

# Evaluation of Nigeria WFP country strategic plan (2023-2027)



## Terms of reference

*Final ToR – January 2026*

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# 1. Introduction

## 1.1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose is to present key information about the evaluation, guide the evaluation team, and clarify the expectations during the various phases of the evaluation process. Following this introduction, the ToR cover: *section 2*) evaluation rationale, objectives, stakeholders; *section 3*) context and WFP portfolio in Nigeria; *section 4*) evaluation scope, criteria and questions; *section 5*) proposed methodological approach and ethical considerations; *section 6*) organization of the evaluation.

# 2. Reasons for the evaluation

## 2.1. Rationale

3. Country strategic plan evaluations (CSPEs) are conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the country office to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Nigeria CSP, which is scheduled for Executive Board (EB) approval in November 2027.

## 2.2. Objectives

4. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will provide evidence and learning on WFP performance for operational as well as strategic decisions, and contribute to inform the next Country Strategic Plan of WFP in the Federal Republic of Nigeria (hereafter referred to as Nigeria). The evaluation will also provide accountability for results to WFP stakeholders.

## 2.3. Key stakeholders

5. The evaluation will seek the views of, and aims to be useful to, a broad range of stakeholders.
6. **Primary stakeholders within WFP** are the country office in Nigeria, who is expected to use the evaluation results to help inform the drafting of the next CSP, the Regional Office for West and Central Africa (WACARO), and headquarters technical divisions in particular the Emergency Preparedness & Response Division who provide support as part of the newly-established 'global HQ structure' to the CO.
7. **Primary stakeholders at country-level** include
  - o government counterparts at federal and state level, given their role in shaping policies and strategies which affect WFP's role and position in the country. They comprise the Federal Ministry of Humanitarian Affairs, Disaster Management and Poverty Alleviation – as the main coordinator of humanitarian activities in Nigeria- the Federal Ministry of Agriculture and Rural Development, the Federal Ministry of Budget and Economic Planning, the Federal Ministry of Health and Social Welfare, the National Social Investment Programme Agency, as main partners for nutrition-related activities.
  - o members of the Humanitarian Country Team (HCT) which include I-NGOs, local partners.
  - o members of the food security and Emergency Telecommunication (ETC) clusters have also a direct interest in the evaluation given their engagement with WFP in its role as cluster co-lead.
8. **Secondary stakeholders** include members states within the WFP Executive Board; UN Country Team members, in particular UNHCR as agency leading on the protection and response for refugees; OCHA, for its coordination role for IDPs response; FAO, IFAD, and UNICEF, for their current work with WFP on an

Agri-Food System Transformation and Innovation Programme<sup>1</sup>.

9. **Crisis and conflict-affected people** will also be engaged as part of the evaluation. They include forcibly displaced population (IDPs, refugees, returnees in the northeast and northwest Nigeria), as well as food insecure people and host communities across Nigeria.

10. The evaluation will also engage with key donors of WFP in Nigeria including the United States, the German Federal Ministry for Economic Cooperation and Development and representatives from International Financial Institutions and relevant foundations (e.g. MasterCard Foundation).

11. Selected stakeholders will be interviewed and consulted during the inception and data collection phases and will be invited to participate in a workshop to discuss the emerging evaluation results. A comprehensive stakeholder mapping and analysis will be conducted during the inception phase.

## 3. Context and subject of the evaluation

### 3.1. Humanitarian and development challenges

12. Nigeria confronts multiple, overlapping crisis which have both a **national dimension** – with over 60 percent of the population classified as multidimensionally poor<sup>2</sup>, and with protracted conflict in the northern states – as well as a **regional dimension** characterised by a convergence of a climate crisis, and a crisis of insecurity and displacement in the Sahel and Lake Chad basin area<sup>3</sup>.

13. Since the late 2000s, the northern states of Nigeria have confronted a **conflict fuelled by religious extremism** carried out by Boko Haram first<sup>4</sup> and later by splinter groups (non-state armed groups)<sup>5</sup>. As the group began losing ground in Nigeria since 2016, violent activities have been increasingly affecting neighbouring Cameroon, Chad and Niger. This, in turn, triggered people forced displacement within and across borders to escape violence and insecurity. As of 2024, Nigeria<sup>6</sup> continues to be a country of origin, transit, and destination currently hosting asylum seekers and refugees (over 120,000 individuals from 41 countries by the end of 2024), a majority from the Lake Chad region<sup>7</sup>.

