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Operational matters – Country strategic plans
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Nigeria country strategic plan (2023–2027)

Duration	1 March 2023–31 December 2027
Total cost to WFP	USD 2,561,080,399
Gender and age marker*	4

* https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/.

Executive summary

Nigeria is still to match the ambition of its commitments despite measurable progress on the 2030 Agenda for Sustainable Development. Even though Nigeria graduated to lower-middle-income status in 2014, its immense human development potential remains unfulfilled, and its most vulnerable people continue to suffer critical levels of food insecurity and malnutrition, driven by persistent conflict, organized violence, recurrent climate shocks and broad exposure to the impact of climate change.

Africa's biggest economy and most populous country has the world's fifth-highest burden of people experiencing food crisis or worse, exceeded only by Yemen, Ethiopia, Afghanistan and the Democratic Republic of the Congo. With at least 19.5 million people in need of urgent assistance in 2022 and some communities in the conflict-affected northeast projected to slide into catastrophic levels of food insecurity, targeted humanitarian action is urgently needed to save lives and livelihoods, requiring not only emergency responses but also anticipatory action.

Nigeria's abundant natural resources and untapped human capital indicate the potential to achieve zero hunger, but one in three households cannot afford a nutritious diet and more than 100 million people report at least moderate food insecurity. The severity and magnitude of the regionalized crises have been compounded by the global food supply crisis, constraining Nigeria's economic recovery from the coronavirus disease 2019 pandemic. WFP plans to expand its humanitarian operations in northeastern and northwestern Nigeria and among Cameroonian refugees in border states.

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To meet the challenges posed by the situation, WFP will integrate its dual mandate in Nigeria through work at the humanitarian–development–peace nexus, applying targeted emergency responses that save lives while forging shock-responsive pathways to early recovery and sustainable, resilient food security, all underpinned by the integration of nutrition, gender, climate change adaptation and protection concerns into its changing-lives activities.

Framed by WFP's strategic plan for 2022–2025 and informed by analysis, evidence, lessons learned and experience, WFP proposes a five-year country strategic plan for Nigeria, to be implemented through the pursuit of five fully integrated outcomes:

- Under outcome 1, to ensure that people are better able to meet their urgent food and nutrition needs, WFP will provide lifesaving, hunger-reducing support, integrated with prevention and treatment of acute malnutrition, for the people and communities most at risk during and in the aftermath of shocks, including returnees, refugees and internally displaced persons.
- Under outcome 2, to ensure that people have better nutrition, health and education outcomes, WFP will pursue the programmatic integration of nutrition to ensure safe year-round access to adequate nutritious food and increased resilience for the people and communities most at risk, strengthening national capacities in the prevention of all forms of malnutrition. Under this outcome, WFP will work in synergy across its portfolio, including through gender-transformative, nutrition-sensitive social and behaviour change communication.
- Under outcome 3, to ensure that people have improved and sustainable livelihoods, WFP will help to build community and household resilience to shocks and to open pathways to self-reliance through solutions that make food systems more productive, inclusive, equitable, environmentally sustainable, adapted to climate change and capable of delivering healthy and nutritious diets for all people. WFP will integrate malnutrition prevention activities in synergy with the provision of complementary livelihood support under outcome 1 and the provision of technical support to local and state actors under outcome 4. WFP will also extend support to smallholder farmers for enhanced food production, management and access to markets.
- Under outcome 4, to ensure that national programmes and systems are strengthened, WFP will apply a holistic, integrated systems approach to capacity strengthening of national and local gender- and nutrition-sensitive shock-responsive social protection systems and programmes; disaster and climate change risk reduction and mitigation that foster anticipatory action; food systems strengthening; technical assistance for national and state-level home-grown school feeding programmes; and food security and nutrition assessments and analyses (led by WFP's critical contribution to the cadre harmonisé).
- Under outcome 5, to ensure that humanitarian and development actors are more efficient and effective, WFP will provide mandated and on-demand services to the humanitarian community through the WFP-managed United Nations Humanitarian Air Service and logistics sector shared services via the emergency telecommunications sector and bilateral service provision from WFP's Nigeria country office, so that the humanitarian community is better able to reach people at risk and respond to needs and emergencies.

The strategic plan underscores the importance of interrelated and systemic programming in support of collective efforts to achieve long-term national goals. It will consolidate WFP's role as a technical partner of choice that delivers and enables results through government programmes and augments those programmes when needs exceed national response capacities.

Over the term of the country strategic plan, keeping its focus on the 2030 horizon, the country office will seek to broaden its role and scope from an operational partner implementing food and nutrition assistance programmes to an enabling partner focused on strengthening systems.

Working jointly through the Nigeria United Nations country team and guided by the United Nations sustainable development cooperation framework for Nigeria for 2023–2027, WFP will align its programmatic approaches with national priorities and government systems, advocating the implementation of scalable, evidence-based approaches to addressing the root causes of Nigeria's entrenched food security and nutrition challenges.

Draft decision*

The Board approves the Nigeria country strategic plan (2023–2027) (WFP/EB.1/2023/6-A/4) at a total cost to WFP of USD 2,561,080,399.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Nigeria is the world's seventh most populated nation and home to Africa's largest population, currently more than 216 million people[1] with an average growth of 2.5 percent per year putting it on track to reach 401 million by 2050.[2] More than 43 percent of the population is under 14 years of age.

2. Achieving lower-middle-income status in 2014, Nigeria is Africa's largest economy, with an estimated gross domestic product (GDP) of USD 441 billion and gross national income per capita of USD 2,085 in November 2022.[3] The Government recognizes Nigeria's opportunity to increase regional trade through the African Continental Free Trade Area established in 2021 as "one of the world's largest trading blocs with a USD 3.4 trillion market". [4]

3. Nigeria ranked 163rd of 189 countries in the 2020 human development index and 186th for life expectancy, at 52.7 years at birth.[5] In 2019, 40 percent of Nigerians (82.9 million people) were living below the national poverty line of USD 355 per annum.[6] Persistent inequality (with a Gini coefficient of 0.43) and poverty affect more than half of the population, most severely in the northeast and northwest regions.[7] The country also has the fourth largest HIV epidemic globally, with women more likely to be living with HIV than men.[8]

4. Nigeria has a large informal economy, accounting for more than half of its GDP and over 80 percent of employment.[9] Agriculture represents about one quarter of total GDP,[10] indicating broad exposure to the impact of climate change. High incidence of floods, desertification and deforestation continues to pose serious threats to livelihoods. According to WFP's Advanced Disaster Analysis and Mapping system, nearly 750,000 hectares of farmland were affected due to flooding in October 2022[11].

5. Undernourishment and food insecurity are rising, partly owing to low agricultural production, inadequate policy choices and persistent conflict and population displacement, exacerbated by insufficient social protection coverage, which supports only 13 percent of Nigerians. More than half of all Nigerians, or more than 100 million people, are enduring at least moderate food insecurity.[12]

6. The humanitarian crisis in northeast Nigeria has become protracted, with more than 1.7 million children under 5 years of age projected to be acutely malnourished by

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[1] United Nations Population Fund, World Population Dashboard: Nigeria.

[2] United Nations Nigeria. 2022. *Common country analysis*.

[3] World Bank Group. Nigeria Development Indicators.

[4] Government of Nigeria, Federal Ministry of Finance, Budget and National Planning. 2021. *National Development Plan 2021-2025*.

[5] United Nations Development Programme. Human Development Data (accessed 2 June 2022).

[6] World Bank. 2020.

[7] United Nations Development Programme. 2020. *Human Development Report 2020 – The next frontier: Human development and the Anthropocene*.

