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## Draft Nigeria country strategic plan (2019–2022)

Duration	1 January 2019–31 December 2022
Total cost to WFP	USD 587,524,542
Gender and age marker*	4

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>

### Executive summary

Nigeria is the most populous country in Africa, home to over 198 million people, 49.4 percent female and most under 30.<sup>1</sup> The United Nations Department of Economic and Social Affairs predicts that by 2050, Nigeria will become the third most populated country in the world.<sup>2</sup> One in five households is headed by a woman.<sup>3</sup> Nigeria achieved lower-middle-income status in 2014 and is Africa's largest economy.<sup>4</sup> Persistent inequalities and poverty are particularly marked in the

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<sup>1</sup> The sex ratio of the total population in 2017 was 1.030 (1,030 males per 1,000 females) (see <https://countrymeters.info/en/Nigeria>), which is higher than the global sex ratio for the same year of 1,016 males to 1,000 females (see <https://www.un.org/development/desa/publications/world-population-prospects-the-2017-revision.html>).

<sup>2</sup> United Nations Department of Economic and Social Affairs. 2017. *World Population Prospects*. Available at <https://www.un.org/development/desa/publications/world-population-prospects-the-2017-revision.html>.

<sup>3</sup> National Population Commission and ICF International. 2014. *Nigeria 2013 Demographic and Health Survey: Key Findings*. Available at <https://dhsprogram.com/pubs/pdf/sr213/sr213.pdf>.

<sup>4</sup> International Monetary Fund. 2017. *World Economic Outlook: Seeking Sustainable Growth: Short-Term Recovery, Long-Term Challenges*. Available at <https://www.bookstore.imf.org/books/title/world-economic-outlook-october-2017#>.

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### Focal points:

Mr A. Dieng  
Regional Director  
West Africa  
email: [abdou.dieng@wfp.org](mailto:abdou.dieng@wfp.org)

Ms M. Kaulard  
Country Director  
email: [myrta.kaulard@wfp.org](mailto:myrta.kaulard@wfp.org)

northeast and northwest.<sup>5</sup> Poor maternal nutrition, suboptimal infant and young child feeding practices, limited access to diverse nutritious food and inadequate health services are major underlying causes of child undernutrition. Over 40 percent of children aged 0–59 months are chronically malnourished (stunted), 11 percent are acutely malnourished and 32 percent are underweight.<sup>6</sup> The prevalence of hunger in rural areas is associated with low agricultural productivity; poor infrastructure, including transport and banking; limited access to safe water, sanitation and hygiene; inadequate health and education services; and gender inequalities. Nigeria has the second largest HIV epidemic globally, the highest number of paediatric cases in the world and 51 percent of the HIV burden of the African region.<sup>7</sup>

The Economic Recovery and Growth Plan 2017–2020<sup>8</sup> prioritizes agriculture and food security and sets out the Government's commitment to funding social safety nets through 2020. The associated 2017 Budget of Recovery and Growth funds a countrywide social investment programme that focuses on job creation, home-grown school feeding and cash transfers to vulnerable populations.

In 2015, there was a peaceful transition of power, and the next general elections are scheduled for February 2019. Currently the country is experiencing political tensions, criminality and conflict due to competition for resources. Insurgence in the northeast has displaced almost 2 million people over recent years. The conflict has had different impacts on women, men, boys and girls, and women and girls have been marginalized in the post-conflict peace-building process. WFP therefore aims to put women at the centre of its action to contribute to their empowerment through transformative approaches.

WFP re-established its presence in Nigeria in mid-2016, upon the request of the Nigerian Government, in order to provide targeted food security and nutrition assistance to conflict-affected populations in the northeast.

The country strategic plan consolidates WFP's presence in Nigeria by leveraging partnerships and focusing on maximizing results through complementary action. It is based on a scenario of increased security and stability in the northeast, which will allow WFP to phase out its direct operations over the first three years of the plan. **Notwithstanding this basic assumption, the country strategic plan includes provisions to ensure principled, safe and secure access to affected populations.** A decrease in life-saving assistance provided through general food distributions will be accompanied by a gradual increase in gender-transformative livelihood support and nutrition-sensitive activities, with the aim of promoting self-reliance and resilience. **Should crisis response needs increase beyond the contingency built into the CSP, WFP will revise planning figures and the budget.**

In addition, over the course of the CSP WFP will shift its focus from direct operational engagement to transferring know-how and experience to national and local institutions and to communities, with engagement in the policy environment and supported by a dedicated budget.

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<sup>5</sup> National Population Commission and ICF International. 2014. *Nigeria 2013 Demographic and Health Survey: Key Findings*. Available at <https://dhsprogram.com/pubs/pdf/sr213/sr213.pdf>.

<sup>6</sup> National Bureau of Statistics and Ministry of Budget and Planning. *Nigeria - Multi-Indicator Cluster Survey (MICS5) 2016–17, Fifth Round*. Available at [https://nigerianstat.gov.ng/nada/index.php/catalog/57/related\\_materials](https://nigerianstat.gov.ng/nada/index.php/catalog/57/related_materials).

<sup>7</sup> United Nations Joint Programme on HIV/AIDS (UNAIDS). 2018. *Miles to Go: Closing Gaps, Breaking Barriers, Righting Injustices*. Global AIDS Update 2018. Available at <https://www.aidsdatahub.org/miles-go%E2%80%94closing-gaps-breaking-barriers-righting-injustices-unaid-2018>.

<sup>8</sup> Available at <http://www.budgetoffice.gov.ng/index.php/economic-recovery-growth-plan-2017-2020>.

Drawing from the recommendations resulting from a 2017 zero hunger strategic review and government strategies and policies, the CSP proposes six interlinked strategic outcomes to reduce hunger and undernutrition through partnerships. It will address both humanitarian and development issues, in line with the international policy debate on the humanitarian–development–peace nexus. WFP will aim to put women at the centre of its action.

This CSP covers a period of four years, from January 2019 to December 2022. It is aligned with WFP's Strategic Plan (2017–2021), the United Nations sustainable development and partnership framework for Nigeria for 2018–2022 and the 2030 Agenda for Sustainable Development.

### **Draft decision\***

The Board approves the Nigeria country strategic plan (2019–2022) (WFP/EB.1/2019/8-A/8) at a total cost to WFP of USD 587,524,542.

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\* 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 most populous country in Africa.<sup>9</sup> It consists of 36 autonomous states and has a multi-ethnic and culturally diverse society, with more than 250 ethnic groups. More than half of Nigeria's 198 million people are under 18.<sup>10</sup> The annual population growth rate is 2.6 percent,<sup>11</sup> and the population set to double by 2050. Gender inequalities exist to varying degrees across the country. Most women become mothers between the ages of 17 and 19 in the northeast and northwest of the country, between 19 and 21 in the central part of the country and after 20 in the coastal south.
2. The country achieved lower-middle-income status in 2014 and has Africa's largest economy.<sup>12</sup> Gross domestic product is estimated at USD 481 billion and gross national income per capita at USD 2,820.<sup>13</sup> However, Nigeria was ranked 157th of 188 countries in the 2018 Human Development Index statistical update.<sup>14</sup> Nationally, 46 percent of the population lives below the poverty line, while in the northeast the figure is 77 percent.<sup>15</sup>
3. Ten million school-age children (60 percent girls) are out of school. Seventy percent of males aged over 6 have attended school at some point, compared with 58 percent of females.<sup>16</sup> Unemployment is high for both women and men.<sup>17</sup> Youth unemployment is very high: 17.6 million young Nigerians are unemployed, and this figure is set to rise in the next five years.<sup>18</sup>
4. In 2015, 3.5 million people were living with HIV, making Nigeria host to the world's second largest HIV epidemic. Young women have a higher HIV prevalence and are infected earlier in life than young men. In 2016, more than 46,000 young women were infected with HIV compared with 33,900 young men.<sup>19</sup>
5. The patriarchal nature of Nigerian society hinders the participation of women in formal and informal decision making. Just 5.8 percent of seats in parliament were occupied by women in 2015. Women and girls face additional barriers that affect their food security. This is

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<sup>9</sup> Women constitute 49.5 percent and men 50.5 percent of the population. National Bureau of Statistics, *Statistical Report on Women and Men in Nigeria (December 2016)*. Available at <http://www.nigerianstat.gov.ng/download/491>.

<sup>10</sup> National Bureau of Statistics and the United Nations Children's Fund. Multi-Indicator Cluster Survey, Nigeria, October 2017.

Available at [https://www.unicef.org/nigeria/NG\\_publications\\_mics\\_201617feb2018.pdf](https://www.unicef.org/nigeria/NG_publications_mics_201617feb2018.pdf).

<sup>11</sup> World Bank. *Population growth (annual %)* (<http://data.worldbank.org/indicator/SP.POP.GROW>) (2015 data).

<sup>12</sup> International Monetary Fund. 2017. *World Economic Outlook: Seeking Sustainable Growth: Short-Term Recovery, Long-Term Challenges*. (October 2017) Available at <https://www.bookstore.imf.org/books/title/world-economic-outlook-october-2017#>.

<sup>13</sup> World Bank. *Nigeria Data* (<http://data.worldbank.org/country/nigeria>) (2015 data).

<sup>14</sup> United Nations Development Programme. 2018. *Human Development Indices and Indicators: 2018 Statistical Update*. Available at <http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update>.

<sup>15</sup> United Nations Office for the Coordination of Humanitarian Affairs. 2017. *2018 Humanitarian Response Plan Nigeria*. Available at [https://reliefweb.int/sites/reliefweb.int/files/resources/2018\\_hrp\\_v5.4.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/2018_hrp_v5.4.pdf).

<sup>16</sup> National Population Commission of Nigeria and ICF International. 2014. *Nigeria Demographic and Health Survey 2013*. Available at <https://www.dhsprogram.com/pubs/pdf/FR293/FR293.pdf>.

<sup>17</sup> Unemployment was higher among women than men during the fourth quarter of 2016: 16.3 percent of women in the labour force (those between aged 15–65 willing and able to work and actively working or searching for work) were unemployed. By contrast, 12.3 percent of men were unemployed the same period. National Bureau of Statistics, June 2017. Available at <http://www.nigerianstat.gov.ng/download/564>.

<sup>18</sup> Economic Recovery and Growth Plan, 2017. Available at <http://www.budgetoffice.gov.ng/index.php/economic-recovery-growth-plan-2017-2020>.

