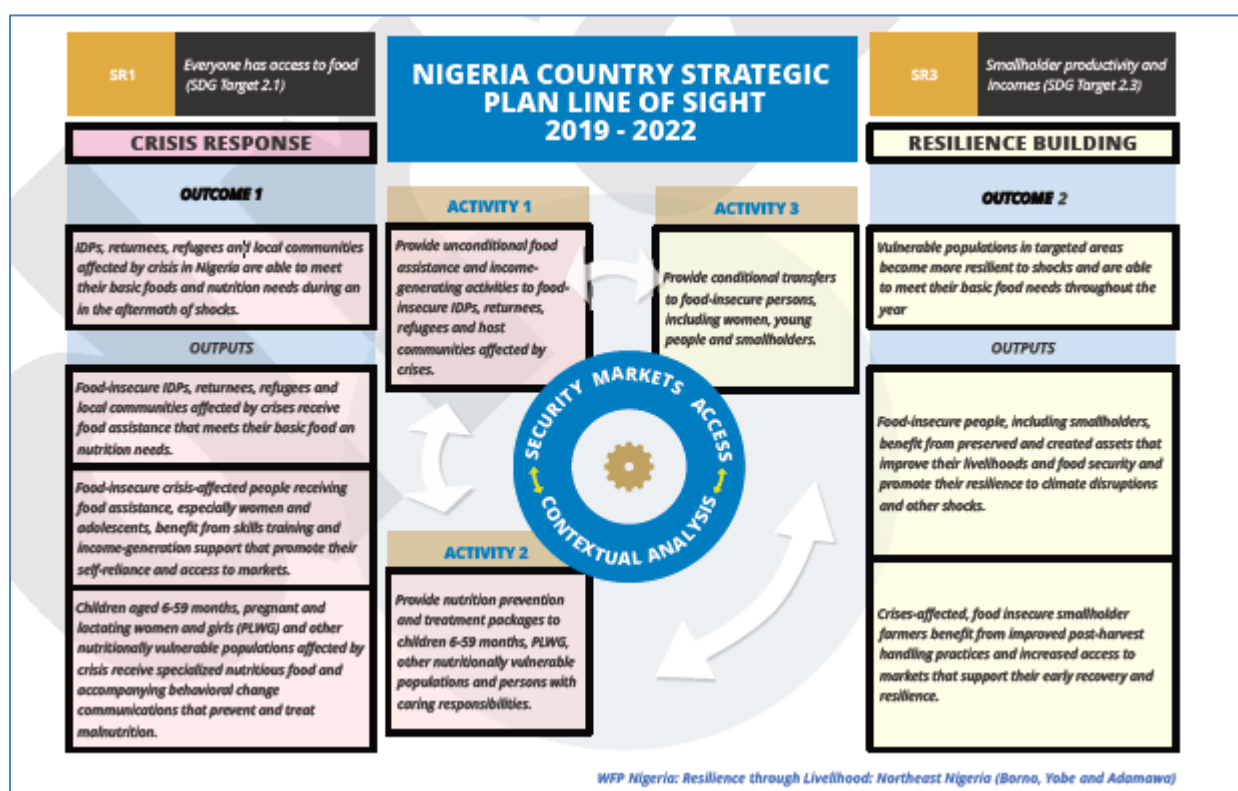
support and natural resource management⁹⁵ activities that restore livelihoods and strengthen the resilience of crisis-affected women and men. This is being implemented in collaboration with national and state institutions, as well as communities. Smallholder farmers, fisher-folk and pastoralists identified as vulnerable are prioritized where appropriate and receive asset assistance through either cash-based or in-kind modality. The implementation of the livelihoods activities was affected by COVID-19 pandemic in 2020, where some of the beneficiaries were transitioned back to unconditional resource transfers and could not therefore take part in individual and communal asset-creation and livelihood activities for some months, due to public-health restrictions, which affected mobility and programming.

36. Environmental screening was an important component to ensure assets do not harm the environment and that where possible they promote sustainable solutions such as fuel-efficient cooking. WFP planned to support government capacity building to improve the quality, sustainability and equity of assets created in national public works programs. WFP Nigeria intends to seek complementarity with other actors to enhance its impact and technical expertise mobilized through partnerships.

37. Where relevant, beneficiaries under strategic outcome 1 would be integrated into activities under strategic outcome 2 to build their resilience to shocks. Activities under strategic outcome 2 also aim to generate empirical knowledge that could be transferred to federal- and state-level institutions and communities under strategic outcome 4. This is depicted in the figure below.

⁹⁵ For example, activities related to water harvesting, fertility management, e.g., composting, and natural resource management (e.g., soil water conservation, tree and grass planting, terracing, post-harvest processes, food storage, handling and transport, food quality and safety education).

Figure 3: Depiction of Transitional Assistance in the WFP Nigeria Line of Sight



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

Table 8: People Targeted for Livelihoods Assistance, by Transfer Modality and Year

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

Table 9: People Targeted for Livelihoods Assistance, by Age, Gender, and Year

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

39. Partners include:

- Government: Ministry of Agriculture, FADAMA Office; National Emergency Management Agency, State Emergency Management Agency; Ministry of Budget and National Planning
- UN: FAO, UNWOMEN
- NGO: Christian Aid, Cooperazione Internazionale, Centre for Community Development and Research Network, Damnaish Human Capacity Building Initiative, Care International, INTERSOS, Plan International, and Street Child

The evaluation team will be able to review the agreements made with each partner to understand the partners' roles and responsibilities in the implementation of WFP's livelihoods activities.

40. Resources for the evaluation: WFP Nigeria allocated funds through the approved Country Strategic Plan for a decentralized evaluation under activity 3 in 2020. WFP Nigeria also sought and received Contingency Evaluation Fund contribution from the Evaluation Function Steering Group (EFSG).

41. A series of stand-alone assessments on gender were conducted in the framework of the vulnerability assessment and mapping gender and markets initiative led by the Dakar regional bureau. These include the 2016 Lake Chad Basin region gender and market assessment, the case study of street food vendors in Maiduguri, and the case studies from Kano and Katsina, both in 2017.⁹⁶ More recently, two reports, (i) a Gender Analysis for a Sustainable Agriculture and Livelihoods Improvement Project in July 2018, and (ii) a Gender and Sustainable Agriculture in Borno State: Exploring Evidence for Inclusion Programs and Policies for Food Security in October 2018 were jointly conducted by FAO, UN Women and WFP.

42. A gender action plan for the country strategic plan has also been drafted. A final and approved copy will be available by the inception phase.

4. Evaluation Approach

4.1 Scope

43. Timeframe: The evaluation timeframe is therefore October 2018 when livelihoods activities began through data collection in October 2020.

⁹⁶ WFP, 2016, 2017, VAM Gender and Market Studies Series 2016 and 2017.

44. Geographic: The geographic scope of the evaluation will cover all three states in northeast Nigeria where livelihoods activities are undertaken, namely Adamawa, Borno, and Yobe. A map is included in the annex.

45. Components: This is an activity evaluation and as such will encompass livelihoods activities alone as referenced in strategic outcome 2 (activity 3) of the WFP Nigeria Country Strategic Plan. It will not include the post-harvest management activities also included in this strategic outcome. A list of livelihood assets with unit measures for 2019 is provided in the annex. The list for 2020 will be available by inception phase. These assets will not be evaluated in and of themselves, rather the activity as a whole will be evaluated with resulting recommendations on the suitability and feasibility of the assets menu.

46. Specific target groups: The livelihoods activities specifically target adult women and men (able-bodied 18 years or older) as participants, however the people we serve may include girls and boys and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities). Host and displaced population dynamics should be considered when reviewing target groups.

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

4.2 Evaluation Criteria and Questions

Evaluation Criteria

48. The evaluation will apply the international evaluation criteria for humanitarian operations including appropriateness, effectiveness, efficiency, coverage, coherence, and connectedness.⁹⁷ Gender equality and empowerment of women, girls, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities) will be mainstreamed throughout.

49. By the time of the evaluation data collection, WFP livelihoods activities in Nigeria will have been undertaken for at most two and one-half years. Evaluative questions related to long-term or wider impacts of the intervention cannot be assessed at this time, however the potential for impact should be considered where relevant. Sub-questions related to impact potential should be included during the inception phase if relevant.

Evaluation Questions

50. Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the WFP Nigeria livelihoods activities, which could inform future strategic and operational decisions.

51. The evaluation should analyse how GEEW objectives and GEEW mainstreaming principles were included in the intervention design, and whether the object has been guided by WFP and system-wide objectives on GEEW. The GEEW dimensions should be integrated into all evaluation criteria as appropriate.

52. The key criteria and questions are laid out in Table 10, including GEEW considerations.

⁹⁷ For more detail see:

<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

Table 10: Criteria and Evaluation Questions

Criteria	Evaluation Questions
Appropriateness	<ol style="list-style-type: none"> 1. Was the activity adequately aligned with WFP's livelihoods/resilience guidance and policies, including the three-pronged approach? 2. Were transfer modalities appropriate for the context and needs? 3. To what extent has the design, planning, and implementation of the activity been participatory, inclusive, gender-sensitive, and considerate of protection risks; i.e., did it consider the communities' preferences, host/displaced populations' interactions, urban/rural/camp settings, gender and age equality, women's empowerment, and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities), do no harm approaches, and safe and dignified access to assistance?
Effectiveness	<ol style="list-style-type: none"> 1. For different types of livelihoods activities, in different locations, and for specific target groups, to what extent were planned outputs and outcomes reached? 2. What have been the major factors (specifically including COVID-19), influencing effectiveness of the activities, and to what extent have these factors done so? 3. Have the expectations of the men, women, boys, and girls, including people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities), been met sufficiently enough to ensure a sense of ownership and commitment for long-term management of the assets? 4. Did any innovations or unintended (negative or positive) consequences arise as a result of the activity implementation?
Efficiency	<ol style="list-style-type: none"> 1. Was WFP Nigeria's comparative advantage in implementing livelihood interventions greater than that of any other actor, especially when comparing costs with potential outcomes? 2. To what extent were the interventions technically relevant solutions to the humanitarian, peace, and development needs at hand? 3. To what extent did partners (including government or UN agencies) play their expected roles and provide complementary resources as required to deliver planned assistance?
Connectedness	<ol style="list-style-type: none"> 1. Is the transitional strategy which forms the targeting criteria of this activity (i.e., moving from unconditional to conditional assistance) able to support or contribute to peace and stability, social cohesion, and sustainable livelihoods?⁹⁸ 2. To what extent have lessons learned based on implementation informed livelihoods activity adjustments/redesign or contributed to improvements within WFP Nigeria's other activities?
Coverage	<ol style="list-style-type: none"> 1. Was WFP's targeting criteria consistent with the needs of the key target groups based on geographic response as well as activity design and objectives? 2. Were the needs of key target groups, (women, men, girls, and boys, including people with specific needs, e.g., older people, people living with disabilities or other vulnerabilities) met by the activity?

⁹⁸ This question links to the "triple nexus", which refers to the interlinkages between humanitarian, development, and peace actors. In the UN's "New Way of Working" these actors are expected to work towards collective outcomes over multiple years, when appropriate.

Criteria	Evaluation Questions
Coherence	1. Were contextual factors (e.g., political issues, level of stability or security, population movements, etc.) adequately considered in the design and delivery of the activity? 2. To what extent was the overall activity design and delivery in line with humanitarian principles and human-rights considerations, principles, and standards? ⁹⁹

53. During the inception phase, the evaluation team will refine and finalise the evaluation questions and expand them with sub-questions as needed. The evaluation team will then develop an appropriate evaluation and analytical approach for the evaluation. They will choose appropriate indicators, data collection tools and analytical methods for each evaluation question. This should be documented systematically in the Evaluation Matrix,¹⁰⁰ which is one of the outputs of the Inception phase.

E.6 *Data Availability*

54. The evaluation will draw on the existing body of data, as far as possible, and complement and triangulate this with interviews and focus groups from site visits during the data collection phase.

55. Documents providing information for the evaluation period under the EMOP 200777 include:

- Synthesis Report of the Nigeria Zero Hunger Strategic Review, 2017
- Providing Life-Saving Support to Households in Cameroon, Chad, and Niger Directly Affected by Insecurity in Northern Nigeria: Budget Increase to Emergency Operation: Regional EMOP 200777 BR14
- June 2018 Enhanced Food Security Outcome Monitoring Report
- June 2018 FADAMA Baseline Report
- 2018 Standard Project Report
- Evaluation report for WFP's Corporate Emergency Response in Northeast Nigeria (2016–2018): Corporate Emergency Response Evaluation and the Management Response to the Evaluation Report
- Program briefs and reports for the livelihoods activity
- Transition strategy from unconditional assistance to conditional assistance
- Agreements with livelihoods partners for implementation in 2018
- Targets and actual data for livelihoods activities outputs¹⁰¹

⁹⁹ Evaluation proposals are to present methodology to include international humanitarian and human rights considerations, principles, and standards as a core question.

¹⁰⁰ The Evaluation Matrix should be included in an annex of the inception report and is one of the key products reviewed by Evaluation Reference Group and approved by the Chair of the Evaluation Committee as part of the inception report.

¹⁰¹ For example, people reached (by sex, age, disability), assistance distributed (by transfer), assets created (by type). For a list of assets, reference the annexes.