[8] Prevalence of HIV was 1.4 percent among adults age 15–64 years, 1.8 percent among females and 1.0 percent among males. *2018 Nigeria HIV/AIDS Indicator and Impact Survey. National Summary Sheet*.

[9] World Economics. 2022. Nigeria's Informal Economy Size.

[10] World Economics. 2022. Nigeria's Gross Domestic Product (GDP); Adams, A.V., Johansson de Silva, S., and Razmara, S. 2013. *Improving Skills Development in the Informal Sector: Strategies for Sub-Saharan Africa: Overview*.

[11] See https://gis.wfp.org/adam.

[12] United Nations Nigeria. 2022. *Common country analysis*.

August 2022 as conflict leads to "widespread displacement, destroyed infrastructure and collapsed basic social services".[13] Inadequate access to safe nutritious food, especially in the context of rising food prices, is adding to the humanitarian crisis.

7. The ongoing conflict in the northeast, now in its thirteenth year, is having dire but differing effects on women, men, boys and girls. Girls have less access to education than boys, and girls and women are exposed to greater risks of sexual violence and abuse, such as child and forced marriage, teenage pregnancy and human trafficking, and are more likely to engage in survival sex. Young boys are at greater risk of forced recruitment by militia groups, while young women and girls are at greater risk of recruitment or abduction for use as suicide bombers, often together with their babies.

8. Despite comprising about half of the population and accounting for over 50 percent of the voting population in Nigeria,[14] women continue to be confronted by glaring gender gaps, including underrepresentation in decision making, limited access to and control of resources and scarcity of socioeconomic opportunities.[15] Gender-based violence is a serious concern, particularly in humanitarian settings.[16]

1.2 Progress towards the 2030 Agenda for Sustainable Development

9. The Government maintains an Office of the Senior Special Assistant to the President on Sustainable Development Goals, and the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development is responsible for mainstreaming the Sustainable Development Goals (SDGs). Nigeria's overall comparative performance in achieving the SDGs is poor, however, with the country ranking 160th of 165 countries assessed in the 2021 Sustainable Development Report and 139th of 163 countries in 2022. Nigeria faces challenges in achieving 15 of the 17 goals and the SDG 2 key indicator "prevalence of stunting in children under 5 years of age" is stagnating (currently at 31.5 percent).[17]

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

10. *Access to food (SDG target 2.1).* Despite significant investments by the Government and its partners, Nigeria is not yet on track to ending hunger by 2030. The percentage of the population living under moderate to severe food insecurity increased from 36.5 percent in 2015 to 57.7 percent in 2020. Conflict, climate change and significant humanitarian access challenges have been the key drivers of food insecurity, but the socioeconomic effects of the coronavirus disease 2019 (COVID-19) pandemic and the global impact of the Ukraine crisis have exacerbated the situation. The northeast is particularly affected, with 587,000 people experiencing emergency-level food insecurity.[18]

11. *End malnutrition (SDG target 2.2).* High rates of stunting reflect Nigeria's critical undernutrition situation, with alarming indicators evident at the local level. Nigeria has made no progress

[13] Integrated Food Security Phase Classification. 2021. Nigeria: Acute Malnutrition Situation September–December 2021 and Projections for January–April 2022 and May–August 2022.

[14] Nigeria National Bureau of Statistics. Oleyede Oluyemi. 2016. *Monitoring Participation of Women in Politics in Nigeria*.

[15] Government of Nigeria, Federal Ministry of Women and Gender Affairs. 2021. *National Gender Policy (2021–2026)*.

[16] United Nations Entity for Gender Equality and the Empowerment of Women and others. 2020. *Gender-Based Violence in Nigeria During The Covid-19 Crisis: The Shadow Pandemic*.

[17] Sachs, J.D. and others. 2022. *Sustainable Development Report 2022 – From Crisis to Sustainable Development: the SDGs as Roadmap to 2030 and Beyond*.

[18] Food Security Cluster. 2022. *Cadre Harmonisé for Identification of Risk Areas and Vulnerable Populations In 21 States and Federal Capital Territory (FCT) of Nigeria*.

in achieving the target for stunting, with 37 percent of children under 5 affected, higher than the average for the Africa region (29.1 percent), and one in ten (10.8 percent) severely stunted. Some 14.5 million Nigerian children are at risk of not developing to their full potential or dying. The situation is critical – with stunting rates of more than 40 percent – in the northwest (52.1 percent) and northeast (44.3 percent). Infection trends, particularly in diarrhoea, measles and malaria, undermine the nutrition status of children.[19] Micronutrient deficiencies are also prevalent.

12. *Smallholder productivity and incomes (SDG target 2.3).* Agriculture contributes 22 percent to Nigeria's total GDP, with smallholder farmers accounting for about 80 percent of the agricultural labour force and contributing more than 90 percent of total food production. Smallholder farmer productivity remains low owing to poor access to productive resources (including land and fertilizers), high post-harvest losses and limited access to sustainable markets. Smallholder farmers are also affected by increasing climate shocks, especially prolonged dry spells and floods. Many remain trapped in a cycle of poverty, food insecurity and malnutrition. The Government has developed policies and programmes to support improved smallholder farmer productivity, but implementation is impeded by insecurity and insufficient resource allocation.[20]

13. *Sustainable food systems (SDG target 2.4).* Nigeria's food system displays low productivity, high post-harvest losses, low value addition and fragmented markets, especially in locations affected by protracted crises. Smallholder farmers are not fully integrated into the national food system, resulting in longer and inefficient value chains and foods that are expensive and unsafe. The periodic imposition of food import or export bans usually generates unintended results such as increased informal cross-border trade, driving high food prices. Following the 2021 United Nations food systems summit, Nigeria is convening action through its National Pathways to Food Systems Transformation action plan.

Progress on Sustainable Development Goal 17 targets

14. *Capacity strengthening (SDG target 17.19)*. Convened under former President Olusegun Obasanjo, the 2016 multistakeholder Zero Hunger Strategic Review generated recommendations for action to end hunger and malnutrition in Nigeria by 2030, including by supporting emergency preparedness and response, scaling up multisectoral efforts to prevent stunting, linking smallholder farmers to markets through local purchases, and strengthening information systems for social protection. The review continues to provide a medium-term perspective and benchmarks for ongoing food and nutrition security analysis performed through instruments such as the common country analysis and the cadre harmonisé.

15. *Enhanced global partnership (SDG target 17.16)*. The United Nations sustainable development cooperation framework (UNSDCF) for Nigeria for 2023–2027 commits the United Nations development system to making every effort "towards the prevention of conflict and consolidation of peace and social cohesion as a prerequisite for sustainable development."[21] It promotes a nexus approach to enhance coherence and complementarity among actors involved in humanitarian assistance, sustainable development and peacebuilding activities

[19] Integrated Food Security Phase Classification. 2021. Nigeria: Acute Malnutrition Situation September–December 2021 and Projections for January–April 2022 and May–August 2022.

[20] International Food Policy Research Institute. 2009. *Constraints to Increasing Agricultural Productivity in Nigeria: A Review*.

[21] United Nations Nigeria. *United Nations sustainable development cooperation framework (2023–2027)*. p. 23 (pending publication).

that support targeted populations and leave no one behind – especially the people most at risk.