<sup>19</sup> Avert. *HIV and AIDS in Nigeria* (<https://www.avert.org/professionals/hiv-around-world/sub-saharan-africa/nigeria>).

compounded by the socio-political dominance of men, the unequal division of unpaid care and domestic work and poverty.<sup>20</sup>

6. Since the end of the twentieth century, Nigeria has been a source of migration (and human trafficking) to the Middle East and Europe. Many low-skilled young people leave Nigeria looking for opportunities abroad.<sup>21</sup> Migration figures show a higher number of young women migrants than men.<sup>22</sup>
7. Conflict in northeast Nigeria has evolved into a protracted protection crisis. While some populations have returned to their places of origin, new populations are being displaced. Over 1.7 million people are still internally displaced in the states of Borno, Yobe and Adamawa; most of them are women (54 percent) and children (27 percent).<sup>23</sup> Over half of all internally displaced persons (IDPs) have found shelter in local communities.
8. Many people in the northeast have experienced insecurity such as extreme violence and the loss of family members, social connections and property. Human rights violations, forced displacement, obstruction of movement and limited mobility affect access to land and sustainable livelihoods. Food insecurity, systemic inequalities and displacement cause negative coping practices such as survival sex, child marriage, begging and the distress selling of productive assets.
9. The conflict affects women, men, boys and girls differently. Girls have less access to education than boys have; girls and women are exposed to greater risks of sexual violence and abuse such as child or forced marriage, teenage pregnancies and trafficking and are more likely to engage in survival sex. Young boys are at greater risk of forced recruitment by militia groups, **while (mainly young) women and girls are at greater risk of recruitment or abduction for use as suicide bombers, often together with their babies.**<sup>24</sup> Recent reports point to the increasing use of elderly people as suicide bombers.
10. In Nigeria's Middle Belt, frequent flooding, advancing desertification, soil degradation and other deteriorating environmental conditions have led to fiercer competition for farmland, grazing areas and water. Decades-long clashes between cattle herders (traditionally men) and local farmers (women and men) have intensified, leading to thousands of deaths and displacements. The breakdown of traditional conflict resolution mechanisms for land and water disputes and the proliferation of small arms and crime in rural areas reinforce this trend.
11. Exponential population growth, climate change, environmental degradation and heavy dependency on oil production, combined with widespread criminality, the circulation of small arms and terrorism cause a vicious cycle of crisis and food insecurity in Nigeria. Crisis mitigation and response should therefore be embedded in the country's development strategies.

<sup>20</sup> Godiya Allanana Makama. "Patriarchy and gender inequality in Nigeria: the way forward. *European Scientific Journal*, volume 9, No. 17. June 2013. Available at <http://www.eujournal.org/index.php/esj/article/view/1161>.

<sup>21</sup> International Organization for Migration. 2017. *Enabling a better understanding of migration flows (and its root causes) from Nigeria towards Europe: Desk review report*. Available at <https://reliefweb.int/sites/reliefweb.int/files/resources/Desk%20Review%20Report%20-%20NIGERIA%20-%20DP.1635%20-%20MinBuZa%20%2803%29.pdf>.

<sup>22</sup> United Nations Children's Fund *Migration Profiles: Nigeria; Part IV: International migrant stocks*. Available at <https://esa.un.org/MigGMGProfiles/indicators/files/Nigeria.pdf>. Number of women international migrants in 2013: aged 15–19 (54,907), aged 20–24 (48,755). Men: aged 15–19 (49,430), aged 20–24 (46,625).

<sup>23</sup> International Organization for Migration. *DTM Round 23: June 2018: Nigeria Displacement Tracking Matrix*. Available at <https://displacement.iom.int/system/tdf/reports/Nigeria%20-%20Displacement%20Report%2023%20%28June%202018%29.pdf?file=1&type=node&id=3854>.

<sup>24</sup> **Some analysts refer to the "feminization of terror" in this regard.**

## 1.2 Progress Towards Sustainable Development Goal 2

### Progress on SDG 2 targets

12. *Access to food (SDG Target 2.1)*. Nearly 13 million Nigerians are still affected by hunger, with wide disparities across geopolitical zones and between urban and rural areas.<sup>25</sup> Food insecurity is particularly widespread in the northern Sahel states.<sup>26</sup> Households headed by women in rural communities and urban slums face the greatest food security challenges.
13. In the Middle Belt region, intensified clashes between cattle herders and local farmers have caused the displacement and killing of hundreds of thousands of people. Tensions persist around the Biafra area. As of November 2018, Nigeria is hosting more than 30,000 refugees from anglophone Cameroon.
14. In the northeast, the situation is precarious. In 2018, however, the number of people experiencing extreme levels of food insecurity in Borno, Yobe and Adamawa dropped by more than half compared with previous years, to just over 2.9 million people projected for the lean season.<sup>27</sup> This reduction can be partly attributed to the scale-up of humanitarian assistance and a slight market recovery. Many people have little access to livelihood opportunities or an adequate variety and availability of food and depend completely on assistance. This is especially true for women, due to discriminatory and restrictive sociocultural norms, and for people staying in formal and informal camps.<sup>28</sup>
15. *End all forms of malnutrition (SDG Target 2.2)*. More than 40 percent of children aged 0–59 months are chronically malnourished (stunted), 11 percent are acutely malnourished and 32 percent are underweight. In the northern states, stunting rates range from 35 to 59 percent. Only a quarter of infants aged up to 6 months are exclusively breastfed, and 17 percent of children aged 6–23 months receive a minimum acceptable diet. Nigeria is also affected by the double burden of malnutrition, particularly in urban centres where overweight and obesity are increasing.<sup>29</sup>
16. Rates of global acute malnutrition rates among children aged 6–59 months are 9 percent in Borno, 12 percent in Yobe and 8 percent in Adamawa.<sup>30</sup> These results, however, mask some higher regional rates. The screening of newly arrived displaced people at reception centres reveals that more families are coming from areas considered inaccessible to humanitarian agencies. In July 2018, for example, 881 newly arrived children were registered in Bama, 679 of whom were from inaccessible areas. During mid-upper arm circumference (MUAC) screening, 146 of these 679 children were in the red category (MUAC less than 115 mm), amounting to around one in five children from inaccessible areas, or one in ten of all new arrivals.<sup>31</sup>

<sup>25</sup> Food and Agriculture Organization of the United Nations. 2015. *The State of Food Insecurity in the World: Meeting the 2015 international hunger targets: taking stock of uneven progress*. Available at <http://www.fao.org/3/a-i4646e.pdf>.

<sup>26</sup> Nigeria Zero Hunger Strategic Review, 2016. Available at <https://fscluster.org/nigeria/document/synthesis-report-nigeria-zero-hunger>.

<sup>27</sup> *Cadre Harmonisé Update Analysis to Identify Risk Areas and Populations in Acute Food and Nutrition Insecurity in Adamawa, Borno and Yobe States of Nigeria*. 2016.. Available at [http://www.fao.org/fileadmin/user\\_upload/emergencies/docs/Fiche-Nigeria%20aout2016%20ver3\\_ASG.pdf](http://www.fao.org/fileadmin/user_upload/emergencies/docs/Fiche-Nigeria%20aout2016%20ver3_ASG.pdf).

<sup>28</sup> WFP. 2017. *WFP Nigeria Country Brief*.. Available at <https://fscluster.org/sites/default/files/documents/wfp2865871.pdf>. The country office provided assistance to 672,000 females and 528,000 males.

<sup>29</sup> In 2013 17 percent of women in Nigeria were overweight and 8 percent obese. National Population Commission and ICF International. 2014. *Nigeria 2013 Demographic and Health Survey: Key Findings*. Available at <https://dhsprogram.com/pubs/pdf/sr213/sr213.pdf>.

<sup>30</sup> National Bureau of Statistics/Federal Ministry of Health/UNICEF Nutrition Surveillance Round V, April/May 2018.

<sup>31</sup> United Nations Children's Fund Bama Nutrition Survey, August 2018. Available at [https://reliefweb.int/sites/reliefweb.int/files/resources/bama\\_smart\\_nutrition\\_survey\\_12sep\\_2018.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/bama_smart_nutrition_survey_12sep_2018.pdf)

17. Anaemia affects 49 percent of women of reproductive age<sup>32</sup> and nearly three quarters of children aged 6–59 months.<sup>33</sup> Other vitamin deficiencies are highly prevalent among these children.<sup>34</sup>
18. *Double the agricultural productivity and incomes of small-scale food producers (SDG Target 2.3).* Food production has not kept pace with population growth, resulting in rising food imports, declining national food self-sufficiency and poor populations struggling to obtain enough food of acceptable quality. Smallholder farmers, mostly rural dwellers with small plots of land, often fail to produce surpluses and have little access to markets.<sup>35</sup> Post-harvest losses are high, extension services are weak and food value chains are largely undeveloped; the professionalization of the latter is a major priority. The food industry is dominated by a few multinational companies.<sup>36</sup>
19. Agricultural production, notably in the northeast, dropped sharply over the last five years. Farmers are often unable to reach their farmlands beyond the main towns, and the damage to and loss of assets due to insecurity caused by conflict are barriers to production. With people being displaced for longer periods of time, agricultural skills are not being transferred from generation to generation.
20. The increasing concentration of property in the hands of a small number of large-scale landowners is another worrying trend. Men are five times more likely than women to own land. Women make up only 21 percent of the non-agricultural paid labour force; 7.2 percent of them own the land they farm, which limits their access to credit and other financial services; and only 15 percent of women have bank accounts.<sup>37</sup>
21. *Ensure sustainable food production systems and implement resilient agricultural practices (SDG Target 2.4).* The need for more effective use of agricultural inputs is recognized for all commodities. The development and expansion of irrigation systems and the efficient use of dams are priorities. The increased occurrence of natural and human-caused disasters across Nigeria, exacerbated by farmers' poor coping strategies, exposes rural women and men producers to hazards such as the destruction of farmland, premature harvesting and displacement.<sup>38</sup>

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<sup>32</sup> World Bank. *Prevalence of Anemia among women of reproductive age (% of women ages 15–49)* (<http://data.worldbank.org/indicator/SH.ANM.ALLW.ZS>) (2011 data).

<sup>33</sup> World Bank. *Prevalence of Anemia among children (% of children under 5)* (<http://data.worldbank.org/indicator/SH.ANM.CHLD.ZS>) (2011 data).

<sup>34</sup> Nutrition International (Known as Micronutrient Initiative prior to April 2017). Nigeria country profile (<https://www.nutritionintl.org/in-the-world/africa/nigeria/>).

<sup>35</sup> WFP and others. *Synthesis Report of the Nigeria Zero Hunger Strategic Review*. Available at <https://fscluster.org/nigeria/document/synthesis-report-nigeria-zero-hunger>.

<sup>36</sup> United Nations Children's Fund. 2005. *Universal Salt Iodization in Nigeria: Process, Successes and Lessons*. Available at [https://www.unicef.org/nigeria/ng\\_publications\\_USI\\_in\\_Nigeria\\_Report.pdf](https://www.unicef.org/nigeria/ng_publications_USI_in_Nigeria_Report.pdf).

<sup>37</sup> British Council and UK Aid. *Gender in Nigeria Report 2012: Improving the lives of girls and women in Nigeria*. Available at <https://www.britishcouncil.org/sites/default/files/british-council-gender-nigeria2012.pdf>.

<sup>38</sup> WFP and others. *Synthesis Report of the Nigeria Zero Hunger Strategic Review, 2017*. Available at <https://fscluster.org/nigeria/document/synthesis-report-nigeria-zero-hunger>.

