



World Food
Programme



Evaluation of WFP Corporate Emergency Response in Northeast Nigeria (2016-2018)

WFP Office of Evaluation

SAVING
LIVES
CHANGING
LIVES

October 2019

Context

- Lower-middle income economy: half population in **poverty**, most severe in **northeast**, northwest
- **Mass displacement** due to conflict since 2009
- Worsened pre-existing chronic **food and nutrition insecurity**
- In 2016–2017, over 3 million people in **IPC** phase from 3 to 5
- 7.1 million people in need of **humanitarian assistance**



WFP in Northeast Nigeria



Operations included:

- Regional Emergency Operation (in Nigeria)
 - Two Special Operations
 - Immediate Response EMOP
 - Immediate Response Preparation
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WFP in Northeast Nigeria

Activities evolved over time:

- Government Capacity strengthening (2015)
 - Pilot Cash-Based Transfers (2016)
 - Food and nutrition security assistance (March 2016)
 - Targeted nutrition support (June 2016)
 - Livelihood recovery activities commenced (Oct 2017)
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Data collection methods



Field missions



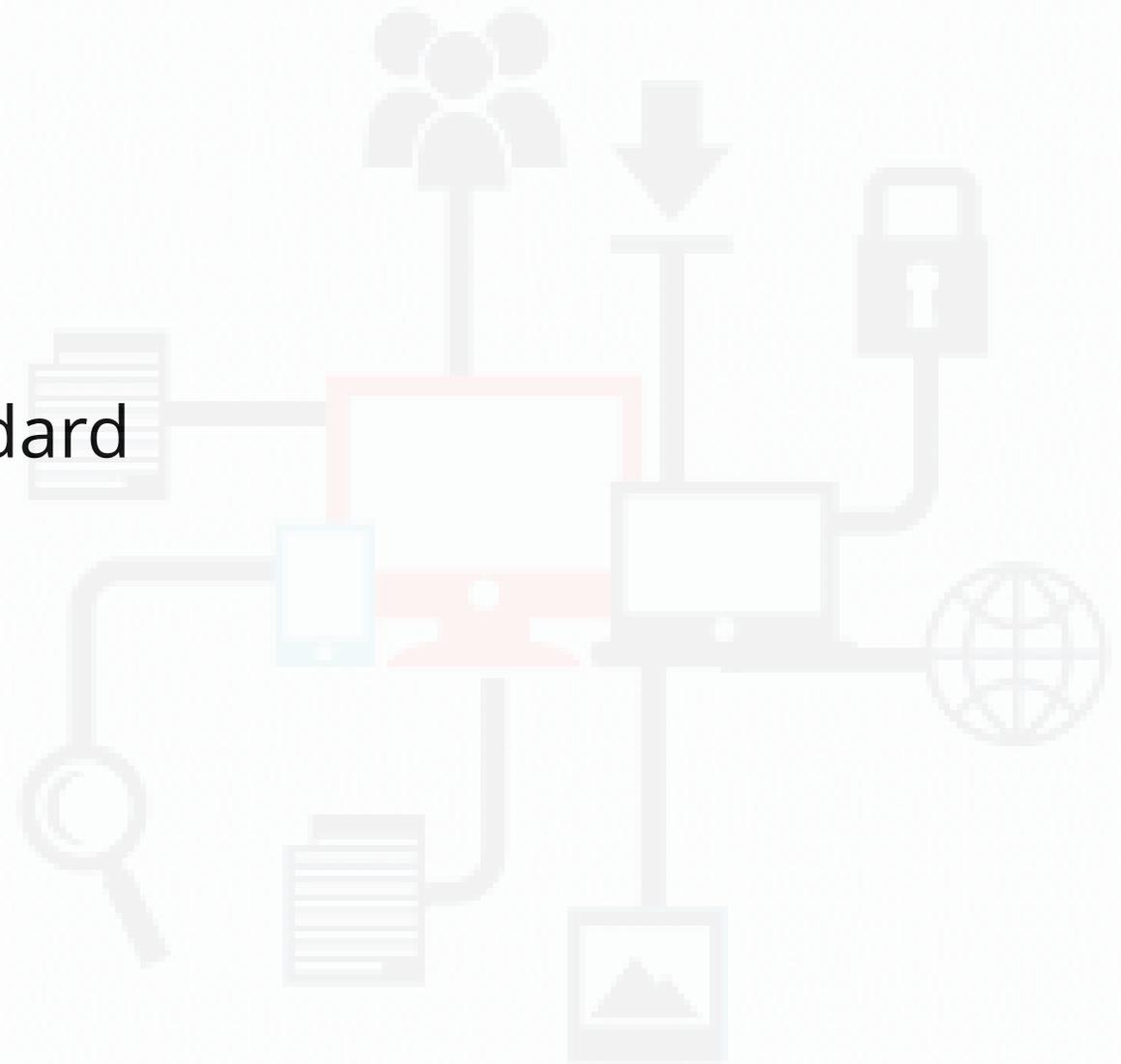
Review of data from standard project and other reports



Focus group discussions



Key informant interviews



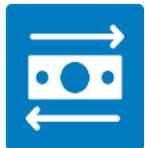
Findings – Alignment



Broadly appropriate **emergency response**



Well-adapted **nutrition strategy**



Appropriate **cash-based response** but assessment of delivery mechanism was inadequate



Close attention to risk management but important **protection risks** not addressed



Important opportunities for **gender analysis** were missed



Challenges in compliance with **humanitarian principles**

Findings – Performance



Limited progress in **national capacity development**



Rapid and **impressive scale-up**, with some shortfalls in targets and little evidence of outcomes



Inadequate attention to **gender**



Delivery and utility of **common services** commendable



Rapid scale-up affected the **quality of programmes**

Findings – Influencing Factors

- **Political factors** delayed WFP's decision to become operational in Nigeria
- Operations relatively **well-funded**
- Pivotal **role of the regional bureau** to establish in-country operations
- **Frequent changes** in country office leadership and other staffing challenges
- Increased **humanitarian access** but remains constrained
- Engagement with government coordination mechanisms compounded by **unclear responsibilities across multiple institutions**



Conclusions



Rapid scale-up but not before famine-like conditions had occurred



Scale-up underpinned by recruitment of national staff and effective supply chain



WFP was slower to deliver a high-quality response



Lack of programmatic oversight due to frequent changes in senior leadership



In common with UN as a whole, WFP struggled to adhere to humanitarian principles

Conclusions



Opportunities to further develop and strengthen coordination and partnership approaches



Limited progress in building national capacities demands greater investment



A more robust approach needed to provide beneficiaries with sustainable livelihood opportunities



Life-saving assistance is a continuing priority

Recommendations

- 1 Enhance coverage and preparedness for major emergencies in non-presence countries
- 2 Strengthen corporate capacity for rapid emergency deployment
- 3 Strengthen support for national capacity in emergencies
- 4 Maintain a core strategic focus on addressing the immediate needs of affected populations in northeast Nigeria
- 5 Promote the application of humanitarian principles and equal access to assistance
- 6 Reinforce gender mainstreaming
- 7 Improve targeting