56. Documents providing information for the evaluation period under the Country Strategic Plan are:

- Country Strategic Plan (2019-2022) (approved March 2019 for retroactive start in January 2019)
- Country Strategic Plan (2019-2022), Budget Revision 1 (approved February 2020)
- Emergency Food Security Assessments reports: May and October 2019, February 2020
- Mobile Vulnerability Analysis and Mapping (mVAM) for northeast Nigeria rounds 1 to 22.
- Food Security Outcome Monitoring reports, June/July 2019 and October/November 2019
- Joint Essential Needs Assessment and Food Security Outcome Monitoring report September October 2020
- Monthly process monitoring reports (back to office reports) for livelihoods sites
- Monthly process monitoring dashboards
- Monthly complaints and feedback updates
- Back to office reports from missions to livelihoods sites undertaken by protection or program units, hub teams, etc.
- Resilience through Livelihoods (WFP Nigeria Livelihoods Strategy)
- Lessons learned on livelihoods, October 2019 (informal documentation shared with donors)
- Rapid Gender Analysis, 2019
- Country Strategic Plan, Strategic Outcome 2 Theory of Change
- 2019 Annual Country Report
- Seasonal livelihood program (SLP) calendars and community based participatory planning documents for 2019 and 2020
- Agreements with livelihoods partners for implementation in 2019 and 2020
- Targets for livelihoods activities outputs for 2019 and 2020
- Actual data for livelihoods activities outputs for 2019 and (as available) 2020.

57. General background documents will include:

- Revised Corporate Results Framework, 2017-2021 (November 2018 Update)
- Revised Corporate Results Framework Indicator Compendium (April 2019 Update)
- Food for Assets Creation for Zero Hunger and Resilient Livelihoods program guidance¹⁰²
- WFP Environmental and Social Impact Screening Tool
- WFP policy and guidance documents related to gender, protection, accountability to affected populations, and environment

58. The baseline values for corporate outcome indicators for the livelihoods activities were collected during the June/July 2019 Food Security Outcome Monitoring survey. The timing of data

¹⁰² Livelihoods corporate guidance includes information related to the three-prong approach, the corporate theory of change, and implementation and operational considerations among other topics.

collection was within the first three months of implementation, hence adhering to WFP corporate policies regarding baseline surveys.

59. Although the evaluation is not aiming at assessing impact, the evaluation will be expected to review baseline data and subjectively compare with observations at the time of the evaluation.

60. Targets for corporate indicators are available in the 2019 Annual Country Report.

61. Underlying risks and assumptions regarding the livelihoods activities are available in the Country Strategic Plan logframe and will be available in the Strategic Outcome 2 Theory of Change.

62. All applicable output and outcome indicators are disaggregated by age and gender. Where possible, information regarding people living with disabilities has been collected. Food security outcome monitoring data can be disaggregated by sex of head of household; however, this disaggregation does not yield representative results.

63. During the inception phase, the evaluation team should:

- Assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3.
- Systematically check accuracy, consistency, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.
- Identify relevant non-WFP data sources, e.g., government data, surveys, information from other UN agencies, cooperating partners, etc.
- Assess the quality of GEEW and rights-specific data collated by the project.

E.6 *Methodology*

64. The evaluation team will design the methodology during the inception phase. It should:

- Address the relevant evaluation criteria as listed above: appropriateness, effectiveness, efficiency, coverage, coherence, and connectedness.
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g., desk review of existing internal and external documents; discussions with staff and stakeholder groups, including people WFP serves, via structured and/or semi-structured interviews and focus groups, etc.)
- Demonstrate impartiality and objectively verifiable criteria when selecting field sites.
- Use mixed methods (quantitative, qualitative, participatory, etc.) to ensure triangulation of information through a variety of means.
- Ensure through the use of mixed methods that women, girls, men, and boys, including people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities) from different stakeholder groups participate and that their different voices are heard and used.
- Be based on an evaluation matrix that addresses the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.

65. Specific aspects to incorporate in the methodology and evaluation design, as mentioned in this TOR, are:

- Inclusion of the communities WFP serves
- Expansion of international humanitarian principles applications
- Assurances of ethical approaches and safeguards
- Review of the livelihoods assets menu

66. The methodology should be GEEW-sensitive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women and marginalised groups. The methodology should ensure that data collected is disaggregated by sex, age, and disability; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both males and females, including people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities), are heard and taken into account.

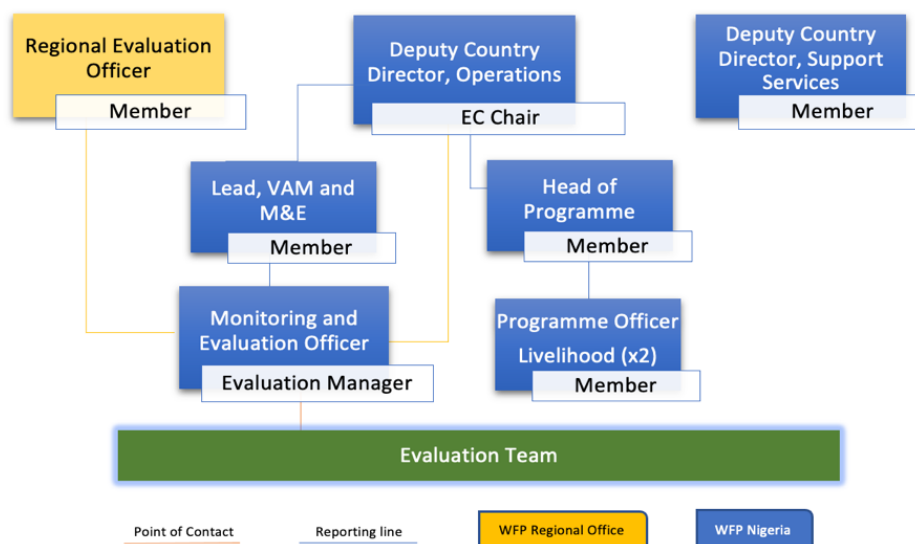
67. Looking for explicit consideration of gender in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men, including older individuals and those living with disabilities or other vulnerabilities, in gender-sensitive ways before fieldwork begins.

68. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons, challenges, and recommendations for conducting gender responsive evaluation in the future. This includes people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities).

69. The following mechanisms for independence and impartiality will be employed

- Evaluation Committee, chaired by the Deputy Country Director, Operations
- Evaluation Reference Group

Figure 4: Decentralized Evaluation Committee Composition



70. The Evaluation Committee (EC) is a temporary group responsible for overseeing the evaluation process, making key decisions, and reviewing evaluation products submitted to the chair for approval. It helps ensuring due process in evaluation management and maintaining distance from program implementers (preventing potential risks of undue influence), while also

supporting and giving advice to the Evaluation Manager. Key decisions expected to be made by the EC relate to the evaluation purpose, scope, timeline, budget, and team selection as well as approving the final TOR, inception report and evaluation report. The establishment of an EC for each decentralized evaluation is part of the impartiality provisions foreseen by WFP Evaluation Policy and Evaluation Charter (ED circular OED2016/007). The below figure reflects the EC composition and linkage to the evaluation team.

71. As a WFP Nigeria staff member, the Evaluation Manager sits outside of program and does not have any direct involvement in the design or implementation of the evaluation subject.

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

73. The following potential risks to the methodology have been identified:

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

E.6 *Quality Assurance and Quality Assessment*

74. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for quality assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system, is based on the United Nations Evaluation Group (UNEG) norms and standards¹⁰³ and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.

75. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the DEQAS Process Guide¹⁰⁴ and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

¹⁰³Available at: <http://www.unevaluation.org/document/download/2601>

¹⁰⁴Available at: <https://docs.wfp.org/api/documents/9f13fcec2d6f45f6915beade8e542024/download/>

76. WFP has developed a set of Quality Assurance Checklists¹⁰⁵ for its decentralized evaluations. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

77. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:

- Systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report.
- Recommendations on how to improve the quality of the final inception/evaluation report.

78. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards,¹⁰⁶ a rationale should be provided for any recommendations that the team does not take into account when finalising the report.

79. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

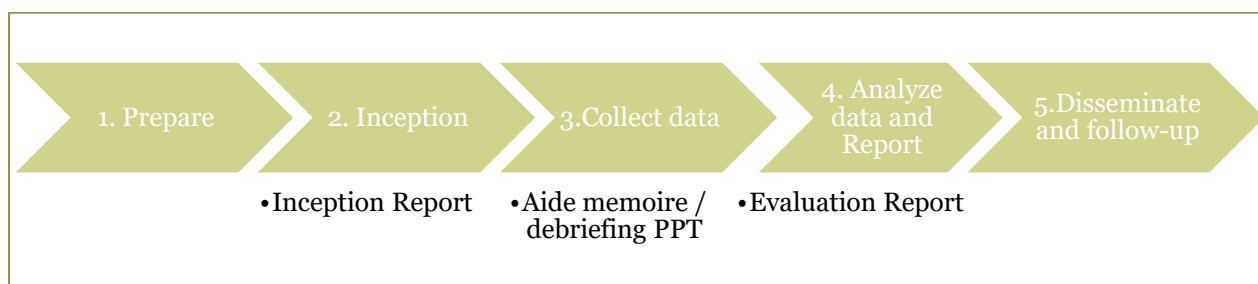
80. The evaluation team will be required to ensure the quality of data (validity, consistency, and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in WFP's Directive CP2010/001 on Information Disclosure.

81. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

5. Phases and Deliverables

82. The evaluation will proceed through the phases diagrammed in Figure 5.

Figure 5: Summary Process Map



¹⁰⁵ Available at: <http://newgo.wfp.org/documents/process-guide-for-decentralized-evaluations>

¹⁰⁶ UNEG Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability".

83. The deliverables and deadlines for each phase are as follows:

84. *Preparation phase (November 2019-March 2021)*: The evaluation manager will conduct background research and consultation to frame the evaluation; prepare the TOR; select the evaluation team and contract the company for the management and conduct of the evaluation.¹⁰⁷

- Deliverables: TOR; evaluation team contracted.

85. *Inception phase (March 2021-May 2021)*: This phase aims to prepare the evaluation team for the evaluation phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of all secondary data. The evaluation team leader may interact online with in-country stakeholders (e.g., partners, government, donors, and WFP), and possible meeting with the evaluation reference group.

- Deliverables: Debriefing presentations (internal and ERG), desk review, inception report.

86. *In-country data collection phase (May 2021)*: The fieldwork may go up to three weeks and will include field visits to project sites, primary and secondary data collection from local stakeholders. A debriefing session will be held upon completion of the fieldwork.¹⁰⁸

- Deliverables: Exit debriefing presentations (internal and ERG).

87. *Reporting phase (June- August 2021)*: The evaluation team will analyse the data collected during the desk review and the fieldwork, conduct additional consultations with stakeholders, as required, and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their consideration before report finalisation.

- Deliverables: Preliminary findings and recommendations workshop (ERG and other stakeholders), data synthesis, evaluation report.

88. *Follow-up and dissemination phase (from July 2021)*: The final evaluation report will be shared with the relevant stakeholders. WFP Nigeria management will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. The evaluation report will also be subject to external post-hoc quality review to report independently on the quality, credibility, and utility of the evaluation in line with evaluation norms and standards. The evaluation report will be published in English on the WFP public website. Findings will be disseminated, and lessons will be incorporated into other relevant lesson sharing systems. WFP Nigeria may also create additional products (e.g., video, posters, photo exhibit, etc.) for advocacy and feedback to the people WFP serves.

- Deliverables: Evaluation report disseminated, management response, communications materials, workshop(s) report.

89. A detailed calendar of the evaluation process is presented in Annex 3.

¹⁰⁷ This phase was extended due to COVID-19 pandemic onset, and deprioritization of non-life saving activities.

¹⁰⁸ Please see section 3.14 – COVID-19 Prevention Considerations

6. Organization of the Evaluation & Ethics

6.1 Evaluation Conduct

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

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

6.2 Team composition and competencies

92. The evaluation team is expected to include three to four members, including the team leader, and will consist of both international and national evaluators. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically, and culturally diverse team with appropriate skills to assess gender and diversity dimensions of the subject as specified in the scope, approach, and methodology sections of the ToR.

93. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas, specifically in emergency and transitioning contexts:

- Programming or conducting evaluations
- Working with or evaluating WFP programs
- Livelihoods and/or resilience programming
- Nutrition-sensitive programming
- Gender and diversity inclusion
- Protection and accountability to affected populations
- Capacity strengthening
- Environmental impact
- Transfer modalities (i.e., in-kind and cash-based)
- The triple nexus and New Way of Working (e.g., understanding linkages or contributions to peace and stability, social cohesion, sustainability, transitions from humanitarian to development, etc.)
- North-eastern Nigerian local languages (e.g., Hausa, Kanuri, Shuwa Arabic)

94. All team members will have:

- Strong analytical and communication skills
- Strong evaluation experience using qualitative and quantitative approaches
- Familiarity with northeast Nigerian context and culture
- Fluency in spoken and written English
- Strong ethical standards

95. The team leader will have technical expertise in one of the technical areas listed above (preferably livelihoods and/or resilience programming) as well as expertise in designing

methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a record of accomplishment of excellent English writing and presentation skills.

96. The team leader's primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of fieldwork (i.e., exit) debriefing presentations, the preliminary findings workshop presentations, and evaluation report in line with DEQAS; and v) coordinating with the evaluation manager.

97. The team members will bring together a complementary combination of the technical expertise required and demonstrable experience in undertaking similar assignments.

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

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

6.3 Security Considerations

100. **Security clearance** where required is to be obtained by the WFP Nigeria country office. As an "independent supplier" of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.