1.4 Hunger gaps and challenges

16. The National Development Plan for 2021–2025 says that "it is impossible to achieve the SDGs without profound progress in tackling undernutrition. It is widely recognized that good nutrition is the most important investment in human capital development."[22] Malnutrition is associated with 53 percent of infant mortality and maternal deaths.[23] The World Bank estimates that Nigeria loses approximately USD 1.5 billion in GDP annually owing to micronutrient deficiencies.[24] The National Development Plan acknowledges that "low-cost high impact nutrition interventions are the most cost-effective development investments".[25]

17. The prevalence of undernourishment in Nigeria worsened from 7.1 percent in 2004–2006 to 14.6 percent in 2018–2020, affecting 29.4 million people.[26] Northern Nigeria is a hotspot for severe acute food insecurity. [27] In the 2022 lean season, an estimated 19.5 million people will be severely food-insecure in 21 states of Nigeria and the Federal Capital Territory. In the conflict-affected states of Adamawa, Borno and Yobe, about one in four people faces severe acute food insecurity. More than 580,000 people in the northeast are projected to have fallen into catastrophic food insecurity by the lean season peak, from June 2022 onwards,[28] including 77,000 Cameroonian refugee men, women and children registered in Akwa-Ibom, Anambra, Benue, Cross River, Enugu and Taraba states.[29]

18. According to an essential needs and nutrition analysis,[30] food insecurity is higher among internally displaced persons living in camps, female-headed households, returnees, people living in hard-to-reach areas in Borno state and those with precarious income sources.

19. The WFP-commissioned Fill the Nutrient Gap study found that in Nigeria a nutritious diet is twice as expensive as an energy-only diet, with one in three households unable to afford a nutritious diet. The costs of meeting nutrient requirements are highest for adolescent girls and lactating women and girls.[31]

20. A joint study[32] assessing the potential impact of the Ukraine crisis on regional food security and fuel prices was conducted in May 2022. Nigeria imports nearly 20 percent of its wheat products from the Russian Federation and Ukraine, along with significant quantities of vegetable oil and sunflower seeds. The crisis could seriously reduce cereal harvests and

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[22] Government of Nigeria, Federal Ministry of Finance, Budget and National Planning. 2021. *National Development Plan 2021-2025*.

[23] Government of Nigeria, Ministry of Budget and National Planning. 2017. *Economic Recovery and Growth Plan (2017–2020)*.

[24] Osakwe. F. 2020. Nigeria loses $1.5bn in GDP annually to micro-nutrient deficiencies.

[25] Government of Nigeria, Federal Ministry of Finance, Budget and National Planning. 2021. *National Development Plan 2021-2025*.

[26] Food and Agriculture Organization of the United Nations and others. 2021. *The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all*.

[27] Food Security Cluster. 2022. *Cadre Harmonisé for Identification of Risk Areas and Vulnerable Populations In 21 States and Federal Capital Territory (FCT) of Nigeria*.

[28] WFP and Food and Agriculture Organization of the United Nations. 2022. *Hunger Hotspots – FAO-WFP early warnings on acute food insecurity: February to May 2022 Outlook*.

[29] Office of the United Nations High Commissioner for Refugees. 2022. *Cameroonian Refugees in Nigeria – Operational Update*.

[30] WFP. 2022. *Essential Needs Analysis Northeast Nigeria: October 2021 & February 2022 Assessment Report*.

[31] *Ibid*.

[32] Economic Community of West African States, WFP and Food and Agriculture Organization of the United Nations. 2022. *Assessment of the Risks and impact of the Russian-Ukrainian Crisis on Food security in the ECOWAS Region - Key findings*.

exports, leaving Nigeria exposed to import shortfalls and further food price inflation. Moreover, higher prices for diesel and fertilizer imported from the Russian Federation and Ukraine could have an indirect impact on food security by increasing input costs for Nigerian farmers and hurting productivity.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

21. The independent evaluation of the first-generation country strategic plan (CSP) for 2019–2022 generated six key recommendations for this CSP: focus on humanitarian challenges, primarily food needs in the northeast and northwest; advocate adherence to humanitarian principles and conflict resolution; strengthen human resource capacity, knowledge generation and management; proactively address social protection and accountability to affected populations (AAP) beyond the food distribution process; develop actionable measures to address gender equality; and improve targeting and tracking mechanisms with a view to increasing the coverage and inclusion of vulnerable population groups.

22. The evaluation found that WFP had adapted well to the challenges presented by the COVID-19 pandemic in Nigeria. Targeting in the northeast was responsive to the needs defined in the cadre harmonisé, but coverage was low. The medium- and long-term sustainability of programme achievements was only partly achieved, largely due to the unstable situation. Significant commitments to humanitarian principles, protection, AAP and gender equality were partially fulfilled but require further action.

23. The design of the current CSP was informed by the findings of three research initiatives commissioned by WFP. A decentralized evaluation of livelihood activities in northeast Nigeria generated recommendations that WFP refine targeting to better ensure inclusion of vulnerable groups; improve gender-sensitivity in programming; extend the timeframes of activities; and explore opportunities to scale up livelihood activities. A Fill the Nutrient Gap study on the cost and affordability of nutritious diets in Nigeria indicated a need for a multisectoral approach to improving diets and reducing malnutrition while ensuring that policy choices are informed by data and evidence. Finally, the Stockholm International Peace Research Institute assessed WFP cash-based programming to better understand how to measure WFP's contribution to peace and stability in Nigeria. Key recommendations included the following:

- Leverage unconditional food assistance and unrestricted cash distributions in efforts to enhance resilience and boost stability so that individuals, communities and markets are better able to withstand shocks.
- Ensure an approach to general food distribution and programming that is sensitive to gender and the needs of young people and that develops livelihood skills aligned with employment projections.
- Capitalize on the positive spillover effects of cash-based transfers (CBTs) on financial inclusion and market support and unlock the potential of unrestricted CBTs, especially in enabling women to gain access to and control of economic resources and reducing the incidence of sexual and gender-based violence.
- Partner strategically with local organizations engaged in the prevention of violent extremism.

24. Based on a food security outcome monitoring survey (with AAP indicators) and a community feedback mechanism user survey, the country office has determined that there is a need to strengthen communication with communities on the duration and targeting of food assistance and on independent means of raising feedback and grievances through helpdesks and hotlines. The country office is drafting an AAP strategy to that effect.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

25. CSP content and programme cycles are strongly aligned with national 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.

26. WFP undertakes life-saving measures in crisis response as part of the humanitarian country team and guided by the strategic objectives of the annual humanitarian response plan.

27. The UNSDCF defines four strategic priorities: prosperity, planet, people and peace. WFP has programmatic entry points across the UNSDCF portfolio.

28. As a member of results groups established for the four UNSDCF priorities, WFP coordinates CSP implementation through joint workplans that help to ensure synergy, complementarity and efficiency for optimal results.

2.3 Engagement with key stakeholders

29. While developing the CSP, WFP sought and received feedback from federal and state governments, contributing partners, stakeholders, beneficiaries and affected populations. The process included a comprehensive review of programme design and formulation, informed by bilateral engagement with partners and consultations with external stakeholders. WFP proactively shared lessons learned, proposed programmatic and strategic shifts and incorporated insights from commissioned research, context analyses and other sources of evidence into the CSP.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

30. WFP will harness its comparative advantage in Nigeria through the implementation of five integrated CSP outcomes, each strongly aligned with WFP's strategic plan for 2022–2025 and the Nigeria UNSDCF and designed to advance measurable progress towards SDG 2 (zero hunger) and SDG 17 (partnerships for the goals) while contributing to Nigeria's collective efforts to achieve SDGs 1, 4, 5, 13 and 16.

31. In response to rising food insecurity, volatile food prices, security uncertainties and climate change impacts, WFP will leverage targeted gender-sensitive crisis response to help forge durable paths to recovery by moving relief beneficiaries to livelihood activities, supporting food systems that are climate-resilient and integrating nutrition, gender and protection concerns into all interventions. The approach will also mainstream AAP, disability inclusion and environmental sustainability.

