

# Evaluation of WFP's Support for Smallholder Farmers and Sustainable Food Systems in Nigeria

## 2023-2025

Decentralized evaluation  
Terms of reference  
WFP Nigeria

July 2025



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# 1. Introduction

The World Food Programme (WFP) Country Office of Nigeria will commission an evaluation of WFP's interventions in Nigeria aimed at enhancing the productivity of smallholder farmers and strengthening their role in transforming local food systems under Strategic Outcome 3 of the Country Strategic Plan (CSP). This evaluation is managed by the WFP Nigeria Country Office and will be conducted by an independent evaluation team. It aims to support accountability and learning by assessing achievements, challenges, and lessons learned from the implementation of WFP-supported interventions. The evaluation will also generate recommendations on how the WFP can meaningfully support the development of inclusive and resilient food systems in Nigeria.

The main purpose of this evaluation is to receive an independent assessment of the progress made in the implementation of livelihood interventions for smallholder farmers, including direct and indirect beneficiaries, under the current CSP, which started in March 2023. It is of particular interest to generate evidence on the results achieved and their sustainability, as well as on the broader impact of activities. The evaluation will also help identify learning on the relevance and effectiveness of the implementation strategy, plans, and partnerships to guide the design and formulation of the next Country Strategic Plan (CSP).

The WFP Nigeria Country Office prepared these terms of reference (ToR) based on an initial document review and consultation with stakeholders for the evaluation. 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.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, impact, as well as sustainability as applicable.

## 2. Reasons for the evaluation

### 2.1. Rationale

The reasons for commissioning this evaluation are presented below.

1. In the context of renewed emphasis on providing evidence and accountability for results, WFP Nigeria has committed to conducting two evaluations (two decentralized and one centralized) within the course of the Country Strategic Plan, 2023-2027. This evaluation will provide an opportunity to take stock of the work already accomplished by WFP at the mid-point of its CSP, and of its collaboration with the various players at the institutional and local level. This decentralized evaluation is being commissioned for the following reasons:

- I. To receive an independent and external assessment of whether the WFP-supported interventions towards small-scale farmers have contributed to increased productivity and market systems.
- II. To contribute to broader learning, thereby informing course correction and improving overall implementation. Inform the CSPE and scale-up efforts.
- III. To document lessons learned to capitalize on best practices and improve the performance of WFP's intervention in partnership with the ministries involved and other stakeholders.
- IV. The results and recommendations of the evaluation will be used by WFP to assess the level of achievement, improve operational decisions, strengthen and enhance the design and implementation of current and future CSP resilience, livelihood activities, and market systems.
- V. Promote accountability for results towards partners, beneficiaries, and donors. Also, serve as an advocacy tool for raising awareness of donors and partners around WFP's contribution towards resilience building and strengthening market systems.
- VI. Provide learning and strategic insights to improve future programme design and delivery.

### 2.2. Objectives

2. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Nigeria; and 2) provide accountability for results to WFP stakeholders.

- **Accountability:** The evaluation will assess and report on the performance and results of Nigeria's CSP 2023-2027 SO3 from March 2023 until the end of data collection (expected by the end of 2025). It will assess the extent to which activities under SO3 have contributed to food security through increased resilience to food crises and climate stresses of the target population and have integrated gender and the protection of beneficiaries in the target areas.
- **Learning:** The evaluation will determine the reasons why certain results have or have not occurred to draw lessons, derive good practices, and provide pointers for learning. Identify what worked, what didn't, and why. 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

Equal weight is to be given to the learning and accountability objectives of the evaluation.

### 2.3. Key stakeholders

3. The current CSP 2023 - 2027 was developed through extensive internal and external consultations with the Government, other United Nations entities, beneficiaries, donors, and cooperating partners. WFP has participated actively in inter-agency joint planning and sectoral coordination, including in the development of the common country analysis, the formulation of the UNSDCF, and leading roles in the Nigeria Food Security Sector.

4. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP

stakeholders. The key stakeholders of a DE are the WFP country office, the Western and Central Africa Regional Office in Dakar, and the headquarters technical divisions. Other key stakeholders include the host government, the beneficiaries, the Northeast and Northwest of Nigeria, local and international non-governmental organizations (NGOs), the United Nations country team, and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.

5. A number of participants, internal and external to WFP, are interested in the results of the evaluation, and some of them will be consulted and play a role throughout the evaluation process. Table 1 below provides a preliminary analysis of participants, which should be further developed by the evaluation team as part of the inception phase.

6. Accountability to affected populations is linked to the WFP's commitments to include beneficiaries as important participants in the WFP's work. Thus, WFP is committed to ensuring gender equality and the involvement of women in the evaluation process in an appropriate way, with the participation and consultation of women, men, boys, and girls from different groups.

**Table 1: Preliminary analysis of participants**

Participants	Interest in the evaluation and likely uses of the evaluation report for this stakeholder
<b>INTERNAL (WFP) STAKEHOLDERS</b>	
<b>WFP Nigeria Country Office (CO)</b>	Responsible for the planning and implementation of interventions at the country level, the CO is directly involved in evaluation and is interested in drawing lessons from WFP experience to inform decision-making. The CO is also accountable for the results of its work, both internally and towards donors, beneficiaries, and partners.
<b>WFP field offices in Maiduguri and Damaturu</b>	Responsible for day-to-day programme implementation. The field offices liaise with stakeholders at decentralized levels and have direct beneficiary contact. It will be affected by the outcome of the evaluation.
<b>WFP Western and Central Africa Regional Office - Dakar (WACARO)</b>	Responsible for CO supervision, mentoring, and technical support, the Regional Office management has a strong interest in receiving an independent assessment of operational performance and in learning from the evaluation findings so that it can enhance its support to COs.
<b>WFP headquarters</b>	WFP divisions are interested in the lessons that emerge from evaluations, particularly when they relate to WFP thematic areas such as activities to Increase Smallholder Farmers' productivity and linkage to Food Systems in Nigeria.
<b>WFP Office of Evaluation (OEV)</b>	OEV is interested in ensuring that decentralized evaluations provide quality, credible, and useful evaluations that respect the impartiality provisions as well as the roles and responsibilities of various participants in decentralized evaluations, as identified in the evaluation policy. The Regional Evaluation Unit will provide support to the CO in managing the DE and provide second level quality assurance on all evaluation deliverables.
<b>WFP Executive Board of Directors</b>	The WFP governing body is interested in information on the effectiveness of WFP operations. This evaluation will not be presented to the Executive Board, but its observations can be included in annual summaries and corporate learning processes.
<b>EXTERNAL STAKEHOLDERS</b>	

<b>Beneficiaries</b>	<p>As the ultimate beneficiaries (IDPs, pregnant women, children etc) have a stake in WFP determining whether its assistance is appropriate and effective.</p> <p>Thus, the level of participation in the evaluation of women, men, boys, and girls from different groups will be determined, and their respective perspectives will be sought.</p>
<b>Government</b>	<p>As a key partner, the Nigerian government has a direct interest in knowing whether WFP activities in the country are in line with its priorities, are harmonized with the actions of other partners, and meet the expected results. The issues of increasing smallholder farmers' productivity and linkage to food systems, transition of responsibility, and sustainability are particularly important.</p> <p>The issues of smallholder farmers productivity and access to markets and sustainability will be of particular interest to Ministry of Finance, Budget, and National Planning, the Federal Ministry of Humanitarian Affairs, Disaster Management, and the Federal Ministry of Agriculture and Food Security, the National Social Safety-Nets Coordinating Office (NASSCO), State Operating Coordinating Units, National Cash Transfer Officer and State Cash Transfer Unit, National and State Emergency Management Agencies (NEMA/SEMA).</p>
<b>United Nations Country Team (UNCT)</b>	<p>The UNCT's harmonized action should contribute to the achievement of the government's development objectives. It therefore has an interest in ensuring that the WFP operation is effective in its contribution to the common efforts of the United Nations. Various agencies are also direct partners of WFP at the policy and activity level, including the coordination of the UN system in Nigeria. UNCT Comprising OCHA, WHO, UNICEF, FAO, WFP, UNDP, and UNWOMEN</p>
<b>Non-Governmental Organisations (NGOs)</b>	<p>NGOs are WFP's cooperating partners (COOPI, CCDRN, CARE, DHCBI, APADE, SHA) for the implementation of certain activities, while at the same time having their interventions. The results of the evaluation may affect future implementation modalities, strategic orientations, and partnerships.</p>
<b>Donors</b>	<p>WFP operations are funded on a voluntary basis by donors, including the Master Card Foundation, the German Federal Ministry for Economic Cooperation and Development (BMZ), Anheuser-Busch InBev SA/NV (ABInBEV), the United States of America, Germany, the United Kingdom (UK), the Commission of the European Union, Nigeria, etc. They are interested in monitoring the effectiveness and efficiency of the WFP's work and its alignment with their own strategies.</p>

7. The primary users of this evaluation will be:

- The WFP-Nigeria office and its partners in the decision-making process, particularly related to program implementation and/or design, Country Strategy, and partnerships.
- Given the core functions of the Western and Central Africa Regional Office (WACARO), it is expected that the RB will use the evaluation findings to enhance the strategic advice, programme support, and overall supervision it provides to COs.
- WFP HQ can use evaluations for broader organizational learning and accountability.
- OEV can use evaluation findings, where appropriate, to enrich evaluation summaries and for



annual reporting to the Executive Board.

- The Nigerian government, represented by the Federal Ministry of Humanitarian Affairs, Disaster Management, the Federal Ministry of Agriculture and Food Security, State Emergency Agencies, National Emergency Agencies, and all other ministries involved, will be able to use the evaluation results to inform the approach, formulation and implementation of resilience and food systems policies, strategies and programmes.
- Technical and financial partners can use the evaluation to shed light on the financing mechanisms and implementation of livelihood activities.

## 3. Context and subject of the evaluation

### 3.1. Context

8. Nigeria is the world's seventh most populous nation and home to Africa's largest population. It has an estimated population of about 220 million people, with an annual growth rate of 2.4 to 2.5 percent per year, putting it on track to reach 401 million by 2050.<sup>12</sup> Nigeria is the largest country in sub-Saharan Africa in terms of population and economic size, making it the sixth most populous country globally. Nigeria is a federal country with a diverse cultural and ethnic composition. It consists of 36 states, each with its own local government and political structure, along with the Federal Capital Territory (Abuja). Nigeria's agricultural sector remains a cornerstone of livelihoods for rural populations, with smallholder farmers producing the bulk of food.

9. The prolonged conflict in the northeast, now more than fourteen years, is having dreadful but differing consequences on women, men, boys, and girls. According to IOM's Displacement Tracking Matrix (DTM), as of June 2023, the DTM identified a total of 2.3 million Internally Displaced Persons (IDPs) in 471,346 households and 2,075,257 returnees in 341,895 households due to armed conflicts and other drivers of displacement. In 2024 alone, 2.3 million people were internally displaced, 1.7 million in the state of Borno<sup>3</sup>.

10. Food insecurity and malnutrition remain major concerns across the country. The March 2025 edition of the Cadre Harmonise analysis indicates that during the lean season of 2025 (June to August), the projected number of people facing food insecurity across the 26 analyzed states in Nigeria is estimated at 30.6 million. Across Borno, Adamawa, and Yobe states, about 4.56 million people are likely to face food insecurity at crisis and emergency levels.<sup>4</sup> In the northwestern states of Sokoto, Katsina, and Zamfara, more than 5 million individuals are estimated to face crisis or worse food insecurity outcomes during the lean season months of June to August.

11. Nigeria continues to face multifaceted, complex, and escalating humanitarian crises, driven by several interlinked factors. Key drivers of food insecurity include persistent conflict in the Northeast and Northwest regions, disrupting livelihoods and displacing communities. The naira currency redesign temporarily constrained liquidity and access to cash for food purchases. Soaring inflation, particularly food inflation, has severely eroded purchasing power and limited household access to essential goods. As a result,

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<sup>1</sup> [https://unhabitat.org/sites/default/files/2023/07/nigeria\\_country\\_brief\\_final\\_en.pdf](https://unhabitat.org/sites/default/files/2023/07/nigeria_country_brief_final_en.pdf)

<sup>2</sup> United Nations Population Fund, [World Population Dashboard -Nigeria | United Nations Population Fund](#)

<sup>3</sup> OCHA. (2025) Humanitarian Needs and Response Nigeria.

<sup>4</sup> [Cadre Harmonise Fiche Report March 2025](#)

many vulnerable households are increasingly resorting to severe emergency coping strategies, such as reducing meal sizes, skipping meals, or selling productive assets, to bridge food gaps and survive. Nigeria's headline inflation has remained historically high, reaching levels not seen in decades, further compounding the already fragile food security situation.

12. Nigeria has a predominantly agrarian economy with over 70 percent of its population engaged in agriculture, primarily smallholder farming. More than 80% of farmers in Nigeria are smallholder farmers. Agriculture is a major contributor to Nigeria's Gross Domestic Product (GDP), and smallholder farmers play a dominant role in this contribution<sup>5</sup>. Smallholders face persistent constraints such as low productivity, inadequate access to quality inputs, poor infrastructure, limited access to credit, weak linkages to markets, and vulnerability to climate shocks. These challenges have contributed to persistent food insecurity, rural poverty, and malnutrition. Despite this, low productivity, weak market linkages, and vulnerability to climate and economic shocks persist.