### **Macroeconomic environment**

22. Economic growth in Nigeria recovered to 0.8 percent in 2017<sup>39</sup> but remains fragile. A recent recession was largely caused by low crude oil prices and militant attacks on energy facilities. Crude oil sales constitute the main source of export earnings and government revenues, notwithstanding the country's push towards a more diversified economy.<sup>40</sup>
23. Relative to its peers, Nigeria has one of the lowest revenue-to-GDP ratios. The authorities have made it a key development objective to raise the revenue-to-GDP ratio for non-oil revenue from 3 percent to 15 percent by 2020. The very low tax collection rates are a direct reflection of weaknesses in revenue administration systems and systemic noncompliance.<sup>41</sup> The low disposable government income hampers the implementation of large-scale social safety nets.

### **Key cross-sectoral linkages**

24. Structural, institutional and sociocultural gender inequalities are both a cause and a result of food insecurity and undernutrition, including through the limited land rights and opportunities of women (SDG 5). Poor health and limited access to reproductive health and HIV/AIDS services hamper the fight against malnutrition (SDG 3). Climate change and desertification contribute to increased conflict and food insecurity (SDG 13).
25. Rainfall in large parts of the country occurs only seasonally. There is a pronounced dry season, making it necessary for farmers to employ soil moisture conservation techniques. The overexploitation of wood resources is driving environmental degradation and deforestation. The fragility of the natural environment undermines food security and causes social tensions. In the light of these challenges, fostering social-cultural cohesion and climate action are priority areas in the United Nations Integrated Strategy for the Sahel, to which WFP subscribes. The strategy is designed to achieve coherence and coordination across the United Nations system for greater efficiency and effectiveness.

### **1.3 Hunger gaps and challenges**

26. A 2017 zero hunger strategic review listed several gaps in national food security and nutrition responses, as well as general obstacles to achieving zero hunger related to shortcomings in policy and institutional frameworks, national and state-level monitoring and evaluation frameworks and data and knowledge management systems. Most have been discussed above.

### **1.4 Key country priorities**

#### **Government**

27. The Economic Recovery and Growth Plan 2017–2020 prioritizes agriculture and food security in order to diversify the economy and commits the Government to funding social safety nets. The associated Budget of Recovery and Growth funds a country-wide social investment programme focused on job creation, home-grown school feeding and cash transfers to vulnerable populations. The programme is supported by the recently adopted national social protection policy.<sup>42</sup>

<sup>39</sup> IMF. 2018. *World Economic Outlook, April 2018: Cyclical Upswing, Structural Change*. Available at <https://www.imf.org/en/Publications/WEO/Issues/2018/03/20/world-economic-outlook-april-2018>.

<sup>40</sup> United States Department of State Bureau of African Affairs. 2018. *U.S. Relations with Nigeria* (<https://www.state.gov/r/pa/ei/bgn/2836.htm>).

<sup>41</sup> IMF. 2018. Nigeria: selected issues. IMF Country Report No. 18/64. Available at <https://www.imf.org/~media/Files/Publications/CR/2018/cr1864.ashx>.

<sup>42</sup> Not available online.



28. The Agricultural Promotion Policy (2016–2020),<sup>43</sup> referred to as “the green alternative”, aims to solve the issues that limit food production and improve food quality standards.
29. In 2017 the Government of Nigeria unveiled a ten-year food security and nutrition strategy for the agriculture sector. The strategy, which spans 2016 to 2025, includes nutrition-sensitive interventions in agriculture, social protection and education and the provision of locally processed nutritious foods to children and pregnant and lactating women and girls (PLWG).
30. Priorities for improving food and nutrition security are detailed in various national policy documents: the National Policy on Food and Nutrition<sup>44</sup>; the National Strategic Plan of Action for Nutrition (2014–2019)<sup>45</sup> and the Agricultural Sector Food Security and Nutrition Strategy (2016–2025)<sup>46</sup>.
31. The Buhari Plan, managed by the Presidential Committee on the North-East Initiative,<sup>47</sup> guides all interventions in the region and is the Government’s blueprint for humanitarian relief, socio-economic stabilization, and the return and resettlement of displaced persons, harmonizing the activities of all stakeholders.
32. The Federal Ministry of Women’s Affairs and Social Development has developed a draft national gender policy that addresses five priority areas. The policy is pending validation.
33. The multi-stakeholder zero hunger strategic review completed in January 2017 confirms the commitment to the 2030 Agenda for Sustainable Development and recommends actions to end hunger and malnutrition in Nigeria by 2030 through food self-sufficiency, improved agricultural production, better youth employment and gender and nutrition mainstreaming.
34. The Government of Nigeria has identified sustainable peace-building as critical to rebuilding northeast Nigeria.<sup>48</sup> To achieve this, the Government is taking a conflict-sensitive approach to humanitarian and development initiatives by ensuring community participation, ownership and inclusivity before implementation.

### **United Nations and other partners**

35. Applying a “delivering as one” approach, the member agencies of the United Nations country team seek to work coherently, effectively and efficiently to support Nigeria in achieving national development priorities, the SDGs, the United Nations reform agenda and other internationally agreed treaty obligations and development goals.
36. The three broad areas of results contemplated by the United Nations sustainable development partnership framework for 2018–2022 are governance, human rights, peace and security; equitable quality basic services; and sustainable and inclusive economic growth and development. These are based on Nigeria’s development priorities as set out in Vision 2020, all of which are aligned with the SDGs.
37. The 2019 humanitarian response plan aims to reach 6.9 million people with life-saving humanitarian support in Borno, Adamawa and Yobe. It has three strategic objectives. The

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<sup>43</sup> Available at <https://fscluster.org/nigeria/document/agriculture-promotion-policy-2016-2020>.

<sup>44</sup> <http://www.nationalplanning.gov.ng/2017/assets/national-policy-on-food-and-nutrition-document.pdf>

<sup>45</sup> Available at <http://www.health.gov.ng/doc/NSPAN.pdf>.

<sup>46</sup> Federal Ministry of Agriculture and Rural Development (FMARD), 2017. Agricultural Sector Food Security and Nutrition Strategy 2016–2025, Nigeria.

<sup>47</sup> In March 2018, the Nigerian Federal Government announced that the Presidential Committee on the North-East Initiative would become the North-East Development Commission.

<sup>48</sup> Presidential Committee on the North East Initiative. 2016. *Rebuilding the North East: The Buhari Plan: Volume II: Relocation, Rehabilitation & Resettlement, Peace Building, Security (Initiatives, Strategies and Implementation Frameworks)*. Available at <http://pcni.gov.ng/the-buhari-plan/>.

humanitarian country team coordinates with the Government at both the federal and state levels.

## 2. Strategic implications for WFP

### 2.1 WFP's experience and lessons learned

38. WFP's first engagement in Nigeria was in 1968, in response to the Nigerian civil war (commonly known as the Biafran War). WFP relaunched activities in Nigeria in 2015, focusing on capacity strengthening for Government-led responses through the National Emergency Management Agency and its state-level counterparts. As the crisis in the northeast escalated, WFP established a more formal presence in mid-2016,<sup>49</sup> reaching populations in conflict-affected and hard-to-reach areas.
39. A 2017 regional synthesis of operation evaluations covering 2013–2017 made several recommendations, notably a stronger focus on the self-reliance of populations; broader support for national social protection mechanisms and the implementation of durable solutions for affected populations in the northeast through a multi-faceted process encompassing humanitarian aid, recovery and resilience and peace building initiatives.
40. A 2017 evaluation of regional emergency operation 200777 recommended strengthening WFP's partner base, conducting a cash-based transfer (CBT) review, increasing the focus on gender equality and protection issues and improving the food security assessment system.
41. In line with a 2018 evaluation of humanitarian principles and access,<sup>50</sup> humanitarian principles have been integrated into the CSP, including notably protection objectives.

### 2.2 Opportunities for WFP

42. The 2017 Nigeria zero hunger strategic review recommended several priority actions for WFP:
  - Focus on enabling access to food by all (with SDG 2 as an entry point).
  - Enhance partnerships to integrate humanitarian and development assistance and improve disaster prevention and emergency response.
  - Scale up nutrition-specific and nutrition-sensitive interventions to reduce undernutrition through integrated, multisectoral action.
  - Strengthen gender-transformative programming.
  - Support countrywide efforts to address the root causes of protracted crises through the social investment programme,<sup>51</sup> and enhance shock-responsive, nutrition-sensitive safety nets.
  - Improve multi-stakeholder dialogue on sustainable development.
  - Support smallholder farmers and enhance value chains.

### 2.3 Strategic changes

43. This CSP consolidates WFP's presence in Nigeria by leveraging partnerships and seeking to achieve results through complementary actions. It is based on a scenario of increased security and stability in the northeast. There will be a decrease in life-saving assistance currently

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<sup>49</sup> In July 2018, WFP assisted over 1.2 million people through in-kind distributions (67 percent of total interventions) and CBTs (33 percent) in Borno, Yobe and Adamawa.

<sup>50</sup> WFP Office of Evaluation. 2018. *Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts: Evaluation Report: Report number OEV/2016/014*. Available at <https://www.humanitarianoutcomes.org/file/135/download?token=AhkRPB3r>.

delivered through general food distributions, accompanied by a gradual increase in gender-transformative livelihood support and nutrition-sensitive approaches, with the overall aim of promoting self-reliance and resilience.

44. The country office plans to move away **gradually** from its operational work to focus on capacity development, harnessing WFP's comparative advantages. To achieve the desired impact, WFP expects to continue to support the Nigerian Government in the medium- and long-term with a national and local partnership network, through private-sector engagement and by targeting donors and foundations at the national level.
45. This CSP will be implemented nationally and at the state level in geographical areas where WFP's expertise will have an added value. It will complement the work of national and state-level institutions, other United Nations agencies and other actors to maximize the impact of resilience and capacity-strengthening programming and policy work.
46. WFP stands ready to engage directly in areas outside the northeast to complement national efforts in the event of a clear gap in national capacity and upon the request of the Government.
47. Lastly, through the CSP framework and related partnerships, WFP aims to become the partner of choice for achieving zero hunger in Nigeria. Partnerships will be complemented with advocacy efforts in order to pave the way for a broadened and diversified portfolio of donors.