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

- Registers with the Security Officer and arranges a security briefing for the team to gain an understanding of the security situation on the ground. This will be done on arrival in country and upon arrival at field stations.
- Has adequate and appropriate transport on the ground and/or via UNHAS, as befits the locations
- Is appropriately accompanied by local security assistants (WFP staff) as some field locations require UN personnel to be accompanied by UN security staff.¹⁰⁹
- Observes applicable UN security rules and regulations, e.g., curfews, etc.

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

¹⁰⁹ Although outside of the UNDSS systems, WFP Nigeria is committed to the safety and security of the evaluation team. For this reason, it is highly recommended the team avail of the accompaniment of WFP security staff if travelling to those particular locations. To prevent degradation of independence, the security staff and drivers will not participate in discussions.

6.4 COVID-19 Prevention Considerations:

103. The onset of COVID-19 pandemic resulted in quarantine and other measures restricting movement worldwide and this had an impact on planning and implanting activities. In particular, the preparatory phase of this evaluation was delayed by six-months and the TOR revised to make considerations based on WFP's corporate guidance for planning and conducting evaluations during COVID-19.¹¹⁰ Some context specific considerations were also made in the revised TOR. Consequently, the inception phase may now be conducted remotely, to the extent possible. Where physical meetings are necessary, all local guidance on COVID-19 prevention and mitigation will be adhered to. Additionally, concessions can be made during the data collection phase. The data collection may be conducted by some of the evaluation team members on ground, while internationally located members of the team or others who may not be able to travel locally, may co-facilitate the process remotely.

104. The firm/consultant is required to include a section in the narrative proposal that clearly elaborates considerations and practical approaches in terms of methodology and logistics, that would ensure prevention/mitigation of COVID-19 through the implementation of the evaluation.

6.5 Ethics

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

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

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

107. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural responsiveness, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups), and ensuring that the evaluation results in no harm to participants or their communities.

108. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes, and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation.

¹¹⁰ WFP Technical Note for Planning and Conducting Evaluations During COVID-19
<http://uneval.org/document/download/3556>

Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

109. The evaluation proposal should ensure inclusion of ethical considerations, standards, and norms.

7. Roles and Responsibilities of Stakeholders

110. **WFP Nigeria:**

111. **WFP Nigeria Management (Simone Parchment, Deputy Country Director, Operations)** will take responsibility to:

- Assign an Evaluation Manager (EM) for the evaluation.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee (EC) and of an Evaluation Reference Group (ERG)
- Delegate membership for the internal EC and support nominations to the ERG.
- Approve the final TOR, inception and evaluation reports.
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
- Organise and participate in two separate debriefings, one internal and one with external stakeholders, at the inception and data collection phases, and one external workshop when the draft evaluation report has been shared.
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations

112. **Evaluation Manager (Serena Mithbaokar, Research, Assessment and M&E Officer)**

- Manages the evaluation process through all phases including drafting this TOR
- Ensures quality assurance mechanisms are operational
- Consolidates and shares comments on draft TOR, inception and evaluation reports with the evaluation team
- Ensures expected use of quality assurance mechanisms (e.g., checklists, quality support)
- Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
- Organises security briefings for the evaluation team and provides any materials as required

113. An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation. Key roles and responsibilities include providing input to the evaluation process and commenting on evaluation products. Composition and TOR for the EC are included in the annexes.

114. **An Evaluation Reference Group** has been formed, as appropriate, with representation from key internal and external stakeholders for the evaluation. The ERG members will review and

comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. Composition and TOR for the ERG are included in the annexes.

115. **The Regional Bureau** will take responsibility to:

- Advise the EM and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
- Provide comments on the draft TOR, inception and evaluation reports
- Support the management response to the evaluation and track the implementation of the recommendations.
- While the Regional Evaluation Officer, Filippo Pompili, will perform most of the above responsibilities, other RB relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

116. **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies, or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

117. **Other Stakeholders (government, NGOs, UN agencies)** will contribute to the evaluation as part of the ERG or as key informants during the data collection phase.

118. **The Office of Evaluation**, through the Regional Evaluation Officer, will advise the EM and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

8. Communication and budget

8.1 Communication

119. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. A Communication and Learning Plan is presented in the annexes.

120. The Communication and Learning Plan includes a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.

121. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, it will be made available on WFP's public website and disseminated via email to all stakeholders. In addition, WFP Nigeria will produce a short brief to facilitate dissemination of findings among stakeholders and partners.

122. To reach a wider audience, including the people WFP serves, WFP Nigeria will also produce a short video, photo exhibits and hold events. These additional advocacy tools and means of providing feedback will be overseen by WFP Nigeria and will not be a part of the evaluation team's deliverables or budget.

8.2 Budget

123. For the purpose of this evaluation, WFP Nigeria will use existing long-term agreements (LTAs) as the contracting modality.

124. When soliciting a technical and financial proposal, WFP Nigeria will ensure that the LTA firms accurately use the proposal template for the provision of decentralized evaluation services accurately.

125. Travel from evaluation team members' origin to the WFP Nigeria country office in Abuja as applicable (whether international or domestic), subsistence and other direct expenses should be accounted for in the firm's proposed budget. WFP Nigeria will incur domestic travel expenses to field locations during the data collection phase. All on-ground movements related to the evaluation (i.e., in Abuja to/from the office and within field locations) will also be covered by WFP. Costs of Personal Protective Items to prevent exposure to COVID-19 would also be covered by WFP. All of these costs should therefore be included in the proposed budget.

126. Exit debrief presentations would preferably online after the inception and data collection missions. The budget should however include team costs for an off-site workshop to discuss the preliminary findings of the evaluation.

127. A budget ceiling will be announced when proposals are requested. The final budget and handling will be determined by the option of contracting that will be used and the rates that will apply at the time of contracting.

ANNEX 3: EVALUATION TIMELINE

Steps	By whom	Key dates
Inception		
Briefing	Evaluation Manager	6 May 2021
Briefing core team with Evaluation Reference Group	Evaluation Manager	11 May 2021
Desk review of key documents by evaluation team	Evaluation team	18 - 28 May 2021
Draft inception report	Evaluation team	28 July 2021
Revise draft IR based on stakeholder comments received	Evaluation team	17 August – 30 September 2021
Submission of final revised IR	Evaluation team	11 October 2021
Submit the final IR to the internal evaluation committee for approval	Evaluation Manager	11 October 2021
Data collection		
Field work planning and ET travel approvals	Evaluation team	20 September-13 October 2021
Fieldwork	Evaluators and data analyst	24 October-12 November 2021
In-country Debriefing	Evaluation team	15 November 2021
Reporting		
Draft D0 evaluation report	Evaluation team	15 November-6 December 2021 13 th January
Review draft D0 of evaluation report by external DEQS and ERG	WFP/Evaluation Manager	4 th February 2022
Submission of D1 of evaluation report (incorporating feedback from ERG and DEQS)	Evaluation team	7 th March 2022
Revise draft1 ER based on comments received	Evaluation team	21 st March 2022
Share key findings in stakeholders learning workshop along with centralized CSP evaluation findings	Evaluation team	26 th April 2022
*Share key evaluation findings and recommendations in CSP formulation meeting	Evaluation Manager	4 th May 2022
Submit the final ER to the evaluation committee	Evaluation team	5 th May 2022
Review and approve final ER	Evaluation Committee/Chairman	27 th May 2022
Sharing of final evaluation report with key stakeholders for information	Evaluation Committee	3 rd June 2022
Dissemination and follow up		
Prepare a 2 pager-brief	Evaluation manager	3 rd June 2022
Prepare management response	Evaluation Manager	24 th June 2022
Share final evaluation report, 2 pager brief and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	Evaluation manager	25 th June 2022

ANNEX 4: EVALUATION MATRIX

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation
Evaluation Question				Criteria
1.1 Evaluation Question: Was the livelihoods activity aligned with WFP livelihood and resilience guidance, and was the transfer modality, needs and design appropriate for the context?				Appropriateness
<p>1. Was the activity adequately aligned with WFP’s livelihoods and resilience guidance and policies?</p> <p>a) To what extent was WFP’s three-pronged approach (3PA), comprising a process of integrated context analysis (ICA) at the national level; seasonal livelihood programming (SLP) at the zonal level; and community-based participatory planning (CBPP) to ensure that communities have had a strong voice in setting priorities at the local level – used to design, plan, and implement the activities?</p> <p>b) To what extent was the ICA draft (2018) useful and relevant, especially considering the lack of robust food insecurity data at the time, and how could the ICA methodology be</p>	<ul style="list-style-type: none"> • Available evidence and records of ICA, SLP, and CBPP processes • Extent to which the processes were effectively managed in practice. 	<ul style="list-style-type: none"> • Collate and review documents • Conduct qualitative field interviews 	<ul style="list-style-type: none"> • Review: <ul style="list-style-type: none"> ○ WFP Nigeria Country Strategic Plan for 2019-2022 ○ WFP Nigeria Livelihoods and Resilience Strategy 2019-2022, ○ WFP Corporate Strategic Plan 2017-2021, ○ WFP’s Program Manual for Food for Assets Creation 2016, ○ ICA report for Nigeria; SLP and CBPP reports from NE Nigeria. ○ WFP corporate strategic thematic evaluation on resilience activities (http://www.wfp.org/publications/evaluation-wfps-support-enhanced-resilience-terms-reference) • Country-specific draft Theory of Change • Interviews with WFP staff, partners, and community leaders involved with the design of the livelihoods activity. 	<ul style="list-style-type: none"> • Analysis: Desk reviews and analysis of KII and FGD responses • Make recommendations for ICA, SLP, and CBPP knowledge management actions where necessary • Triangulation: Between strategy documents, field reports, and interview responses.

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation
<p>further adapted to the context of NE Nigeria to suit the CSP 2023-2028 design for livelihood programming?</p> <p>c) To what extent is the CBPP process gender-equal?</p>				
<p>2. Were transfer modalities appropriate for the context and needs of conflict-affected households and communities?</p> <p>a) Were there any unintended positive or negative externalities, particularly a possible positive effect of unrestricted cash to complement the livelihood support, or connections of the modality with gender equality and empowerment of women (GEEW) results?</p>	<ul style="list-style-type: none"> • Transfer modalities. • Were necessary requirements for use of cash-based modalities (e.g., active markets, mobile telephone-based money transfer systems) always in place in all locations where Livelihoods activities were carried out in NE Nigeria between 2018 and 2021? • Review the conditions and criteria for reverting beneficiaries to emergency assistance where conflicts re-escalated. 	<ul style="list-style-type: none"> • Collate and review documents • Conduct qualitative field interviews 	<ul style="list-style-type: none"> • Literature review on livelihoods in northeast Nigeria and the impact of conflict on the sustainability of livelihoods activities. Sustainability in this context is relevant where there may have been re-escalation of conflict. • Review data on cash transfer modalities. • Review cash-based transfers (CBT) assessments that were undertaken. Determine if they adequately addressed modality selection and associated risks in the different LGAs. • Interviews with WFP staff, partners, and community leaders and community members involved with the design of the livelihoods activities. • Notes for the record from the internal cash working group 	<ul style="list-style-type: none"> • Analysis: Desk reviews and analysis of interview responses • Triangulation: Between data, CBT assessments, field reports, and interview responses.
<p>3. To what extent has the design, planning, and implementation of the activity been participatory, inclusive, gender-sensitive, and considerate of protection risks. Has it considered, among others:</p> <p>a) Preferences of the communities involved, while</p>	<ul style="list-style-type: none"> • Review the GEEW considerations at the strategy level compared with program-level design. • Review the level of analysis and stakeholder consultations to inform GEEW considerations. 	<ul style="list-style-type: none"> • Collate and review documents • Conduct qualitative field interviews 	<ul style="list-style-type: none"> • Review WFP policy and guidance documents related to gender, protection, accountability to affected populations and environment, including: <ul style="list-style-type: none"> ○ WFP Nigeria Gender Action Plan for the Country Strategic Plan 	<p>FGDs and KIs in combination with previous gender analyses provided by WFP.</p>

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation
<p>recognizing differences across urban, rural, and camp settings.</p> <p>b) Interactions between vulnerable host and displaced populations, including formerly displaced returnees to their home communities.</p> <p>c) Gender equality and women’s empowerment (GEEW).¹¹¹</p> <p>i. To what extent did the program address the particular needs of women and men (i.e., was programming gender-sensitive)?</p> <p>ii. To what extent did the program assess and strengthen the gender-related capacities of partners?</p> <p>iii. To what extent did the program use</p>	<ul style="list-style-type: none"> • Examine the extent to which GEEW considerations were incorporated on the ground in implementation, in the form of gender-sensitive and/or group-differentiated opportunities, targeting mechanisms, types of livelihoods activities, and non-discriminatory policies. • Review the process and level of consideration of protection issues in design and implementation. • Review livelihoods activity targeting approaches within communities with regards to vulnerable host (non-displaced households) / displaced, gender, age, and disability considerations. • Assess whether targeting approaches employed were consistent with objectives of livelihood activity • Were there were any good practices in targeting in the 		<ul style="list-style-type: none"> ○ WFP VAM Gender and Market Studies Series 2016 and 2017 ○ WFP Nigeria Protection Risk and Gender Assessment (Nov 2016) ○ Gender Analysis for a Sustainable Agriculture and Livelihoods Improvement Project, July 2018 ○ WFP Gender Policy 2015-2020 ○ Stand-alone gender assessments and Rapid Gender Analysis, 2019 • Interviews with WFP staff, partners, and community leaders and community members involved with the design of the livelihoods activity. • Interviews with purposively selected groups in beneficiary communities. • Community-based participatory planning reports by various partners • Monthly livelihood field reports by cooperating partners • Back to office field reports • WFP Nigeria Annual Country Report 2019 &2020 • WFP Nigeria Standard Operating Procedure for beneficiary targeting July 2018 	

¹¹¹ Regarding GEEW, the evaluation will seek to understand the extent to which the program integrated gender; engaged women and men on equal terms; strengthened the gender knowledge and skills of WFP staff and partners; changed behavior and power relations between women and men; achieved empowering outcomes for women, men, girls, boys, and people with disabilities; transformed gender relations; and advanced gender equality.