13. Agricultural livelihoods in Northeast and Northwest Nigeria are increasingly undermined by environmental degradation and recurring climate-related shocks. These environmental dynamics present critical challenges for WFP's resilience and food systems programming in the country. Land Degradation is widespread, with desertification, deforestation, soil erosion, and declining soil fertility posing serious threats to agricultural productivity. The Sahelian ecological zone continues to shift southward, with over 65% of Nigeria's arable land at risk of desertification. In Borno, Yobe, Katsina, and Zamfara states, years of conflict, displacement, and unsustainable land use have further worsened degradation, limiting access to viable farmland and productive assets.

14. Climate-related shocks have intensified in recent years. Both zones are experiencing. Frequent flooding, notably the 2022–2024 events in Jigawa, Sokoto, and Borno, which submerged tens of thousands of hectares of farmland, destroyed infrastructure, and displaced hundreds of thousands of people. The 2024 collapse of the Alau Dam in Borno resulted in severe urban and peri-urban flooding across Maiduguri. According to the FAO analysis, over 93,826 hectares of crops across the BAY States have been destroyed, and based on the WFP's ADAM report, across the affected locations in Mafa, Maiduguri, and Jere, flooded areas are 155,370 ha and flooded cropland 37,857 hectares.<sup>6 7</sup>

15. Existing gender disparities in Nigeria's agricultural sector continue to hinder the full potential of women smallholder farmers. Despite comprising approximately 70% of Nigeria's smallholder farming population, as reported by the National Council for Women's Society (NCWS), women face significant barriers in accessing agricultural inputs, finance, and extension services. These challenges are compounded by the dual burden of farm labour and unpaid domestic responsibilities.

16. The WFP Nigeria CSP embraces five Strategic Outcomes and ten core activities that align with WFP's strategic plan for 2022–2025 and SDGs 2 and 17 on access to food, ending malnutrition, sustainable food systems, capacity strengthening, and enhancing global partnerships. The CSP was designed to support national policy objectives and United Nations priorities, including critical inputs from Nigeria's National Development Plan for 2021–2025, Nigeria Agenda 2050, the National Multi-Sectoral Plan of Action for Food and Nutrition for 2021–2025, and the National Humanitarian–Development–Peace Framework. WFP delivers emergency food assistance and supports recovery and resilience-strengthening efforts for vulnerable people and communities.

The inception phase will present a more elaborate contextual analysis as it relates to the CSP.

## **3.2. The subject of the evaluation**

The thematic decentralized evaluation will focus on activities carried out by WFP in Nigeria as part of the support to smallholder farmers from March 2023 until the end of data collection (expected by the end of 2025). The evaluation will focus on the support provided to targeted vulnerable households and smallholder farmers in Nigeria across the northwest and northeast states of Adamawa, Borno, Yobe, Kano, Jigawa, Sokoto,

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<sup>5</sup> International Journal of Agricultural Extension and Rural Development Studies Vol.3, No.2, pp.43-54, May 2016

<sup>6</sup> [FAO Nigeria](#) 2024,

<sup>7</sup> [ADAM \(Advanced Disaster Analysis & Mapping\) Flood Impact Analysis Nigeria September 2024](#)

and Zamfara under Activities 4 and 5 of the 2023–2027 Country Strategic Plan (CSP), as outlined in the logical framework. (Annex II).

17. Since 2023, WFP has been supporting smallholder farmers through several integrated activities, including:

- **Activity 4:** Provide an integrated package of nutrition and climate-adaptive livelihoods activities to vulnerable households, especially those with nutritionally vulnerable groups (children under 24 months of age, pregnant and nursing women, adolescent girls, and people living with HIV), to improve diets.
- **Activity 5:** Provide support on gender-transformative, climate-smart, youth-inclusive food production, post-harvest and commodity quality management, and marketing to smallholder farmers. See annex IV for detailed Activity 4 & 5 activities.

18. The CSP's logical framework, available in Annex III of this document, describes the expected short- and medium-term results, performance indicators, and activities carried out by the WFP. However, while achieving improved and sustainable livelihoods is one of the main objectives of the CSP, the logical framework is not designed around this objective alone. It also introduced gender transformative approaches that encourage women's participation and empowerment while being compatible with local traditions and norms.

19. The present evaluation is the first decentralized evaluation commissioned by the Nigeria CO since the start of the CSP. The evaluation of the CSP 2019-2022 mentioned the need to build community and household resilience to shocks and to open pathways to self-reliance through solutions that make food systems more productive within the UNDAF framework, extend support to smallholder farmers for enhanced food production, management, and access to markets. It also mentioned the importance of scaling up livelihood activities and increasing the timeframe for livelihood activities to enhance sustainability.

20. WFP Nigeria, under its 2023–2027 CSP, has prioritized enhancing smallholder farmers' productivity and integration into food systems, including structured demand opportunities such as school feeding, safety nets, and private sector supply chains. The CSP aligns with Nigeria's National Agricultural Technology and Innovation Policy (NATIP), the Agricultural Promotion Policy (APP), and the UN Sustainable Development Cooperation Framework (UNSDCF).

21. The resilience and livelihood component of WFP's programming is focused on enabling resilient livelihood options for vulnerable people while providing targeted support along the local agricultural value chains to mitigate the challenges to productivity. WFP explored blended and innovative financing mechanisms in alignment with the multilateral collaborative strategy required to drive the Zero Hunger movement.

22. WFP delivers a package of livelihood support that includes training, provision of drought-resistant seeds, and linkages to agricultural extension services for smallholder farmers to enhance their resilience, productivity, and income-earning capacity. These projects were designed to improve smallholder farmers' capacity for agricultural production, post-harvest loss management, and farming as a profitable venture. The common thread of all these interventions is to build resilience against the effects of climate change and especially drought, which for years has affected rural communities, mostly indigenous, in the western part of the country.

23. To support this approach, WFP is working alongside the ministries in charge agriculture, humanitarian affairs and social action, and in collaboration with the United Nations Children's Fund (UNICEF) and the Food and Agriculture Organization of the United Nations (FAO) to strengthen coordination mechanisms and governance of grassroots structures (farmers' organizations and state services).

24. Beneficiaries of WFP support are mainly decision-makers and managers of central and local public structures, farmers' organizations, including children under five, pregnant women, out-of-school children, adolescent girls, female-headed households, people with disabilities (PwD), women smallholders and village communities, national NGO managers, as well as youths supported by WFP. Indirect beneficiaries include Health workers, Parents of supported children, value chain actors, and Retailers.

25. The main operational partners involved in the implementation of livelihood activities are All for Peace and Dignity (APADE), the Center for Community Development and Research Network (CCDRN), Cooperazione Internazionale (COOPI), Damnaish Human Capacity Building Initiatives (DHCBI), Self-Help Africa (SHA) and ZOA International.

26. Between January 2022 to December 2025, inclusive of a 12-month no-cost extension, WFP implemented a Joint Programme on Resilience and Social Cohesion (Peace) in Northeast Nigeria – Phase 1 with UNICEF. The project targeted 156,888 direct beneficiaries, including children under five, pregnant women, out-of-school children, adolescent girls, female-headed households, and people with disabilities (PwD).

27. WFP has initiated Phase II implementation for 24 months (January 2025 – December 2026) collaboration with UNICEF, which aims to build on the work started in Phase I by reaching 208,787 direct beneficiaries, including children under five, pregnant women, out-of-school children, adolescent girls, female-headed households, and people with disabilities (PwD). Phase II has a budget of 8 million euros for 2 years.

28. WFP Nigeria Country Office is implementing a 5-year project funded by the Mastercard Foundation (MCF). The project is implemented in 6 states of Northeast and Northwest Nigeria (Adamawa, Borno, Jigawa, Sokoto, Yobe, and Zamfara). The project aims to strengthen local food systems by promoting increased value chain employment opportunities for youth. Strengthening local food systems is done through making them more efficient, sustainable, and inclusive for youth, in particular young women. The project is focusing on strengthening food systems to promote increased Value Chain Employment Opportunities for Youth, sustaining, and improving on-farm and off-farm job opportunities for 200,000 young women and young men engaged in the different nodes of sorghum, millet, soya bean, groundnut, and horticulture value chains.

29. The estimated improved and sustainable livelihoods budget for CSP activities 4 and 5 is USD 183,681,024 (8.4 percent of the total country portfolio budget). According to the latest approved budget revision, only 7,366,023 USD were spent on Sustainable Food System for activities 4 and 5, i.e., 49 percent of the total implementation plan, while from March to December 2023, spending on livelihood activities was 6,024,895 USD out of USD 17,078,762 in the implementation plan, which represented 35 percent.

30. Despite this low rate of achievement of the subject to be evaluated (annex I), it is urgent to carry out this evaluation, as the results will help guide the design and formulation of the next strategic plan and the asserted positioning of the WFP as the Government's partner of choice in achieving national priorities towards zero hunger.

**Table 2: Nigeria CSP 2023-2027, overview of strategic outcomes 3 and activities 4 & 5**

Strategic Outcomes	Activities	Modalities of intervention (food and Cash Transfer, CCS, Service Delivery)	Focus Area
<b>SO 3:</b> By 2027, targeted vulnerable households and smallholder farmers in Nigeria have improved sustainable livelihoods and enhanced social cohesion derived from food systems that are resilient to shocks and thus facilitate enhanced access to nutritious diets all year round.	<b>Activity 4:</b> Provide an integrated package of nutrition and climate-adaptive livelihoods activities to vulnerable households, especially those with nutritionally vulnerable groups (children under 24 months of age, pregnant and nursing women, adolescent girls, and people living with HIV), to improve diets. <b>ACL-1.6.</b>	Food transfers  Cash-based transfers  Capacity strengthening	Resilience Building
	<b>Activity 5:</b> Provide support on gender-transformative, climate-smart youth youth-inclusive food production, post-harvest and commodity	Capacity strengthening	

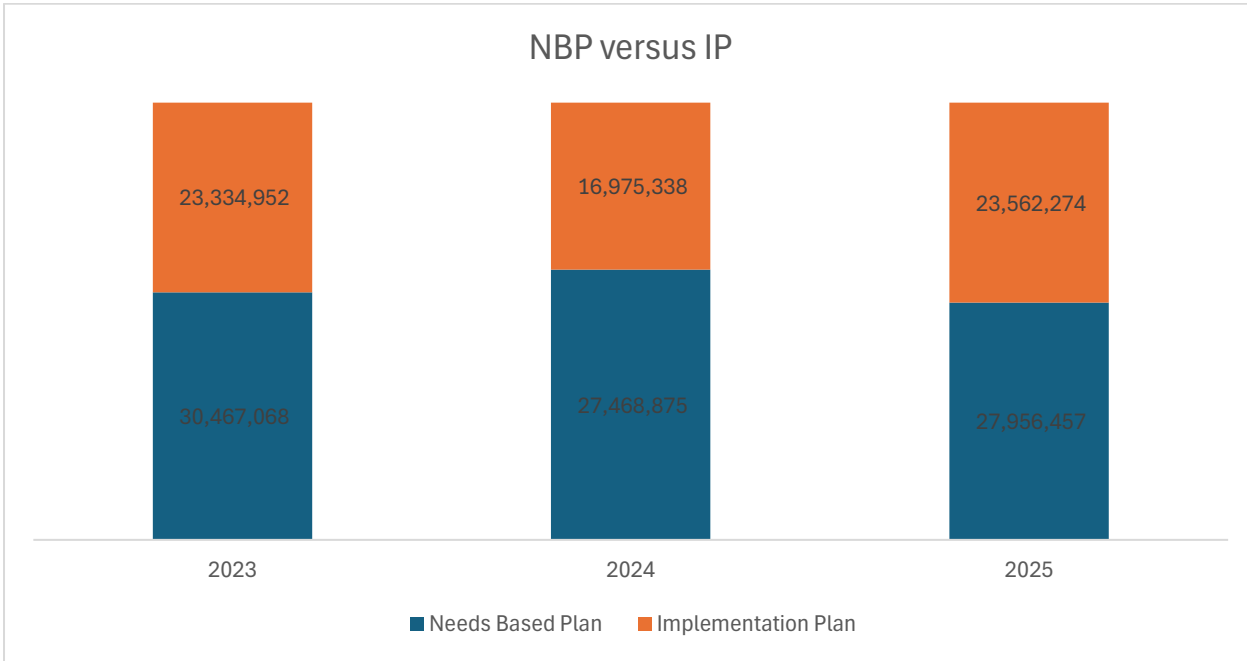
	quality management, and marketing to smallholder farmers. <b>SMS-1.8.</b>		
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**Table 3: SO3 Beneficiary figures**

	Activity 4			Activity 5		
Year	2023	2024	2025	2023	2024	2025
Plan	95,985	95,985	131,525	200,000	200,000	85,000
Actual	28977	47750	1428	55,198	73,573	