32. While maintaining its focus on the SDGs through this CSP and the one that will follow, WFP will shift from being an operational partner implementing food and nutrition assistance to become an enabling partner strengthening systems at the national and regional levels for maximum synergy and impact with partners at the humanitarian–development–peace nexus.

33. WFP will integrate assistance with programmes that strengthen community and individual resilience through increased food production and improved market efficiency, connect farmers to markets, achieve economies of scale and mitigate the risk of inflationary effects, prioritizing the purchase of food grown in Nigeria for maximum support to domestic agricultural production

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

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

34. With humanitarian needs escalating, WFP will focus on emergency response, providing in-kind food and CBTs (unrestricted cash whenever appropriate) to save lives and, where conditions allow, gradually introducing complementary activities that support early recovery and transition to self-reliance. In a strategic shift from the previous CSP, WFP has merged the delivery of food assistance with a malnutrition prevention package that addresses the specific nutrition needs of children under 2 years of age and pregnant and lactating women and girls from targeted households. To prevent malnutrition among these vulnerable groups, WFP will use, where feasible, fresh food vouchers as a way of creating additional business opportunities for local farmers (particularly women and young people), aggregators and retailers, contributing to the revitalization of the local economy. Greater employment opportunities for young people will bring communities hope for a sustainable recovery.

WFP strategic outcome

35. CSP outcome 1 is aligned with WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

Focus area

36. The focus area of CSP outcome 1 is crisis response.

Alignment with national priorities

37. In alignment with national development plan targets for improved food and nutrition by 2025, this outcome will contribute to the humanitarian response plan strategic objective to alleviate "acute food insecurity, acute malnutrition and related severe vulnerabilities"[33] and UNSDCF strategic priorities 1 (prosperity), 3 (people) and 4 (peace).

Expected outputs

38. The following three outputs will contribute to the achievement of CSP outcome 1:

- Output 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 2: Crisis-affected, food-insecure households receive complementary livelihoods support that enhances their early recovery.

[33] Office for the Coordination of Humanitarian Affairs. 2022. *Humanitarian Response Plan: Nigeria*.

- Output 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.

Key activities

Activity 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)

39. While providing unconditional food and CBTs to address acute needs, WFP will (where feasible) integrate complementary activities for early recovery and a gradual transition to self-reliance, in line with the government policy on the use of humanitarian assistance to support durable solutions. Given the severity of food security and nutrition crises beyond the northeast, WFP expects to expand its humanitarian operations in the northwest and among Cameroonian refugees hosted in border states.

40. In the northwest, WFP will provide food assistance through the government social protection system, applying lessons learned from the joint United Nations project in Sokoto, where WFP is providing the state government with support on CBTs. This will involve leveraging strong government engagement and other partnerships and building on existing functional social protection systems towards the establishment of a shock-responsive and nutrition-sensitive approach.

41. In the south, WFP will coordinate with the Office of the United Nations High Commissioner for Refugees and the Government on providing vulnerable refugees and host communities with complementary CBTs to address immediate food needs without disrupting existing livelihood opportunities.

42. As a co-lead of the food security sector, WFP will ensure that all humanitarian assistance is well coordinated, working in close consultation and partnership with humanitarian actors and relevant government agencies.

43. WFP will apply social and behaviour change communication strategies that address the systemic gender inequality norms and social dynamics that exacerbate malnutrition.

Activity 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

44. Children of 6–59 months of age and pregnant and nursing women and girls affected by moderate acute malnutrition will receive appropriate treatment in line with national guidelines for the community management of acute malnutrition. Services will be delivered through government health facilities or non-governmental organization partners, as needed, in locations with a global acute malnutrition prevalence of more than 10 percent. WFP will advocate a gradual handover to government leadership.

45. Social and behaviour change communication messaging will support existing community groups and create new groups to encourage the critical examination of gender norms and dynamics while strengthening interacting structures that promote gender equality and enhance the engagement of men and boys.

46. WFP will strengthen prevention interventions to ensure that the causes of malnutrition are addressed at the community level and to mitigate the risk of frequent relapses. Mothers will learn to use mid-upper arm circumference tapes to screen the nutrition status of their children. WFP will promote the establishment of parent care groups and the use of locally

available nutritious foods that help to reduce the burden of malnutrition cases on the health system. These activities will also be supported by interventions under CSP outcome 2.

Partnerships

47. WFP's primary partner in addressing essential needs is the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, which is the main coordinator of humanitarian activities in Nigeria. The ministries responsible for women affairs and social development and health are important partners for nutrition activities.

Assumptions

48. The successful implementation of activities under CSP outcome 1 is based on the following assumptions:

- There is no significant deterioration in security.
- Affected communities are accessible.
- Government partnerships remain stable.
- Funding requirements are met.

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

49. WFP will pursue the programmatic integration of nutrition with a view to ensuring safe year-round- access to adequate nutritious food, the increased resilience of the people most at risk and the strengthened operational capacity of national actors engaged in malnutrition interventions. In support of the Government's goal of reducing the prevalence of stunting from 37 percent to 19 percent by 2025, WFP will target nutritionally vulnerable people across Nigeria through integrated multisectoral nutrition programmes, promoting cost-effective, scalable interventions that include food fortification (focusing on rice) and capacity strengthening aimed at replacing imported specialized nutritious foods with equally effective locally processed products. WFP will support capacity strengthening in nutrition sensitive- programming, applying and advocating the recommendations of the 2021 Fill the Nutrient Gap study. WFP will focus on transferring capacity in integrated nutrition programming, breaking the intergenerational cycle of malnutrition, supporting community-based programming for the prevention of undernutrition and increasing nutrition awareness among adolescent girls and young women and men. This CSP outcome will work in synergy with CSP outcomes 1, 3 and 4. The response will include programming for persons with disabilities,[34] and social and behaviour change communication to promote adequate maternal, infant and young child feeding practices, pre- and post-natal care, immunization and hygiene and sanitation.

WFP strategic outcome

50. CSP outcome 2 is aligned with WFP strategic outcome 2: People have better nutrition, health and education outcomes.

Focus area

51. The focus area of CSP outcome 2 is resilience building.

[34] "Update on the WFP disability inclusion road map (2020–2021)" (WFP/EB.2/2021/4-E).

Alignment with national priorities

52. This outcome supports the National Multi-Sectoral Plan of Action for Food and Nutrition target for stunting reduction by 2025[35] and is aligned with UNSDCF strategic priority 3 (people), which supports equitable access to and utilization of good-quality basic social services for equitable human development and well-being.

Expected outputs

53. The following two outputs will contribute to the achievement of CSP outcome 2:

- Output 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 5: Targeted individuals benefit from improved knowledge of gender -responsive nutrition, care practices, diverse healthy diets, climate-smart agriculture and protection that allows them to change their behaviour in ways that contribute to improvement in their nutrition status.

Key activities

Activity 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)

54. Linked to activities in crisis response and food systems strengthening, this activity will support local, subnational and national actors in implementing multisectoral nutrition programmes that prevent stunting and address micronutrient deficiencies both locally and at the larger scale, especially during the 1,000-day window of opportunity between conception and a child's second birthday. In targeted local government areas, WFP and the United Nations Children's Fund (UNICEF) will provide an integrated multisectoral package of interventions to address the gaps in access to basic services and the limited livelihood opportunities of young people, men and women, and deliver social and behaviour change communication to support communities and targeted individuals as active managers of their own food, health and nutrition needs.

55. Through this activity, WFP will increase the reach of the national fortification programme by providing technical support for key ministries and government agencies while also supporting local private-sector partners in producing specialized nutritious foods for targeting pregnant and lactating women and girls and young children. WFP will seek complementary opportunities with strategic partners for the delivery of a nutrition-sensitive package that addresses the needs of adolescent girls and other nutritionally vulnerable population groups.