14. **WFP has been present in Nigeria since 2015**, with scaled-up operational presence in the northern states<sup>8</sup> since 2016 to respond to conflict-driven food insecurity. WFP has been assisting not only people displaced by the conflict (IDPs, returnees, refugees), but also Nigerian communities in the northern states, which were, even before violence escalated, facing high levels of poverty, inequality, unemployment, and land degradation<sup>9</sup>.

15. The **evolution of the context in Nigeria**, as it relates to WFP's implementation of the current CSP cycle which started in March 2023, can be roughly presented **distinguishing two phases**.

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<sup>1</sup> The [programme](#) is funded by the Joint SDG fund for Nigeria with implementation between February 2025 and February 2027.

<sup>2</sup> Nigeria National Bureau of Statistics. 2022. [Multidimensional Poverty Index \(MPI\) Survey](#)

<sup>3</sup> 2025 figures estimate that across the Sahel, there are more than 31 million people in need of humanitarian assistance. (UN OCHA.2025. [Humanitarian Needs Overview](#). The regional dimension of the crisis was considered by WFP in commissioning the [evaluation of WFP's emergency response to the prolonged crisis in the Sahel and other countries of Central Africa](#) for the 2018-2023 period, which also covered Nigeria and focused on WFP's capacity to anticipate, prepare for and respond to emergencies and while also synergies with resilience building interventions.

<sup>4</sup> Founded in 2002 in Borno State, Islamist extremist group Boko Haram led escalating violent attacks since 2009 in the north of Nigeria, with 2014-2015 as the deadliest years in the conflict to establish an Islamic state. UNDP. 2021. [Assessing the impact of conflict on development in north-east Nigeria](#)

<sup>5</sup> Since the early 2020s the conflict shifted towards a confrontation between Boko Haram splinter groups of Jama'atu Ahlis Sunna Lidda'awati wal-Jihad (JAS) and the Islamic State West Africa Province (ISWAP). International Crisis Group. 2024. [JAS vs. ISWAP: The War of the Boko Haram Splinters](#).

<sup>6</sup> Nigeria has committed to the Global Compact for Refugees with recent progress made in the area of refugee inclusion in social services and development plans, and access to land for agriculture. UNCR Nigeria [Annual Results Report 2024](#).

<sup>7</sup> Nigeria is characterised by an overall favourable environment for protection and pursue of durable solutions to forced displacement. UNHCR [Multi-year strategy 2023-2025](#).

<sup>8</sup> WFP has been operational in the northern states of Adamawa, Borno, Jigawa, Katsina, Kano, Sokoto, Yobe and Zamfara. Currently, the head office is in Abuja, with 2 field offices in Port Harcourt and Kano; 2 sub offices in Damaturu and Maiduguri. As of July 2025, the CO had 327 employees, 83 percent national staff.

<sup>9</sup> UNDP. 2021. [Assessing the impact of conflict on development in north-east Nigeria](#)

16. The **first period of CSP implementation between 2023 and 2024**, has been characterised by higher commodity prices, a **spike in domestic inflation** also linked to the **removal of fuel subsidies** in May 2023, and a sharp **devaluation of the national currency**, Naira<sup>10</sup>. This had adverse effects on the level of disposable income for the population, and on the price of essential food items such as sorghum, millet, maize and wheat,<sup>11</sup> and increased the burden on already vulnerable households - particularly in three northeastern states of Borno, Adamawa, and Yobe (so-called BAY states) which were already struggling with food insecurity since the escalation of the conflict over a decade ago.<sup>12</sup>

17. A **state of emergency on food security** was declared by President Bola A Tinubu in July 2023 to tackle the rising cost of food through boosting domestic food production focusing on all aspects of the agriculture and food value chains and provide a social safety net through cash transfers to vulnerable people<sup>13</sup>. The *Renewed Hope Agenda (2023-2027)* as a signature initiative by the President launched in November 2023 included a priority area specifically on boosting agriculture to address the food security situation through modernizing farming practices, increasing access to finance, and expanding market opportunities for farmers. (Other selected national priorities and programmes relevant to WFP's mandate and work in Nigeria are in paragraph 27).