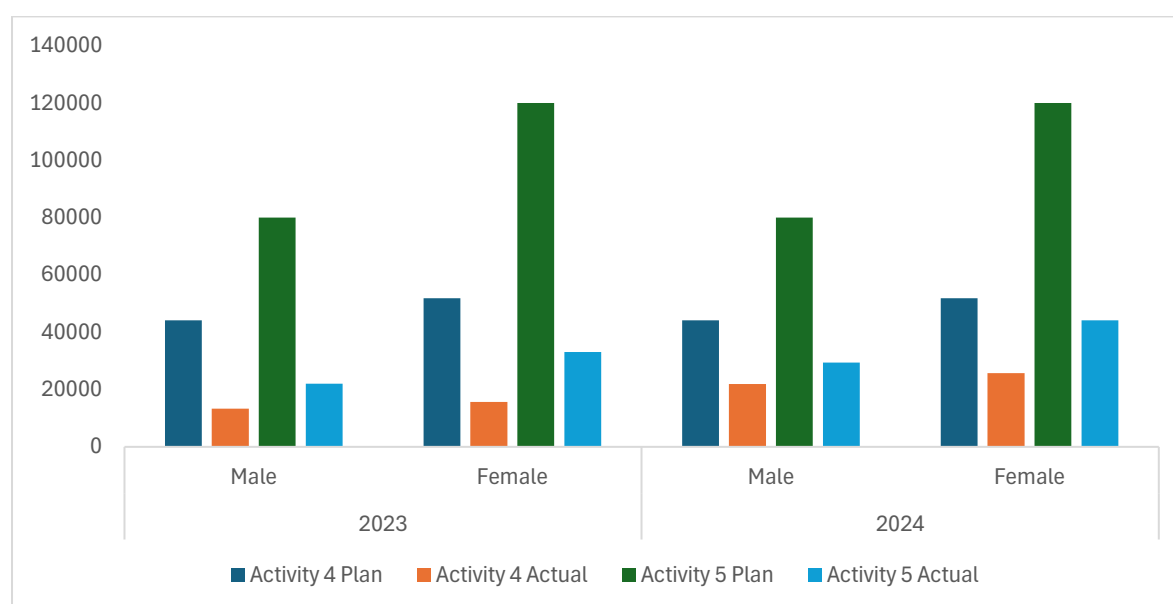
\*as of May 2025

**Figure 1: CSP Nigeria 2023-2025 Needs-Based Plan and Implementation Plan for SO3**

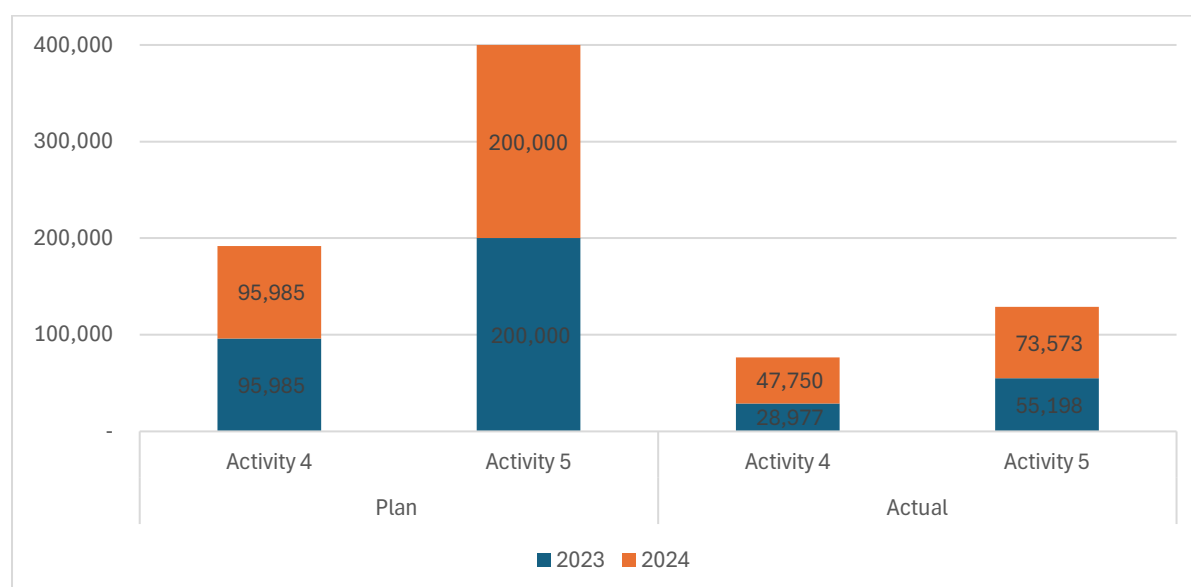


\*As of May 2025

**Figure 2: CSP Nigeria 2023-2024 planned and actual SO 3 beneficiaries by activities & gender**



**Figure 3: CSP Nigeria 2023-2024 planned and actual SO 3 beneficiaries by activities 4 & 5**



## 4. Evaluation scope, criteria, and questions

31. **Evaluation scope.** This decentralized evaluation will assess WFP's interventions implemented under the Country Strategic Plan (CSP) for Nigeria between March 2023 and the end of data collection (expected end of 2025), with a specific focus on Activities 4 and 5, which target improvements in smallholder farmers' productivity and their integration into sustainable food systems.

32. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross-

cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

33. The evaluation will also analyze how gender equality and empowerment of women have been considered.

34. Evaluation questions and sub-questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to any unforeseen crisis.

35. **Evaluation criteria:** The evaluation will apply the international evaluation criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability. It will take particular account of the context of the implementation of livelihood and resilience activities. Emphasis will be placed primarily on the criteria of relevance, coherence, effectiveness, and efficiency. Impact and sustainability will be assessed in terms of *likelihood* given that the evaluation is not expected to conduct a rigorous counter-factual-based impact assessment and will take place during or only a very short period after WFP support was provided. The likelihood of impact will be evaluated using a theory-based approach, and the likelihood of sustainability will be addressed by considering whether the factors and conditions are in place that are needed for results to be sustained after the last phase of the implementation is completed, in the logic of full ownership of livelihood and residence activities by the community. Gender equality must be considered throughout the process.

36. **Evaluation questions** Allied to the criteria mentioned, the evaluation will address a set of tentative questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions are intended to highlight the key lessons and performance of the capacity strengthening activities, which could inform future strategic and operational decisions.

35. The evaluation will analyze how WFP's and the UN system's gender equality and women's empowerment (GEWE) objectives and mainstreaming principles have been taken into account in the design of the intervention. GEWE dimensions must be integrated into all evaluation questions. The evaluation will also give attention to adherence to humanitarian principles, protection issues, Accountability to Affected Population, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.

**Table 4: Tentative evaluation questions and sub-questions are presented below**

Evaluation questions		Criteria
<b>EQ1 – To what extent is the intervention relevant to the needs of the target population and the local context?</b>		<b>Relevance</b>
1.1.	To what extent is WFP's support relevant to the needs of the most vulnerable populations, smallholder farmers, and other key target groups?	Relevance
1.2	To what extent have contextual factors (political stability/instability, population movements, refugees, etc.) been taken into account in the design and implementation of activities?	Relevance
1.3	To what extent has the gender, youth, and women's empowerment dimension been taken into account in the programme design/implementation and reviewed?	Relevance

<b>EQ2 – How effective is WFP support in responding to the needs of its target beneficiaries?</b>		<b>Effectiveness</b>
2.1	To what extent and why were livelihood activities and support to smallholder farmers (not) delivered as planned, both in terms of quantity and quality?	Effectiveness
2.2	To what extent did livelihood activities and support to smallholder farmers consider, gender, protection risks and accountability to affected populations?	Effectiveness
2.3	To what extent did livelihood activities and support to smallholder farmers include people living with disabilities and other marginalised groups?	Effectiveness
<b>EQ3 – To what extent did the intervention achieve an optimal use of resources?</b>		<b>Efficiency</b>
3.1	To what extent and how have resources been optimized to contribute to the achievement of results?	Efficiency
3.2	To what extent and why have activities been implemented and outputs (not) been delivered on time and according to schedule?	Efficiency
3.3	To what extent have the various sub-components under Activities 4 and 5 been efficiently integrated and implemented as part of a coherent and unified approach?	Efficiency
<b>EQ4 – To what extent is WFP's work coherent and aligned with government, WFP and other partner priorities, policies, strategies, and programmes?</b>		<b>Coherence</b>
4.1	To what extent is WFP's assistance coherent and aligned with national and sector-wide priorities, policies, strategies, and programmes? In particular, the alignment and interdependencies with relevant government ministry policies?	Coherence
4.2	To what extent is the intervention aligned with WFP global policies and strategies, its country strategic plan for Nigeria and its vision for Nigeria's food systems?	Coherence
4.3	To what extent was WFP's intervention consistent with the key policies and programs of other partners operating in the same context?	Coherence
4.4	Did WFP adequately engage and coordinate with collective decision-making within the UN system to promote a principled and coherent approach to the humanitarian response?	Coherence
<b>EQ5 – How likely did or will the interventions generate significant positive or negative, intended or unintended effects?</b>		<b>Impact</b>
5.1	How likely did/will WFP interventions contribute to enhancing productivity, climate adaptation and market access of smallholder	Impact



	farmers, and improving post-harvest and commodity quality management, ultimately leading to resilient food systems?	
5.2	How likely did/will WFP interventions contribute to improved sustainable livelihoods and enhanced social cohesion for targeted vulnerable households and smallholder farmers, and ultimately, to enhance their access to nutritious diets all year round?	Impact
5.3	How likely were there/will there be any unexpected effects (positive or negative) on beneficiaries (men, women, girls, boys) and non-beneficiaries of the various activities, including on the local economy and natural environment?	Impact
5.3	How likely did/will WFP livelihood interventions and support to smallholder farmers empower women and youth, promote female and youth leadership and independence of targeted populations?	Impact
<b>EQ6 – How likely will the achievements of the intervention be sustained long-term?</b>		<b>Sustainability</b>
6.1	To what extent do the interventions integrate considerations for sustainability, including ownership by government, communities and target groups? To what extent did the intervention link to any transition strategies towards development goals?	Sustainability
6.2	To what extent are achievements likely to continue after WFP support has ended?	Sustainability
6.6	How strong is the sense of ownership of activities and achievements by the Government, within the communities and amongst different target groups? What other factors can promote or affect the sustainability of the actions and effects generated by WFP support?	Sustainability

37. These guiding questions should be further developed by the evaluation team during the inception stage, operationalized in the evaluation matrix to be developed. The matrix will include evaluation questions, sub-questions, lines of enquiry, data sources, and data collection methods.

## 5. Methodological approach and ethical considerations

### 5.1. Evaluation approach

38. The evaluation methodology will be developed by the evaluation team following confirmation of the evaluation questions, during the inception phase, and will be summarized in the evaluation matrix, which will then serve as a tool to guide the evaluation.

39. The methodology should:

- Ensure full coverage of evaluation questions, sub-questions, and lines of enquiry as presented in the evaluation matrix, to the extent possible considering data availability, budget, and time constraints for the evaluation.
- Demonstrate impartiality and minimize bias by drawing on diverse and credible, referenced sources of information including desk review of relevant policy and programme documents, interviews with key informants at national, district, and community levels, and direct observation. The selection of sites for field visits should be based on clear, objective criteria to demonstrate impartiality and ensure representative coverage of diverse geographic, socio-economic, and operational contexts.
- Use mixed methods (quantitative, qualitative, participatory, etc.) to ensure the triangulation of information by a variety of means. The evaluation team will use a clear analytical framework to guide the analysis of the different types of documents provided by WFP, the government, donors, and partners. The main form of primary data collection will involve structured and/or semi-structured interviews with the WFP Nigeria office, the WFP sub-offices in Maiduguri, Damaturu, and their partners (government, UN agencies, cooperating partners, donors...). Focus group discussions will be organized using participatory approaches and tools to obtain the opinions and viewpoints of as many relevant community members as possible on the relevance and impact of activities on specific target groups and communities.
- Use a theory-based approach to assess effectiveness and impact of WFP activities. This will be based on a reconstructed theory of change (ToC), showing the causal links between activities, outputs, immediate and longer-term outcomes, as well as assumptions made about the internal and external conditions that need to be in place for changes to happen along the causal pathways reflected in the ToC.
- Ensure that the evaluation is conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.<sup>8</sup> The methodology should take into account gender equality and women's empowerment issues, indicating which data collection methods are employed to seek information on gender issues and to ensure the inclusion of women and marginalized groups. Data should be collected and presented in a disaggregated manner by sex and age.<sup>9</sup> As part of the evaluation approach, formulate and conduct an online survey using clear, unbiased, and contextually relevant questions that are aligned with the evaluation objectives. This will be implemented through appropriate online survey platforms such as MoDA, Google Forms, KoboToolbox, SurveyMonkey, or Qualtrics, depending on accessibility and suitability.

40. Primary data will be collected during exchanges with stakeholders, at the central, regional, and local levels, during face-to-face interviews or remotely via networks. Field visits will be organized to gather the opinions of beneficiaries of the deconcentrated structures of the State, particularly at the level of the actors of the sectoral regional directorates, the NGOs involved, and the sites of the various activities.

41. With regard to the quality of data and information, the evaluation team should:

- Assess the availability and reliability of data in the start-up phase, based on the information provided in section 4. This review will inform data collection.
- Systematically check the accuracy, consistency, and validity of data collected and information, and

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<sup>8</sup> In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

<sup>9</sup> It will be too late after fieldwork to ensure that data collection and analysis take into account gender equality and women's empowerment issues; the evaluation team must therefore have a clear and detailed plan for collecting data from women and men, taking into account the specificities of different groups, before fieldwork begins.

recognize any limitations/cautions in drawing conclusions using data to draw conclusions.

- Indicate whether gender-disaggregated data, particularly data relating to the gender-specific effects of the intervention, are missing.
- Ensure that participant selection methodology, data collection tools, and analysis techniques include gender dimensions and take into account the voices of women, girls, men, and boys throughout the process.

42. In the context of this decentralized evaluation, the data made available will be essentially qualitative and may therefore make the analysis of results more complex, mainly in terms of gender-specific effects. In addition, the main limitation will be the inadequacy of the existing CSP logical framework to track and measure contributions to food systems. The evaluation team would need to construct a theory of change.

43. To ensure independence and impartiality the following processes will be employed: i) establishment of an Evaluation Committee (EC) chaired by the WFP Deputy Country Representative in Nigeria; ii) establishment of an Evaluation Reference Group (ERG), chaired by the WFP Deputy Country Representative in Nigeria and composed of stakeholders internal and external to WFP; iii) appointment of an Evaluation Manager (Monitoring and Evaluation Officer for WFP); and iv) guidance and quality assurance by the Regional Evaluation Unit, Office of Evaluation. The objectives, roles, and composition of the EC and ERG are presented in Annexes V and VI.