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation
<p>participatory methods for design, implementation, and M&E?</p> <p>iv. To what extent did the program integrate GEEW in objectives, outcomes, and indicators?</p> <p>d) The specific needs of youth (e.g., employment) and older people (e.g., security and social infrastructure).</p> <p>e) The specific needs of vulnerable groups, including people living with disabilities or other vulnerabilities.</p> <p>4. In the design of the livelihood activity, has specific attention been paid to identifying do-no-harm approaches and ensuring that all those in need had safe and dignified access to the activities?</p> <p>5. To what extent has community feedback been reflected in design, implementation, and adjustments of the activities, and has community feedback been used for decision-making?</p>	<p>collaboration of WFP and partners?</p>			

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation
1.2 Evaluation Question: Did the livelihoods activities achieve the expected outputs and outcomes?				Effectiveness
<p>6. For different types of programs under the livelihoods activity, in different locations, and for specific target groups, to what extent were planned outputs and outcomes reached?</p> <p>a) To what extent were GEEW mainstreamed into project planned outputs and outcomes reached?</p> <p>b) To what extent did the program integrate gender (e.g., processes, procedures, tools, activities, and partnerships)?</p> <p>7. What have been the major factors (specifically including COVID-19), influencing effectiveness of the activities, and to what extent have these factors done so?</p> <p>8. Have the expectations of men, women, boys, and girls, including people with specific needs, been sufficiently met to build a sense of ownership and commitment for long-term management of the assets?</p> <p>a) To what extent did the program change practices, behaviors, and power</p>	<ul style="list-style-type: none"> Extent to which the immediate and intermediate outcomes of Food For Assets (FFA) as outlined in the Theory of Change (ToC) were achieved, as well any outcomes in the WFP ToC for gender, both for each community as a whole and for any outcomes in the households specifically targeted. Level of disaggregation of output and outcome data. 	<ul style="list-style-type: none"> Collate and review documents Compare quantitative data on outcomes Conduct qualitative field interviews 	<ul style="list-style-type: none"> Review: <ul style="list-style-type: none"> 2019 and 2020 Annual Country Reports, WFP data on livelihoods activities, Complaints calls summaries, Success stories, Back-to-office and other field reports. Interviews with WFP staff, implementation partners, and community leaders. Discussions with purposively selected groups in beneficiary communities. 	<p>Analysis of FGDs and KIIs responses to assess whether there is general consensus on this and/or what the shortcomings and potentially issues to monitor and plan for are.</p> <p>Analysis of FGDs and KIIs, particularly Ips, to understand if there were any limitation to either gender to participate.</p> <p>Analysis of FGDs and KIIs to see if there are any changing thoughts around gender norms. Triangulate with earlier gender analyses (i.e., basically</p>

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation
<p>relations between women and men?</p> <p>b) To what extent did the program deliver outputs and achieve empowering outcomes for women and men?</p> <p> i. To what extent did the program transform gender relations?</p> <p> ii. To what extent did the program advance GEEW?</p> <p>9. Did any innovations or unintended (negative or positive) consequences arise as a result of the activity implementation?</p> <p> a) To what extent did the program explore complementarities within other WFP programs, particularly nutrition, and contribute to innovations that have become lessons for best practices?</p> <p> b) To what extent did the program engage women and men on equal terms (e.g., men's and women's workload, mobility issues)?</p> <p> c) To what extent did the program engage men in</p>				<p>traditional gender norms) to see if any change has occurred.</p> <p>Analysis of KIIs, particularly UN Women, to get perspective on their sense of this and what could be done in the future in this regard.</p>

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation
<p>GEEW efforts? Excluding men can lead to negative backlash.</p> <p>d) To what extent did the program address GEEW as relevant to, and beneficial for, all individuals and groups (i.e., not as a women's issue)?</p> <p>10. To what extent did the program strengthen the gender knowledge and skills of WFP staff and partners?</p>				
<p>11. To what extent did WFP's corporate M&E guidance and indicators capture real outcomes at the field level?</p> <p>12. Are there alternative indicators or methodologies to feed into designing the M&E system for livelihoods for the next CSP?</p>	<ul style="list-style-type: none"> Alignment between M&E indicators and guidance and outcomes recorded at field level. 	<ul style="list-style-type: none"> Collate and review documents Conduct qualitative field interviews 	<ul style="list-style-type: none"> Review: <ul style="list-style-type: none"> WFP corporate M&E guidance and indicators Interviews with WFP staff, partners, and community leaders involved with the M&E of the livelihoods activity. 	<ul style="list-style-type: none"> Analysis: Desk reviews and analysis of KII responses Triangulation: Between interview responses from various types of respondents.
1.3 Evaluation Question: Was the livelihoods activity technically relevant to needs, and did WFP Nigeria and partners fulfil their complementary roles?				Efficiency
<p>13. Does the current livelihood program design offer a strong potential in creating economies of scale with livelihood interventions, especially when comparing costs with (progress towards) potential outcomes?</p>	<ul style="list-style-type: none"> Context for WFP Nigeria's implementation of livelihoods activities in fragile contexts, such as northeast Nigeria, and the strategies for ensuring sustainability when 	<ul style="list-style-type: none"> Collate and review documents Compare quantitative data on costs and WFP capacity 	<ul style="list-style-type: none"> Review: <ul style="list-style-type: none"> WFP Nigeria Country Strategic Plan for 2019-2022, WFP Nigeria Livelihoods and Resilience Strategy 2019-2022, 2019 and 2020 Annual Country Reports, 	<ul style="list-style-type: none"> Analysis: Cost and capacity analysis; qualitative analysis of interview responses Triangulation: Between strategy documents, data on activities and

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation
	<p>communities slip back into insecurity.</p> <ul style="list-style-type: none"> Assess whether the necessary conditions were in place in NE Nigeria over the evaluation period for investments in building livelihoods to be likely to be sustained and to show significant returns in terms of improved household welfare. Confirm the range of partners with a stake in the livelihoods activities, beyond those identified during the inception phase. 	<ul style="list-style-type: none"> Conduct qualitative field interviews 	<ul style="list-style-type: none"> WFP food security strategies and livelihoods strategies. WFP data on livelihoods activities, Data on costs and WFP capacity. Interviews with WFP staff, implementation partners, and community leaders. Food security outcome monitoring reports 2019 & 2020 	<p>costs, and interview responses.</p>
<p>14. To what extent have the interventions been technically relevant solutions to the humanitarian, peace, and development needs at hand?</p> <p>a) Did partner identification and ultimate partnerships include GEEW criteria?</p> <p>b) Were resources equitably used to respond to women's and men's expressed needs, interests, and priorities?</p> <p>c) Were resources allocated and spent for GEEW</p>	<ul style="list-style-type: none"> Level of participation of partners in the design of the activities, including targeting (community and household) and the technical content of the interventions under the Livelihoods activity; the process of identifying and selecting partners; partnership agreements and lengths of engagement; and the perspectives of partners on the expected roles for WFP Nigeria. 	<ul style="list-style-type: none"> Collate and review documents Conduct qualitative field interviews 	<ul style="list-style-type: none"> Literature review on livelihoods in northeast Nigeria and the impact of conflict on their sustainability. Interviews with WFP staff, implementation partners, WFP agreements such as terms of reference and statements of work with implementing partners, and community leaders. Discussions with purposively selected groups in beneficiary communities. 	<ul style="list-style-type: none"> Data analysis methods/triangulation: Analysis of KIIs, particularly Ips, as well as UN Women.

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation
<p>activities, outputs, and outcomes?</p> <p>d) Were there any costs associated with not integrating gender in the program?</p> <p>15. To what extent have partners (including government and other UN agencies) played their expected roles and provided complementary resources as required to deliver planned assistance?</p>	<ul style="list-style-type: none"> Share of budgets of the livelihoods activities programs of implementing partners that were allocated to GEEW activities. 			
<p>1.4 Evaluation Question: Is the transitional strategy which forms the targeting criteria of this activity (i.e., moving from unconditional to conditional assistance) able to support or contribute to peace and stability, social cohesion, and sustainable livelihoods?</p>				<p>Connectedness</p>
<p>16. Is the transitional strategy which forms the targeting criteria of this activity (i.e., moving from unconditional to conditional assistance) able to support or contribute to peace and stability, social cohesion, and sustainable livelihoods?</p>	<ul style="list-style-type: none"> Expected and actual outcomes of the transitional strategy, and whether the strategy contributed to sustainable livelihoods, particularly in the context of increased insecurity. 	<p>Review documents</p>	<ul style="list-style-type: none"> Country Strategic Plan for 2019-2022. Medium-term WFP planning documents for engagement in northeast Nigeria Budget revisions to the CSP Centralized evaluation for EMOP 200777 on WFP operations from 2016 to 2018 Interviews with WFP staff, implementation partners, primary key informants, and community leaders. Food security outcome monitoring report 2019 & 2020 	<ul style="list-style-type: none"> Analysis: desk review
<p>17. To what extent have the lessons learned during implementation of the livelihoods activity resulted</p>	<ul style="list-style-type: none"> Have lessons learned during implementation of the livelihoods activity been 	<p>Qualitative field interviews Desk reviews</p>	<ul style="list-style-type: none"> Interviews with WFP staff and implementation partners. 	<ul style="list-style-type: none"> Analysis: Qualitative data analysis of

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation
<p>in program adjustments or redesign or contributed to improvements within WFP Nigeria's other activities?</p>	<p>systematically documented and communicated to guide other WFP activities? If not, recommend options to do so.</p> <ul style="list-style-type: none"> • Implicit or explicit redesigns or adjustments and the background to or justification for these adjustments. 			<p>responses from interviews</p> <ul style="list-style-type: none"> • Triangulation: Between responses from WFP and partners
1.5 Evaluation Question: Was the targeting criteria consistent with the needs of beneficiaries?				Coverage
<p>18. Has WFP's targeting criteria for the livelihoods activity been consistent with the needs of key target groups based on geographic response and the design and objectives of the activity?</p> <p>a) To what extent was the targeting strategy gender-sensitive and based on context analysis and program objectives?</p> <p>b) To what extent did the program consider and address the implications of targeting?</p> <p>c) To what extent did the program assess and address issues of access and exclusion?</p>	<ul style="list-style-type: none"> • Alignment between targeting criteria and needs identified by target groups and program implementers 	<p>Desk reviews and qualitative data collection through interviews</p>	<ul style="list-style-type: none"> • Review of monthly reports on humanitarian situation in northeast Nigeria since late-2017. • Literature on livelihoods in northeast Nigeria. • Interviews with WFP staff, implementation partners, and community leaders. • Discussions with purposively selected groups in beneficiary communities. • WFP Nigeria Standard Operating Procedure for beneficiary targeting July 2018 	<ul style="list-style-type: none"> • Analysis: Qualitative data analysis of interview responses. • Triangulation: Between humanitarian response reports and targeting criteria, and between responses from various respondents.

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation
d) Have the needs of key target groups been met by the activity – women, men, people with specific needs, e.g., older people, people living with disabilities or other vulnerabilities, vulnerable host (non-displaced) / displaced households?				
1.6 Evaluation Question: Did the livelihoods activity consider the context for implementation and was it in line with humanitarian principles.				Coherence
<p>19. How have contextual factors (e.g., political issues, level of stability or security, population movements, etc.) been considered in essential needs analysis and other livelihoods and food security assessments by WFP and partners during the design and delivery of the livelihoods activity?</p> <p>20. To what extent did the project act on this understanding in order to avoid negative impacts (e.g., exacerbate conflict/tensions) and maximize positive impacts (e.g., contribute to peace)?</p>	<ul style="list-style-type: none"> Examine the ways in which WFP Nigeria and its partners adjusted delivery to suit state and community-level contextual factors. 	<p>Desk reviews and qualitative data collection through interviews</p>	<ul style="list-style-type: none"> Review of: <ul style="list-style-type: none"> OCHA reports on humanitarian situation in northeast Nigeria since late-2017, Complaint reports, SLP and CBPP reports from NE Nigeria. Back-to-office and other field reports. Assessment reports and essential needs analysis from food security sector partners Review literature on livelihoods in northeast Nigeria. Interviews with WFP staff, implementation partners, and community leaders. 	<ul style="list-style-type: none"> Analysis: desk reviews and qualitative data analysis of interview responses. Triangulation: Between evidence of changing context and project field reports; between WFP staff, WFP partners, and community leader views.
21. To what extent was the overall activity design and delivery in line with humanitarian principles and	<ul style="list-style-type: none"> Examine the ways in which WFP Nigeria and its partners designed the 	<p>Desk reviews and qualitative data collection</p>	<ul style="list-style-type: none"> Review of: 	<ul style="list-style-type: none"> Analysis: desk reviews and qualitative data

Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation
<p>human-rights considerations, principles, and standards?</p> <p>a) To what extent did the program consider linkages between GEEW and livelihoods?</p> <p>b) To what extent did the program integrate WFP and UN gender equality standards?</p>	<p>interventions or adjusted the delivery of them to ensure that humanitarian and human-rights principles and standards were met.</p>	<p>through interviews</p>	<ul style="list-style-type: none"> ○ WFP Nigeria Livelihoods and Resilience Strategy 2019-2022, ○ Corporate Strategic Plan 2017-2021, ○ SLP and CBPP reports from NE Nigeria. ○ Back-to-office and other field reports. ○ WFP Gender Policy 2015-2020 ○ WFP protection and strategy ○ WFP humanitarian protection policy ○ WFP environmental and sustainability framework ● Interviews with WFP staff, implementation partners, and community leaders. 	<p>analysis of interview responses.</p> <ul style="list-style-type: none"> ● Triangulation: Between humanitarian protection policies and activity design documents; and between responses from WFP staff, implementing partners, and community leader views.
<p>22. To what extent has the design and implementation of the livelihoods activity been aligned with government strategies, policies, and objectives??</p>	<ul style="list-style-type: none"> ● Assess initial design and its alignment with government strategies ● Assess any changes in government policies and required adjustments of the livelihoods activities as a result. 	<p>Desk reviews and qualitative data collection through interviews</p>	<ul style="list-style-type: none"> ● Review relevant federal and state government strategy and policy documents. ● Review WFP back-to-office and other field reports. ● Interviews with relevant government ministries and agencies at federal and state levels. ● Interviews with WFP staff and implementation partners. 	<ul style="list-style-type: none"> ● Analysis: desk reviews and qualitative data analysis of interview responses. ● Triangulation: Between responses from WFP staff and implementing partners, and government officials; between government strategy documents and project field reports.

