



WFP EVALUATION

Evaluation of Nigeria WFP Country Strategic Plan 2019-2022

January 2023

Evaluation Round Table



World Food Programme

SAVING
LIVES
CHANGING
LIVES

CONTEXT

- Most populated country in Africa with 43% of the population under 14
- Lower-middle-income country with 40 percent of the population living in poverty
- Increasing food insecurity with 24.6 million people suffering from hunger
- Northeast: > 2 million IDPs and almost 9 million people in need of humanitarian assistance
- Gender-based violence significantly increased during Covid-19



WFP CSP IN NIGERIA 2019–2022

Six strategic outcomes

(% of needs-based plan as of May 2021 Budget Revision 2)



72.8%

People affected by crises in Nigeria are able to meet their basic food and nutrition needs during and in the aftermath of shocks

S01



12.3%

Vulnerable people become more resilient to shocks and are able to meet their basic food needs throughout the year

S02



4.3%

Nutritionally vulnerable people have enhanced nutritional status in line with the achievement of national and global targets by 2025

S03



1.1%

Federal, state and local actors have strengthened capacity to manage food and nutrition security in line with targets

S04



0.2%

Government and partner efforts to achieve zero hunger by 2030 are supported by effective and coherent policy frameworks

S05



9.3%

The humanitarian community is able to reach and operate in areas of humanitarian crisis throughout the year

S06

DATA COLLECTION METHODS



Mixed methods including:

- **Document review** including WFP performance monitoring and financial data
- **Field site** observations in Borno and Yobe states conducted by national team members
- **Key informant interviews** and **focus group discussions** (including with beneficiaries)
- Attention to **gender** equality and women empowerment, **inclusion**, **accountability** to affected populations and **ethical** issues
- **Covid-19: Hybrid approach** with national consultants in-country

FINDINGS

Q1 TO WHAT EXTENT ARE WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE'S NEEDS, AS WELL AS WFP'S STRENGTHS?



Well aligned with national priorities to achieve SDGs and relevant sector-specific policies. WFP praised by federal government for its contribution to national effort towards zero hunger



Relevant to the needs of the most vulnerable thanks to community-based targeting as well as active engagement with the Cadre Harmonisé. Understanding of the situation of people living in highly insecure areas was weak



Adapted well to a changing context and increasing needs



Active engagement with inter-agency processes and coordination mechanisms as well as appropriate partnerships based on WFP's comparative advantage

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES?



SO1 In general food distribution areas, outcome indicators generally deteriorated, reflecting the worsening context

Improvements from baseline figures reported for most of the outcome indicators related to treatment of moderate acute malnutrition



SO2 Due to Covid-19 and resource shortages, almost 70 percent of community asset creation interventions paused and switched to unconditional food assistance. However, positive progress under the benefit-asset indicator reported



SO3 Nutrition prevention activities suspended during 2020 due to funding shortfalls. Consolidating nutrition activities under one outcome would have been beneficial

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES? (CONT.)



SO4 Capacity strengthening efforts at Federal and State levels contributed to the enhancement of public knowledge on the food security situation and policy development



SO5 High appreciation from Federal Government for WFP participation in Zero Hunger Fora and role in incorporating shock-responsiveness into review of the National Social Protection Policy



SO6 Humanitarian community enabled to remain operational and deliver more effectively thanks to WFP common humanitarian services (logistics, emergency telecommunications and UNHAS)

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES? (CONT.)



Close partnership with authorities facilitated **access** and logistics. Concerns around WFP's operational independence raised by some stakeholders



Protection and accountability to affected populations was considered in CSP design and implementation. Partly due to the pandemic, engagement with people in highly insecure areas was weak. Gender-based violence in camps needs addressing with partners



Progress made in mainstreaming **gender** into programming: Gender Improvement Plan developed, training for partners organised. Contribution to finalization of the National Gender Policy



Capacity strengthening and asset creation activities were found sustainable

Q3 TO WHAT EXTENT DID WFP USE ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO CSP OUTPUTS AND STRATEGIC OUTCOMES?



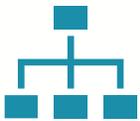
Most deliveries took place on time. Global Commodity Management Facility supported local procurement. Sometimes long queues due to Covid-19 measures and insufficient number of food retailers



CSP's intended coverage generally appropriate. Gaps between numbers of food insecure as per Cadre Harmonisé and the food security sector overall coverage



Cost-efficiency enhanced by biometric identification and corporate data visualization platforms



Adequate selection of delivery modalities according to context. Opportunities to further improve market assessment and conduct analyses on economic impact of local procurement

Q4 WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE CSP?



Continued instability and donor preference for emergency response prevented WFP from going beyond emergency response and move towards development as anticipated in the CSP



Strategic partnerships created an enabling environment for implementation of the CSP



WFP's effort to operate at scale in new areas with deteriorating context (northwest) hindered by geographical prioritization in the CSP framework and lack of clarity among partners on actions to follow-up on assessment missions

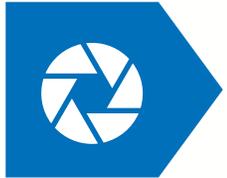


Frequent staff turnover and vacancies, including at leadership level, translated into loss of institutional memory

CONCLUSIONS



WFP was able to position itself strategically and demonstrated the capacity to scale up in response to increased needs



WFP achieved or exceeded many of the CSP outcome targets, with some variation in performance due to rising needs



CSP commitments on humanitarian principles, protection, accountability to affected populations and gender were only partially fulfilled

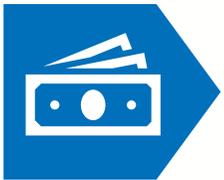


Medium- and long-term sustainability of programme achievements has been achieved only in part, largely due to the unstable context

CONCLUSIONS (CONT.)



Significant numbers of people in need remain without assistance. Despite generally effective targeting procedures, more robust follow-up of coverage could have increased the share of people in need assisted



Cost-efficient implementation was ensured by the use of strategic financing mechanisms, streamlined processes, and effective oversight and decision making



Strong partnerships, including with government institutions, created opportunities that helped to meet implementation targets



The intended shift to a developmental focus, as anticipated under the CSP, was premature

RECOMMENDATIONS

1

Design the **next CSP** focusing on **humanitarian challenges**, while continuing to pave the way for transition to a more **developmental approach**

2

Develop a clear plan aimed at promoting **full adherence to humanitarian norms and principles**

3

Incorporate a **broader** and more proactive **approach to addressing protection and AAP issues** beyond the food distribution process

4

Building on current progress, further develop a concrete set of actionable measures to **address gender inequality** in the next CSP

5

Improve targeting and monitoring mechanisms to further **increase coverage and inclusion of vulnerable population groups**