44. 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 ensure due process in evaluation management and maintaining distance from programme implementers (preventing potential risks of undue influence), while also supporting and giving advice to the Evaluation Manager. Key decisions expected to be made by the EC relate to the evaluation purpose, scope, timeline, budget, and team selection, as well as approving the final TOR, inception report, and evaluation report. The establishment of an EC for each decentralized evaluation is part of the impartiality provisions foreseen by the WFP Evaluation Policy and Evaluation Charter (ED circular OED2016/007).

45. The ERG will serve in an advisory capacity by reviewing key evaluation products (ToRs, Inception and Evaluation Reports), offering technical input, and contributing to methodological soundness and stakeholder ownership. This structure aims to mitigate bias and strengthen the credibility of findings.

## **5.2. Preliminary considerations on evaluability and methodological implications**

46. This DE will be able to build on several sources of secondary evidence (WFP-Nigeria annual reports for 2023 & 2024, Food security and nutrition reports, etc). During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality, and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators validated by the country office during the inception mission.

47. At this stage, the following evaluability challenges have been identified:

- Consistency of measurement and reporting at different levels of results. Targets, baseline, and follow-up data are missing for some indicators, and there are some inconsistencies across the different versions of the logframe (see Annex I: Overview of performance data availability).
- Access to the sites: due to the security situation, this may prevent site visits to certain locations. Where necessary, travel will be accompanied by a local security assistant. All team members proposed for this assignment should be able and willing to travel to field sites for which UNDSS security clearance has been obtained.
- 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.
- The time frame covered by the evaluation (the evaluation is conducted during the third year of the CSP, which has implications for the completeness of results reporting and attainment of expected outcomes).

48. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report, together with appropriate mitigation measures where possible.

### **Data availability**

49. The main sources of information available to the evaluation team include:
- Nigeria's various plans and strategies, including the Nigeria CSP 2023-2027 and consecutive budget revisions;
  - Food security and nutrition reports: Cadre Harmonise;
  - Food Security Outcome Monitoring Reports (June/October 2023- 2025);
  - WFP-Nigeria annual reports (ACR) for 2023, 2024;
  - Back to Office reports on livelihood interventions/activities;
  - Country briefs; SITREP;
  - Policy Brief: Navigating Nigeria's Food System Challenges in the face of Inflation and Reform 2024;
  - Strengthening Food Systems in Northern Nigeria Under Conflict and Displacement: A Food Supply Chain Mapping and Analysis 2024;
  - Minutes of meetings and mission reports;
  - Formative Evaluation of the WFP Livelihoods Activities in Northeast Nigeria (2018-2021) country program;
  - Evaluation of the Nigeria CSP 2019-2022;
  - All documentation relating to livelihood and resilience, the budget review, and the logical framework.
50. This list is not exhaustive but provides an overview of the documentation that could be made available to the evaluation team. All secondary information and data are available from the country office and the ministries and/or partners involved in the implementation of livelihood and sustainable food systems activities in Nigeria.

## **5.3. Ethical considerations**

51. WFP Decentralized Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.<sup>10</sup> Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).<sup>11</sup> This includes, but is not limited to, ensuring informed consent, protecting personal data and privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the

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<sup>10</sup> For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

<sup>11</sup> Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

evaluation results do no harm to participants or their communities.

52. Personal data<sup>12</sup> will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.

53. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet, and Data Security Statement.<sup>13</sup>

54. The evaluation team is responsible for managing any potential ethical risks and should establish procedures in consultation with the evaluation manager to identify, refer, and resolve any ethical issues that may arise during the implementation of the evaluation. In some cases, appropriate ethical clearances must be obtained from local and institutional authorities.

55. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to the WFP Office of Inspection and Investigation (OIGI) through the WFP hotline (<http://www.wfpHotline.ethicspoint.com/>). At the same time, the team leader should inform the Evaluation Manager, commission office management, and the Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

56. The commissioning office will ensure that the evaluation team and the evaluation manager will not have been involved in the design, implementation, or financial management of the WFP Nigeria smallholder farmers resilience programme in the period 2023-2027, have no vested interest, nor have any other potential or perceived conflicts of interest.<sup>14</sup> In addition, the team will act impartially and respect the code of conduct of the evaluation profession.

## 5.4. Quality assurance

57. The evaluation team will ensure data quality (validity, consistency, and accuracy) during the data collection, analysis and reporting phases. The evaluation team should be assured of accessibility to all relevant documentation within the provisions of the Information Disclosure Directive. This is available in the [WFP Directive \(#CP2010/001\) on the Disclosure of Information](#).

58. [WFP's Decentralized Evaluation Quality Assurance System \(DEQAS\)](#) defines the quality standards expected of this evaluation and details processes with integrated steps for Quality Assurance, Templates for

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<sup>12</sup> Names or identifying information from evaluation participants (e.g. interviewees, survey respondents).

<sup>13</sup> If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

<sup>14</sup> "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

evaluation products and Checklists for their review. The DEQAS is closely aligned with the WFP Evaluation Quality Assurance System (EQAS) and is based on the UNEG norms and best practice standards of the international evaluation community, and aims to ensure that the evaluation process and products conform to best practice.

59. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses according to the DEQAS Step-by-Step Process Guide and for conducting rigorous quality control of the evaluation products before their finalization. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for comments on the quality of each of the evaluation products. The Checklist will be applied at each stage to ensure the quality of the evaluation process and results.

60. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system before submission of the deliverables to the WFP Evaluation Manager.

61. To enhance the quality and credibility of this evaluation, an external DE Quality Support Service (DEQS) reviewer managed directly by the WFP Evaluation Office at HQ will review the draft inception and final evaluation reports, and will provide systematic comments, from an evaluation perspective, on the quality of the draft inception and evaluation reports and recommendations on how to improve their quality. The Regional Evaluation Unit (REU) has quality-assured these TORs and will provide second-level quality assurance on the inception and evaluation reports.

62. The evaluation manager will review the DEQS and REU comments and recommendations and share them with the team leader, who is expected to use them to revise the inception/evaluation report. To ensure the transparency and credibility of the process in line with UNEG norms and standards, logical explanations must be provided for any comments that are not taken into account by the evaluation team when reviewing the draft reports.

63. The quality assurance process does not interfere with the views and independence of the evaluation team, but ensures that the report provides the necessary evidence (data) clearly and convincingly, and draws its conclusions on this basis.

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

## 6. Organization of the evaluation

### 6.1. Phases and deliverables

65. The evaluation will take place according to the following sequence, presenting the products to be delivered according to the time scale below:

**Table 5: Summary timeline – key evaluation milestones (see Annex VII: Detailed timeline)**

Main phases	Indicative timeline	Tasks and deliverables
1. Preparation	<b>June to September 2025</b>	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	<b>September - November 2025</b>	CO briefing Inception report

3. Data collection	<b>November - December 2025</b>	Evaluation mission, data collection, and exit debriefing
4. Data analysis and reporting	<b>December 2025 - March 2026</b>	Data analysis Report drafting Comments process Final evaluation report 2-page summary validated by Team Leader
5. Dissemination	<b>March - April 2026</b>	Management response Wider dissemination

66. The evaluation schedule is given in Annex VII for further information.

67. **Phase 1 - Preparation (June 2025 to August 2025):** The WFP evaluation manager will conduct the preliminary research and consultations to design the evaluation, draw up the terms of reference, and select the firm to conduct the evaluation. TORs are reviewed by the REU, shared with the ERG for comments and approved by the Evaluation Committee. Firm selection is also reviewed by the REU and approved by the EC.

68. **Phase 2 - Inception (August - October 2025):** This phase aims to prepare the evaluation team by ensuring that it has a clear understanding of the expectations of this evaluation and a precise plan for conducting it. This phase will include a literature review of secondary data and initial discussions with key stakeholders.

69. Deliverable: Inception report. This will set out in detail how the team plans to conduct the evaluation, with particular emphasis on methodological and planning aspects. It will present an analysis of the context and the operation, the evaluation method, articulated around an in-depth study of evaluability and stakeholders, an evaluation matrix, a description of the sampling technique, and data collection tools. It will also present the division of tasks between the members of the evaluation team, as well as a detailed timetable for stakeholders to consult. For further information, please refer to the content description of the inception report.

70. The draft inception report will be submitted to an independent external quality support service (QS Service). A revised version will then be submitted to the Evaluation Reference Group (including the Regional Evaluation Unit) for comments before being finalised and submitted to the Evaluation Committee for approval. Stakeholder comments will be collated in a matrix by the evaluation manager and forwarded to the evaluation team. The evaluation team will revise the inception report and respond to comments in the matrix accordingly.

71. **Phase 3 - Data Collection and Analysis (November 2025):** Data collection work will take place over three weeks and will mainly involve stakeholder consultations and field visits, where possible. Two debriefing sessions will be organized at the end of the mission. The first will be internal and will involve the WFP. The second session will involve other external stakeholders.

72. Expected product: The evaluation team will make a PowerPoint slideshow presentation of the preliminary findings and conclusions. It will be prepared to support the debriefing during the internal and external discussion/briefing sessions at the end of the mission.

73. **Reporting phase (December 2025 - January 2026):** The evaluation team will analyze the data collected during the document review and the mission, conduct further consultations with stakeholders as required, and draft the evaluation report. This will be submitted to the evaluation manager for quality assurance.

Deliverable: Evaluation report. The evaluation report in Word format will present the findings, conclusions,

and recommendations of the evaluation. The report will be concise and based on the WFP report template for decentralized evaluations.

74. Findings should be evidence-based and relevant to the evaluation questions posed. Findings, recommendations, and conclusions should reflect a gender analysis. Data will be disaggregated by sex and age and will analyze the gaps observed between men and women, girls and boys in the implementation of the program. The findings and conclusions will highlight, where appropriate, the gaps observed in the performance and results of the operation for women and men, for the different groups of beneficiaries. The report should follow a logical coherence leading from findings to conclusions, and from conclusions to recommendations. Recommendations should be limited in number, applicable, and targeted at the relevant users. They will form the basis of WFP management's response to the evaluation content. For further information, please refer to the evaluation report content description and the templates for presenting outcomes and outputs.

75. The draft report will be submitted to the WFP Evaluation Manager who will review the report and share it with the DEQS for comments; a revised version will then be submitted to the Evaluation Reference Group including the REU for comments before being submitted to the Evaluation Committee for approval. Stakeholder comments will be collated in a matrix by the evaluation manager and forwarded to the evaluation team. The evaluation team will revise the evaluation report and respond to comments in the matrix accordingly.

76. **Dissemination and follow-up phase (February-March 2026):** The country office will prepare a management response detailing the actions that will be taken to address each recommendation, together with a timetable. The regional RAM unit will coordinate WFP's management response to the evaluation recommendations and monitor the implementation of these actions. The WFP Evaluation Office (based in Rome) will also submit the evaluation report to a post-hoc quality review by an external firm, which will report independently on the quality, credibility, and usefulness of the evaluation in the light of the rules and standards in force in this field.

77. Notes on deliverables: The evaluation team is expected to produce reports of the highest quality, based on factual data and free from errors. The evaluation firm will be ultimately responsible for the timeliness and quality of the products. If the expected standards are not met, it will be required, at its own expense, to make the necessary adjustments to bring the appraisal products up to the required level of quality.

78. All documents relating to the evaluation (Terms of Reference (ToR), inception report, PowerPoint presentation, evaluation report, and recommendations matrix) must be written in English and follow the DEQS (Decentralized Evaluation Quality Assurance System) templates. The ToR, evaluation report, and matrix of responses to recommendations will be publicly available and can be consulted on the WFP website ([wfp.org/evaluation](http://wfp.org/evaluation)). The other products of the evaluation will be for WFP's internal use.

Once the evaluation report is approved and management's response prepared, a mini-documentary (3 minutes) should be produced by the firm summarizing the evaluation findings and results, in consultation with the WFP Nigeria team.

## 6.2. Evaluation team composition

79. The evaluation team is expected to include 3-5 members, including the team leader. The team should be a mix of national and international evaluators, with at least one international evaluator team lead included in the composition. As far as possible, the evaluation will be conducted by a mixed team respecting gender parity and with diverse geographical and cultural backgrounds, with the appropriate skills to assess the gender-specific dimensions of the subject specified in the scope, approach, and methodology sections of the ToR. At least one team member should have WFP experience. At least one team member should have relevant subject matter expertise.

80. The team will be multidisciplinary and will include members who together form a balance of expertise and practical knowledge in the following areas:

- Climate-smart, smallholder agriculture
- Agri-food systems



- Working with or evaluating WFP programmes
- Food Security
- Nutrition-sensitive programming
- Gender and diversity inclusion
- Protection and accountability to affected populations
- Fluency in English and local languages: e.g., Hausa, Kanuri, Shuwa Arab (for national evaluator(s));
- Development of online surveys (for intermediate beneficiaries).

72. All team members should have strong analytical and communication skills, strong ethical standards, evaluation experience, and familiarity with Nigeria or the Northeast/Northwest regions.

73. The Team Leader will have technical expertise in at least one of the technical areas listed above, as well as expertise in evaluation methodology design and with data collection tools, and proven experience in conducting similar evaluations. She/he will also have leadership, analytical, and communication skills, including a track record of excellent written English and presentation skills.

74. Her/his primary responsibilities will be: i) to define the evaluation approach and methodology; ii) to guide and manage the team; iii) to lead the evaluation mission and represent the evaluation team; iv) to draft and revise, if necessary, the inception report, the end-of-fieldwork debriefing presentation and the evaluation report in accordance with the DEQAS.