Source: Criteria and questions adapted from WFP. (2020) Terms of Reference for Formative Evaluation of Livelihoods Activities in Northeast Nigeria, 2018 to 2020. Indicators, data collection methods, data and information sources, and analysis and triangulation developed by IFPRI evaluation team.

ANNEX 5: APPROACH FOR SELECTING LGAs FOR FIELDWORK

Table 11 summarizes the understanding of the IFPRI evaluation team of the Livelihoods Activities by LGA and a sampling approach for planning which LGAs to visit for the fieldwork.

Table 11 Summary of Understanding of the IFPRI Evaluation Team of the Livelihoods Activities by LGA, with a Sampling Approach for Fieldwork Planning

State and LGAs	Field visit?	Partner/project	Time period	Beneficiary households	Wards, communities
Adamawa					
Madagali	NO ¹¹²	Social Welfare Network Initiative (SWNI)	2018 – Sept. 2019	1,000	Possibly only Madagali town
		Centre for Community Development and Research Network (CCDRN)	2020	No info.	No information
Yola South	NO ¹¹³	HARAF	April – Aug 2021	109	No information
Michika	YES ¹¹⁴	CCDRN	2020	No info.	No information
Borno					
Bama	NO ¹¹⁵	INTERSOS	2019	No info.	Banki
Damboa	NO ¹¹⁶	Damnaish Human Capacity Building Initiative (DHCBI)	Jan. to Sept. 2019	685	Damboa Central; Abba Chari
Dikwa	NO ¹¹⁷	CARE	2019 & 2020	4,138	Dikwa Central (7 locations)
Gwoza	NO ¹¹⁸	SWNI	2018 to Sept. 2019	1,200	Pulka town
		Plan International	2020	1,462	Pulka town
Jere	YES ¹¹⁹	Christian Aid (FADAMA)	Jan 2018 to June 2019	Perhaps 800 total	3 villages in Jere & MMC – Kiribiri, Daroli, Molai
		Christian Aid	2019 & 2020		
Konduga	NO ¹²⁰	DHCBI	Jan. to Sept. 2019	600	Jakana; Auno

¹¹² There will be no on-site trips; FGDs to be held with sampled beneficiaries (with gender disaggregation), in safe areas near Madagali, such as Mubi or Michika, depending on up-to-date security information; KII – on site (if project staff involved still in field and if safe), in Madagali, in Maiduguri, or virtual. NB: Madagali is important for FGDs and KIIs because it is a significant location for WFP's livelihood beneficiaries

¹¹³ Virtual KIIs to be held with project staff. There may also be KIIs with selected beneficiaries, who received funds through bank accounts

¹¹⁴ KIIs with CCDRN project staff on ground

¹¹⁵ There will be no visit to Bama; information will be collected through physical or virtual KIIs with project staff in Maiduguri

¹¹⁶ No trip to Damboa; collection of information to be done through physical or virtual KIIs with project staff in Maiduguri

¹¹⁷ There will be no visit to Dikwa; the ET will collect information from CARE staff through KIIs in Maiduguri or virtually

¹¹⁸ No visit to Gwoza; physical or virtual KIIs with SWNI and Plan International Staff in Maiduguri

¹¹⁹ KIIs with C-AID staff in Maiduguri; visit to Jere for FGDs with disaggregated beneficiaries in safe areas within Jere

¹²⁰ No visit to Konduga; KIIs with DHCBI staff in Maiduguri

State and LGAs	Field visit?	Partner/project	Time period	Beneficiary households	Wards, communities
Mafa	NO ¹²¹	DHCBI	Jan. to Sept. 2019	1,213	Mala Kyari
		Christian Aid	April – Aug 2021	1,241	No information
Maiduguri Metropolitan Council (MMC)	Yes ¹²²	Christian Aid (FADAMA)	Jan 2018 to June 2019	Perhaps 800 total	4 villages in Jere & MMC – Kiribiri, Daroli, Molai
		Street Child	2019 & 2020	717	In Jere & MMC – no information
Mobbar	NO ¹²³	INTEROS	2020	1,000	Damasak Central; Kareto
Monguno	MAYBE ¹²⁴	SWNI	2019	No info.	No information
		Christian Aid	2020	1,465	Abari, Gana Ali, & Kuya
Ngala	NO ¹²⁵	INTEROS	2019 & 2020	2,622	Gamboru
Yobe					
Bade	Yes ¹²⁶	CCDRN	Jan to Sept 2019 (possibly into 2020)	1,470	Lawan Musa; Zango; Dagona; Dawayo; Lawan Fannami
		CCDRN	April- Aug 2021	1,898	No information
Damaturu	Yes (west & south parts) ¹²⁷	Cooperazione Internazionale (COOPI)	2019 & 2020	1,759	Damaturu Central; Nganbarawa; Usmanti, Furi &
		COOPI	April – Aug 2021	1,535	
Geidam	NO ¹²⁸	COOPI	2019 & 2020	1,865	Asheikiri 1, Asheikiri 2, and Geidam Hausari
		COOPI	April- Aug 2021	1,396	No information
Nguru	YES ¹²⁹	CARE	2019 & 2020	1,715	Hausari; Ngarbi; Ngilewa

¹²¹ No visit to Mafa LGA; information-gathering to be attained through KIIs with DHCBI and C-AID project staff in Maiduguri

¹²² KIIs with C-AID & Street Child staff in Maiduguri; visit to MMC for FGDs with disaggregated; the FGDs may be dropped if ET has already visited Jere

¹²³ No visit to Mobbar; KII with INTEROS staff in Maiduguri

¹²⁴ Visit to Monguno subject to final security clearance and availability of air transport from UNHAS; KIIs in Maiduguri with C-AID & SWNI personnel; FGDs with disaggregated beneficiaries

¹²⁵ No visit to Ngala; KIIs with INTEROS staff in Maiduguri

¹²⁶ Information to collected through visit to Bade for KII with CCDRN staff on ground (or in safe location within Nguru); FGDs with disaggregated beneficiaries and selected beneficiaries, who received funds through pre-paid cards

¹²⁷ KIIs with COOPI staff and FGDs with disaggregated beneficiaries in safe locations that are west or south of Damaturu, the state capital

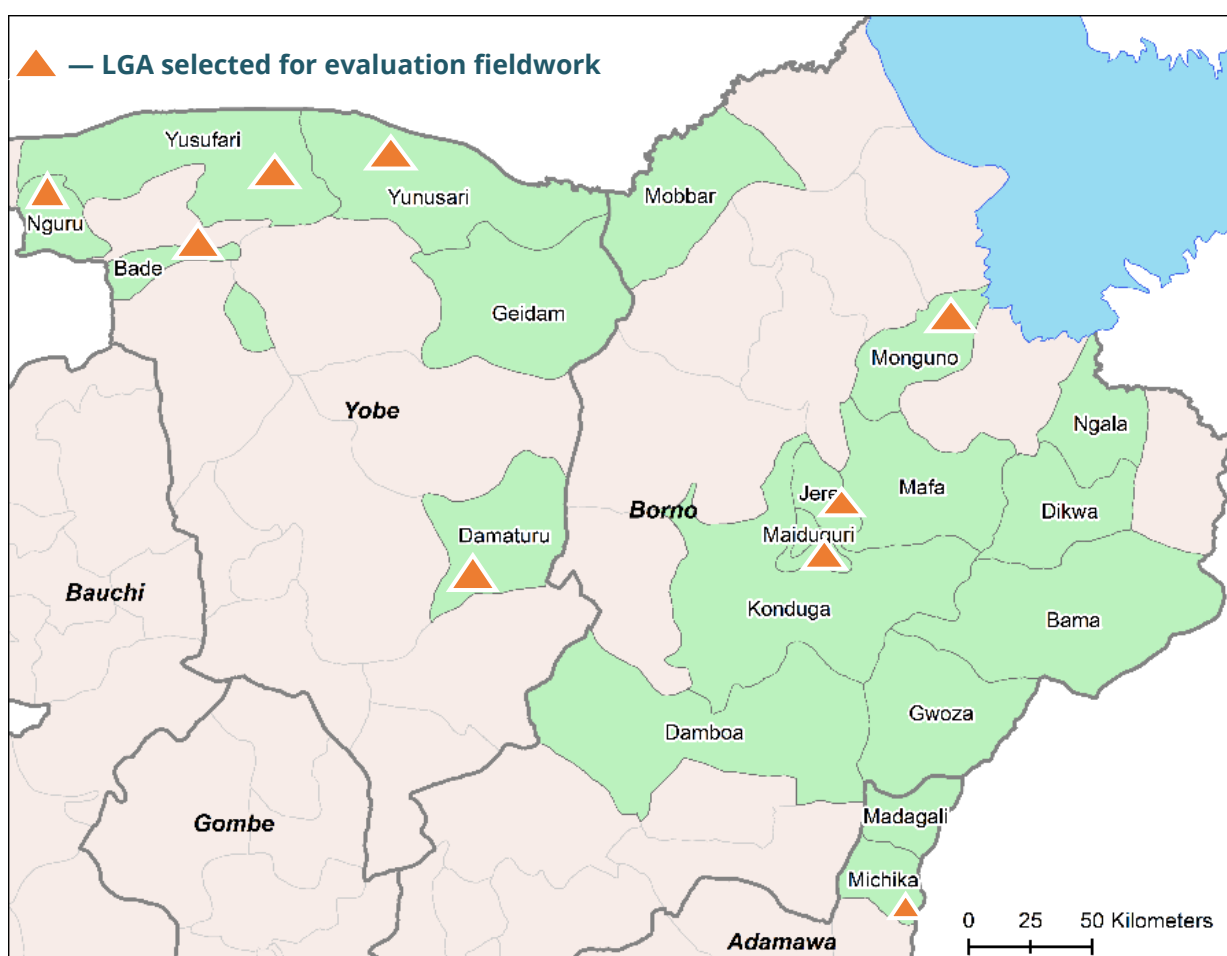
¹²⁸ No visit to Geidam; KII to be held within Damaturu, Nguru, or Maiduguri, wherever COOPI has its hub for its Geidam work; otherwise, virtual interview. No FGDs will be held

¹²⁹ ET will visit Nguru; KIIs with CARE staff on ground, subject to secured environment; otherwise virtual. There will be FGDs with beneficiaries, in safe areas outside of Nguru

State and LGAs	Field visit?	Partner/project	Time period	Beneficiary households	Wards, communities
Yunusari	NO ¹³⁰	CARE	2019 & 2020	1,839	Ngirabo; Wadi_Kafiya; Dialala_Kalgi
Yusufari	YES (west part) ¹³¹	CARE	2019 & 2020	2,846	Guya; Yusufari; Maimalari; Jebuwa; Kumaganam; Tulo_Tulo; Alanjirori

The map in Figure 6 depicts the selected LGAs, with red triangles, which the IFPRI ET planned to visit during the fieldwork phase. Table 12 lists the states and LGAs in the field visit plan.

Figure 6: Local Government Areas in Northeast Nigeria in which Livelihood Activities were Carried Out and the Sub-set Selected for Evaluation Fieldwork



¹³⁰ No visit to Yunusari; KII will hold in Damaturu, Nguru, Maiduguri or Yusufari, wherever CARE's hub for Yunusari intervention is located; otherwise, virtual interview. There are no FGDs

¹³¹ Visit Yusufari for KIIs with CARE staff; may be combined with KIIs on their activities in Yunusari; FGDs will hold with disaggregated beneficiaries, in safe areas outside of Nguru

Table 12: Local Government Areas Selected for the Field Visit Plan

State	LGA
Adamawa	Michika Maiduguri Metropolitan Council (MMC) Jere Monguno
Yobe	Bade Damaturu Nguru Yusufari * Yunusari *

Note: * Visit to Yusufari and Yunusari in Yobe were contingent on security conditions within and along the way from and back to Nguru.