### 3. WFP strategic orientation

#### 3.1 Direction, focus and intended impacts

48. The CSP is based on the assumption that the security and humanitarian situation in the northeast will improve, allowing WFP to reduce its operational footprint considerably over the course of the CSP.
49. The CSP also envisages that the Government will gradually increase its operational and resourcing capacity to respond to the humanitarian situation in the northeast.
50. WFP will build on existing partnerships to support Nigeria in improving its emergency preparedness and capacity to respond to food security and nutrition crises and strengthen its early warning systems.
51. WFP will adopt a gender-transformative approach that reflects the needs of women, men, girls and boys. The CSP places a special emphasis on addressing barriers to gender equality by supporting women's and girls' empowerment and engaging men and boys in efforts to change harmful ideas regarding masculinity, thereby supporting sustained food security and nutrition and reducing the impact of shocks.
52. This CSP addresses both humanitarian and development issues in accordance with WFP's dual mandate and the international policy debate on operationalizing the humanitarian-development-peace nexus. In its humanitarian responses it thus seeks to harmonize early recovery and development activities.
53. WFP aims to become a recognized knowledge centre for national, state and local actors and a zero hunger advocate, rooting the work to achieve this aim in its experience in crisis response, resilience building and multisectoral nutrition approaches and contributing to the sustainable phase-out of direct crisis operations.
54. The provision of life-saving emergency assistance through general food distribution, **(cash-based and in-kind)**, the prevention of malnutrition and increased income-generating support to promote self-reliance will require strong operational engagement at the start of the CSP (before gradually being phased out), with gradual layering of interventions. **Should crisis response needs increase beyond the contingency built into the CSP, WFP will revise planning figures and the budget. This will be done in consultation with partners, based on available data and analysis.**

55. Federal and state-level institutions and communities will lead programmes and will be WFP's counterparts for operations as well as policy and capacity development.
56. WFP will mainstream protection throughout its work, supported by a solid understanding of the operational context, including through protection analysis. Training and capacity building in protection and humanitarian principles for staff and partners will include on-the-job coaching. Improving community-based protection structures will be another area of focus.
57. WFP will ensure that affected populations (women and men) are consulted throughout all stages of the programme cycle; beneficiary feedback mechanisms will be tailored to their preferred means of communication.
58. Community-based targeting methods will be developed to ensure that nutritionally vulnerable people, including those living with HIV, the chronically ill, the elderly, people in households headed by children, people with disabilities and other marginalized groups, do not face constraints in obtaining food and nutrition assistance. WFP will improve how HIV is taken into account in planned responses, where appropriate.
- 59. WFP will ensure continuous context and conflict analysis to support conflict-sensitive programming, Accountability to affected populations and a principled approach to gaining and maintaining humanitarian access. This approach will be taken in close collaboration with the regional bureau and headquarters and will reach across borders to ensure concerted WFP efforts in the Lake Chad Basin. WFP will conduct its operations under the programme criticality framework to determine levels of acceptable security risk for programmes and mandated activities implemented by its personnel. WFP will build and maintain a solid security structure in accordance with the principle of "no programme without security, no security without resources". WFP will include community acceptance in its security risk management measures and will warrant that operations are conducted in a legal framework based on humanitarian principles.**

### 3.2 Strategic outcomes, focus areas, expected outputs and key activities

***Strategic outcome 1: Internally displaced persons, returnees, refugees and local communities affected by crises in Nigeria are able to meet their basic food and nutrition needs during and in the aftermath of shocks***

- ~~59.~~**60.** WFP will provide unconditional food assistance, **using CBTs where appropriate**, to the most food-insecure, crisis-affected populations. WFP's life-saving assistance will be complemented by income-generating and vocational training, **including the use of cash grants**, targeting women and adolescent girls and boys who have been identified as particularly vulnerable to protection risks and food insecurity in order to increase their self-reliance.

#### ***Focus areas***

- ~~60.~~**61.** This strategic outcome focuses on providing crisis response to IDPs, returnees and host communities affected by crises in Nigeria and facing severe food insecurity and malnutrition.

#### ***Expected outputs***

- ~~61.~~**62.** Three outputs will contribute to strategic outcome 1:
- Food-insecure Internally displaced persons, returnees, refugees and local communities affected by crises receive food assistance, **through CBTs where appropriate**, that meets their basic food and nutrition needs.
  - Food-insecure crisis-affected people receiving food assistance, **(both cash-based and in-kind)**, especially women and adolescents, benefit from skills training and income-generation support that promotes their self-reliance and access to markets.

- Children aged 6–59 months, pregnant and lactating women and girls, and other nutritionally vulnerable populations affected by crises receive specialized nutritious food and accompanying social and behaviour change communications that prevent and treat malnutrition.

### **Key activities**

*Activity 1: Provide unconditional food assistance and income-generating activities to food-insecure internally displaced persons, returnees, refugees and host communities affected by crises*

- 62.63. Joint multisectoral assessments and emergency food security **security analyses, including market and cash feasibility analyses**, will be conducted regularly to monitor the status of nutrition, food security and markets in crisis-affected states and to facilitate timely and adequate responses to the evolving ~~situation~~ **situation**. Gender analyses will be systematically integrated into all assessments. Special attention will be given to understanding all protection risks and the food security and nutrition situation of pastoralists.
- 63.64. General food assistance (in-kind and ~~CBTs~~ **cash-based**) will be delivered to the most food-insecure, crisis-affected women, men, boys and girls (IDPs, returnees, refugees and host populations) in northeast Nigeria during the first three years of the CSP. WFP will prioritize rural areas, people in locations with pockets of severe food insecurity and those in camps with no other support, using vulnerability-based targeting approaches that integrate gender analyses. **In locations with well-functioning markets, WFP will prioritize CBTs to stimulate local economies and provide choice to beneficiaries.**
- 64.65. Selected beneficiaries of **cash-based and in-kind** general food distributions – especially women, adolescent girls and young people – will benefit from vocational training and income-generating activities, **including through the provision of cash grants**, with a focus on nutrition training for women and making markets accessible for women. Training will focus on a range of skills linked to food security, including food processing, the production of fuel-efficient stoves, tailoring, gardening and information technology. Where possible, training will be linked to future public reconstruction works and local nutritious food production and fortification. **These and other activities seek to mainstream gender equality and environmental and climate change concerns.**
- 65.66. Conditions permitting, IDPs living in local communities and vulnerable local populations living in areas where there is access to farmland, livelihood opportunities and markets will be moved from strategic outcome 1 activities to strategic outcome 2 activities, which will provide opportunities to participate in medium- to large-scale income-generating activities and livelihood programmes. WFP will provide seasonal (lean-season, post-harvest) labour-based and asset creation support, **including through the provision of cash grants.**
- 66.67. At the time of the drafting of this CSP, discussions were under way among humanitarian actors on the best way to support returnees, both from neighbouring countries and IDP. WFP will coordinate with government authorities, the United Nations High Commissioner for Refugees, the United Nations Development Programme, the United Nations Food and Agriculture Organization (FAO), the International Organization for Migration and others to support lasting solutions, with a focus on supporting the food security and early recovery of the most vulnerable people.
- 67.68. As co-lead of the Food Security Sector, WFP will work closely with FAO, federal and state authorities and partners to facilitate the identification of needs, collective achievements and gaps in assistance **using a complementary approach.**
- 68.69. These activities will generate empirical knowledge that WFP will seek to transfer to federal and state-level institutions and communities under strategic outcome 4.

*Activity 2: Provide nutrition prevention and treatment packages to children aged 6–59 months, pregnant and lactating women and girls, other nutritionally vulnerable populations and persons with caring responsibilities*

~~69~~**70.** A preventive nutrition approach through a blanket supplementary feeding programme and treatment of moderate acute malnutrition (MAM) will be integrated into WFP's food assistance in response to crises. The approach will include social and behaviour change communication (SBCC) on health; nutrition; infant and young child feeding; water, sanitation and hygiene; protection; and education.

~~70~~**71.** Children aged 6–23 months and PLWG who receive general food distributions through enrolment in preventive nutrition activities will have access to specialized nutritious foods for children. Children aged 24–59 months identified with MAM through community screening exercises will also be enrolled.

~~71~~**72.** WFP, in collaboration with the United Nations Children's Fund and the Federal Ministry of Health, will support facility-based MAM treatment by implementing targeted supplementary feeding programme activities. The activities will be introduced in a limited way to assess the feasibility of scaling them up and handing them over to the Government.

***Strategic outcome 2: Vulnerable populations in targeted areas become more resilient to shocks and are able to meet their basic food needs throughout the year***

~~72~~**73.** WFP will support early recovery and resilience to shocks through asset creation and preservation, increased livelihood opportunities and enhanced agricultural value chains. Women will be supported in efforts to strengthen their role in decision making and thus to tackle gender inequalities.

#### **Focus areas**

~~73~~**74.** This strategic outcome focuses on helping crisis-affected, food-insecure populations become self-reliant and strengthen their resilience to future shocks.

#### **Expected outputs**

~~74~~**75.** Two outputs contribute to strategic outcome 2:

- Food-insecure people, including smallholders, benefit from the preservation and creation of assets that improve their livelihoods and food security and promote their resilience to climate disruptions and other shocks.
- Crisis-affected, food-insecure smallholder farmers benefit from improved post-harvest handling practices and increased access to markets that support their early recovery and resilience.

#### **Key activities**

*Activity 3: Provide conditional transfers to food-insecure people, including women, young people and smallholders*

~~75~~**76.** WFP will support the development of a productive safety net programme and provide conditional food assistance and livelihood support, asset creation, value chain support and natural resource management<sup>52</sup> activities aimed at restoring livelihoods and strengthening the resilience of crisis-affected women and men. **This will be implemented in close collaboration with national and state institutions, as well as communities.** Smallholder farmers, fisherfolk and pastoralists identified as vulnerable will be prioritized where

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<sup>52</sup> For example, activities related to water harvesting, fertility management, e.g: composting, and natural resource management (e.g., soil water conservation, tree and grass planting, terracing, post-harvest processes, food storage, handling and transport, food quality and safety education).

appropriate **and will receive asset assistance through the most appropriate modality, cash-based or in-kind.**

**76.77.** Environmental screening will ensure that assets do not harm the environment and that where possible they promote sustainable solutions such as fuel-efficient cooking. WFP will help to enhance the Government's capacity to improve the quality, sustainability and equity of assets created in national public works programmes. WFP will seek complementarity with other actors to enhance its impact, and technical expertise will be mobilized through partnerships.

**77.78.** WFP will train selected crisis-affected smallholder farmers in the northeast in food storage management and will provide access to hermetic household storage for surplus production to reduce post-harvest losses and thus to improve access to safe foods and markets, with a focus on equitable control and access to services by women and men. WFP will work with local manufacturers to improve the design of silos and with producers to establish distribution networks.

**78.79.** Where relevant, beneficiaries under strategic outcome 1 will be integrated into activities under strategic outcome 2 to build their resilience to shocks. Activities under this strategic outcome will generate empirical knowledge that WFP will aim to transfer to federal- and state-level institutions and communities under strategic outcome 4.

***Strategic outcome 3: Nutritionally vulnerable people in chronically food-insecure areas have enhanced nutritional status in line with the achievement of national and global targets by 2025***

**79.80.** WFP and federal and state-level institutions, partners and communities will provide an evidence-based and cost-effective multisectoral preventive package that includes nutrition-sensitive and nutrition-specific activities integrated with health (including sexual and reproductive health), education, water, sanitation and hygiene, food security and livelihood responses. WFP will progressively hand over its activities to national and federal institutions and aims, by 2022, to establish an effective, sustainable and scalable preventive nutrition model.