Partnerships

56. Partners include the state and federal governments, private businesses, international and local non-governmental organizations, UNICEF, the United Nations Population Fund (UNFPA) and other United Nations agencies. WFP will also work with local women's groups, building on its experience with smallholder farmers in six states and with support for digital financial inclusion and women's economic empowerment.

[35] Government of Nigeria, Ministry of Finance, Budget and National Planning. 2020. *National Multi-Sectoral Plan of Action for Food and Nutrition (NMPFAN) (2021–2025)*.

Assumptions

57. The successful implementation of activities under CSP outcome 2 is based on the following assumptions:

- There is secure access to prioritized areas and vulnerable groups.
- 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.

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

58. Applying a holistic food systems lens to Nigeria's multifaceted challenges, WFP will improve livelihoods and strengthen the resilience of vulnerable households and smallholder farmers negatively affected by protracted conflict and climate-related shocks. WFP will test and scale up evidence-based durable solutions to support sustainable livelihoods, disaster risk financing mechanisms to mitigate climate risks, and social cohesion.

59. WFP will support smallholder farmers – particularly women and young people – in adopting more sustainable, climate-smart agricultural practices, improving post-harvest management, gaining better access to markets and selling their produce at fair prices. WFP will promote the availability of and access to locally sourced nutritious food that improves the diets of targeted households. This outcome will also work in synergy with CSP outcome 1 on providing complementary livelihoods support to food-insecure households, and with CSP outcome 4 on delivering technical support to state and local institutions.

WFP strategic outcome

60. CSP outcome 3 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods.

Focus area

61. The focus area of CSP outcome 3 is resilience building.

Alignment with national priorities

62. Beyond SDG 2 (zero hunger), this outcome will contribute to collective efforts on SDG 1 (no poverty), SDG 5 (gender equality), SDG 7 (affordable and clean energy) and SDG 13 (climate action) and is aligned with UNSDCF strategic priorities 1 (prosperity), 2 (planet) and 4 (peace).

Expected outputs

63. The following three outputs will contribute to the achievement of CSP outcome 3:

- Output 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 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 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.

Key activities

Activity 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

64. WFP will provide food, CBTs and nutrition support to vulnerable households participating in communal or household resilience-building asset creation activities or acquiring skills for enhanced adaptive and productive capacity, improved livelihoods and diversified diets. Participants will learn about financial literacy and inclusion and gain entrepreneurial skills linked to markets. Households with children of 6–23 months of age, pregnant and nursing women and girls or other nutritionally vulnerable members will receive additional unconditional cash-based or food transfers aimed at supporting access to locally available nutritious foods and promoting the immunization of children, ante- and post-natal care for pregnant and lactating women and girls and other health services.

Activity 5: Provide support on gender-transformative, climate-smart, youth-inclusive food production, post-harvest and commodity quality management and marketing to smallholder farmers

65. WFP will provide smallholder agricultural market support and build smallholder farmers' capacity to sustainably improve the productivity of selected diverse and nutritious crops. Framed by climate and gender analysis,[36] smallholder farmer training will focus on reducing high post-harvest losses, increasing the capacity to achieve economies of scale and promoting commodity quality, including through food processing and preservation. The activity will strengthen financial and other links among farmers, local buyers, value chain actors and other service providers, as well as with the school feeding programme. The financial inclusion package embedded in an integrated resilience programming approach will encompass climate risk micro-insurance and savings and credit products. Improved access to credit and financial services will help to shield affected communities from major climate shocks while protecting investments.

Partnerships

66. Partners include the ministries responsible for humanitarian affairs, disaster management and social development, women affairs and social development, agriculture, and environment, the Borno state government, the Food and Agriculture Organization of the United Nations, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Industrial Development Organization, UNICEF, ActionAid Nigeria (social cohesion), and commercial value chain actors for enhancing efficiency in the food system.

[36] Federal Ministry of Environment. 2020. *National Action Plan on Gender and Climate Change for Nigeria*.

Assumptions

67. The successful implementation of activities under CSP outcome 3 is based on the following assumptions:

- WFP has access to prioritized areas and vulnerable groups.
- Funding requirements are met.
- Climate conditions are conducive to crop performance.
- Smallholder farmers are willing to join cooperatives, attend training and adopt adequate post-harvest management technologies.
- There is continued government prioritization of support for smallholder farmer production, with enhancement of food quality and safety standards.

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

68. WFP will emphasize social protection and home-grown school feeding underpinned by a nutrition-sensitive lens. WFP will provide enabling support aimed at strengthening national and local capacities to anticipate, mitigate, respond to and recover from shocks; building human capital through enhanced nutrition-sensitive and shock-responsive social protection; and improving the performance of food systems. Working through national institutions, WFP will advocate the establishment of linkages and synergies among systems, encouraging opportunities to achieve scale, impact and sustainability together with government and other stakeholders. This work includes WFP's longstanding technical support for Africa's largest nationally owned home-grown school feeding programme.

WFP strategic outcome

69. CSP outcome 4 is aligned with WFP strategic outcome 4: National programmes and systems are strengthened.

Focus area

70. The focus area of CSP outcome 4 is root causes.

Alignment with national priorities

71. This outcome is aligned with the food security and nutrition priorities of the National Development Plan for 2021–2025 and will contribute to all UNSDCF strategic priorities, guided by the 2030 road map of the Nigeria Zero Hunger Strategic Review (2016).

Expected outputs

72. The following four outputs will contribute to the achievement of CSP outcome 4:

- Output 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 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 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 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.

Key activities

Activity 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

73. WFP will provide federal, state and local institutions, civil society organizations and local communities with technical assistance in unlocking human capital and sustainably addressing the root causes of food insecurity, gender inequality, malnutrition, poverty and vulnerability in Nigeria. WFP will work with public, private and social sector actors, including other United Nations agencies and academic and research institutes, to generate gender informed- evidence and advocate renewed progress towards zero hunger, providing enabling support for collective action towards Nigeria's SDG 2 targets.

74. WFP will support the strengthening of Nigeria's emergency preparedness and response – including as a champion of the cadre harmonisé process[37] – linked to technical assistance for nutrition-sensitive shock-responsive social protection and food systems performance, particularly in the design of targeting criteria and programme guidelines, and the delivery of assistance through a system based on personal data registration, beneficiary authentication, distribution, monitoring and the reconciliation of social transfers.

75. The country office will continue to work with the Government to develop and implement a national school feeding policy. The country office will facilitate South–South technical cooperation with stakeholders at the national and state levels with the aim of improving programme quality and strengthening linkages to smallholder farmers and regional entities that further improve the implementation of the national home-grown school feeding programme. The South–South technical cooperation will complement WFP's enabling support by leveraging good practices, knowledge and innovation from developing countries.

76. WFP will leverage learning from its longstanding support for the national home-grown school feeding programme to advocate state-based school feeding programmes. Following the 2021 food systems summit, WFP is supporting the Federal Ministry of Agriculture and Rural Development and the food systems summit technical committee in developing and implementing the national food systems action plan.

Partnerships

77. WFP will partner with government entities involved in food security and nutrition analysis, social protection and emergency preparedness, including ministries responsible for humanitarian affairs, disaster management and social development, finance, budget and national planning, agriculture and rural development, health and women affairs and social

[37] The cadre harmonisé analyses senatorial zones or local government areas, estimates current levels of food insecurity in October and March of each year and projects food insecurity figures for the lean season from June through August. It is the nation's leading source of food and nutrition security evidence, data and analysis.

development, the National Bureau of Statistics, the National Emergency Management Agency, state emergency management agencies, the Nigeria Commodity Exchange, the National Social Investment Programme and the Social Protection Development Partners Group. WFP will also deepen collaboration with the other Rome-based agencies, other United Nations agencies and civil society.