75. Team members will together form a complementary combination of necessary technical expertise and have subsequent performance of written work on similar assignments. One member will be dedicated to gender mainstreaming throughout the evaluation process, ensuring that gender perspectives are integrated in line with WFP standards. A second consultant will be designated for quality assurance, responsible for reviewing and validating deliverables and data collection tools in accordance with both the Centralized and Decentralized Evaluation Quality Assurance Systems (EQAS and DEQAS). This quality assurance consultant will contribute approximately five days of effort, providing thorough oversight to ensure the evaluation products meet WFP's rigorous quality criteria and guidance.

76. Team members will: i) contribute to the methodology in the part of their area of expertise of expertise based on document review; ii) carry out fieldwork; iii) participate in team meetings and meetings with participants; iv) contribute to the drafting and revision of assessment products in their area(s) of expertise.

### **6.3. Roles and responsibilities of stakeholders**

81. WFP Nigeria Office:

The country office will facilitate the evaluation team's contacts with stakeholders in Nigeria; provide logistic support during the fieldwork, and organize an in-country stakeholder workshop. Adeyinka TIMOTHY has been nominated as the WFP country office evaluation manager and focal point, and will assist in communicating with the evaluation team, setting up meetings, and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

82. The WFP Nigeria CO Management in Nigeria (Director or Deputy Country Director) will be responsible for:

- Assigning an Evaluation Manager: Mr. Adeyinka TIMOTHY, M&E Officer
- Composing the internal evaluation committee and the evaluation reference group (see below).
- Approve the final ToR, inception, and evaluation reports.

- Ensure the independence and impartiality of the evaluation at all stages, including the establishment of an Evaluation Committee and Reference Group.
  - Participate in discussions with the evaluation team on evaluation design and subject matter, performance, and results, with the Evaluation Manager and the evaluation team.
  - Organize and participate in two separate debriefings, one internal and one with external participants.
  - Oversee dissemination and follow-up processes, including preparation of Management Response to evaluation recommendations.
83. The Evaluation Manager manages the evaluation process through all phases, including drafting of the ToR.
- Acting as the main interlocutor between the evaluation team, represented by the team leader, the firm's focal point, and WFP counterparts, to ensure a smooth implementation process.
  - Ensures that quality assurance processes are operational.
  - Consolidates and shares feedback on draft TORs, inception, and evaluation reports with the evaluation team.
  - Ensures the use of quality assurance processes (checklists, quality services).
  - Ensures that the team has access to all documentation and information required for the evaluation; facilitates the team's contacts with local participants; organizes meetings, field visits; provides logistical support during fieldwork; and arranges for an interpreter, if required.
  - Organizes security briefings for the evaluation team and provides all required materials.
  - Ensuring EC and ERG are kept informed on progress, and escalating issues to the EC as appropriate.
84. An Internal Evaluation Committee, chaired by the WFP Deputy Country Representative, has been set up to steer the evaluation process and ensure the independence and impartiality of the evaluation. The roles and responsibilities of the EC include overseeing the evaluation process, making key decisions, reviewing the evaluation products, and approving the final evaluation products. The list of members is available in Annex V.
85. An Evaluation Reference Group has been formed, as appropriate, with WFP representation in Nigeria, at the Regional Office, the main Ministries involved, the main donors, other UN agencies, and international Non-Governmental Organizations (NGOs). It will review the evaluation products in order to provide an additional safety barrier against bias and influence.
86. The WFP Western and Central Africa Regional Office will take responsibility for:
- Advising the Evaluation Manager and providing technical support during the evaluation process.
  - Participate in discussions with the evaluation team on the evaluation design and evaluation topic as appropriate.
  - Provide feedback on draft TORs, inception, and evaluation reports.
  - Provide second-level quality assurance of all evaluation products through the regional evaluation unit before they are approved.
  - Support management's response to the evaluation and monitor the implementation of recommendations.
87. Regional Evaluation Officer Isabelle CONFESSON will carry out most of the responsibilities listed above. However, other regional technical advisors are likely to participate in the Evaluation Reference Group and provide comments on the various products as required.
88. The appropriate WFP Headquarters divisions will be responsible for:
- Discussing WFP strategies, policies, or systems in their area of responsibility and the subject of the evaluation.

- Comment on the evaluation ToR and draft report.

89. Other participants (Government, NGOs, UN agencies) will be consulted to provide information as needed by the Evaluation team.

90. Evaluation Office (OEV). The OEV, through the Regional Evaluation Advisor, will advise the Evaluation Manager and provide support to the evaluation process where necessary. It is responsible for providing access to independent quality support and will provide additional quality assurance on draft ToRs, inception and evaluation reports from an evaluation perspective. It also acts as a help desk when requested by the Country Office.

## 6.4. Security considerations

91. **Security clearance**, where required, is to be obtained from Nigeria.

- Consultants hired by WFP are covered by the United Nations Department of Safety & Security (UNDSS) system for United Nations personnel, which covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete the United Nations basic and advance security trainings (BSAFE & SSAFE) in advance, print out their certificates, and take them with them.
- As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team and for making adequate arrangements for evacuation for medical or security reasons. Consultants hired by the evaluation company are not covered by the United Nations Department of Safety and Security (UNDSS) system for UN personnel. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in the country and arranges a security briefing for them to gain an understanding of the security situation on the ground.

92. As per Annex I of the LTA agreement, companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts. Before company participation in a mini-bid and submission of the proposal, the company is advised to check whether government restrictions are in place that prevent team members from travelling to countries/areas to carry out the service delivery. The main security considerations are persistent threats from Non-State Armed Groups, kidnappings, and restricted areas/zones in the northeast. If it is the case that government restrictions prevent team members from traveling, the company should not participate in the mini-bid.

93. In view of the above, and to avoid any safety incidents, the Assessment ensures that:

- The WFP Country Office registers team members with the Security Officer on arrival in the country and organizes a security briefing so that they have an idea of the security situation on the ground.
- Once in the field, the assessment team should report to the area/sub-office security officers or the UN LSA for the security debriefing in deep field locations and sub-offices.

## 6.5. Communication

94. To enhance learning from this evaluation, the evaluation team must emphasize transparency and open communication with participants. This will be achieved by ensuring clear agreement on the channels and frequency of communications with and between key participants. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) during the inception phase.

95. The Communication and External Learning Plan is described in Annex VIII and includes a dissemination strategy, indicating how the results will be disseminated and how stakeholders or communities affected by gender equality and women's empowerment issues will be invited to participate.

96. As part of international standards for evaluations, WFP requires all evaluations to be made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP through transparent reporting and the use of evaluation. Following approval of the final evaluation report, a mini-documentary will be produced by the firm to better communicate and disseminate the findings and implications of the evaluation.

97. The products (inception report and evaluation report) should be produced in English. The final evaluation report will be posted on the public WFP website, and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report. This will be accompanied by an evaluation brief and an infographic with key highlights.

98. Evaluators shall provide a copy of the evaluation reports that is free of personally identifiable information (PII) and proprietary information. Final versions of evaluation reports ready for publication should be accessible to persons with disabilities.

## **6.6. Proposal**

99. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs, and other costs (interpreters, etc.). The budget should be submitted as an Excel file separate from the technical proposal document.

100. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members as part of the decision-making process and selection.

101. For the purpose of this evaluation, WFP will use a Long-Term Agreement (LTA, sometimes called a Service Level Agreement), which is based on pre-agreed rates with the evaluation firms.

102. The final amount will be determined according to the option chosen to contract the appraisal and the rates applicable at the time of contracting. The appraisal firm will use the proposal template for decentralized appraisals. The appraisal budget included in the independent appraisal firm's bid should cover:

- a. Fees and per diems for the independent evaluators (as per the long-term agreement with WFP); International travel costs, means of subsistence, and other direct expenses. and other direct expenses (including communication) should be included in the proposed budget;
- b. Communication costs and interpreters, if necessary.
- c. The video summarizing the final evaluation report will be produced by the communications team. Accordingly, the cost of producing a three-minute video will be borne by the Nigeria Country Office.

103. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in English.

104. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks, e.g., flare-up of civil unrest/conflict.

105. The WFP Nigeria Country Office will be directly in charge of logistical support for in-country travel and the organization of workshops and debriefings. Hence, proposals should not include costs for in-country travel.

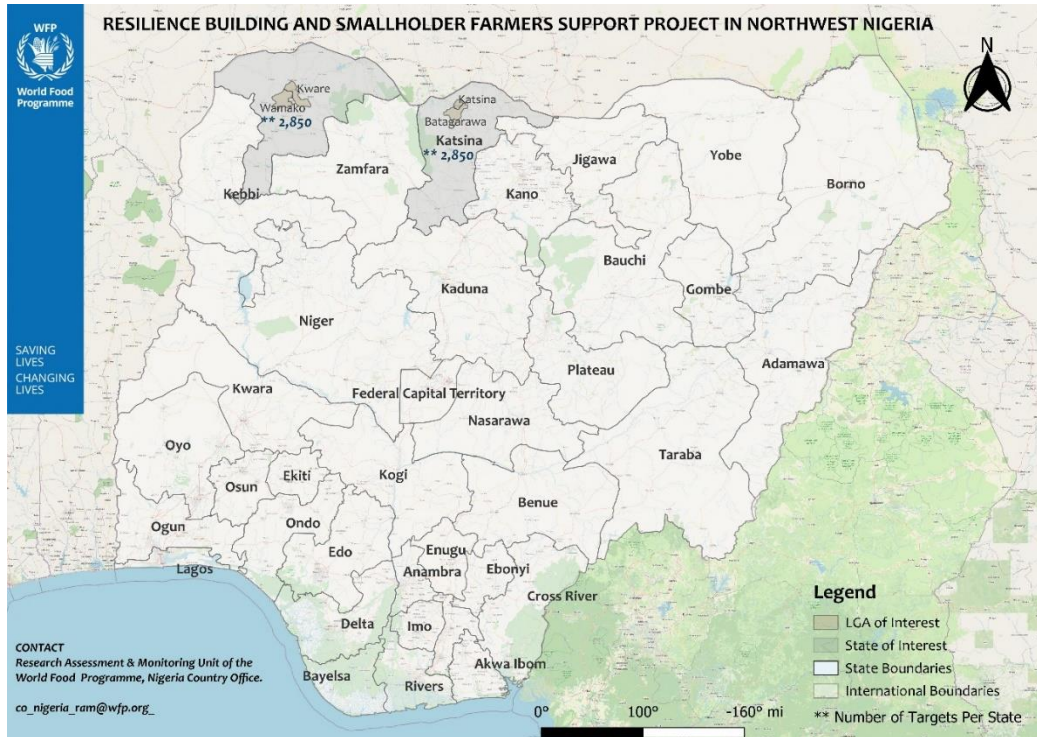
106. Please send any queries through the InTend platform.

# Annex I. Overview of performance data availability

## Country Strategic Plan 2023-2027: Strategic Outcome and Outcome Results Analysis

Activity 04: Provide an integrated package of nutrition and climate-adaptive livelihoods activities to vulnerable households, especially those with nutritionally vulnerable groups (children under 24 months of age, pregnant and nursing women, adolescent girls, and people living with HIV), to improve diets.					
Outcome Indicator	Baseline	End-CSP Target	2024 Target	2024 Follow-up	2023 Follow-up
Consumption-based coping strategy index (average)	17.9	≤8	≤8	19.88	16.3
Food consumption score: Percentage of Households with Acceptable Food Consumption Score	56.8	>68.2	>68.2	25.38	33.7
Food consumption score: Percentage of households with Borderline Food Consumption Score	43.2	<23.7	<23.7	57.93	61.7
Food consumption score: Percentage of Households with Poor Food Consumption Score	38.46	<10	<10	16.54	2.8
Livelihood coping strategies for essential needs: Percentage of households using crisis coping strategies	44.6	<12	<12	17.37	10.2
Livelihood coping strategies for essential needs: Percentage of households using emergency coping strategies	1.4	<17	<17	9.45	1.3
Livelihood coping strategies for essential needs: Percentage of households using stress coping strategies	37.8	≤15	≤15	54.4	62.2
Livelihood coping strategies for essential needs: Percentage of households not using Livelihood-based coping strategies	16.2	>55	>55	18.78	26.3
<b>Climate-adapted assets and agricultural practices</b>					
Climate resilience capacity score: 1. Total Low CRS	25	<25	25	19.78	25
Climate resilience capacity score: 2. Total Medium CRS	37.5	≥37.5	37.5	47.49	37.5
Climate resilience capacity score: 3. Total High CRS	37.5	≥37.5	37.5	32.73	37.5
Proportion of the population in targeted communities reporting environmental benefits	40		≥12.5	33.33	
Activity 05: Provide support on gender-transformative, climate-smart youth youth-inclusive food production, post-harvest and commodity quality management, and marketing to smallholder farmers.					
Average percentage of smallholders' post-harvest losses at the storage stage	30.57		<20	30.57	

# Annex II. NGCO's Country Livelihood & Map



## Annex III. Logical Framework for Nigeria CSP

## LOGICAL FRAMEWORK FOR NIGERIA COUNTRY STRATEGIC PLAN (2023–2027)

### SDG 2: Zero hunger

#### SDG target 1: Access to food

**Country strategic plan outcome 1: Food-insecure internally displaced persons, refugees, returnees and host community members in crisis-prone and conflict-affected areas of Nigeria have access to adequate nutritious food and early recovery activities that meet their immediate food needs and live in cohesive households and communities, during and after shocks**

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

#### Assumptions

Security does not deteriorate significantly; affected areas are accessible; government partnerships are stable; collaborative handover plans are developed and implemented; adequate donor funding is received.