**80.81.** Nutritionally vulnerable populations, particularly children under 5, adolescent girls and women of reproductive age, will benefit from greater access to community-based nutrition services, locally available fortified foods and increased awareness of nutrition practices. Men and boys will also be engaged to ensure transformative sustainable gains. The WFP preventive package will contribute to reducing malnutrition, increasing the demand of mothers and families for basic health and nutrition services, empowering communities to improve their nutrition with locally available foods and elevating the priority of integrated maternal and child nutrition to the national policy level.

### **Focus areas**

**81.82.** This outcome focuses on resilience building.

### **Expected outputs**

**82.83.** Three outputs will contribute to strategic outcome 3:

- Children aged 6–59 months and pregnant and lactating women and girls benefit from access to nutritious foods that improve their diets.
- Children aged 6–59 months, pregnant and lactating women and girls, and adolescent girls benefit from an integrated, multisectoral nutrition prevention package that improves their nutrition status.
- Children aged 6–59 months, pregnant and lactating women and girls, adolescent girls and other nutritionally vulnerable groups (including people living with HIV) benefit from evidence and results generated by integrated nutrition approaches that improve the

nutrition services provided by the Government, non-governmental organizations and community-based organizations.

*Activity 4: Support improving the nutrition status of children, pregnant and lactating women and girls, adolescents and other nutritionally vulnerable groups (including people living with HIV) through an integrated malnutrition prevention package, including access to nutritious food and high-quality care, social and behaviour change communication and capacity strengthening*

**83.84.** WFP will provide specialized nutritious foods and nutrition-sensitive cash transfers as part of a multisector package. Children will receive fortified complementary foods while PLWG and caregivers will receive cash-based transfers. Cash-based transfers will be conditional, subject to participation in maternal, newborn and child health services, maternal support groups and livelihood activities. WFP will take measures to ensure that women's unpaid work does not increase and that men are supported in taking on nutrition-related activities.

**84.85.** WFP will deliver gender-transformative, nutrition-focused SBCC to improve nutrition practices and promote healthy diets. WFP will work with smallholder farmers, especially women, to increase their production and consumption of nutrient-rich foods. Community-based, inclusive participatory research will be used to identify socio-cultural norms, food practices and preferences.

**85.86.** WFP will support assessments of market availability and the prices of seasonal and locally available nutritious foods. Collaboration through entities such as the Scaling Up Nutrition business network will aim to commercialize locally available nutritious foods for use in government nutrition services and WFP activities to prevent malnutrition.

**86.87.** Utilizing lessons learned from past and current multisector nutrition programmes, WFP will link its preventive activities with nutrition-sensitive safety net models that focus on adolescent girls, PLWG, boys and girls, providing cash and food and adapted to the requirements of those most in need. Attention will be given to achieving nutrition outcomes through cash-based programming. Graduation models will strengthen the self-reliance of nutritionally vulnerable populations.

**87.88.** WFP will coordinate with stakeholders and support the capacity of local and state institutions by providing technical assistance and demonstrating the advantages of a multisector approach. It will ensure that civil society organizations – particularly those working on issues of gender equality and social justice – take part in developing and implementing the approach.

***Strategic outcome 4: Federal, state and local actors have strengthened capacity to manage food security and nutrition programmes in line with national targets in the short, medium and long term***

**88.89.** Building on its comparative advantages and operational experience in the northeast of Nigeria, WFP will consolidate partnerships to enhance national and state-level emergency preparedness and response systems, including in food security and nutrition assessment and monitoring, early warning, protection, gender analysis, targeting and registration processes, safety nets, CBT capacities and supply chains.

**89.90.** In addition, national and state actors will benefit from skill and knowledge transfer in the areas of food quality and safety control, food standardization systems, food fortification and the local production of nutritious foods, in order to ensure that by 2022 the Government and other humanitarian actors are able to purchase locally produced nutritious foods that comply with international food safety and quality assurance standards.



### **Focus area**

**90.91.** This strategic outcome seeks to enhance national capacities by improving skills and leveraging partnerships to support federal and state-level efforts to address the root causes of food insecurity and malnutrition.

### **Expected outputs**

**91.92.** Three outputs will contribute to strategic outcome 4:

- Vulnerable people benefit from the strengthened capacity of federal, state and local actors to manage safety nets and thus improve their food security, nutritional status and access to complementary services.
- Food-insecure people benefit from the strengthening of the emergency preparedness and response capacity of national, state and local actors, including with regard to vulnerability assessment mapping and early warning systems, and thus benefit from improvements in their ability to address the specific needs of various vulnerable groups effectively.
- Smallholders benefit from the improved capacity of public and private institutions to support value chains, including better food quality and standards, and the local production of nutritious foods.

### **Key activities**

*Activity 5: Support the technical capacity of federal, state and local actors in information management systems, vulnerability assessment and mapping, monitoring and evaluation, safety net management, food technology and fortification, supply chains, nutrition and emergency preparedness and response, integrating gender*

**92.93.** WFP will provide technical assistance to federal, state and local institutions, civil society organizations (particularly those working for gender equality and women's empowerment) and local communities, to manage food security and nutrition responses and support better crisis response, the prevention of malnutrition, enhanced value chains and the provision of safety nets that protect livelihoods. WFP will work with national and state actors to strengthen early warning systems.

**93.94.** WFP will also continue to support the Cadre Harmonisé exercise – the shared institutional framework for the analysis of acute food insecurity in Nigeria – and will work closely with the food security team in the Ministry of Agriculture.

**94.95.** WFP will contribute to national safety nets by sharing expertise on beneficiary registration and data management, vulnerability-based targeting and the shock responsiveness of safety nets, bringing relevant national actors together. WFP will also share its CBT expertise with the wider humanitarian sector, including federal and state-level government institutions, to promote best practices.

**95.96.** WFP will facilitate public-private partnerships and provide technical support to relevant national entities to improve food quality infrastructure with local food processors, the National Agency for Food and Drug Administration and Control, and the Standards Organization of Nigeria. WFP will also support the upgrade and implementation of the framework of national fortification programmes and provide technical support for the local production of nutritious and fortified food products, including new commodities such as rice.

**96.97.** WFP will support efforts to improve the value chain of the Nigerian home-grown school feeding programme by facilitating procurement from smallholder farmers (equitably, from both women and men), providing quality control, solving supply chain issues and supporting the capacity of the Government-led programme coordination team at the federal and state levels.

~~97.~~**98.** As part of the “Supply Optimization through Logistics, Visibility and Evolution” (SOLVE) project, WFP will aim to support national capacity in health supply chain management in collaboration with the Ministry of Health, United Nations agencies, donors, NGOs, civil society, the private sector and other partners. The focus will be on improving the availability and distribution of reproductive health products in support of the Family Planning 2020 initiative.<sup>53</sup>

~~98.~~**99.** WFP’s capacity development work builds upon its experience with activities like those under strategic outcomes 1, 2 and 3.

***Strategic outcome 5: Government and partner efforts to Achieve zero hunger by 2030 are supported by effective and coherent policy frameworks***

~~99.~~**100.** By conducting a comprehensive analysis of the policy framework of the Government and reinforcing partnerships, advocacy networks and strategies, WFP will become a recognized advocate for zero hunger in Nigeria. Advocacy efforts will seek to align existing policy frameworks with the Nigerian zero hunger agenda and provide direct support for national and local zero hunger strategies.

***Focus area***

~~100.~~**101.** This strategic outcome focuses on, WFP’s contribution to national efforts to tackle the root causes of food insecurity and malnutrition and support the achievement of SDG 2 in Nigeria.

***Expected outputs***

~~101.~~**102.** One output contributes to strategic outcome 5:

- Nigerians benefit from alignment of the policies, plans and programmes of the Government and its partners with the recommendations of the national zero hunger review and thus from efficient, effective and equitable progress towards zero hunger.

***Key activities***

*Activity 6: Support the Zero Hunger Forum and food and nutrition security coordination and advocacy in line with the recommendations of the zero hunger strategic review*

~~102.~~**103.** WFP will work with federal and state-level institutions, the International Institute of Tropical Agriculture, the International Food Policy Research Institute, other United Nations agencies and other partners to review and align policy arrangements for food security and nutrition; support policy formulation, including to give effect to the recommendations of the zero hunger strategic review; and strengthen the efficiency of the Zero Hunger Forum and its drive for results, including the gender-transformative implementation, monitoring and evaluation of priority zero hunger actions in selected pilot states.

~~103.~~**104.** Evidence from WFP’s work in Nigeria will support research for rights-based policy development in collaboration with universities and research institutes, for example in the field of value chains, the prevention of malnutrition and the role of women as agents of change in disaster risk reduction and food security.

~~104.~~**105.** WFP will develop a multi-year gender-transformative zero hunger advocacy strategy, engaging with policymakers and local actors, particularly crisis-affected populations and beneficiaries. Communications will be at the core of the CSP in the promotion of a wider zero hunger discourse, and WFP will foster broad awareness of the zero hunger challenges and solutions in the country.

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<sup>53</sup> Information about the initiative is available at <http://www.familyplanning2020.org/nigeria>.

***Strategic outcome 6: The humanitarian community is able to reach and operate in areas of humanitarian crisis throughout the year***

~~105.106.~~ Crisis-affected populations will be reached through the facilitation of safe, effective and efficient physical, logistical and electronic access by the humanitarian community to project implementation sites in northeast Nigeria.

***Focus area***

~~106.107.~~ This strategic outcome focuses on Strategic Result 8 and SDG target 17.16, both related to providing humanitarian access to remote locations. Insecurity, long distances and poor road infrastructure hamper humanitarian access to affected populations in northeast Nigeria, and no domestic commercial alternatives exist.

***Expected outputs***

~~107.108.~~ Three outputs will contribute to strategic outcome 6:

- Crisis-affected people benefit from efficient logistics services through which they receive timely life-saving food assistance.
- Crisis-affected people benefit from reliable telecommunications services that facilitate timely humanitarian assistance.
- Crisis-affected people benefit from United Nations Humanitarian Air Service operations that facilitate timely humanitarian assistance.

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

~~108.109.~~ By providing common logistics services, WFP will support the efforts of the Government and the humanitarian community to enhance logistics coordination mechanisms and information management and services and to augment critical supply chain capacities to enable an effective response.

*Activity 8: Provide common emergency telecommunications services to government, United Nations and NGO partners to facilitate effective field operations and provide for staff security*

~~109.110.~~ WFP will train members of the humanitarian community (the Government, the United Nations, NGOs and the private sector) in the use of information and communications technology for emergency preparedness and response. WFP will also provide common emergency telecommunications services to the humanitarian response community and will support services provided directly to affected communities to facilitate the delivery of assistance and provide for staff security. Services will include assessments, training, the set-up of telecommunications infrastructure and the establishment of an operational framework.

*Activity 9: Provide humanitarian air services to all partners until appropriate alternatives are available*

~~110.111.~~ UNHAS will provide the humanitarian community with unhindered access to beneficiaries and implementing sites in the northeast crisis areas through a safe, reliable and cost-effective humanitarian air service. It will also transport life-saving cargo such as medical supplies and provide adequate capacity for the evacuation of humanitarian staff.