Assumptions

78. The successful implementation of activities under CSP outcome 4 is based on the following assumptions:

- The Government continues to prioritize emergency preparedness and response, including the development and implementation of social protection policies and food systems strengthening.
- Partners and food system actors remain engaged and take ownership.
- Funding requirements are met.

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

79. WFP will provide essential access to logistics, telecommunication systems and on-demand services for the humanitarian and development community and government agencies responding to humanitarian and protracted crises. The services include capacity strengthening, skills transfer, common logistics services, air transport services and common emergency telecommunications for national and local institutions and other humanitarian and development players that ensure the timely provision of food security, nutrition, food safety, disaster risk management and emergency and resilience response.

WFP strategic outcome

80. CSP outcome 5 is aligned with WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective.

Focus area

81. The focus area of CSP outcome 5 is crisis response.

Alignment with national priorities

82. WFP will contribute to the humanitarian response plan strategic objective of alleviating "acute food insecurity, acute malnutrition, and related severe vulnerabilities", and is aligned with UNSDCF strategic priorities 3 (people) and 4 (peace).

Expected outputs

83. The following four outputs will contribute to the achievement of CSP outcome 5:

- Output 13: Crisis-affected people benefit from efficient logistics services through which they receive timely life-saving food and other humanitarian assistance.
- Output 14: Crisis-affected people benefit from reliable telecommunications that facilitate timely humanitarian assistance.
- Output 15: Crisis-affected people benefit from United Nations Humanitarian Air Service services that assure timely humanitarian assistance.
- Output 16: Humanitarian actors utilize on-demand services to augment their capacity to ensure efficient, effective and coordinated interventions.

Key activities

Activity 7: Provide common logistic services to government, United Nations and non-governmental organization partners to facilitate effective field operations

84. WFP will support the Government and the humanitarian community in enhancing logistics coordination information management and services and augmenting the critical supply chain capacity required for effective response. As a United Nations country team member, WFP will maintain support for Nigeria's ongoing response to the COVID-19 pandemic. WFP will continue to chair the logistics sector working group with the aim of ensuring that supply chain gaps are filled.

Activity 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

85. WFP will train humanitarian actors to use information and communications technology for emergency preparedness and response. It will also provide the humanitarian community with common emergency telecommunications services that facilitate the delivery of assistance to affected communities and provide staff security. WFP will support affected communities – particularly women and young people – in obtaining access and using digital and mobile technology that supports livelihoods and economic empowerment.

Activity 9: Provide United Nations Humanitarian Air Service services to all humanitarian partners

86. The United Nations Humanitarian Air Service (UNHAS) provides the humanitarian community with essential passenger and cargo transport, security and medical evacuation services in Nigeria. Through its coordination of UNHAS, WFP facilitates reliable, cost-effective access to beneficiaries and programme implementation sites in crisis-affected areas. UNHAS transports medical supplies and other life-saving cargo and facilitates the evacuation of humanitarian staff to ensure effective field operations and staff security. UNHAS cooperates with national aviation authorities, the Nigerian Civil Aviation Authority and the Federal Airports Authority of Nigeria in capacity strengthening and aviation infrastructure improvement.

Activity 10: Provide on-demand services to humanitarian actors

87. WFP will continue to supply governments and the humanitarian community with bilateral on-demand services, including assistance in the management of non-food items, warehousing, transport, contracting and information technology capacity strengthening. On-demand services will be supplied to the Government, other United Nations entities and other partners on a full-cost recovery basis.

Partnerships

88. Partners may include the National Union of Road Transport Workers, the National Emergency Management Agency, the Borno State Emergency Management Agency, eHealth Africa, Intersos Humanitarian Aid Organization and Salient Humanitarian Organization. Through diverse tools and forums, UNHAS coordinates closely with more than 100 partner organization users, including non-governmental organizations, United Nations entities, donors and diplomatic missions.

Assumptions

89. The successful implementation of activities under CSP outcome 5 is based on the following assumptions:

- There is continuing absence of reliable commercial air operators servicing inaccessible targeted areas.
- There is strong demand from the humanitarian community for WFP-managed common services.
- Access to targeted areas continues to depend on UNHAS flights.
- Funding requirements are met.

Transition strategy for all country strategic plan outcomes

90. The transition strategy will provide for a gender responsive transition that is gradual, adapted to government systems and responsive to local needs and preferences. WFP's institutional capacity strengthening approach provides the Government and other stakeholders with the technical and financial capacity to develop, manage and implement at scale interventions that support Nigeria's progress towards SDG 2 targets.

91. UNHAS will reduce its fleet size, flight frequency and number of destinations when reliable commercial air services that meet United Nations aviation standards for humanitarian air transport operations become available or there is decreased demand from the humanitarian and development community for UNHAS flights. Continuous reassessment of services ensures that WFP always remains the provider of last resort. As alternatives achieve stability, WFP services will be transferred to appropriate actors. Where feasible, WFP will explore the options for sharing the operational costs of common services among users or for handing over service delivery to humanitarian, government or private actors.

4. Implementation arrangements

4.1 Beneficiary analysis

92. Current cadre harmonisé trend analysis does not anticipate significant changes in food insecurity during the first three years of CSP implementation. The closure of internally displaced person camps in the Maiduguri, Jere and Konduga local government areas, deteriorating security in the northwest and increased vulnerability among Cameroonian refugees, however, point to increases in the numbers of people in need. In response, and in accordance with the recommendations stemming from the CSP evaluation, WFP will continue to assist food- and nutrition-insecure people in the northeast states of Borno, Adamawa and Yobe while expanding assistance for Cameroonian refugees in the south and vulnerable internally displaced persons and host community members in the northwest (see table 1). For crisis response and resilience activities, the country office prioritizes the most vulnerable households profiled using essential needs assessments and community-based targeting mechanisms. These include internally displaced persons households in closed camps, very poor host community households with no means of livelihood and households with special protection considerations. For livelihood and resilience activities, particular consideration will be given to groups such as women, female-headed households, older persons and persons with disabilities. WFP will continue to strengthen its targeting mechanisms, especially to take into account their appropriateness for gender and protection needs, and verification and appeals processes.

93. Through enabling work and technical assistance, WFP can indirectly reach large proportions of vulnerable population groups and improve their well-being outcomes, including for nutrition. Two main vehicles will be used for this purpose: the national school feeding programme, which is one of the largest in the world; and Nigeria's social protection system. WFP's priorities in policy engagement, the strengthening of national systems and work with the Government on improving its implementation capacity will focus on ensuring concrete and visible improvements for vulnerable people and communities. Schoolchildren covered by the national school feeding programme and vulnerable people and households covered by the social protection system will comprise WFP's tier 3 beneficiaries.

4.2 Transfers

94. WFP uses a multi-tiered targeting approach to ensure that the most vulnerable and food-insecure beneficiaries receive assistance. WFP will provide life-saving assistance through in-kind or CBTs, with the choice of modality determined based on feasibility assessments that consider market functionality, beneficiary preference, security and retail capacity.

95. WFP will continue to scale up unrestricted cash programming across operations, flexibly deploying the options that best meet beneficiary needs while conserving the purchasing power of assistance in the face of high inflation. E-vouchers, which represent 95 percent of CBT assistance, will be gradually replaced by cash. In response to rising inflation and increased food prices, WFP expects to periodically adjust the transfer value, informed by food commodity price data and consultations with stakeholders. Post-distribution monitoring indicators will measure the effectiveness of CBTs in addressing cross-cutting concerns, including gender and protection, to cushion households from food insecurity. WFP will provide CBTs through innovative payment solutions that promote the financial inclusion and economic empowerment of food assistance recipients.