18. The **most recent phase of CSP implementation in 2025** has taken place in a context characterised by a mixed picture. On the one hand, Nigeria enjoyed a **more positive macro-economic outlook** sustained by a more stable currency.<sup>14</sup> On the other hand, the country continues to grapple with **persisting development challenges** that constrain inclusive growth, due to high inflation, limited development spending, and continuing, deep-seated **low agricultural productivity** - mainly driven by poor access to improve production technologies and post-harvest losses, weak land tenure systems, low levels of irrigation, climate change and land degradation which concern both conflict and non-conflict affected states<sup>15,16</sup>. This is relevant to WFP's CSP vision for a broader engagement to restore productive household and communal assets while supporting smallholder farmers for increased productivity (see section 3.2).

19. Other contextual challenges to note as relevant to WFP's work in the country relate to:

- **persisting challenges in gender equality, inclusion and protection**, which manifest in physical, sexual, psychological, and economic abuse. These are rooted in unequal power dynamics, and disproportionately affect women, girls and boys,<sup>17</sup> particularly in connection with the ongoing conflict, insecurity, and poor living conditions in IDP camps and informal settlements.<sup>18</sup>
- a recent **spike in the severity and frequency of extreme weather-related events** with record rainfall levels registered in the north of the country in May-June 2025<sup>19</sup>, between 120 to 600 percent above the average for the 1991-2020 reference period.
- **persistent farmer-herder clashes** over access to and control over natural resources in states such as Benue, Plateau, and Taraba once known and the 'breadbasket' of Nigeria, which are now effected by increasingly frequent and extreme weather events.<sup>20</sup>
- **growing trend of insecurity and access-related challenges** with a resurgence in 2025 of attacks and violence against civilians, particularly in Borno state,<sup>21</sup> continuing episodes of banditry in the northwest, episodes of civilian kidnapping, and incidents involving aid workers.<sup>22</sup>

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<sup>10</sup> Inflation rose to 24.5 percent in 2023 from 18.8 percent in 2022 driven by rising fuel costs and depreciating Naira. African Development Bank. 2024. [Country focus report 2024 – Nigeria](#).

<sup>11</sup> World Bank. 2023. [Nigeria Development Update \(NDU\) – Seizing the opportunity](#)

<sup>12</sup> Nigeria – Food Security Sector. 2025 Food Security Assessment in Borno, Adamawa, and Yobe States of Nigeria (August).

<sup>13</sup> CARE International. 2023. [State Of Emergency Declaration on Food Security: A Policy Brief](#) (August 2023)

<sup>14</sup> AfDB. 2025. [Nigeria Country Strategy Paper 2025-2030](#), para 43.

<sup>15</sup> FAO. 2023. [Evaluation of FAO's contribution to Nigeria 2016–2022](#). Country Programme Evaluation Series, 06/2023. Rome.

<sup>16</sup> A recent World Bank study found that the value chains around fish, followed by pulses and oil seeds are the smallest ones in Nigeria and confront the main challenges to improve productivity. World Bank. 2022. [Transforming Agribusiness in Nigeria for Inclusive Recovery, Jobs Creation, and Poverty Reduction: Policy Reforms and Investment Priorities](#) see pp. 43 and 60-66.

<sup>17</sup> FAO and ECOWAS. 2018. [National gender profile of agriculture and rural livelihoods Nigeria](#) Country Gender Assessment Series

<sup>18</sup> Protection Sector Working Group Northeastern Nigeria, [Protection strategy, 2024-2025](#) and [Annual Report 2024](#).

<sup>19</sup> Reliefweb [Nigeria: Floods – May 2025](#)

<sup>20</sup> Food Insecurity Insights. 2025. [From Breadbasket to Battleground in Nigeria's Middle Belt: Implications for Food Security](#)

<sup>21</sup> DG ECHO. [Nigeria - Increased attacks on civilians in the Northeast](#). Echo flash, 5 September 2025.