**3.3 Transition and exit strategies**

~~111.112.~~ As security and access improve in the northeast, WFP will work to achieve the transition from direct relief assistance and prevent food security relapse by providing livelihood opportunities and training. WFP's direct operations will gradually decrease under strategic outcome 1, with a scale-up of resilience and capacity development for some crisis response beneficiaries under strategic outcome 2 and additional capacity-strengthening activities under strategic outcomes 3, 4 and 5. Government institutions will be fully involved

for a more effective handover. **Recognizing that this assumes continued stabilization, the country office will perform ongoing contextual analysis and focused consultation with the Government, in close collaboration with the regional bureau and headquarters, to identify risks that may threaten the eventual handover.**

~~112~~.113. Over the duration of the CSP, WFP will also transfer knowledge gathered from its gender-transformative activities in Nigeria to federal and state-level actors to enhance nationally owned interventions. After four years, a review will be undertaken to understand where WFP's expertise can add further value in the years to come.

~~113~~.114. WFP will continue to advocate for coherent gender-responsive policies and programmes that help Nigeria achieve zero hunger by 2030 and will promote partnerships to ensure that populations affected by crises are provided with timely life-saving assistance.

## 4. Implementation arrangements

### 4.1 Beneficiary analysis

Strategic outcome	Activities	Girls	Boys	Women	Men	Total
1	Activity 1: Provide unconditional food assistance and income-generating activities to food-insecure IDPs, returnees, refugees and host communities affected by crises.	136 500	123 500	221 000	169 000	<b>650 000</b>
	Activity 2: Provide nutrition prevention and treatment packages to children aged 6–59 months, PLWG, other nutritionally vulnerable populations and persons with caring responsibilities	67 456	58 752	91 392	0	<b>217 600</b>
2	Activity 3: Provide conditional transfers to food-insecure people, including women, young people and smallholders	52 500	47 500	85 000	65 000	<b>250 000</b>
3	Activity 4. Support improving the nutrition status of children, PLWG, adolescents and other nutritionally vulnerable groups (including people living with HIV) through an integrated malnutrition prevention package, including access to nutritious food and high-quality care, social and behaviour change	13 393	11 607	80 000	0	<b>105 000</b>

	communications and capacity strengthening.					
<b>Total with overlap</b>						<b>1 222 600</b>
<b>Total without overlap</b>						<b>892 600*</b>

\* The maximum number of beneficiaries reached per activity without overlap is used to derive the number of unique beneficiaries across the four years. The unique beneficiaries for the whole CSP, excluding overlaps between activities and years, were derived by adding the activity 1 unique beneficiaries receiving unconditional transfers (i.e. 650,000) to the 12,600 children participating in targeted supplementary feeding, plus 150,000 unique beneficiaries who receive livelihood support under activity 3 and 80,000 PLWG assisted under activity 4. Around 127,000 children and 78,000 PLWG under activity 2, 25,000 children under activity 4 and 100,000 beneficiaries receiving livelihood support also receive unconditional transfers during the four years and are therefore excluded from the total number of beneficiaries without overlap.

**115.114.** The targeting, design and implementation of activities will be guided by food security and nutrition assessments, gender and risk analyses and consultative processes, including in-depth discussions with communities using seasonal livelihood programming and community-based participatory planning. In accordance with WFP's Gender Policy (2015–2020),<sup>54</sup> a gender baseline analysis will be carried out at the start of the CSP.

**116.115.** Vulnerability-based targeting will be informed by regular assessments, and very poor households will be identified by engaging with communities in an inclusive manner. WFP will continue to improve its programme design to ensure that it does not increase the burden of unpaid care on women and that beneficiaries and communities have access to mechanisms for providing feedback on WFP interventions.

**117.116.** Nutrition and food assistance (in-kind food and CBTs) under strategic outcome 1 will be maximized from the beginning of the year up to the lean season and will decrease during the final quarter of the year (post-lean season and harvest period). Vulnerable women and men with access to land or other livelihood opportunities within the crisis-affected region will be engaged in community asset creation activities. **CBTs will be used where market conditions are conducive.**

**118.117.** As the food security and nutrition situation, as well as security in the northeast, improve, the number of beneficiaries of general food distributions under strategic outcomes 1 and 2 will decrease from 1.2 million under emergency operation 200777 to 700,000 at the start of the CSP. By the end of 2021 WFP will have phased out its crisis response in the northeast. Resilience programming will continue to support 250,000 beneficiaries in Borno, Adamawa and Yobe states until the end of the CSP. At the same time, the share of assistance provided through CBTs will increase over time.

**119.118.** In Nigeria, WFP needs to employ conflict-sensitive programming approaches, including with regard to the women, peace and security agenda set out in United Nations Security Council Resolution 1325 and other related resolutions, where possible helping to ease local tensions while adhering to the "do no harm" principle. WFP will deepen its understanding of various livelihoods to develop conflict-sensitive programmes, particularly in support of herders.

**120.119.** WFP will use vulnerability and protection-based targeting, supported by gender analyses, to reach the most food-insecure households. Continual re-targeting will take place and beneficiaries will be registered in the WFP beneficiary and transfer management platform, SCOPE, so that their identities can be checked at food and cash distribution points.

<sup>54</sup> WFP/EB.A/2015/5-A.

## 4.2 Transfers

### Food and cash-based transfers

	Strategic outcome 1					Strategic outcome 2	Strategic outcome 3	
	Activity 1	Activity 2			Activity 3	Activity 4		
Beneficiary type	IDP, returnee host community	Children 6–23 months	MAM children 24–59 months	PLWG	MAM children 6–59 months	IDP, returnee, host community	children 6–23 months	PLW/G
Modality	Food and CBTs	Food	Food	Food	Food	Food and CBTs	Food	CBTs
Cereals	350					350		
Pulses	100					100		
Vegetable oil, fortified	35			25		35		
Salt, iodized	5					5		
SuperCereal w/ sugar	50			250		50		
SuperCereal Plus		200	200				200	
PlumpySup					100			
Total kcal/day	2,101	787	787	1 205	535	2 101	787	
% kcal from protein	11.4	16.6	16.6	13.5	10.5	11.4		
% kcal from fat	22.1	23.2	23.2	37.6	59.0	22.1		
Cash (USD/person/day)	0.46					0.46		0.46
Number of feeding days per year	360	360	90	360	60	210	180	360

Table 2 shows a full ration. A reduced ration of 70 percent, as well as a 70 percent CBT value in selected urban areas, have shown the potential to meet some of the food needs of urban households in areas assessed for activities 1 and 3.

<b>TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE</b>		
<b>Food type/cash-based transfers</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	88 862	36 542 532
Pulses	25 389	21 623 060
Oils and fats	10 101	8 964 234
Mixed and blended	43 868	37 475 948
Salt	1 269	464 835
<b>Total (food)</b>	<b>169 489</b>	<b>105 070 609</b>
Cash-based transfers		160 001 882
<b>Total (food and cash-based transfer value)</b>	<b>169 489</b>	<b>265 072 491</b>

**120.121.** WFP aims to gradually increase the use of CBTs in a localized manner, informed by gender analyses, in areas where such is contextually feasible.

**121.122.** Food and cash rations will be reviewed in accordance with any change in the nutrition and food security status of beneficiaries.

**122.123.** Through its cash delivery platform, WFP will support the expansion of financial services in remote areas by engaging and supporting financial service providers to provide bank or mobile money accounts that offer pro-poor products and services, thereby supporting financial inclusion. WFP will also support the provision of targeted financial literacy and inclusive decision-making training for CBT recipients.

**123.124.** Under the preventive nutrition approach, all children aged 6–23 months and children aged 24–59 months with MAM will receive monthly rations of a specialized nutritious food, SuperCereal Plus. PLWG will receive monthly rations of a fortified blended food (SuperCereal) and fortified vegetable oil. WFP will encourage local production efforts with the aim of facilitating access to locally available nutritious foods and stimulating economic recovery.

### **Capacity strengthening, including South–South cooperation**

**124.125.** The capacity-strengthening elements of the CSP portfolio will be described and monitored using WFP's framework for country capacity strengthening to facilitate annual progress monitoring. Where appropriate, baseline information on certain capacities may be captured through a capacity needs mapping exercise.<sup>55</sup>

**125.126.** The federal system in Nigeria offers flexibility for testing new models that could be scaled up if proven successful. Innovative national public-private partnerships (such as post-harvest loss programmes linking small-scale farmers to markets and home-grown school meals programmes) can be expanded to continental and global levels through South–South and triangular cooperation.

<sup>55</sup> WFP. 2015. *The Design and Implementation of Technical Assistance and Capacity Development: National Self-sufficient Capacity to Respond, Reduce and Rebuild from Crises and Achieve Zero Hunger*. Available at <https://docustore.wfp.org/stellent/groups/public/documents/forms/wfp267077.pdf>.

### 4.3 Supply chain

~~126.~~**127.** As part of its supply chain sourcing strategy, WFP will complement local sourcing with regional and international sourcing for commodities that are insufficiently available on local markets due to the lean season or prohibitively high prices.

~~127.~~**128.** To optimize cost, lead times and efficiencies while maintaining maximum operational flexibility, WFP maintains a warehouse hub in Kano, which also functions as part of the Global Commodity Management Facility and will be used as a technical training centre for national and state-level institutions, recent graduates of agricultural universities and the private sector. The capacity-strengthening activities will include sharing best practices for designing, building and managing warehouses and training on integrated pest control systems and storage risk management.

~~128.~~**129.** WFP will continually enhance its CBT implementation capacities, addressing cost efficiency while maintaining a gender-equality focus throughout the entire CBT cycle. This includes integrating gender analysis, continuous analysis of procurement options, including financial service providers, retail and logistics assessments covering retailers and wholesalers, supply chain continuity and monitoring systems, vendor training, modality selection and regular review of implementation strategy.

~~129.~~**130.** WFP will work with other United Nations agencies and other partners to optimize supply chain resources (e.g., through long-term agreements for common goods and services, shared storage, equipment) and support the strengthening of national supply chain systems. WFP will explore the potential for procuring commodities in Nigeria for other WFP operations in the region.

### 4.4 Country office capacity and profile

~~130.~~**131.** New activities introduced in the CSP will require a value-driven approach that balances WFP's role as enabler with the provision of an efficient humanitarian and development response. WFP will train its personnel to ensure that they have the skills needed to implement the CSP. Special attention will be given to ethics and the prevention of all forms of harassment and fraud. In line with WFP's corporate national staff initiative, the country office will reduce the number of international staff positions while transferring knowledge to national staff. Recruitment processes will seek to advance gender parity and competencies among country office personnel.

### 4.5 Partnerships

~~131.~~**132.** WFP undertook in-depth stakeholder consultations while formulating this CSP, including with other United Nations agencies. Partnerships with the other Rome-based agencies (FAO and the International Fund for Agricultural Development), the United Nations Children's Fund and other agencies and thematic groups will be the foundation for the successful implementation of the CSP. WFP will expand its partnerships to include bilateral development and funding partners such as the World Bank, international financial institutions and other donors.