#### Outcome indicators

Consumption-based coping strategy index, reduced CSI

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Moderate acute malnutrition treatment performance rate – default

Moderate acute malnutrition treatment performance rate – mortality

Moderate acute malnutrition treatment performance rate – non-response

Moderate acute malnutrition treatment performance rate – recovery



Percentage of moderate acute malnutrition cases reached by treatment services (coverage for nutrition treatment activities)

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population reached by nutrition preventive programme (coverage)

Proportion of households that cannot afford the lowest-cost nutritious diet

Proportion of target population who participate in an adequate number of distributions (adherence)

### Activities and outputs

**1. Provide food assistance and an integrated package of gender-transformative malnutrition prevention alongside social and behaviour change communication, asset-creation, skills development and complementary livelihood activities to crisis-affected, food-insecure internally displaced persons, returnees, refugees, host communities and nutritionally vulnerable groups (including children 6–23 months of age and pregnant and nursing mothers) (URT-1.2: Unconditional resource transfer)**

3. Children 6–59 months of age, pregnant and nursing women and girls and other nutritionally vulnerable groups affected by crisis receive nutrition support, including improved knowledge, that prevents and treats acute malnutrition (Output category: A: Resources transferred. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3. Children 6–59 months of age, pregnant and nursing women and girls and other nutritionally vulnerable groups affected by crisis receive nutrition support, including improved knowledge, that prevents and treats acute malnutrition (Output Category: B: Nutritious food provided. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

2. Crisis-affected, food-insecure households receive complementary livelihoods support that enhances their early recovery. (Output category: D: Assets created. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1. Food-insecure internally displaced persons, refugees and returnees in crisis-prone and crisis-affected areas, vulnerable to the impacts of climate change and conflict, receive food or cash assistance that meets their basic food and nutrition needs (Output Category: A: Resources transferred. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1. Food-insecure internally displaced persons, refugees and returnees in crisis-prone and crisis-affected areas, vulnerable to the impacts of climate change and conflict, receive food or cash assistance that meets their basic food and nutrition needs (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

**2. Provide malnutrition treatment activities, alongside gender-transformative social and behaviour change communication, to children 6–59 months of age and pregnant and nursing mothers (NTA-1.4: Malnutrition treatment programme)**

3. Children 6–59 months of age, pregnant and nursing women and girls and other nutritionally vulnerable groups affected by crisis receive nutrition support, including improved knowledge, that prevents and treats acute malnutrition (Output category: A: Resources transferred. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3. Children 6–59 months of age, pregnant and nursing women and girls and other nutritionally vulnerable groups affected by crisis receive nutrition support, including improved knowledge, that prevents and treats acute malnutrition (Output category: B: Nutritious food provided. Standard Output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

**SDG target 2: End malnutrition**

**Country strategic plan outcome 2: Nutritionally vulnerable people in Nigeria benefit from better access to healthy diets and complementary services to improve their nutrition status in line with national targets by 2027**

WFP strategic outcome 2: People have better nutrition, health and education outcomes

Focus area: resilience building

Nutrition-sensitive

**Assumptions**

Access to prioritized areas and vulnerable groups is assured; funding requirements are met; national and local actors are receptive to technical assistance; local suppliers meet WFP food safety and quality standards; there is sustained political support from government agencies.

## Outcome indicators

Minimum diet diversity for women and girls of reproductive age

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Percentage increase in production of high-quality and nutrition-dense foods

Proportion of children 6–23 months of age who receive a minimum acceptable diet

## Activities and outputs

**3. Support the provision of an integrated, multisectoral, gender-transformative, nutrition-sensitive package to nutritionally vulnerable groups (including children 6–59 months of age, pregnant and nursing mothers, adolescent girls and people living with HIV) (NPA-1.3: Malnutrition prevention programme)**

4. Children 6–59 months of age, pregnant and nursing women and girls and other nutritionally vulnerable groups (including people living with HIV and tuberculosis) benefit from integrated nutrition packages through capacity strengthening for national and local actors in multisectoral programming (Output category: C: Capacity development and technical support provided. Standard output: 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

5. Targeted individuals benefit from improved knowledge of gender-responsive nutrition, care practices, diverse healthy diets, climate-sensitive agriculture and protection that allows them to change their behaviour in ways that contribute to improvement in their nutrition status (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

## SDG target 4: Sustainable food system

**Country strategic plan outcome 3: By 2027, targeted vulnerable households and smallholder farmers in Nigeria have improved sustainable livelihoods and enhanced social cohesion derived from food systems that are resilient to shocks and thus facilitate enhanced access to nutritious diets all year round**

WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Nutrition-sensitive

## **Assumptions**

Access to prioritized areas and vulnerable groups is assured; funding requirements are met; climatic conditions are conducive to crop performance; smallholder farmers are willing to join cooperatives, attend training and adopt adequate post-harvest management technologies; and the Government continues to prioritize the enhancement of food quality and safety standards

## **Outcome indicators**

Average percentage of smallholder post-harvest losses at the storage stage

Climate adaptation benefit score

Climate resilience capacity score

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Minimum diet diversity for women and girls of reproductive age

Percentage of targeted smallholder farmers selling through WFP-supported farmer aggregation systems

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Percentage children 6-23 months of age who receive a minimum acceptable diet

Proportion of eligible population reached by nutrition preventive programme (coverage)

Proportion of households that cannot afford the lowest-cost nutritious diet

Proportion of target population who participate in an adequate number of distributions (adherence)

Proportion of the population in targeted communities reporting environmental benefits

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

## Activities and outputs

### **4. Provide an integrated package of nutrition and climate adaptative livelihood activities to vulnerable households, especially those with nutritionally vulnerable groups (children 6–23 months of age, pregnant and nursing women, adolescent girls and people living with HIV), to improve diets (ACL-1.6: Community and household asset creation)**

6. Children 6–23 months of age, adolescent girls, pregnant and nursing women and other nutritionally vulnerable groups (including people living with HIV and tuberculosis clients) benefit from an integrated, multisectoral malnutrition prevention package that improves access to nutritious diets (Output category:

A: Resources transferred. Standard output: 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

7. Targeted vulnerable households and communities have access to productive assets and relevant skills that enable them to better cope with shocks and stressors and improve their livelihood opportunities (Output category: A: Resources transferred. Standard output: 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

7. Targeted vulnerable households and communities have access to productive assets and relevant skills that enable them to better cope with shocks and stressors and improve their livelihood opportunities (Output category: D: Assets created. Standard output: 3.1: People and communities have access to productive assets to better cope with shocks and stressors)

7. Targeted vulnerable households and communities have access to productive assets and relevant skills that enable them to better cope with shocks and stressors and improve their livelihood opportunities (Output category: G: Skills, capacities and services for climate-adapted livelihoods. Standard output: 3.1: People and communities have access to productive assets to better cope with shocks and stressors.

### **5. Provide support on gender-transformative, climate-smart, youth-inclusive food production, post-harvest and commodity quality management and marketing to smallholder farmers (SMS-1.8: Smallholder agricultural market support programmes)**

8. Smallholder farmers (particularly women and youth) and value chain actors apply climate-smart practices to boost production, reduce post-harvest losses, aggregate and improve the quality of marketable surpluses, improve access to markets and increase employment opportunities for youth (Output category: F: Smallholder farmers supported. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce postharvest losses, access markets and leverage linkages to schools)

8. Smallholder farmers (particularly women and youth) and value chain actors apply climate-smart practices to boost production, reduce post-harvest losses, aggregate and improve the quality of marketable surpluses, improve access to markets and increase employment opportunities for youth (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce postharvest losses, access markets and leverage linkages to schools)

## **SDG 17: Partnerships for the goals**

### **SDG target 9: Capacity building**

**Country strategic plan outcome 4: National actors have strengthened capacity and an enhanced enabling environment for the development and management of food security and nutrition policies, strategies, processes and programmes in line with national targets to achieve zero hunger by 2030**

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: root causes

### **Assumptions**

The Government continues to prioritize the development of social protection policies and food systems strengthening; partners and food systems actors remain engaged, interested, and take ownership; donor funding is secured.

### **Outcome indicators**

Emergency preparedness capacity index

Number of national policies, strategies, programmes, and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes, and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of national policies, strategies, programmes, and other system components relating to school health and nutrition/including school feeding, enhanced/developed with WFP capacity strengthening support and/or advocacy

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

Systems Approach for Better Education Results School Feeding Index

## Activities and outputs

### **6. Provide nutrition-sensitive and gender-transformative technical support on emergency preparedness and response, social protection, food systems, digital solutions, policy development and coherence and other innovative approaches targeting SDG 2 to national actors, including institutions (SPS-1.10: Social protection sector support)**

10. Disaster-prone and affected people in Nigeria benefit from strengthened national emergency preparedness and response systems, including the strengthened capacity of federal, state and local actors to improve their resilience to shocks (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

11. Food systems actors in Nigeria benefit from improved public and private institutions' capacity to support food value chains, including enhanced food quality and standards, and local production of nutritious foods (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes, contributing to the achievement of zero hunger and other SDGs)

12. Nigerians benefit from WFP coordination and advocacy efforts aimed at aligning existing policy frameworks with the Nigerian zero hunger agenda and providing enabling support for relevant strategies spanning the public, private, and social sectors, and thus benefit from efficient, effective and equitable progress towards zero hunger (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes, contributing to the achievement of zero hunger and other SDGs)

9. People vulnerable to food insecurity and malnutrition in Nigeria benefit from strengthened social protection and access to nutrition-sensitive complementary services, including home-grown school feeding, that improve their food security and nutrition status (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, social protection, and food systems are strengthened)

### **SDG target 16: Global partnership**

**Country strategic plan outcome 5: The humanitarian community in Nigeria is enabled to reach and operate in areas of crisis throughout the year**

WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective

Focus area: crisis response

## Assumptions

The absence of reliable commercial air operators to service currently inaccessible areas continues; demand from the humanitarian community for WFP services remains strong; vulnerable and targeted populations remain accessible only through the UNHAS; donor funding is received

## **Outcome indicators**

Percentage of users satisfied with services provided

## **Activities and outputs**

### **7. Provide common logistic services to government, United Nations and non-governmental organization partners to facilitate effective field operations (LCS-2.1: Logistics cluster)**

13. Crisis-affected people benefit from efficient logistics services through which they receive timely life-saving food and other humanitarian assistance (Output category: H: Shared services and platforms provided. Standard output: 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

### **8. Provide common emergency telecommunications services to the Government, humanitarian partners and crisis-affected communities to facilitate effective field operations, provide for staff security and support the protection of affected communities (ETC-2.2: Emergency telecommunications cluster)**

14. Crisis-affected people benefit from reliable telecommunications that facilitate timely humanitarian assistance (Output category: H: Shared services and platforms provided. Standard Output: 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

### **9. Provide United Nations Humanitarian Air Service services to all humanitarian partners (HAS-2.3: United Nations Humanitarian Air Service)**

15. Crisis-affected people benefit from United Nations Humanitarian Air Service services that assure timely humanitarian assistance (Output category: H: Shared services and platforms provided. Standard Output: 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

### **10. Provide on-demand services to humanitarian actors (ODS-2.4: On-demand services)**

16. Humanitarian actors utilize on-demand services to augment their capacity to ensure efficient, effective and coordinated interventions (Output category: H: Shared services and platforms provided. Standard output: 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)





# Annex IV. CSP Strategic Framework, Demographics & Resource Status

2023 Beneficiaries by sex and Age group						
Age group	Plan			Actual		
	Male	Female	Total	Male	Female	Total
0-23month	227,876	227,116	454,992	220,790	253,950	474,740
24-59month	264,534	259,113	523,647	168,610	162,022	330,632
5-11 Years	153,881	142,311	296,192	158,773	158,806	317,579
12-17 years	176,737	172,861	349,598	137,493	135,154	272,647
18-59 years	363,773	385,560	749,333	307,984	555,205	863,189
60+ year	41,554	31,669	73,223	78,361	75,258	153,619
Total	1,228,355	1,218,630	2,446,985	1,072,011	1,340,395	2,412,406
2024 Beneficiaries by sex and Age group						
Age group	Plan			Actual		
	Male	Female	Total	Male	Female	Total
0-23month	268,881	267,958	536,839	324,200	308,902	633,102
24-59month	305,539	299,956	605,495	241,545	235,073	476,618
5-11 Years	153,882	142,310	296,192	48,440	47,962	96,402
12-17 years	176,917	173,055	349,972	147,497	138,348	285,845
18-59 years	365,446	387,516	752,962	368,082	432,178	800,260
60+ year	41,553	31,669	73,222	54,455	31,922	86,377
Total	1,312,218	1,302,464	2,614,682	1,184,219	1,194,385	2,378,604