ANNEX 6: FIELDWORK AGENDA

Daily schedule and Movements	Objectives/Activities	Whom to Meet With	Total KIIs and FGDs
Sunday, October 24, 2021: Air Travel from Abuja to Maiduguri	Meetings with our local collaborators and planning our meeting activities for the week	<i>Arrival</i>	
Monday, October 25, 2021: Maiduguri-based engagements.	Introductory meeting with Christian Aid	Sophie Konagera, Christian Aid Head of Humanitarian Response (HHR), North-East	
	Introductory meeting with WFP staff	Ibrahim Hena Livelihood program WFP	
Tuesday, October 26, 2021 (1 day): Maiduguri-based	170. KIIs with Christian Aid	Danladi Mamza Program Coordinator, Christian Aid	2 KIIs
	171. KIIs with WFP staff	Ibrahim Hena Livelihood program WFP	
Wednesday, October 27, 2021: Meeting with NGO partners	KIIs with INTERSOS on Bama project: 9- 11:00hrs	Program Coordinator CARE	3KIIs
	Continuation of KII with Christian Aid: 11- 12.30pm	<ul style="list-style-type: none"> Danladi Mamza- Program coordinator livelihood project, Christian Aid Abaraham Lanz- Agronomist, Christian Aid Gali Bulus -Natural resource manager 	
	KII with CARE on Dikwa project Period: 14:00 – 16:00hrs	<ul style="list-style-type: none"> Ilyasu Adamu- Program Manager CARE Ruth Dede Gender & Protection Sector manager Ishaya Audu VSLA project manager Abubakar Abacha Area manager 	
Thursday, October 28, 2021 (Day 2 in Monguno)	172. KIIs with PLAN International on Gwoza projects: 9.00 – 11.00am	<ul style="list-style-type: none"> Shakirudeen Mohammed -Program manager 	
	Team meeting review of lessons and notes	Team	
Friday, October 29, 2021,	Hold FGDs with selected non-beneficiaries Period: Full day Location: Ndolori in Jere LGA	FGDs with Men, women, PMC, youths, community leader and non-beneficiary (1 men, 1 woman, 1 non-beneficiary, 1 KII community leader, 2KII PMC)	3FGDs; 4 KIIs

Daily schedule and Movements	Objectives/Activities	Whom to Meet With	Total KIIs and FGDs
Saturday, October 30, 2021: in Maiduguri	Hold FGDs with selected non-beneficiaries Period: Full day Location: Malakyareri in Mafa LGA	FGDs with Men, women, PMC, community leader and non-beneficiary (1 men, 1 woman, 1 non-beneficiary, 1 KII community leader, 2KII PMC)	4FGDs; 3 KIIs
Sunday 31, 2021 in Maiduguri	Consolidating of notes on lessons learned and planning for next activities	-	
Monday, November 1, 2021: trip to Monguno from Maiduguri	Hold FGDs with selected non-beneficiaries Period: Half day Location: Monguno	FGDs with Men, women, youths, PMC, community leader and non-beneficiary	2FGDs; 2KIIs
Tuesday, November 2, 2021: in Monguno	Hold FGDs with selected non-beneficiaries Period: Full day Location: Monguno	FGDs with Men, women, youths, PMC, community leader and non-beneficiary	4FGDs; 4KIIs
Wednesday, November 3, 2021: in Monguno	Virtual meeting with CCDRN at 12pm and with beneficiaries at 1.30pm from Michika Consolidating of notes on lessons learned and planning for next activities	Meeting with Yusuf Umar	2 KIIs
Thursday, November 4, 2021: UNHAS trip back to Maiduguri	Consolidating of notes on lessons learned and planning for next activities (possibly meet with UN-Women)	-	1KII
Friday, November 5, 2021: Flight to Abuja then fly to Kano	To commence the journey towards to Yobe	- (In transit)	-
Saturday, November 6, 2021: Trip to Damaturu by road	To arrive Damaturu, confirm accommodation & logistics, link-up with focal persons and plan activities	Meet with local WFP staff for liaisons Program Manager (COOPI)	2KIIs
Sunday, November 7, 2021, In Damaturu	To do KIIs and FGDs on projects implemented by Cooperazione Internazionale (COOPI) in Damaturu Period: Full day	FGDs with Men, women, youths, PMC, community leader and non-beneficiary	4FGDs; 2KIIs
Monday, November 8, 2021: Trip to Bade from Damaturu	To arrive in Bade, confirm accommodation & logistics, link-up with focal persons and plan activities	Meet with local WFP staff for liaisons CCDRN project Manager (Yobe)	2KIIs
Tuesday, November 9, 2021 (day 2) in Bade	Consolidating of notes on lessons learned and planning for next activities	-	-
Wednesday, November 10, 2021	To visit Bade for KIIs and FGDs on projects implemented by CCDRN	FGDs with Men, women, youths, PMC, community leader and non-beneficiary	4FGDs; 2KIIs

Daily schedule and Movements	Objectives/Activities	Whom to Meet With	Total KIIs and FGDs
Thursday, November 11, 2021 (day 4) trip to Nguru/Yusufari/Yunusari from Bade	FGDs on projects of CARE in Nguru/Yusufari/Yunusari. Location to be determined with CARE	-	4FGDs; 2KIIs
Friday, November 12, 2021: In Bade	KIIs with CARE	CARE Food Security, Livelihood & Nutrition Manager (Yobe)	1KIIs
Saturday, November 13, 2021: Depart from Bade to via road Kano	Meeting to close-out on the fieldwork and consolidate narratives	<i>(In transit)</i>	
Sunday November 14 Depart from Kano to Abuja	Meeting to close-out on the fieldwork and consolidate narratives	<i>(In transit)</i>	

ANNEX 7. LIST OF PEOPLE INTERVIEWED

	Names	Title/position	Organization
1	Danladi Mamza	Program coordinator livelihood project	Christian Aid
2	Abaraham Lanz	Agronomist	Christian Aid
3	Gali Bulus	Natura resource manager	Christian Aid
4	Shakirudeen Mohammed	Program manager	Intersos
5	Jagha Dotor	Field coordinator	Intersos
6	Iliyasu Adamu	Project manager	CARE International
7	Ruth Dede	Gender and protection sector manager	CARE International
8	Adamu Dagun	Finance officer	CARE International
9	Hadiza Musa	No longer with CARE	CARE International
10	Ishaya Audu	VSLA project manager	CARE International
11	Aubakar Abacha	Area Manager	CARE International
12	Kolawole Awoyinka	Livelihoods Specialist	Plan International
13	Ahmed Kidah	Project Manager	DHCBI
14	Yusuf Umar	Team Lead	CCDRN
15	John Dankai	Head of livelihood	CCDRN
16	David Stanley	head of Agri-based activities	CCDRN
17	Sham Susen Aadamu	State program manager	CCDRN
18	Nkechi Lawson	head of programs	CCDRN
19	Denis Orichi	Project manager	COOPI
20	Ayuba Mohammed	Deputy project manager	COOPI
21	Edy Esezobor	Program manager	COOPI
22	Ali Baba	Economic registration officer	COOPI
23	Ishaku Bello	MEAL officer	COOPI
24	Henry Linus	Natural resource manager	COOPI
25	Serigne Loum	Head of Programs	WFP-Borno
26	Ibrahim Hena	Program manager -livelihoods	WFP-Borno
27	Samuel David	M&E officer	WFP Damaturu
28	Esther Ogundari	Program Assistant	WFP Damaturu
29	Bob Barad	Donor Relations Officer	WFP- Abuja
30	Simone Parchment	Senior Management Team	WFP- Abuja
31	Emmanuela Mashayo	Program Officer, Livelihoods	WFP- Abuja
32	Mustapha Tanko	Program Officer, Livelihoods	WFP- Abuja
33	Christoph Waldmeier	Head of RAM	WFP- Abuja
34	Ifeoma Omesite	Complaint Feedback Mechanism Manger	WFP- Abuja

ANNEX 8: DATA COLLECTION TOOLS

1. General considerations	
<ul style="list-style-type: none"> • Interviewees will be guaranteed that their participation and perspectives will not result in any negative program effects. • Field teams will consider cultural sensitivities while conducting fieldwork. For example, prayer times will be respected while men will interview men and women will interview women (i.e., as much as it is desirable, all women’s interviews and FGDs will be conducted by women evaluators). Any sensitive topics will be discussed in privacy, as appropriate. 	
Gender and social inclusion considerations	
<ul style="list-style-type: none"> • The evaluation process will be gender-responsive in that it will engage men, women, boys, and girls to ensure inclusivity and that there is fair representation of different viewpoints. • Practical issues will be considered (e.g., time, location/accessibility, language) when scheduling to ensure inclusion of the most vulnerable groups. • Interviews will be conducted in safe, accessible and socially-acceptable locations. • The evaluation will collect sex-disaggregated information by interviewing men and women separately in FGDs. While FGDs will not be able to capture direct interaction between men and women since the groups will be conducted differently, it is anticipated that the benefit of conducting the groups separately in terms of learning outweighs this limitation. • Data collection tools will be tailored to different groups (women and men, youth, IDPs, etc.), as appropriate. • Evaluation questions will be worded in a gender-responsive¹³² manner. Gender dimensions will be mainstreamed across all the evaluation questions, as appropriate, to help understand the context, relationship between individuals and groups, power dynamics, and how different groups are affected by the intervention. • Evaluation methods and tools will capture gender-related information to adequately inform gender and social inclusion issues. It will provide information on how the program is affecting men and women, youth, people with disabilities, etc. differently. • Tools will investigate how the intervention has/has not contributed to changing gender norms among the target population. 	

¹³² Gender responsiveness refers to outcomes that reflect an understanding of gender roles and inequalities and which try to encourage equal participation and equal and fair distribution of benefits.

<ul style="list-style-type: none"> • Tools will be developed to integrate gender considerations and to ensure that men and women are interviewed in ways that avoid reinforcing gender discrimination and unequal power relations. 	
<p style="text-align: center;">IFPRI-NSSP Formative Evaluation WFP Livelihoods Activities in Northeast Nigeria 2018 – 2021</p> <p style="text-align: center;"><u>KII questions, introduction, and consent page</u></p> <p style="text-align: center;">(October 2021)</p> <p>INTRODUCTION</p> <p>Thank you for the opportunity to speak with you. We are a research team from the International Food Policy Research Institute (IFPRI). IFPRI is an international non-governmental organization working to reduce poverty and hunger, and to improve food security in developing countries, including Nigeria. IFPRI was engaged by the World Food Programme (WFP) to conduct a formative evaluation of livelihoods activities that were implemented in Northeast Nigeria between 2018 to 2021. The purpose of this evaluation is first to draw lessons. Secondly, we aim to assess the outcomes of the livelihood activities. Our emphasis is on the learning objective. Your participation in this study will help WFP to derive good practices for planning the next phase of livelihoods activities. As a beneficiary/partner in the livelihoods activities, you have been invited to be part of this group discussion to share your experiences and to provide your views. There are no incorrect responses to any of the questions we will ask so please feel free to state your opinion even if it differs from the general group. Your responses will not have any negative effect in your participation in any future WFP activities. This group discussion will take about 45 minutes, and your participation is entirely voluntary. The research team will provide some refreshments for those participating in the group discussion, but there will be no compensation for this participation. The discussion moderator will attempt to capture as many opinions as possible and so do not be offended if you are asked to give others the opportunity to speak as well. We will be taking notes and recording the discussion to help us remember what was said but be assured that the information you share with us will be kept strictly confidential and will be used only to generate the overall evaluation findings. No names of individuals will be included in the reports. WFP will share the final report publicly and present the findings to all stakeholders. If at any point there are any questions you do not feel comfortable answering, you can choose not to answer them. You can also choose to stop the interview at any point.</p> <p>Finally, we understand that there is still a risk involved in participation due to COVID-19 pandemic, however we enumerators shall take all necessary measures against COVID-19, so that the risk of infection during the interview is not higher than the risk in your normal daily life. As part of such measures, we keep sufficient distance to each other during the interview. There are no other risks in participating in this interview.</p> <p>Are you willing to participate? Yes..... No.....</p> <p>If in the future you have any questions regarding the survey and the interview, or concerns or complaints we welcome you to contact the following:</p> <p>IFPRI Nigeria office:</p> <p>Address: No 6/Plot 1413 Ogbagi Street. Off Oro-Ago Crescent. Cadastral Zone II. Garki, Abuja. Nigeria Phone: +234 8174814271</p>	