~~132.~~**133.** WFP is consolidating its partnerships and will work with a wide range of federal and state actors to implement the CSP, including the ministries responsible for budget and national planning, finance, agriculture and rural development, health, women's affairs and social development and the National Social Investment Office, as well as other federal and state institutions, to support skills and knowledge transfer in the areas of emergency preparedness, social protection, food security and nutrition. WFP and the National Emergency Management Agency signed a new memorandum of understanding in 2017 to strengthen cooperation between the two agencies.



- 133.134.** WFP will increase the number of its local and international NGO partners and will work with civil society organizations to strengthen the capacities of national actors, seeking strategic partnerships that bring resources and expertise to a more collaborative and less transactional model of partnership. WFP will stress the importance of gender equality and the prevention of fraud and corruption in all its partnerships.
- 134.135.** WFP will continue its proactive engagement with government partners as a foundational resource base, with continuing support envisaged from the donor governments that were pivotal in scaling up the humanitarian response in 2016. Particular focus will be placed on ensuring an appropriate mix of funding for both the humanitarian and development aspects of the CSP. Efforts to attract support through South–South cooperation and thematic funding windows in areas such as nutrition, smallholder farmer support, resilience, emergency preparedness and supply chains; WFP will use SCOPE to demonstrate that it can enhance transparency in fund and resource management as well as in beneficiary transfers.
- 135.136.** Leveraging its innovation potential and global experience, WFP will facilitate public-private partnerships and continue to work with social enterprises, for example in relation to post-harvest loss reduction and smallholder access to markets (with equitable engagement of and benefits for women and men).

## **5. Performance Management and Evaluation**

### **5.1 Monitoring and evaluation arrangements**

- 136.137.** Through its Corporate Results Framework (2017–2021), WFP is committed to demonstrating its contribution to the achievement of the global and national SDG targets. To this end, WFP will strengthen joint monitoring and evaluation frameworks under the United Nations sustainable development partnership framework, supporting federal and state-level actors in their efforts to strengthen their capacity to collect and assess data relevant to progress toward zero hunger targets. WFP will use existing monitoring and evaluation data sources to set baselines for the CSP whenever applicable.
- 137.138.** Following the CSP focus on gender equality and women’s empowerment, WFP will use study design and analysis techniques to ensure that all data and analyses are gender-responsive. The monitoring and evaluation system will be adapted to ensure that data are disaggregated by various criteria, especially by sex and age.
- 138.139.** To ensure accountability, beneficiary feedback mechanisms will be strengthened to allow different groups to provide feedback through their preferred communication channels and to enable WFP to respond effectively.
- 139.140.** WFP will build the monitoring and evaluation capacity of field staff with the aim of making gender-responsive monitoring and learning an integral part of the organizational culture. To supplement capacity and to ensure coverage in areas where WFP has constrained access due to insecurity, third-party monitoring partners will be engaged.
- 140.141.** Process monitoring will be improved through a streamlined standardized toolkit used by both WFP and third-party monitoring staff. Regular monitoring will examine areas including distribution site management; beneficiary verification; ensuring that adequate protection measures are in place, especially for those most vulnerable; and food basket monitoring. CBT beneficiaries will be asked about their expenditures, participating traders will be interviewed, and market visits will be conducted. To increase coverage, WFP is also exploring options for remote monitoring.
- 141.142.** WFP will continue to collect key output information on beneficiaries (disaggregated by sex and age), assistance provided and the general progress of activities. WFP is committed to using COMET for all partnership agreements and planning and reporting purposes.

~~142.~~**143.** Lessons from implementation of the CSP will be drawn from monthly process and twice-yearly outcome monitoring and reporting, along with reviews and a decentralized evaluation. By focusing on root causes and resilience building, and including gender equality and protection considerations, these studies will inform strategic and operational decisions. The results of an ongoing evaluation of the L3 response in northeast Nigeria will be available in 2019 and will inform the CSP. Consistent with WFP evaluation guidelines, there will be a country portfolio evaluation in the penultimate year of the CSP.

## **5.2 Risk management**

~~143.~~**144.** WFP recognizes Nigeria as a high-risk context, with continuous challenges with regard to humanitarian access and staff and beneficiary safety.

### ***Strategic risks***

~~144.~~**145.** Although the political situation has been relatively stable recently, political instability can have a negative impact on WFP's operations in Nigeria, including through the politicization of humanitarian aid. Continuous sensitization of communities on their rights and the training of WFP staff and partners on WFP's humanitarian mandate of WFP are vital. The provision of assistance in urban and peri-urban areas raises crowd control issues and involves the risk of attacks against civilians and WFP staff and assets. Persisting gender inequalities, if not proactively tackled, may constitute a major impediment to sustainable progress towards zero hunger. WFP will work with other United Nations agencies and other partners to mainstream security efforts and ensure civil-military coordination.

~~145.~~**146.** Despite the international attention paid to the Northeast crisis and donor pledges, funding may not reach the amount needed. WFP advocates predictable, flexible and timely resources from traditional and emerging donors and works to maximize the efficiency and effectiveness of resources received by focusing on value for money. In the event of insufficient funding WFP will prioritize the most food-insecure populations in coordination with the Government and other partners.

~~146.~~**147.** WFP only recently established a presence in Nigeria and after a rapid scale-up is now consolidating partnerships. WFP will need to make resources available to ensure continuous training and investment in its newly recruited staff and partners to ensure that they have the expertise needed to implement this multi-faceted CSP effectively.

~~147.~~**148.** Since its re-establishment in Nigeria, WFP has been focused on crisis response. Its gradual shift to resilience and capacity development requires buy-in at various levels, **a conducive operating environment** and interest from new donors, which might take time. WFP undertook in-depth consultations during the development of the CSP to ensure strategic alignment with other key stakeholders.

### ***Operational risks***

~~148.~~**149.** If targeting is not successful WFP may fail to reach the right beneficiaries or duplicate the efforts of others, leading to a lack of impact and a reputational loss. WFP will ensure that targeting is done in line with agreed criteria and processes to minimize inclusion and exclusion errors. Stringent control mechanisms, the use of SCOPE to authenticate beneficiaries, regular on-site monitoring, systematic assessment of partner performance and beneficiary feedback mechanisms are additional mechanisms for mitigating operational risk.

### ***Fiduciary risks***

~~149.~~**150.** As fraud and corruption are ongoing risks, WFP will ensure strong compliance with 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. A WFP compliance officer has been recruited and a detailed risk matrix is in place. WFP will regularly

update the matrix to capture changes in the environment and adjust risk mitigation measures accordingly.

## 6. Resources for Results

### 6.1 Country Portfolio Budget

Strategic outcome	Year 1	Year 2	Year 3	Year 4	Total
1	160 183 379	111 933 883	41 760 093	0	<b>313 877 355</b>
2	28 604 290	34 159 737	44 569 849	44 909 171	<b>152 243 047</b>
3	16 316 099	14 111 923	10 930 588	929 987	<b>42 288 598</b>
4	2 947 340	2 318 251	1 971 722	2 126 537	<b>9 363 849</b>
5	55 709	56 142	404 870	425 718	<b>942 439</b>
6	34 619 168	20 695 246	13 494 840	0	<b>68 809 254</b>
<b>Total</b>	<b>242 725 986</b>	<b>183 275 182</b>	<b>113 131 962</b>	<b>48 391 413</b>	<b>587 524 542</b>

### 6.2 Resourcing outlook

~~150.~~**151.** The estimated total budget for the CSP is USD 588 million. Past trends and local discussions with funding partners indicate that funding support for the emergency response will not remain at the levels experienced thus far. New funding sources will need to be found for the resilience-building and capacity-strengthening components. WFP will seek multi-year funding agreements to increase the predictability and stability of funding. While the entire budget will contribute to gender transformation, 19 percent will be earmarked for specific investments in gender equality.

~~151.~~**152.** In the event of funding shortfalls WFP, in coordination with the Government and other actors, will prioritize life-saving support and nutrition interventions that target the most crisis-affected vulnerable population groups, including children aged 6–59 months, PLWG and other vulnerable women.

### 6.3 Resource mobilization strategy

~~152.~~**153.** The resource mobilization strategy seeks to position WFP as a major partner in achieving zero hunger, supporting gender transformation and the achievement of the SDGs in Nigeria. WFP's success in fundraising is largely attributable to partner trust in its capacity for emergency operations and livelihood interventions. WFP has had positive exchanges with government partners, international financial institutions and other partners in preparing this CSP and will continue to engage partners at every stage of its implementation to ensure that activities and results are in line with partner priorities and strategies.

~~153.~~**154.** WFP's work in Nigeria will facilitate new and expanded partnerships, initially as a large-scale emergency responder but with a gradual shift towards becoming a gender-responsive resilience-building organization, addressing root causes of food insecurity. WFP will strengthen existing partnerships with donors while redoubling efforts to develop new ones, including with public-private partnerships and partnerships with international financial institutions.

~~154.~~**155.** WFP will encourage contributions on the part of the Government, the general public and the private sector. Partner mapping will identify current and new opportunities, and multi-year funding will be sought to support sustained and coordinated activities. WFP will encourage partners to confirm contributions early in the year so that they can be used for the advance purchase and pre-positioning of food. In support of these efforts, WFP's partnership action plan will serve as a guide to partnerships and resource mobilization throughout the CSP.

REVISION MODE

**ANNEX I****LOGICAL FRAMEWORK FOR NIGERIA COUNTRY STRATEGIC PLAN (2019–2022)**

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food**

**Strategic outcome 1: Internally displaced persons, returnees, refugees and local communities affected by crisis in Nigeria are able to meet their basic food and nutrition needs during and in the aftermath of shocks**

Outcome category:  
Maintained/enhanced  
individual and household  
access to adequate food

Focus area: crisis response

**Assumptions**

Government and partners able to provide complementary activities to meet beneficiary NFI, hygiene, water, sanitation, and other needs

Delivery of goods not hampered by rains, poor infrastructure, and insecurity

Resources from donors received early enough to allow for the timely purchase and delivery of foods in a context where lead-time is compounded by remoteness of areas and rains

Sufficient resources (human, financial, technology) secured in time to allow for required scale-up of operations for implementation and monitoring of activities

**Outcome indicators**

Consumption-based Coping Strategy Index (Average)

Dietary Diversity Score

Food Consumption Score

Food Expenditure Share

Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)

MAM Treatment Default rate

MAM Treatment Mortality rate

MAM Treatment Non-response rate

MAM Treatment Recovery rate

Minimum Dietary Diversity – Women

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

### **Activities and outputs**

#### **2. Provide nutrition prevention and treatment packages to children 6-59 months, pregnant and lactating women and girls, other nutritionally vulnerable populations and persons with caring responsibilities (NPA: Malnutrition prevention activities)**

Children aged 6–59 months, pregnant and lactating women and girls and other nutritionally vulnerable populations affected by crises receive specialized nutritious food and accompanying social and behaviour change communications that prevent and treat malnutrition [A] (A: Resources transferred)