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY *(ALL YEARS)*									
Country strategic plan outcome	**Output**	**Activity**	**Beneficiary group**	**2023**	**2024**	**2025**	**2026**	**2027**	**Total**
1	1, 2	1	Girls	354 900	354 900	354 900	283 920	283 920	**354 900**
			Boys	383 500	383 500	383 500	306 800	306800	**383 500**
			Women	293 800	293 800	293 800	235 040	235040	**293 800**
			Men	267 800	267 800	267 800	214 240	214 240	**267 800**
			Total	**1 300 000**	**1 300 000**	**1 300 000**	**1 040 000**	**1 040 000**	**1 300 000**
	3	2	Girls	417 431	509 916	509 916	509 916	509 916	**509 916**
			Boys	401 062	472 274	472 274	472 274	472 274	**472 274**
			Women	20 644	24 644	24 644	24 644	24 644	**24 644**
			Men	-	-	-	-	-	**-**
			Total	**839 137**	**1 006 834**	**1 006 834**	**1 006 834**	**1 006 834**	**1 006 834**
2	4	3	Girls	0	0	0	0	0	**0**
			Boys	0	0	0	0	0	**0**
			Women	179 520	179 520	179 520	179 520	179 520	**179 520**
			Men	172 480	172 480	172 480	172 480	172 480	**172 480**
			Total	**352 000**	**352 000**	**352 000**	**352 000**	**352 000**	**352 000**

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY *(ALL YEARS)*									
Country strategic plan outcome	**Output**	**Activity**	**Beneficiary group**	**2023**	**2024**	**2025**	**2026**	**2027**	**Total**
3	6, 7	4	Girls	29 443	29 443	29 443	42 061	42 061	**42 061**
			Boys	31 815	31 815	31 815	45 450	45 450	**45 450**
			Women	24 373	24 373	24 373	34 819	34 819	**34 819**
			Men	22 217	22 217	22 217	31 738	31 738	**31 738**
			Total	**107 848**	**107 848**	**107 848**	**154 068**	**154 068**	**154 068**
	8	5	Girls	0	0	0	0	0	**0**
			Boys	0	0	0	0	0	**0**
			Women	120 000	120 000	120 000	171 428	171 428	**171 428**
			Men	80 000	80 000	80 000	114 286	114 286	**114 286**
			Total	**200 000**	**200 000**	**200 000**	**285 714**	**285 714**	**285 714**
Total *(without overlap)*				**2 446 985**	**2 614 682**	**2 614 682**	**2 486 616**	**2 486 616**	**2 746 616**

4.3 Country office capacity and profile

96. In line with the WFP people policy for 2021–2025, the Nigeria country office will proactively bridge the identified talent gap while making every effort to continue to acquire talent with the right and relevant skills. In addition, the country office will invest in supporting its leaders in developing the right mindset, skills and behaviour to put people management at the centre of the office's culture. Thus, there will be a very specific focus on:

- supporting changes in performance and conduct management;
- enhancing the employee experience; and
- using corporate digital technologies to enable leaders to make informed people management decisions.

97. The country office will strengthen standards, processes, staffing levels[38] and capabilities, focusing on the empowerment of national human resources employees, improving gender representation and creating a more diverse and inclusive workplace.

4.4 Partnerships

98. WFP partnerships are transparent, inclusive and effective, encompassing programmatic collaboration with federal, state and local government entities, local communities, other United Nations entities, civil society, international and local non-governmental organizations,[39] development partners, private businesses, associations and foundations. Strategic communications are supported through bilateral and multilateral engagement.

99. WFP will build on existing partnerships with other United Nations agencies, particularly the Rome-based agencies (the International Fund for Agricultural Development and FAO), UNICEF, UN-Women, UNFPA and the Joint United Nations Programme on HIV/AIDS. In collaboration with stakeholders, WFP will promote gender equality and social justice, building on lessons learned and engaging with the development partners group on gender and the national gender machinery. WFP will seek stronger engagement with private sector partners throughout its portfolio, including efforts that foster private sector development and the financial inclusion and economic empowerment of women.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

100. CSP programmes will measure advancement towards the achievement of global and national SDG targets in alignment with WFP's corporate results framework for 2022–2025 and the UNSDCF joint monitoring and evaluation framework for 2023–2027. The CSP's monitoring and evaluation framework focuses on performance management, accountability and learning. WFP will set baselines and targets for the CSP, using existing monitoring and evaluation data sources, national targets and the corporate results framework. Lessons from CSP implementation will be drawn from monthly process and biannual outcome monitoring and reporting, together with decentralized evaluations.

101. Field monitoring by WFP or third-party monitoring partners will ensure the holistic coverage of hard-to-reach locations. WFP's harmonized monitoring toolkit will be leveraged for data collection covering the monitoring of general food distributions, targeted therapeutic and supplementary feeding programmes, warehouse management and retailers. WFP will engage third-party monitoring partners for food security and market assessments aimed at

[38] The country office will establish a light operational presence in the northwest (Sokoto state) through an antenna office that will complement the logistics hub in Kano state in delivering programmes effectively in the region.

[39] The country office has established partnerships with local partners working on peacebuilding and social cohesion.

optimizing resource use. Output-level monitoring will be facilitated by monthly reports submitted by cooperating partners through WFP's country office monitoring and evaluation tool.

102. Given the centrality of gender equality and women's empowerment to the achievement of SDG 2, WFP will continue to ensure that the monitoring and evaluation system is gender sensitive- and -responsive, disaggregating data by diverse criteria, including sex, age and ability. Beneficiary feedback mechanisms will be strengthened to ensure accountability and effective two-way communications between WFP and affected people. Monitoring activities will entail clear measures for assessing aspects of protection, accountability and environment with a view to ensuring that protection measures are adequate, and that WFP does not inadvertently expose beneficiaries, especially the most vulnerable, to risks.

103. WFP will commission two country-led tailored decentralized evaluations: one on capacity strengthening under activity 6 and the other on smallholder agricultural market support under activity 5. The CSP will undergo an independent CSP evaluation in 2026 to meet accountability requirements in related to overall country portfolio performance and to inform future strategic programmatic orientation.

5.2 Risk management

Strategic risks

104. Political instability can negatively affect the country office's operations. Continuous awareness raising of communities with regard to their rights and training of WFP staff and partners on WFP's humanitarian mandate are essential. The provision of assistance in urban and peri-urban areas raises crowd control issues and the risk of attacks against civilians, WFP staff and assets. WFP will work with other United Nations agencies and other partners to mainstream security efforts and ensure civil–military coordination. Persistent gender inequalities constitute a major impediment to sustainable progress towards zero hunger. In the event of insufficient funding, WFP will prioritize the most vulnerable and food-insecure population groups, in coordination with the Government and other partners.

Operational risks

105. If targeting is inefficient and/or insufficient, WFP may fail to reach the people and communities in greatest need and those left furthest behind, weakening impact and risking reputational harm. WFP will ensure that targeting is aligned with agreed criteria and procedures for minimizing inclusion and exclusion errors. Stringent control mechanisms include the use of WFP's digital beneficiary information and transfer management platform or similar tools to authenticate beneficiaries, regular onsite monitoring and rigorous assessment of partner performance and beneficiary feedback mechanisms.

Fiduciary risks

106. As fraud and corruption are ongoing risks, WFP will ensure strong compliance with its internal controls and will test those of its partners. Mitigation measures will include continued training and awareness-raising for WFP staff, cooperating partners and vendors. WFP compliance officers have been recruited and a detailed risk matrix is in place.