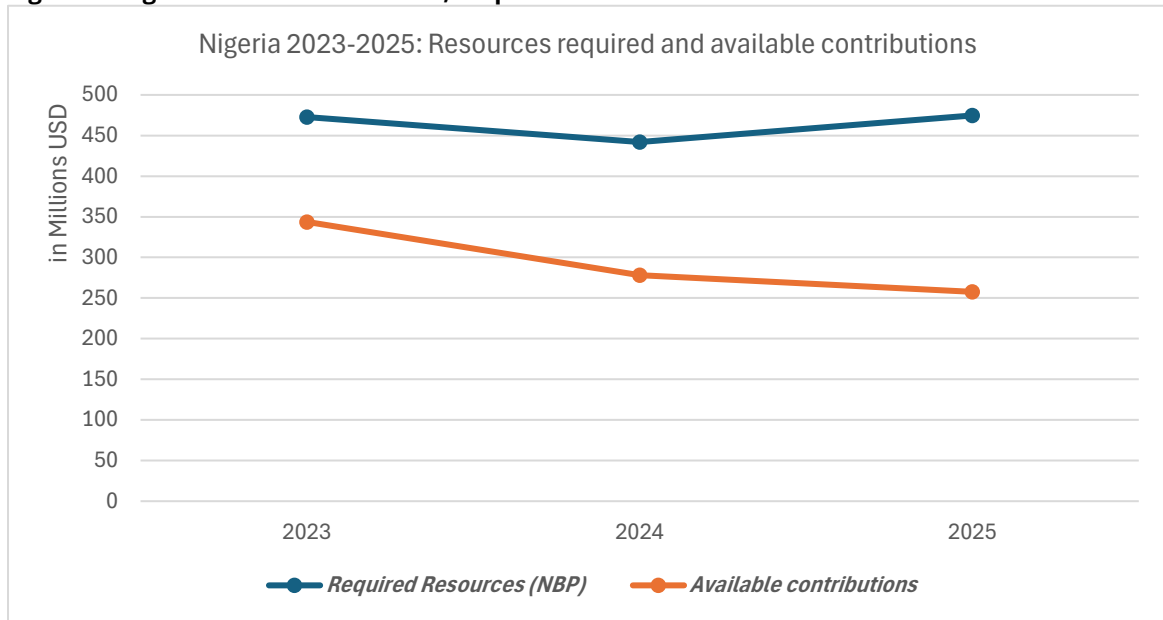
## Nigeria CSP 2023-2027, overview of strategic outcomes and activities

Strategic Outcomes	Activities	Modalities of intervention (food and Cash Transfer, CCS, Service Delivery)	Focus Area
<b>SO 1:</b> Food-insecure internally displaced persons, refugees, returnees, and host community members in crisis-prone and conflict-affected areas have access to adequate nutritious food and early recovery activities that meet their immediate food needs and live in cohesive households and communities, during and after shocks.	<b>Activity 1:</b> Provide food assistance, and an integrated package of gender-transformative, malnutrition prevention alongside social behaviour change communication, asset-creation, skills development and complementary livelihood activities to crisis-affected, food-insecure internally displaced persons, returnees, refugees, host communities and nutritionally vulnerable groups (including children 6-23 months of age and pregnant and lactating mothers). <b>URT-1.2.</b>	Food transfers  Cash-based transfers  Capacity strengthening	Crisis response
	<b>Activity 2:</b> Provide malnutrition treatment activities, alongside gender-transformative social and behaviour change communication to children 6-59 months of age, and pregnant and nursing mothers. <b>NTA-1.4.</b>	Food transfers  Capacity strengthening	
<b>SO 2:</b> Nutritionally vulnerable people in Nigeria benefit from better access to healthy diets and complementary services to improve their nutrition status in line with national targets by 2027.	<b>Activity 3:</b> Support the provision of an integrated, multisectoral, gender-transformative, nutrition-sensitive package to nutritionally vulnerable groups (including children 6-59 months of age, pregnant and nursing mothers, adolescent girls, and people living with HIV). <b>NPA-1.3.</b>	Food transfers  Cash-based transfers  Capacity strengthening	Resilience Building
<b>SO 3:</b> By 2027, targeted vulnerable households and smallholder farmers in Nigeria have improved sustainable livelihoods and enhanced social cohesion derived from food systems that are resilient to shocks and thus facilitate enhanced access to nutritious diets all year round.	<b>Activity 4:</b> Provide an integrated package of nutrition and climate-adaptive livelihoods activities to vulnerable households, especially those with nutritionally vulnerable groups (children under 24 months of age, pregnant and nursing women, adolescent girls, and people living with HIV), to improve diets. <b>ACL-1.6.</b>	Food transfers  Cash-based transfers  Capacity strengthening	Resilience Building
	<b>Activity 5:</b> Provide support on gender-transformative, climate-smart youth youth-inclusive food production, post-	Capacity strengthening	

	harvest and commodity quality management, and marketing to smallholder farmers. <b>SMS-1.8.</b>		
<b>SO 4:</b> National actors have strengthened capacity and an enhanced enabling environment for the development and management of food security and nutrition policies, strategies, processes, and programmes in line with national targets to achieve Zero Hunger by 2030.	<b>Activity 6:</b> Provide nutrition-sensitive, gender-transformative, technical support on emergency preparedness and response, social protection, food systems strengthening, digital solutions, policy development and coherence, and other innovative approaches targeting SDG2, to national actors including institutions. <b>SPS-1.10.</b>	Capacity strengthening Service delivery	Root Causes
<b>SO 5:</b> The humanitarian community in Nigeria is enabled to reach and operate in areas of crisis throughout the year.	<b>Activity 7:</b> Provide common logistic services to the Government, United Nations and NGO partners to facilitate effective field operations. <b>LCS-2.1. Modalities: Service delivery</b>		Crisis Response
	<b>Activity 8:</b> Provide common emergency telecommunications services to the Government, humanitarian partners, and crisis-affected communities to facilitate effective field operations, provide for staff security, and support the protection of affected communities. <b>ETC-2.2 Modalities: Service delivery</b>		
	<b>ACTIVITY 9:</b> Provide UNHAS services to all humanitarian partners. <b>HAS-2.3 Modalities: Service delivery</b>		
	<b>ACTIVITY 10:</b> Provide on-demand services to humanitarian actors. <b>ODS-2.4 Modalities: Service delivery</b>		

Source: IRM analytics, data extracted on 11/04/2025

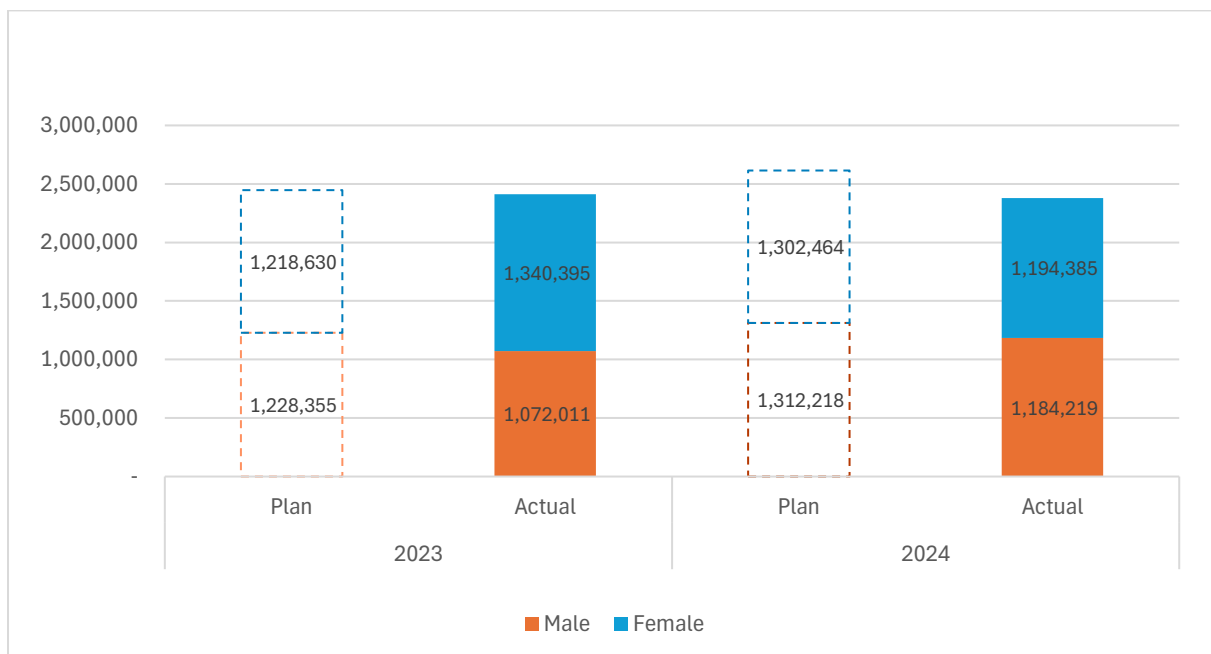
**Figure 1: Nigeria Resource 2023-2025, Required Resources and available contributions**



\*As of April 2025

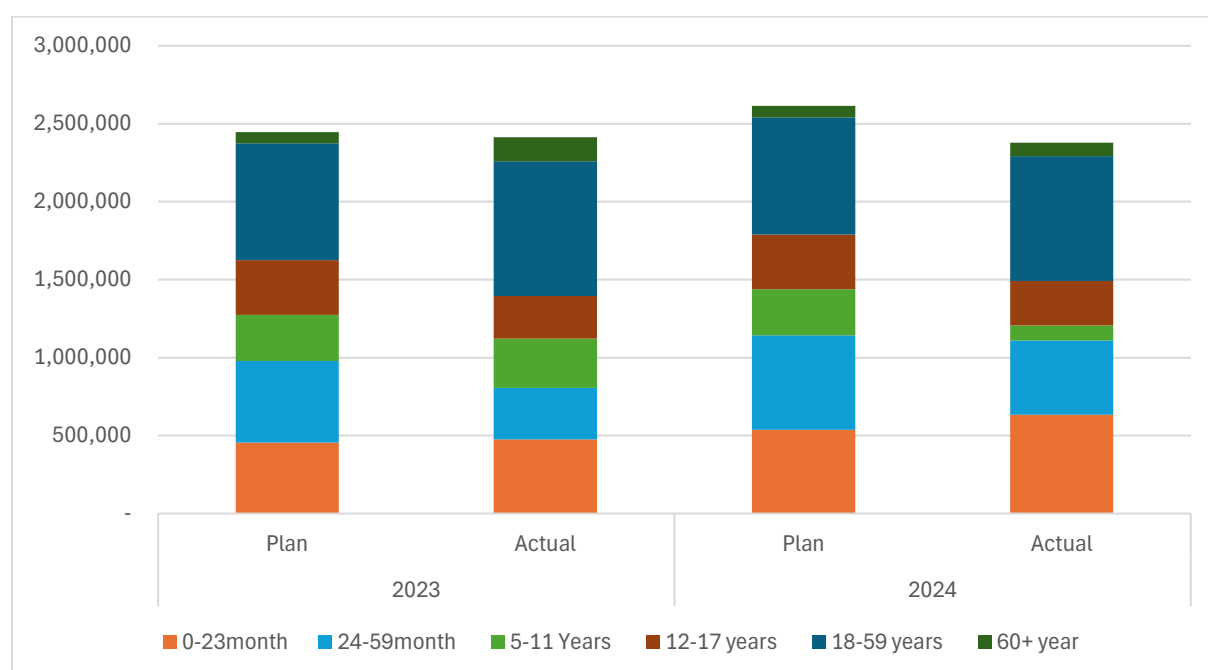
Source: BPU report, Nigeria 2025

**Figure 2: CSP Nigeria 2023-2024 planned and actual beneficiaries**



Source: COMET CM-R001b Nigeria

**Figure 3: CSPE Nigeria 2023-2024 beneficiaries, composition by age category**



Source: COMET CM-R001b Nigeria

### Detailed Activities for SO 3

Detailed activities for Activity 5	Detailed activities for Activity 4
<ol style="list-style-type: none"> <li>1. Training of young aggregators on value addition (cleaning, grading, labelling, storage, and financial literacy).</li> <li>2. Training smallholders in good agricultural practices and commercial agriculture.</li> <li>3. Training of processors on modern techniques of processing, storage, preservation, packaging, labelling, marketing, and financial literacy.</li> <li>4. Training of agro-dealers on product handling, storage management, customer services, identification of fake products, PPE, business management, and entrepreneurship skills.</li> <li>5. Provide technical capacity-building to youth involved in compost and briquette making from crop residues and train them on packaging, marketing, and financial literacy.</li> <li>6. Training for retailers on storage, value addition, branding, financial literacy, and marketing.</li> <li>7. Provide intensive capacity-building training for the on-farm workers on the handling of agrochemicals, financial literacy, and market linkages.</li> <li>8. Provide training to youth private extension service providers.</li> <li>9. Organize tractor operators and train them on soft skills, record keeping, basic tractor</li> </ol>	<ol style="list-style-type: none"> <li>1. Cash transfer</li> <li>2. Wet season farming</li> <li>3. Dry Season/ Irrigation Farming</li> <li>4. Establish vegetable gardens and tree nurseries at schools.</li> <li>5. Establishing farmer field schools and trainings on good agricultural practices</li> <li>6. Backyard Garden</li> <li>7. Livestock production (provision of shoats and Paravent services)</li> <li>8. Strengthen the capacity of producer organizations to aggregate</li> <li>9. Fish Production</li> <li>10. Fish Processing</li> <li>11. Poultry Production</li> <li>12. Income Generating Activities</li> <li>13. Village Savings and Loan Association (VSLA)</li> <li>14. Infrastructural development (Market stalls, reservoirs for water harvesting structures)</li> <li>15. Natural Resources Management (Seedlings production, distribution, and planting), school and primary health care garden, Orchard plantation</li> </ol>

<p>repairs and maintenance and financial literacy.</p> <ol style="list-style-type: none"> <li>10. Training of processing service providers on modern techniques of processing, storage, preservation, packaging, labelling, marketing, and financial literacy.</li> <li>11. Provide capacity-building training to post-harvest service providers on modern techniques of post-harvest management, storage, preservation, packaging, marketing, and financial literacy.</li> <li>12. Provide capacity-building training to transporters on crop handling, basics of vehicle maintenance, soft skills, and financial literacy.</li> <li>13. Provide capacity-building training for wholesalers on storage, value addition, branding, financial literacy, and marketing, among others.</li> <li>14. Provision of basic equipment to aggregators' clusters/cooperatives (pellets, trolleys, weighing and measuring tools, bagging, and packaging equipment.</li> <li>15. Provide capacity-building training on financial literacy, informal apprenticeship training through model fabricators.</li> <li>16. Provide basic tools/equipment to clusters of agro-input dealers such as pallets, trolleys, PPEs, etc.</li> <li>17. Facilitate linkages of processors with the Export Promotion Council, aggregators, equipment fabricators, etc.</li> <li>18. Provide basic tools/equipment to wholesalers such as measuring scales, pellets, and packaging machines, among others, to improve their working conditions.</li> <li>19. Facilitate business linkages between aggregators, producers' organizations, financial institutions, etc.</li> <li>20. Establishment of the revolving fund to support women in food processing and retailing in partnership with NIRSAL.</li> <li>21. Setting up of the APEX organisation to coordinate with the different VSLA and SHF groups and drawing of the standard operating procedures for the revolving fund.</li> <li>22. Linking of trained enterprises, VSLAs, and SHFs to guarantee and insurance facilities for accessing the credit.</li> <li>23. Link small and medium processing enterprises to digital marketing and market information systems.</li> </ol>	
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## Annex V. Members of the Internal Evaluation Committee

Purpose and function: The overall purpose of the Evaluation Committee is to ensure a credible, transparent, impartial, and quality evaluation process, in line with the WFP Evaluation Policy (2016-2021). It helps to ensure the smooth running of evaluation management and maintain distance from those implementing the program (thus preventing potential risks of undue influence). To achieve this, he or she will assist the evaluation manager throughout the process, reviewing the expected evaluation products (terms of reference, inception report, and evaluation report) and submitting them for approval to the country director, who will chair the committee.