Children aged 6–59 months, pregnant and lactating women and girls, and other nutritionally vulnerable populations affected by crises receive specialized nutritious food and accompanying social and behaviour change communications that prevent and treat malnutrition [B] (B: Nutritious foods provided)

Children aged 6–59 months, pregnant and lactating women and girls and other nutritionally vulnerable populations affected by crises receive specialized nutritious food and accompanying social behaviour change communications that prevent and treat malnutrition [E] (E: Advocacy and education provided)

#### **1. Provide unconditional food assistance and income-generating activities to food-insecure internally displaced persons, returnees, refugees and host communities affected by crises (URT: Unconditional resource transfers to support access to food)**

Food-insecure crisis-affected people receiving food assistance, especially women and adolescents, benefit from skills training and income-generation support that promotes their self-reliance and access to markets [A2] (A: Resources transferred)

Food-insecure crisis-affected people receiving food assistance, especially women and adolescents, benefit from skills training and income-generation support that promotes their self-reliance and access to markets [C] (C: Capacity development and technical support provided)

Food-insecure IDPs, returnees, refugees and local communities affected by crises receive food assistance that meets their basic food and nutrition needs [A1] (A: Resources transferred)

## **Strategic Objective 2: Improve nutrition**

### **Strategic Result 2: No one suffers from malnutrition**

#### **Strategic outcome 3: Nutritionally vulnerable people in chronically food insecure areas have enhanced nutritional status in line with the achievement of national and global targets by 2025**

Outcome category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: resilience building

### **Assumptions**

Government and partners able to provide complementary activities to meet beneficiary NFI, hygiene, water, sanitation, and other needs

Delivery of goods not hampered by rains, poor infrastructure, and insecurity

Resources from donors received early enough to allow for the timely purchase and delivery of foods in a context where lead-time is compounded by remoteness of areas and rains

Sufficient resources (human, financial, technology) secured in time to allow for required scale-up of operations for implementation and monitoring of activities

Outbreaks and epidemics are prevented or constrained

Clients are willing and able to visit health clinics for assistance

Caregivers understand the benefits and preparation methods of nutritious commodities

Sharing of individual entitlements among household members is minimal

### **Outcome indicators**

Minimum Dietary Diversity – Women

Proportion of beneficiaries who recall and practice a key nutrition message

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

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Zero Hunger Capacity Scorecard

#### **Activities and outputs**

#### **4. Support improving the nutrition status of children, pregnant and lactating women and girls, adolescents and other nutritionally vulnerable groups (including people living with HIV) through an integrated malnutrition prevention package, including access to nutritious food and quality care, social and behavioural change communication and capacity strengthening (NPA: Malnutrition prevention activities)**

Children aged 6–59 months and pregnant and lactating girls benefit from access to nutritious foods that improve their diets [A] (A: Resources transferred)

Children aged 6–59 months and pregnant and lactating girls benefit from access to nutritious foods that improve their diets [B] (B: Nutritious foods provided)

Children aged 6–59 months and pregnant and lactating girls benefit from access to nutritious foods that improve their diets [G] (G: Linkages to financial resources and insurance services facilitated)

Children aged 6–59 months, pregnant and lactating girls, adolescent girls and other nutritionally vulnerable groups (including people living with HIV) benefit from evidence and results generated by integrated nutrition approaches that improve the nutrition services provided by the Government, NGOs and community-based organizations [C] (C: Capacity development and technical support provided)

Children aged 6–59 months, pregnant and lactating girls and adolescent girls benefit from an integrated, multisectoral nutrition prevention package that improves their nutrition status [E] (E: Advocacy and education provided)



**Strategic Objective 3: Achieve food security****Strategic Result 3: Smallholders have improved food security and nutrition**

**Strategic outcome 2: Vulnerable populations in targeted areas become more resilient to shocks and are able to meet their basic food needs throughout the year**

Outcome category: Increased smallholder production and sales

Focus area: resilience building

**Assumptions**

Government and partners able to provide complementary activities to meet beneficiary NFI, hygiene, water, sanitation and other needs

Delivery of goods not hampered by rains, poor infrastructure, and insecurity

Resources from donors received early enough to allow for the timely purchase and delivery of foods in a context where lead-time is compounded by remoteness of areas and rains

Sufficient resources (human, financial, technology) secured in time to allow for required scale-up of operations for implementation and monitoring of activities

Community participation in activity and site selection and management starts at project inception and remains ongoing

Value of assets creation entitlement is attractive against work norms

Smallholder farmers are successful at supporting increased grain production and maintaining sustainable access to markets and surplus storage mechanism

**Outcome indicators**

Consumption-based Coping Strategy Index (Average)

Food Consumption Score

Food expenditure share

Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

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

Rate of post-harvest losses

### Activities and outputs

#### **3. Provide conditional transfers to food-insecure persons, including women, young people and smallholders (ACL: Asset creation and livelihood support activities)**

Crisis-affected, food insecure smallholder farmers benefit from improved post-harvest handling practices and increased access to markets that support their early recovery and resilience [A] (A: Resources transferred)

Crisis-affected, food insecure smallholder farmers benefit from improved post-harvest handling practices and increased access to markets that support their early recovery and resilience [F] (F: Purchases from smallholders completed)

Food-insecure people, including smallholders, benefit from preservation and creation of assets that improve their livelihoods and food security and promote their resilience to climate disruptions and other shocks [D] (D: Assets created)

### **Strategic Goal 2: Partner to support implementation of the SDGs**

#### **Strategic Objective 4: Support SDG implementation**

#### **Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs**

#### **Strategic outcome 4: Federal, state and local actors have strengthened capacity to manage food security and nutrition programmes in line with national targets in the short, medium and long term**

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: root causes

**Assumptions**

Partnership with government is ongoing and effective

**Outcome indicators**

Emergency Preparedness Capacity Index

Zero Hunger Capacity Scorecard

**Activities and outputs**

**5. Support the technical capacity of federal, state and local actors in information management systems, vulnerability assessment and mapping, monitoring and evaluation, safety net management, food technology and fortification, supply chains, nutrition and emergency preparedness and response, integrating gender. [Activity category 12; modality: CS] (CSI: Institutional capacity strengthening activities)**

Food insecure people benefit from the strengthening of the emergency preparedness and response capacity of national, state and local actors, including with regard to vulnerability assessment mapping and early warning systems, and thus benefit from improvements in their ability to address the specific needs of various vulnerable groups effectively [C] (C: Capacity development and technical support provided)

Smallholders benefit from improved capacity of public and private institutions to support value chains, including better food quality and standards, and local production of nutritious foods [C] (C: Capacity development and technical support provided)

Vulnerable people benefit from the strengthened capacity of federal, state and local actors to manage safety nets and thus improve their food security, nutritional status and access to complementary services [C] (C: Capacity development and technical support provided)

Vulnerable people benefit from the strengthened capacity of federal, state and local actors to manage safety nets and thus improve their food security, nutritional status and access to complementary services [M] (M: National coordination mechanisms supported)

## **Strategic Result 6: Policies to support sustainable development are coherent**

**Strategic outcome 5: Government and partner efforts to achieve Zero Hunger by 2030 are supported by effective and coherent policy frameworks**

Outcome Category: Prioritized and implemented food security and nutrition policy reforms

Focus Area: Root Causes

### **Assumptions**

Partnership with government is ongoing and effective

### **Outcome indicators**

Number of new or improved plans, policies, regulations, pieces of legislation and programmes to enhance food security and nutrition

### **Activities and outputs**

**6. Support the Zero Hunger Forum and food and nutrition security coordination and advocacy in line with the recommendations of the zero hunger strategic review (CSI: Institutional capacity strengthening activities)**

Nigerians benefit from alignment of the policies, plans and programmes of the government and its partners with the recommendations of the national zero hunger review and thus from efficient, effective and equitable progress towards zero hunger [M] (M: National coordination mechanisms supported)

**Strategic Objective 5: Partner for SDG results****Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

**Strategic outcome 6: Humanitarian community is enabled to reach and operate in areas of humanitarian crisis throughout the year** Outcome category: Enhanced common coordination platforms

Focus area: crisis response

**Assumptions**

Effective coordination structures in place

Donors respond positively and timely to requirements

Users understand operational constraints (such as weather and insecurity) cannot be controlled

Users of the service are able and willing to complete the survey

**Outcome indicators**

User satisfaction rate

**Activities and outputs****8. Provide common emergency telecommunications services to government, United Nations and NGO partners to facilitate effective field operations and provide for staff security (CPA: Service provision and platforms activities)**

Crisis-affected people benefit from reliable telecommunications services that facilitate timely humanitarian assistance [H] (H: Shared services and platforms provided)

**7. Provide common logistic services to government, United Nations and non-governmental partners to facilitate effective field operations (CPA: Service provision and platforms activities)**

Crisis-affected people benefit from efficient logistics services through which they receive timely life-saving food assistance [H] (H: Shared services and platforms provided)

**9. Provide humanitarian air services to all partners until appropriate alternatives are available. (CPA: Service provision and platforms activities)**

Crisis-affected people benefit from United Nations Humanitarian Air Service (UNHAS) operations that facilitate timely humanitarian assistance [H] (H: Shared services and platforms provided)

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**Strategic Goal 1: Support countries to achieve zero hunger****C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

C.2.1: Proportion of targeted people receiving assistance without safety challenges

**C.3. Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

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

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

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

**C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment****Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)							
	Strategic Result 1 SDG Target 2.1	Strategic Result 3 SDG Target 2.3	Strategic Result 2 SDG Target 2.2	Strategic Result 5 SDG Target 2.3	Strategic Result 6 SDG Target 17.4	Strategic Result 8 SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Focus area	Crisis response	Resilience building	Resilience building	Root causes	Root causes	Crisis response	
Transfer	245 306 721 244 307 607	111 436 020 110 638 101	32 087 896 31 998 526	7 082 051 294	815 514	61 113 048	<del>457 841</del> <b>493 455 924</b> <b>089</b>
Implementation	34 574 019 35 570 133	21 764 677 22 559 597	5 449 025 538 395	1 157 188 572	0	159 157	<del>63 098 449 65</del> <b>015 853</b>
Adjusted direct support costs	14 842 782	9 753 520	2 170 683	552 480	69 405	3 337 424	<b>30 726 294</b>
<b>Subtotal</b>	<b>294 720 521</b>	<b>142 951 218</b>	<b>39 707 603</b>	<b>8 792 346</b>	<b>884 919</b>	<b>64 609 629</b>	<b>551 666 237</b>
Indirect support costs (6.5%)	19 156 834	9 291 829	2 580 994	571 503	57 520	4 199 626	<b>35 858 305</b>
<b>Total</b>	<b>313 877 355</b>	<b>152 243 047</b>	<b>42 288 598</b>	<b>9 363 849</b>	<b>942 439</b>	<b>68 809 254</b>	<b>587 524 542</b>



### **Acronyms used in the document**

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IDPs	internally displaced persons
MAM	moderate acute malnutrition
NGOs	non-governmental organizations
PLWG	pregnant and lactating women and girls
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNHAS	United Nation Humanitarian Air Service

REVISION MODE