<p>Institutional Review Board, IFPRI Lieven Huybregts, Chair E-mail: ifpri-irb@cgiar.org Phone: +1-202-862-5693 Website: http://www.ifpri.org/profile/ Lieven-Huybregts</p> <p>Person obtaining consent: Name: Signature:..... Date:.....</p> <p>Consent form approved by IFPRI IRB on _____ [date]</p>	
FGD and KII Questions for beneficiaries	
1. FGD and KII Questions for beneficiaries	
2. What is your main livelihood? Do you have other (multiple) livelihood means? Are you involved in the same activity under WFP livelihood, if not, please describe your current trade/business under the WFP income generating activities? (Probe: Communal or Individual)	(appropriateness)
3. Were you in the GFD program before livelihood?	
4. How did you get enrolled into the program? (Probe: Were you involved in the decisions about the types of the livelihoods activities and public works? If yes, how? If no, ask why? Do you know those who were involved in the decisions about the types of the livelihood and communal activities? If yes, how were they selected?)	(appropriateness)
5. Did WFP's livelihoods activities address your specific livelihood needs as a people? Probe: yes or no	(effectiveness)
6. Please compare life before your involvement in the project and life now. How has involvement in the WFP livelihoods project impacted your life? Probe: income, resilience, stability, etc.	(coverage)
7. What do you think could be done to make livelihoods activities better?	(coverage/ effectiveness)
8. What barriers have you faced in engaging in these activities? Probe: Inaccessible communication formats (language and literacy gaps); access to phones and radios, and other relevant tech limitations; female-headed households issues; mobility constraints; increased danger, childcare, tension, disagreements between groups etc. *Probe: access to land, inputs, finance/credit, extension services, groups; time burden; mobility; safety; COVID; climate change	(appropriateness)
9. Has your involvement the livelihoods project changed any dynamics within your household (probe: esp. in regard to decision-	(coverage)

making and control over resources, gender role in terms of what work and responsibilities men and women have)?	
10. Has your engagement with the WFP programming changed how you think about the roles of men and women and what they can and cannot do? How?	
11. Have you had to spend additional time and resources because of your participation in the livelihoods activities? (Probe: workload)	(appropriateness/ effectiveness)
12. Have you experienced any unexpected changes (unintended benefits apart from those envisaged by the activity) due to your participation in the livelihoods activities?	(effectiveness)
13. How has involvement in WFP livelihoods activities affected your ability to be resilient to shocks (conflict, COVID-19, climate change)?	(effectiveness)
14. Have WFP's livelihoods activities enabled you to engage in a sustainable and productive livelihood? Probe: how the activity has sustained? What assets and skills acquired?	(effectiveness)
15. What are your hopes/goals for the future?	
KII questions for WFP livelihoods staff and UN partners (mainly UN Women for these questions)	
1. Were any stakeholders consulted to inform [gender] the design, implementation, and M&E of this program? Who?	(appropriateness)
2. How were Ips selected? Was there any GEEW criteria? What criteria were used?	
3. How were gender issues considered in the design (objectives, outcomes, and indicators) and implementation (e.g., men's and workloads, mobility issues)? Probe: What programming/policies are in place to ensure women and girls are reached? Benefit? Are empowered? Probe: How are they empowered? (e.g., consideration in design, implementation, M&E)?	(appropriateness)
4. How were protection issues considered in the design and implementation?	(appropriateness)
5. Have considerations been made for women's care burden? Do livelihood interventions support financial remuneration of reproductive activities (care activities)?	(appropriateness).
6. Did the project identify any group-differentiated opportunities (i.e., suited for persons with disabilities, women, etc.)? Probe: Any activities focused on "women's crops or other women trade"?	

7. Did the project include any specific, targeted, gender activities? (Please give examples)	(appropriateness).
8. If so, to what extent did the program engage men in GEEW efforts? (How?)	
9. What processes, procedures, tools, activities, or partnerships did WFP undertake to integrate gender into livelihoods programming?	
10. Have the livelihoods activities mainstreamed gender-equal opportunities? Have they empowered women? How?	(effectiveness)
11. Have any steps been taken to address GBV, gender discrimination or harmful gender practices in programming to enable women to participate/participate more fully? Probe: how?	
KII questions for CBPP members	
1. How are the CBPP members selected? Probe- current composition of members	
2. How does decision-making in the CBPP work? Are voices equally heard? Probe: women, youth, persons with disabilities, other vulnerable groups. Note: In group settings, mixed-sex groups are controlled by men, while women have control of the all-female groups. ¹³³	
3. Did community-based participatory planning (CBPP) help inform considerations in programming? How?	(appropriateness)
4. Were the roles of men and women considered in which programming activities were conducted? Explain.	
KII questions for NGO partners	
1. How long has your organization been an implementing partner with WFP, and what were the activities that your organization implemented in the past? Did those activities include livelihoods activities?	
2. What was your beneficiary targeting strategy for this program?	(coverage)
3. Do certain groups participate or benefit more?	(coverage)
4. To what extent were planned outputs and outcomes achieved?	(effectiveness)
5. To what extent have the lesson learned during implementation of the livelihoods activity resulted in program adjustments or	(connectedness)

¹³³ UN Women Nigeria. 2018. Gender and Sustainable Agriculture in Borno State: Exploring Evidence for Inclusive Programs and Policies for Food Security.

redesign or contributed to improvements within WFP Nigeria's other activities? And how much of this community feedback has been communicated to WFP?	
6. Is the transitional strategy which forms the targeting criteria of this activity (i.e., moving from unconditional to conditional assistance) able to support or contribute to peace and stability, social cohesion, and sustainable livelihoods?	(connectedness)
7. Do women and girls whose husbands are labelled as Armed Opposition Groups (AOGs) members constitute a significant proportion of the population? If so, what, if anything, was done to make sure they were included in livelihoods activities given they face stigmatization and discrimination?	(appropriateness)
8. Do you see any costs or benefits associated with including GEEW in the program?	(efficiency)
9. To what extent have partners (including government and other UN agencies) played their expected roles and provided complementary resources as required to deliver planned assistance?	(efficiency)
10. Which project activity(ies) stood out to you as particularly successful for [women, men, youth, persons with disabilities, particular states/LGAs, IDPs, returnees, vulnerable host communities]?	(appropriateness)
11. What other livelihoods issues should have been considered in programming? Probe from a gender and social inclusion perspective (access to land, credit/finance, extension services, groups, markets; time burden; mobility; COVID; climate change, etc.)?	
KII questions for community leaders	
1. Who are the members of the Livelihoods Committees?	
2. Who in the community was involved in the decisions about the types of the livelihoods activities and public works?	
3. How were those involved in the decisions selected from the community?	
4. Did the proportion of members who are women, men, youth, and people with disabilities change over time? How?	(effectiveness)
5. Did WFP livelihood programming activities change the power dynamics between women and men in the community? Are women more empowered? How?	(effectiveness)

<p>6. Do any groups of people (women, men, youth, the elderly, people with disabilities, IDPs) benefit more or less from the livelihoods' activities? How?</p>	<p>(coverage)</p>
<p>7. Describe the relationship between different groups within the community i.e., IDPs, host communities, returnees, non-beneficiaries. What was the impact of the livelihoods project on these relationships? Probe: worsened/negative impact, improved/positive impact. Why?</p>	<p>(coherence)</p>

ANNEX 9. FINDINGS-CONCLUSIONS-RECOMMENDATIONS MAPPING

The table below provide the summary of main findings, conclusions and recommendation. The livelihoods activities addressed the primary needs of the population in the selected communities, especially capital, physical assets, and knowledge to pursue a livelihood opportunity and the provision of knowledge and training. However, there is room for improvement in the design and implementation of the livelihoods activity, especially in areas such as beneficiary targeting, activity design, gender-responsiveness, timeframe for the activities (WFP 2020a, 2020b, 2021).

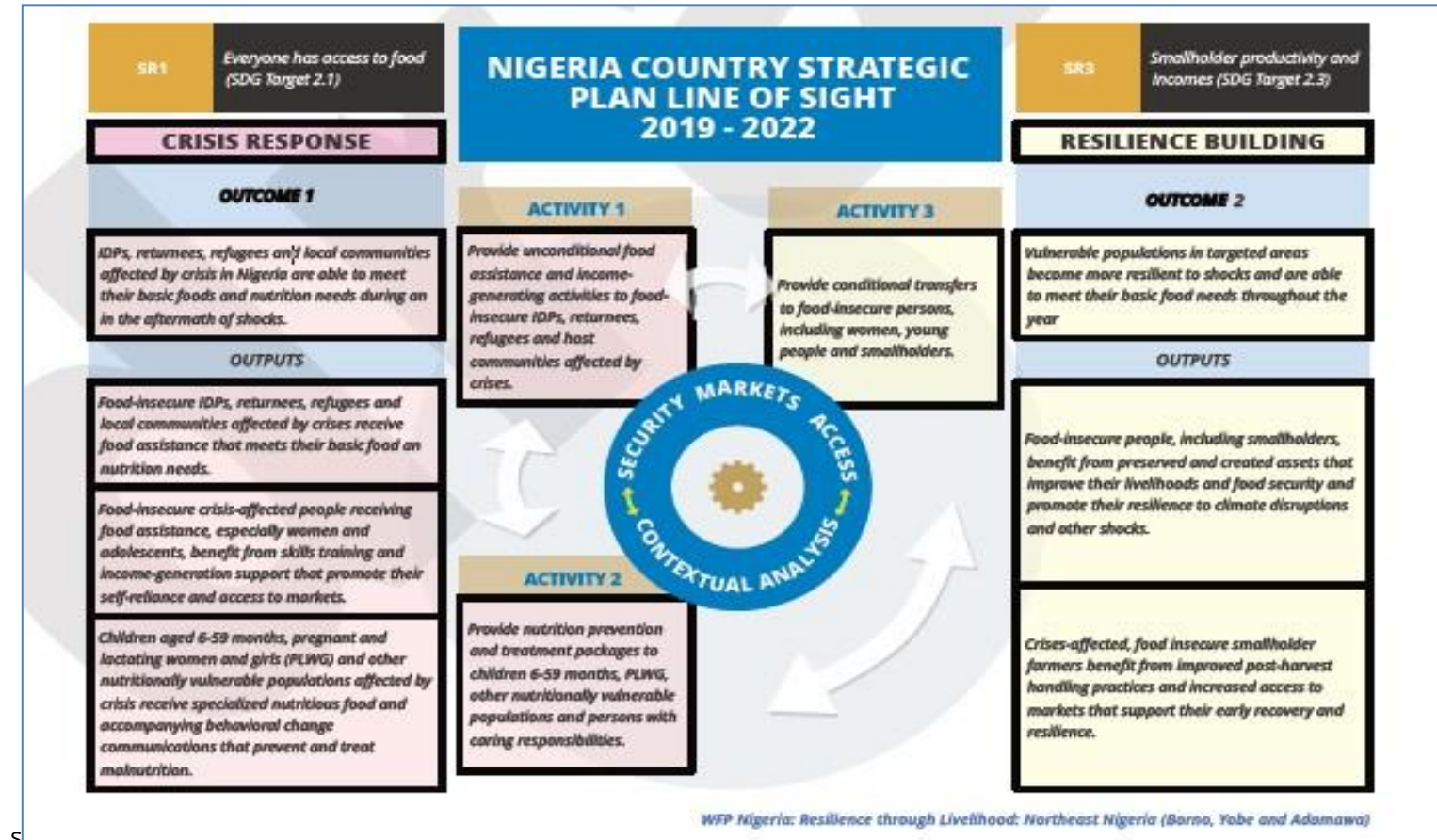
Recommendation	Conclusions	Findings
<p>Recommendation 1: Refine the targeting approach to better ensure the inclusion of vulnerable groups (women, youth, elderly, PWD).</p>	<p>Conclusion #1 (Targeting):</p> <p>While there appears to have been much progress made since the 2018 evaluation in regard to targeting, it remains a complex process drawing from many sources (WFP GFD lists, referrals) and from within the community itself (Targeting Committee</p> <hr/> <p>While the targeting criteria targeted specific vulnerable groups (PWDs, elderly), these groups were not treated consistently by partners. Additionally, there is a general lack of knowledge among beneficiaries and non-beneficiaries about how the selection process takes place.</p>	<p>See findings under Evaluation Question 5 (<i>Was the targeting criteria consistent with the needs of beneficiaries (coverage)?</i>)</p> <p>Main finding: There remain several issues, mainly regarding the geographic targeting, community sensitization process and treatment of certain vulnerable groups, which could be improved.</p>
<p>Recommendation 2: Strengthen gender-responsiveness in programming.</p>	<p>Conclusion #2 (Gender responsiveness): There are several areas the project could be improved to better meet women’s needs. Most individual and communal activities were gender-sensitive, though there were cases in which women did not do gender-appropriate work.</p>	<p>See findings under Evaluation Question 1 <i>Was the livelihoods activity aligned with WFP livelihood and resilience guidance, and was the transfer modality, needs and design appropriate for the context (appropriateness)</i></p> <p>Main finding: Findings from FGDs and KIIs as well as CBPP reports suggest that while the types of jobs assigned to women and men were considered, there were cases of women doing work that may not have been culturally appropriate.</p>
<p>Recommendation 3: Increase the timeframe for livelihoods activities.</p>	<p>Conclusion #3 (Sustainability): WFP livelihood activities appear to be helping people meet immediate food needs and mitigate negative coping</p>	<p>See findings under Evaluation Question 2 <i>Did the livelihoods activities achieve the expected outputs and outcomes (effectiveness)?</i></p>

Recommendation	Conclusions	Findings
	<p>strategies. However, they seem to have mixed success at restoring the key productive assets needed for sustained livelihood activities.</p>	<p>At an individual beneficiary level, a common theme was the selling of business assets and related reduction in incomes and food security, when WFP financial support ceased.</p>
	<p>Conclusion #3 (Sustainability): There is a view among partners and beneficiaries that the duration of the project (less than one-year of assistance) was too short to have lasting effects.</p>	<p>See findings under Evaluation Question 4 <i>Is the transitional strategy which forms the targeting criteria of this activity (i.e., moving from unconditional to conditional assistance) able to support or contribute to peace and stability, social cohesion, and sustainable livelihoods (connectedness)?</i></p> <p>One of the major learning themes from the evaluation is that the livelihoods support may have been too short to be sustainable. This is particularly the case for women as the barriers and inequalities they must overcome are far greater than men.</p>
<p>Recommendation 4: Build capacity comprehensively to enable beneficiaries gain adequate technical knowledge to grow sustainable and viable businesses.</p> <p>For example, these trainings could be carried out in phases where the completion of a module, leads to a follow-up advanced training. Capacity building for livelihood activities should not follow a once-off approach but should match the complexity of the type training in terms of content and duration of the trainings and if possible, include a mentoring component which supports sustainability.</p>	<p>Conclusion #4 (Training): Capacity building should remain integral to the programming on livelihoods; in some instances, beneficiaries were given livelihood assets without the complementary capacity building that would sufficiently position the beneficiaries with the basic technical competence and managerial skills that facilitate entrepreneurial success. The type of capital provided as well as level of training could be better aligned to meet the needs of households and individuals.</p>	<p>See findings under Evaluation Question 2 <i>Did the livelihoods activities achieve the expected outputs and outcomes (effectiveness)?</i></p> <p>With regards to the initial pathway of assets building, while tools and equipment were provided in most communities, there have been gaps in capacity building for technical competence, especially in areas where assets were built and there was either no training whatsoever or where available, it was insufficient.</p> <p>See findings under Evaluation Question 3 <i>Was the livelihoods activity technically relevant to needs, and did WFP Nigeria and partners fulfil their complementary roles (efficiency)?</i></p> <p>...there were instances in which beneficiaries indicated either the training or asset could be</p>

