



World Food
Programme



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

WFP Office of Evaluation

November 2019
EB.2/2019

SAVING
LIVES
CHANGING
LIVES

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 institutional mandates**



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