5.3 Social and environmental safeguards

107. WFP has established operational procedures for identifying and managing the risk of causing social or environmental harm by progressively enhancing the social and environmental sustainability of its operations, activities and joint initiatives, in line with its environmental and social sustainability framework; increasing resource efficiency and minimizing its environmental footprint; and strengthening the capacity of partners to plan and implement environmentally sound, gender-responsive food security and nutrition activities.

108. WFP interventions may inadvertently create, exacerbate or perpetuate friction, conflict or tension between communities, including through the exclusion from WFP assistance of persons with disabilities and separated and unaccompanied minors/children. Mitigation measures include implementing the Nigeria country office protection and AAP strategy and action plan; supporting cooperating partners in conducting protection risk assessments; identifying protection threats and implementing risk mitigation measures; and conducting conflict sensitivity and risk assessments in Borno and Yobe to assess the causes and drivers and dynamics of the conflict, the actors involved and their relationships, and possible future trends and scenarios.

6. Resources for results

6.1 Country portfolio budget

109. The budget required to implement this five-year CSP is USD 2,561,080,399 of which 91 percent is allocated to crisis response, 8.5 percent to resilience building and 0.5 percent to root causes, reflecting the country office's strategic approach at the humanitarian–development–peace nexus. WFP is prepared to rapidly scale up life-saving operations in case of increased needs at any time during the five-year span of the CSP. WFP will allocate 15 percent of the budget to gender-related activities.

TABLE 2: COUNTRY PORTFOLIO BUDGET *(USD)*

Country strategic plan outcome	Activity	2023	2024	2025	2026	2027	Total
1	1	360 148 082	436 424 681	442 719 092	334 662 315	337 376 902	**1 911 331 071**
	2	39 808 055	48 941 328	50 565 270	52 473 862	54 248 670	**246 037 184**
2	3	298 633	356 192	359 082	328 400	331 337	**1 673 646**
3	4	27 716 790	29 096 408	29 542 846	41 021 869	41 364 880	**168 742 793**
	5	5 683 899	6 705 982	7 174 584	8 874 978	8 872 967	**37 312 409**
4	6	2 577 459	2 268 423	2 757 311	2 367 802	2 579 176	**12 550 171**
5	7	2 525 460	2 299 842	1 867 773	1 859 416	1 403 690	**9 956 182**
	8	1 832 831	1 972 711	2 000 581	2 037 724	2 067 135	**9 910 981**
	9	31 564 993	32 206 788	32 577 955	32 304 754	32 256 076	**160 910 566**
	10	531 111	529 966	530 029	532 223	532 067	**2 655 396**
Total		**472 687 315**	**560 802 320**	**570 094 523**	**476 463 342**	**481 032 900**	**2 561 080 399**

6.2 Resourcing outlook

110. Nigeria benefits from substantial flows of official development assistance, with traditional contributing partners well represented. A small number of leading donor partners have provided more than 80 percent of the confirmed contributions received by the country office since 2018. Total contributions have increased from year to year but struggle to keep pace with growing needs. In mid-2022, confirmed contributions were on track with established trends, suggesting a positive outlook despite global pressures. Continuing success in obtaining access to funds for resilience building, from both traditional and private sources, offers encouraging indications for the future, including with respect to the political commitment of development partners to supporting government plans for implementing durable solutions in the northeast.

6.3 Resource mobilization strategy

111. The CSP's accompanying partnership action plan explores emerging opportunities to diversify the donor base, notably through joint resource mobilization with the Government and other United Nations agencies, the increased participation of private donors and greater engagement with other non-traditional funding sources, including international financial institutions. The plan calls for sustained funding from traditional contributing partners, supported by intensified sharing of evidence and lessons learned. Work will include engagement in international forums in documenting the severity of life-saving needs and the emerging opportunities for WFP to support Nigeria's goal of moving beyond crisis response towards increased investment in resilience building and capacity strengthening for government institutions and communities aimed at addressing the root causes of hunger.

ANNEX I

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 Focus area: crisis response	Nutrition-sensitive

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)

SDG 17: Partnerships for the goals

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability

Cross-cutting indicators

CC.2.1: Percentage of beneficiaries reporting they were provided with universally accessible information about WFP programmes, including PSEA

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

CC.3.2: Percentage of food assistance decision making entity members who are women

CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

CC.4. Environmental sustainability

Cross-cutting indicators

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.4.2: Country office implements environmental management systems

CC.5. Nutrition integration

Cross-cutting indicators

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

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CC.5. Nutrition integration

Cross-cutting indicators

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

ANNEX II

FOOD RATION *(g/person/day)* AND CASH-BASED TRANSFER VALUE *(USD/person/day)* BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY									
	CSP outcome 1						CSP outcome 3		
	Activity 1				Activity 2		Activity 4		
Beneficiary type	**General food distribution**	**Pregnant and nursing mothers and children 6–23 months**	**General food distribution**	**Pregnant and nursing mothers and children 6–23 months**	**Pregnant and nursing mothers**	**Children 6–59 months**	**Food assistance for assets**	**Food assistance for assets**	**Food assistance for assets – pregnant and nursing mothers and children 6–23 months**
Modality	**Food**	**Food**	**CBTs**	**CBTs**	**Food**	**Food**	**Food**	**CBTs**	**CBTs**
Cereals	400	400					400		
Pulses	100	100					100		
Vegetable oil	35	35			25		35		
Salt	5	5					5		
Sugar									
Super Cereal					250				
Super Cereal Plus		200							
Ready-to-use supplementary food						100			
Total kcal/day	2 005	2 793	2 100	2 100	1 205	535	2 005	2 100	2 100
% kcal from protein	13	14			13	10	13		
Cash-based transfers *(USD/person/day)*			0.64	0.72				0.64	0.72
Number of feeding days per year	360	360	360	360	180	75	210	210	210

ANNEX III

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	**Total *(mt)***	**Total *(USD)***
Cereals	186 598	190 897 523
Pulses	46 649	98 925 824
Oil and fats	16 866	89 843 270
Mixed and blended foods	50 671	151 407 396
Other	2 332	1 360 146
Total *(food)*	**303 117**	**532 434 159**
Cash-based transfers		1 134 407 011
Total *(food and cash-based transfer value)*	**303 117**	**1 666 841 169**

ANNEX IV

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME *(USD)*						
	SDG target 2.1/ WFP strategic outcome 1	**SDG target 2.2/ WFP strategic outcome 2**	**SDG target 2.4/ WFP strategic outcome 3**	**SDG target 17.9/ WFP strategic outcome 4**	**SDG target 17.16/ WFP strategic outcome 5**	**Total**
	CSP outcome 1	**CSP outcome 2**	**CSP outcome 3**	**CSP outcome 4**	**CSP outcome 5**	
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Root causes**	**Crisis response**	
Transfers	1 862 346 324	1 398 150	174 789 688	11 211 248	161 181 869	**2 210 927 279**
Implementation	106 034 593	128 700	13 129 086	237 500	6 310 035	**125 839 914**
Adjusted direct support costs	57 316 975	44 648	5 560 290	335 450	4 907 838	**68 165 201**
Subtotal	2 025 697 892	1 571 498	193 479 063	11 784 198	172 399 742	**2 404 932 394**
Indirect support costs *(6.5 percent)*	131 670 363	102 147	12 576 139	765 973	11 033 382	**156 148 005**
Total	**2 157 368 255**	**1 673 646**	**206 055 203**	**12 550 171**	**183 433 125**	**2 561 080 399**

Acronyms

AAP	accountability to affected populations
CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
GDP	gross domestic product
SDG	Sustainable Development Goal
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women