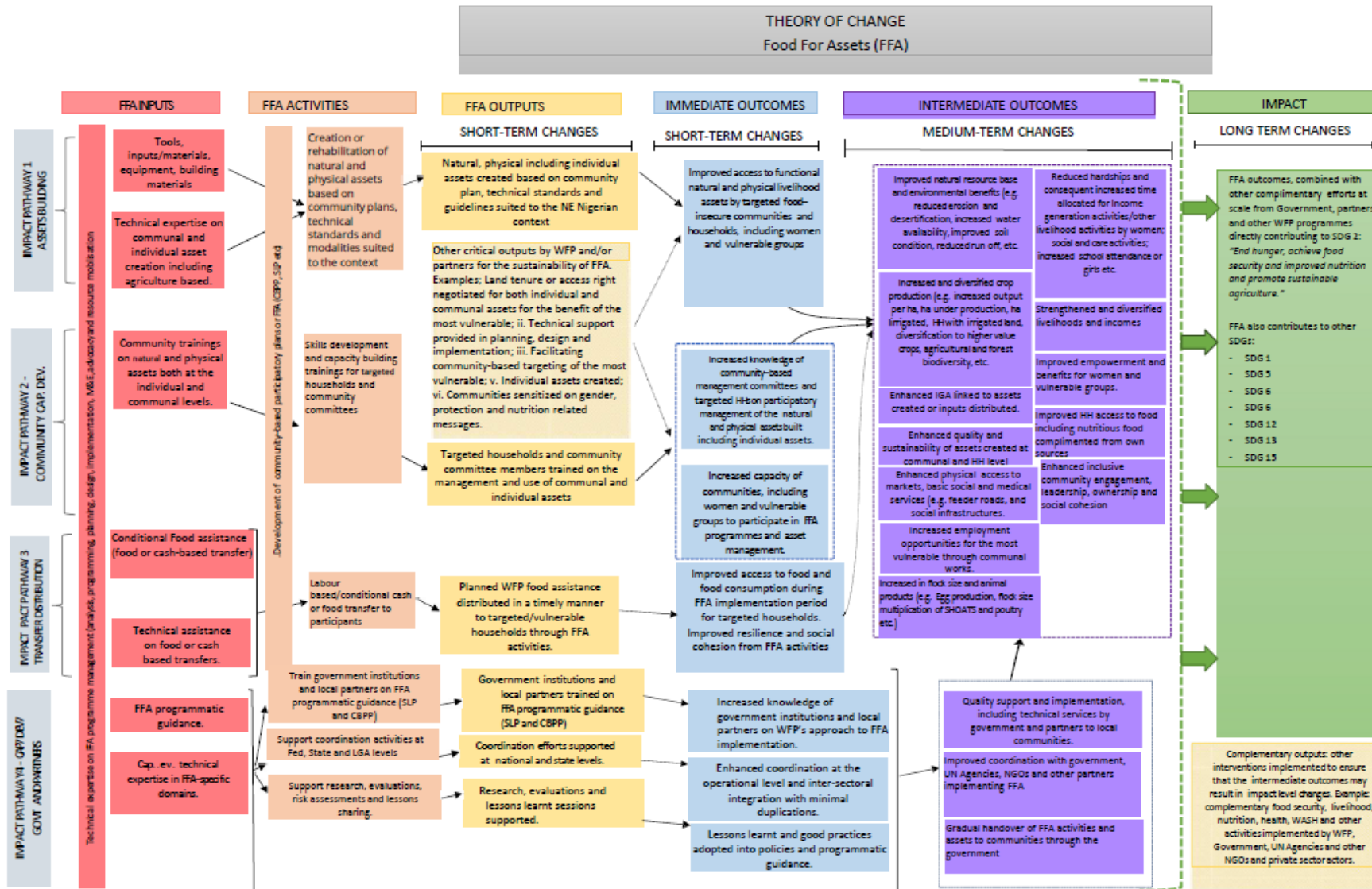
Recommendation	Conclusions	Findings
		improved to meet their needs. Common sentiments included that the training was too basic (e.g., carpentry, tailoring)
Recommendation 5: Evaluate the livelihoods activities.	Conclusion #5 (Evaluation): The monitoring and evaluation of outcomes and impacts would be improved by the collection of data on key indicators at the baseline and end-line of activities from beneficiaries and non-beneficiaries. Having such data would enable analysis of the quantitative impacts of the livelihoods activities in a way that is clearly attributable to the intervention. The findings from such analysis could then be fed back into the activity design and implementation process by WFP and partners to guide program improvements.	N.A. [This conclusion and recommendation is based on the overall reflection of the ET on data availability and the limitations faced on the quantitative analysis component of the evaluation.]
Recommendation 6: Scale up livelihoods activities with flexibility to build on the progress and lessons learnt from the current livelihoods activities, adjusting for local context and type of beneficiaries.	The next phase of programming should also be open to entry of new vulnerable households. Targeting should be a responsive to changing and most recent condition in the community.	See findings under Evaluation Question 5 (<i>Was the targeting criteria consistent with the needs of beneficiaries (coverage)?</i>) While targeting both highly vulnerable and moderately vulnerable households within host communities makes sense from a needs perspective, this group encompasses a wide range of ability, skills, and potential. Not all people have the ability and skills to successfully run businesses. Women may require additional training and support to have an equal chance of success as adult men, given structural gender inequalities. Similarly, the elderly and persons with disabilities may not be appropriate candidates for the project activities based on their levels of vulnerability and disability, respectively.

ANNEX 10: RESULTS FRAMEWORK LINE OF SIGHT AND THEORY OF CHANGE

Line of Sight: Recognizing that access to food remains a constant challenge in crisis environments, WFP will continue to support hunger-related goals using clearly defined approaches. Below is a graphical representation of the structure of WFP Nigeria's CSP for humanitarian and development assistance.(10,16)



Country-Specific Theory of Change



EXPLANATION OF CASUAL PATHWAYS	UNDERLYING ASSUMPTION AND RISK	AVAILABLE EVIDENCE AND EVIDENCE GAPS
FFA Inputs is categorised into assets building, transfer distribution, community, government and partners capacity development.	Capable staff available to deliver the project	Back to office reports from livelihoods missions and technical support missions report
Implementation of planned activities requires technical expertise at all stages of its project cycle and reference documents to provide technical guidance	Participation and cooperation of State, LGA and other relevant stakeholders	Seasonal livelihood program (SLP) calendars and community-based livelihood participatory planning documents CBPP
Available inputs provide smooth implementation of activities which is majorly community involvement and participation in all development activities.	No major natural disaster and good weather conditions	Targets for livelihoods activities outputs document, WFP/FAO seed distribution report
Government and Partners built capacities supports project plans and coordination	No supply issues for commodities, materials.	Food for Assets Creation for Zero Hunger and Resilient Livelihoods programme guidance
Short term changes are identified in outputs and immediate outcomes, the targeted population utilize individual and communal assets obtained through programming activities effectively.	Availability of stability during and after the project period	Lessons learned on livelihoods document
The activities increase knowledge, improved access to livelihood and food consumption across vulnerable groups expressed in the immediate outcome.	Risks: Insecurity, natural disaster and/or disease outbreaks	Reviewed Livelihood activities in view of COVID 19 report
The intermediate outcome presents improvement as medium-term changes enhancing income generating activities, improved empowerment, diverse livelihood practices, environmental benefits, external partnership and coordination.		WFP Livelihood strategy document, IGA assessment report.
The long-term outcome of implemented projects will positively impact on various sustainable development goals, reducing hunger, achieving food security and improving nutrition		Fact sheet on livelihood and resilience building activities.

ANNEX 11: DETAILED STAKEHOLDER ANALYSIS

There are various groups of stakeholders interested in the outcome of this evaluation exercise. This consists of both an internal group engaged in the implementation of the livelihood and resilience activity and an external group of likely users.(10,22) The table further describes these stakeholders and their roles.

Stakeholders	Contribution to the Evaluation
INTERNAL STAKEHOLDERS	
WFP Nigeria Country Office	They are responsible for the planning and implementation of WFP interventions at country level. Since they are directly involved in the project, they have a stake in the evaluation and an interest in learning from experience to inform decision-making and project design. they are also expected to account internally as well as to the people WFP serves and partners for performance and results of its programs.
WFP West Africa Regional Bureau (Dakar, Senegal)	They are responsible for providing oversight, technical guidance, and support, to country offices. Their interest is to provide an independent/ impartial account of the operational performance as well as to learn from the evaluation findings in order to apply this learning to other country offices. The Regional Bureau support country office and ensure quality, credible and useful decentralized evaluations processes.
WFP Headquarters (Rome, Italy)	WFP headquarters technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate program themes, activities, and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus.
WFP Office of Evaluation	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy.
WFP Executive Board	The WFP governing body has an interest in being informed about the effectiveness of WFP programs. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
EXTERNAL STAKEHOLDERS	
Local communities where the project is implemented	As the beneficiaries of the humanitarian food assistance and livelihood strengthening activities, they are very likely interested in the appropriateness and effectiveness of the project. Their feedback from the evaluation findings in targeted communities is captured and using a participatory approach from various community members including women, men, boys and girls, people living with disabilities, older people, or other vulnerable members.

Stakeholders	Contribution to the Evaluation
Government of Nigeria	The Government of Nigeria has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners, and meet the expected results. Issues related to capacity development, handover and sustainability would be of particular interest. Various ministries and agencies are partners in the design and implementation of WFP livelihoods activities or have strategic interests. These include the Ministry of Agriculture, FADAMA Office; National Emergency Management Agency, State Emergency Management Agency, Ministry of Budget and National Planning, and the Yobe State Primary Healthcare Management Board.
International and local Non-governmental organizations (NGOs)	International and local non-governmental organizations (NGOs) play an essential role in strengthening resilience at the community level. Their presence in the community affords them the privilege of building relationships with the community and having in-depth knowledge about the norms, culture, and economic activities in these communities. Leveraging on these advantages through a partnership with these organizations, WFP engages these NGOs to implement and monitor their livelihood resilience activities. Some of these include INTERSOS, Care International, Christian Aid, Cooperazione Internazionale, Social Welfare Network Initiative (SWNI), Centre for Community Development and Research Network (CCDRN), Borno Women Development Initiative (BOWDI) and Damnaish Human Capacity Building Initiative (DHCBI), Action Centre La Faim, International Medical Corps, FINPACT Development Foundation (FINDEF), Agency for Technical Cooperation and Development, and Plan International.
United Nations Country Team, Nigeria	The UN Country Team's harmonized action should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programs are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
Academia and think tanks	Research institutes and universities and think tanks contributes remarkably to the body of literature on resilience strengthening in conflict areas. By unpacking the conceptualization of resilience, the theory of change and a systematic review of numerous interventions in conflict locations, academics are able to synthesize evidence-based recommendations for programming.
Donors	WFP has a long-standing partnership with the USAID and relies on funding for their humanitarian assistance and resilience programming. This report could serve as justification for evaluation the impact of their activities and the scalability of the project to other conflict zone. This could also elicit more funding from other donor agencies such as various European donors.

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ANNEX 13: ACRONYMS

3PA	Three-Pronged Approach (for planning, design, and implementation of interventions)
BAY	Borno, Adamawa, and Yobe States
CBPP	Community Based Participatory Planning
CBT	Cash-based Transfer
CCDRN	Centre for Community Development and Research Network
COOPI	Cooperazione Internazionale
CSP	Country Strategic Plan
DHCBI	Damnaish Human Capacity Building Initiative
EC	Evaluation Committee
EM	Evaluation Matrix
EMOP	Emergency Operation
ERG	Evaluation Reference Group
ET	Evaluation Team
FAO	Food and Agriculture Organization of the United Nations
FFA	Food For Assets
FGD	Focus Group Discussion
GBV	Gender-based Violence
GEEW	Gender Equality and Empowerment of Women
GDI	Gender Development Index
GFD	General Food Distribution
ICA	Integrated Context Analysis
IDP	Internally Displaced Person
IFPRI	International Food Policy Research Institute
IGA	Income Generating Activity
IRG	Internal Reference Group
KII	Key Informant Interview
LGA	Local Government Area
NGO	Non-governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation
PMC	Project Management Committee
PTC	Project Technical Committee
PWD	Person with Disability
RB	Regional Bureau
SBCC	Social and Behavior Change Communication
SLP	Seasonal Livelihood Programming
SOP	Standard Operating Procedure
SWNI	Social Welfare Network Initiative
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
VAM	Vulnerability Analysis and Context Mapping
VSLA	Village Savings and Loan Association
WFP	World Food Programme

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