The key decisions to be taken by the evaluation committee are:

- The purpose, scope, and timetable of the decentralized evaluation, the budget, allocation of funds, and selection of the evaluation team;
- Approval of the terms of reference, the inception report, and the evaluation report. The Evaluation Committee is complemented by an Evaluation Reference Group (ERG), which is a wider group of internal and external stakeholders with an advisory role.

### Committee membership:

	Name	Function
<b>Nigeria Country Office</b>	<b>Guy ADOUA</b>	<b>Deputy Country Director of the WFP Nigeria Country Office (Chairman of the Evaluation Committee)</b> <a href="mailto:guy.adoua@wfp.org">guy.adoua@wfp.org</a>
	<b>Adeyinka TIMOTHY</b>	<b>M&amp;E Officer (Evaluation Manager, also the secretariat of this committee)</b>
	<b>Serigne LOUM</b>	<b>Head of Programme</b> <a href="mailto:serigne.loum@wfp.org">serigne.loum@wfp.org</a>
	<b>Wuni DASORI</b>	<b>Head of RAM</b> <a href="mailto:Wuni.dasori@wfp.org">Wuni.dasori@wfp.org</a>
	<b>Annie Williams</b>	<b>Head of Compliance</b> <a href="mailto:annie.williams@wfp.org">annie.williams@wfp.org</a>
<b>WFP Western and Central Africa Regional Office - Dakar (WACARO)</b>	<b>Isabelle CONFESSON</b>	<b>Regional Evaluation Officer</b> <a href="mailto:isabelle.confesson@wfp.org">isabelle.confesson@wfp.org</a>



# Annex VI. Role, composition, and schedule of engagement of the evaluation reference group

107. **Purpose and role:** The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all DEs.

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

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

## Composition of the ERG

	Stakeholder	Agency	Title	Location
1	Country Office	WFP	Deputy Country Director	Abuja, Nigeria
2	Country Office	WFP	Head of Programme	Abuja, Nigeria
3	Country Office	WFP	Compliance Officer	Abuja, Nigeria
4	Country Office	WFP	Donor Relations Officer	Abuja, Nigeria
5	Country Office	WFP	Nutritionist	Abuja, Nigeria
6	Country Office	WFP	Head of Programme	Maiduguri, Nigeria
7	Country Office	WFP	Gender Officer	Abuja, Nigeria
8	Country Office	WFP	Head of Livelihoods	Abuja, Nigeria
9	Country Office	WFP	Programme Officer, Livelihoods	Abuja, Nigeria
10	Country Office	WFP	Programme Officer, Livelihoods	Maiduguri, Nigeria

11	Country Office	WFP	Programme Officer, Livelihoods	Maiduguri, Nigeria
12	Country Office	WFP	Head of RAM	Abuja, Nigeria
13	Country Office	WFP	Evaluation Manager	Abuja, Nigeria
14	Country Office	WFP	Head of Sub-Office	Damaturu, Nigeria
15	Country Office	WFP	M&E Officer, Area Office	Abuja, Nigeria
16	WACARO	WFP	Regional Evaluation Officer	Dakar, Senegal
17	WACARO	WFP	Resilience Advisor	Dakar, Senegal
18	WACARO	WFP	Programme Office	Dakar, Senegal
19	WACARO	WFP	Head of Resilience & Food Systems	Dakar, Senegal
20	Partner	CCDRN	MEAL Director	Nigeria
21		COOPI	Project Manager	Nigeria
22	United Nations Agencies	FAO	Programme Officer	Nigeria
23		IFAD	IFAD/ERG member	Nigeria

# Annex VII. Detailed timeline

	Phases, deliverables and timeline	Level of effort	Total time required for the step
<b>Phase 1 - Preparation (June 2025 to September 2025)</b>			
EM	Desk review, draft ToR, and quality assure (QA) using ToR QC	(2 weeks)	16 June to 26 June 2025
REU	Quality assurance by REU		27 June to 4 July
EM	Revise the draft ToR based on feedback received	(3 days)	5-7 July
ERG	Review and comment on the draft ToR	(1 day)	9 to 16 July
EM	Revise the draft ToR based on comments received and submit the final ToR to the EC Chair	(3 days)	17 July to 22 July
EM	Start the recruitment process	(0.5 day)	24 July
EC Chair	<b>Approve the final ToR and share with ERG and key stakeholders</b>	(0.5 day)	25 – 31 July
EM	Assess evaluation proposals/ Conduct interviews and recommend team selection	(2 days)	25 August – 5 September
EC Chair	<b>Approve the evaluation team selection</b>	(0.5 day)	10 September
EM	Evaluation team contracting and PO issuance	(1 day)	15 September
<b>Phase 2 - Inception (September - November 2025)</b>			
ET	Desk review of key documents	(5 days)	16 - 26 September
EM/ET	Inception briefings, with REU support as needed	(1-2 days)	29 September
ET	Draft inception report	(2 weeks)	30 September – 14 October
EM	Quality assure the draft IR by EM and REU using QC	(2 days)	15 to 16 October
ET	Revise the draft IR based on feedback received by EM and REU	(1 day)	17 October
REU	Share draft IR with quality support service (DEQS) and organize follow-up call with DEQS, if required	(0.5 day)	18 October
ET	Revise the draft IR based on feedback received by DEQS	(2 days)	20 - 21 October
EM	Share revised IR with ERG	(0.5 day)	22 October
ERG	Review and comment on the draft IR	(1 day)	23 October – 6 November
EM	Consolidate comments	(0.5 day)	7 November
ET	Revise the draft IR based on feedback received and submit the final revised IR	(3 days)	10 – 13 November
EM	Review the final IR and submit to the evaluation committee for approval	(2 days)	14 – 21 November
EC Chair	<b>Approve the final IR and share with ERG for information</b>	(1 week)	25 November
<b>Phase 3 – Data collection (Nov-Dec 2025)</b>			
ET	<b>Data collection</b>	(2 weeks)	26 November – 10 December

ET	<b>In-country debriefing (s)</b>	(1.5 day)	11 December
<b>Phase 4 – Reporting (Dec 2025 – March 2026)</b>			
ET	Draft evaluation report	(3 weeks)	15 December – 19 January
EM	Quality assurance of draft ER by EM and REU using the QC,	(2-3 days)	22 - 26 January
ET	Revise and submit the draft ER based on feedback received by EM and REU	(2-3 days)	27 January – 2 February
EM	Share draft ER with quality support service (DEQS) and organize follow-up call with DEQS, if required	(0.5 day)	28 January – 6 February
ET	Revise and submit the draft ER based on the feedback received by DEQS	(2-3 days)	9 – 16 February
ERG	Review and comment on the draft ER	(0.5 day)	17 Feb – 3 March
EM	Consolidate comments received	(0.5 day)	4 March
ET	Revise the draft ER based on feedback received	(2-3 days)	5 – 13 March
EM	Review the final revised ER and submit to the evaluation committee	(2-3 days)	14 March
EC Chair	<b>Approve the final evaluation report and share with key stakeholders</b>	(1 day)	15 March
<b>Phase 5 - Dissemination and follow-up (March - April 2026)</b>			
EC Chair	Prepare management response	(5 days)	16 March – 13 April
EM	<b>Share final evaluation report and management response with the REU and OEV for publication and participate in the end-of-evaluation lessons learned call</b>	(0.5 day)	30 April

# Annex VIII. Communication and knowledge management plan

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
<b>Preparation</b>	1. Draft ToR	Key stakeholders through the Evaluation Reference Group (ERG)	Evaluation Manager	Email+ workshop	For review and comments on the ToRs
	2. Final TOR	WFP representative, ERG	Evaluation Manager, EC	Email+ discussions during coordination meetings, if necessary	To inform stakeholders of the overall plan, purpose, scope, and timing of the evaluation, and of their roles
<b>Inception</b>	3. Draft inception report	Key stakeholders through the Evaluation Reference Group (ER)	Evaluation Manager	Email	For review and comments on the draft start-up report
	4. Final inception report	Key stakeholders through the Evaluation Reference Group (ERG)	Evaluation Manager	Email+ discussions during coordination meetings, if necessary	To inform stakeholders of the detailed evaluation plan, their roles, and their implications in the evaluation
<b>Data collection and analysis</b>	5. PowerPoint Presentation	Key stakeholders through the Evaluation Reference Group (ERG)	Evaluation Manager	Email	Invite stakeholders to an external debriefing meeting to discuss the preliminary results
<b>Report</b>	6. Draft report evaluation	Key stakeholders through the Evaluation Reference Group (ERG)	Evaluation Manager on behalf of the Evaluation Committee	Email	Request comment draft report
	7. Final report evaluation	- Key stakeholders through the Evaluation Reference Group (ERG) -General public	Evaluation manager	Email -by posting the report on WFP's external website WFPgo;	To inform key stakeholders of the final main product from the evaluation and make the report publicly available

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
			Focal point for partner organizations	WFP.org, Evaluation Network platforms (e.g. UNEG, ALNAP) -by posting partner sites Email;	
	1. Draft management response to evaluation recommendations	Evaluation Reference Group; CO Programme staff; CO M&E staff;	Evaluation manager	Email and/or a webinar	To discuss the commissioning office's actions to address the evaluation recommendations and elicit comments
	2. Management's final response	General public	Evaluation manager	Email; WFPgo; WFP.org;	To ensure that all relevant staff are informed of the commitments made on taking actions and make the Management Response publicly available
	3. Evaluation Brief	WFP Management; WFP employees; donors and partners; National decision-makers	Evaluation manager	Email; WFPgo; WFP.org;	To disseminate evaluation findings
	4. Infographics, posters & data visualisation	Donors and partners; Evaluation community; National decision-makers; Affected populations, beneficiaries and communities; General public	Evaluation Team; OEV/RB/CO Communications/ KM unit	WFP.org, WFPgo; Evaluation Network platforms (e.g. UNEG, ALNAP); Newsletter; business card fo event; radio programmes; theater/drama, town-hall meetings;	To disseminate evaluation findings

# Annex IX. Acronyms and abbreviations

Abbreviation	Definition
ACR	Annual Country Report
ABinBEV	Anheuser-Busch InBev SA/NV
APADE	All for Peace and Dignity
APP	Agricultural Promotion Policy
BMZ	The German Federal Ministry for Economic Cooperation and Development
CCDRN	The Center for Community Development and Research Network
COOPI	Cooperazione Internazionale
CO	Country Office
CSP	Country Strategic Plan
CH	Cadre Harmonise
CPs	Cooperating Partners
DHCBI	Damnaish Human Capacity Building Initiatives
DTM	Displacement Tracking Matrix
DEQAS	Decentralized Evaluation Quality Assurance System
EB	Executive Board
FAO	Food and Agriculture Organization of the United Nations
FMHADM	Federal Ministry of Humanitarian Affairs, Disaster Management
GEWE	Gender Equality and Women's Empowerment
GDP	Gross Domestic Product
IDPs	Internally Displaced Persons
IOM	International Organisation of Migration
MCF	Master Card Foundation
NATIP	Nigeria's National Agricultural Technology and Innovation Policy
NBS	National Bureau of Statistics

<b>Abbreviation</b>	<b>Definition</b>
<b>NCWS</b>	National Council for Women's Society
<b>NEMA</b>	National Emergency Management Agencies
<b>NGOs</b>	non-governmental organizations
<b>SDG</b>	Sustainable Development Goal
<b>SEMA</b>	State Emergency Management Agency
<b>SO</b>	Strategic Outcomes
<b>SHA</b>	Self-Help Africa
<b>OEV</b>	Office of Evaluation
<b>WACARO</b>	Western and Central Africa Regional Office - Dakar
<b>UK</b>	The United Kingdom
<b>UNCT</b>	United Nations Country Team
<b>UNICEF</b>	United Nations Children's Fund
<b>USD</b>	United States Dollar

## **Nigeria Country Office**

### **World Food Programme**

Via Cesare Giulio Viola 68/70,  
00148 Rome, Italy - T +39 06 65131

**[wfp.org/independent-evaluation](http://wfp.org/independent-evaluation)**