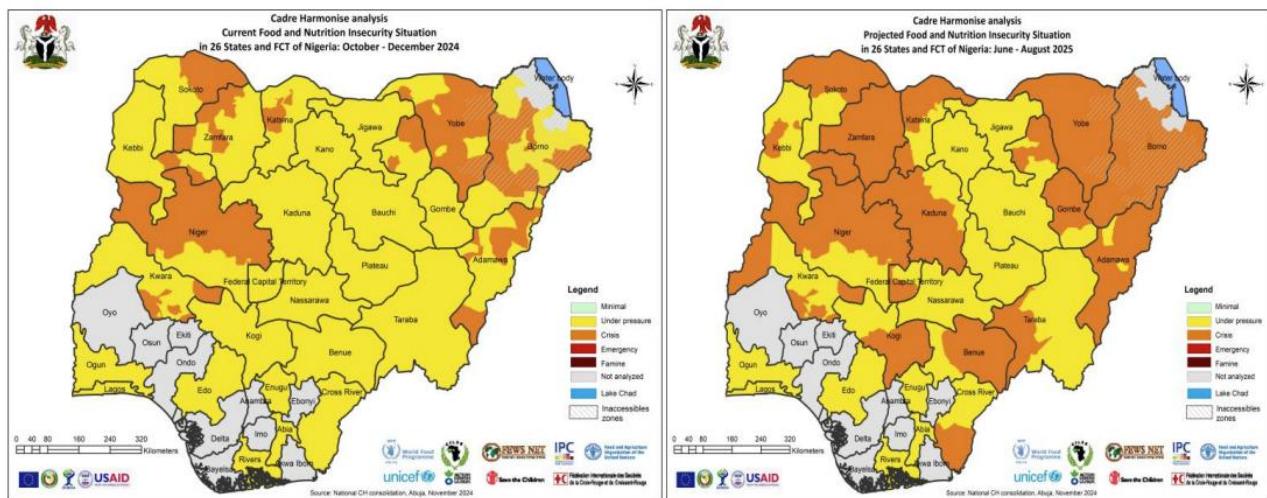
<sup>22</sup> See ACLED [African Overview](#) – as of September 2025.

20. Against this backdrop, WFP's implementation of the CSP has confronted specific challenges relating to an overall worsening of the food and nutrition insecurity situation; and a gradual decline in humanitarian funding which led to a reprioritisation of the affected people targeted by the emergency response in the north. Expanded details are below.

### Food and nutrition insecurity

21. The latest overview in the *Cadre Harmonisé (CH)* (figure 1) confirms the deteriorating food insecurity trend especially in the BAY states compared to the situation in 2022 also visualised below. During the 2025 lean season (June to August), the numbers of food insecure people in the Critical Phases (3 to 5) was expected to increase by 32.2%, surpassing 33 million representing 16% of the overall analysed populations, and a 25.3% increase from the estimated 26.5 million projected for same period of 2024<sup>23</sup>.

**Figure 1:** Food and nutrition security situation, October - December 2024 and June - August 2025 (projection)



**Source:** [Cadre Harmonise Analysis: Acute Food and Nutrition Insecurity, November 2024](#)

22. Progress toward global nutrition targets remains mixed. Nigeria is on track to meet the World Health Assembly (WHA) target for child overweight to below 5 percent by 2030<sup>24</sup>. Exclusive breastfeeding rates reached 34% by 2024, showing some improvement over time<sup>25</sup>. Among children under five, 34.4% are stunted and 6.5% are wasted—both slightly above West Africa averages —while adult obesity and diabetes rates remain below West Africa averages.<sup>26</sup>

### Coordinated crisis response plan funding

23. In 2025, WFP remains the largest UN recipient of humanitarian funding in Nigeria, accounting for 33% percent of the USD 295.4 million received. This is in continuity with 2023 and 2024, when WFP was also the largest UN recipient of humanitarian funding accounting for 23% (of USD 642.1 million received) and 29.6% (of USD 618.1 million received) respectively.<sup>27</sup> Figure 2 compares HNRP requirements against actual funding received through the HNRP and shows the decline in humanitarian funding for Nigeria since 2022.

<sup>23</sup> [Cadre Harmonise Analysis: Acute Food and Nutrition Insecurity, November 2024](#)

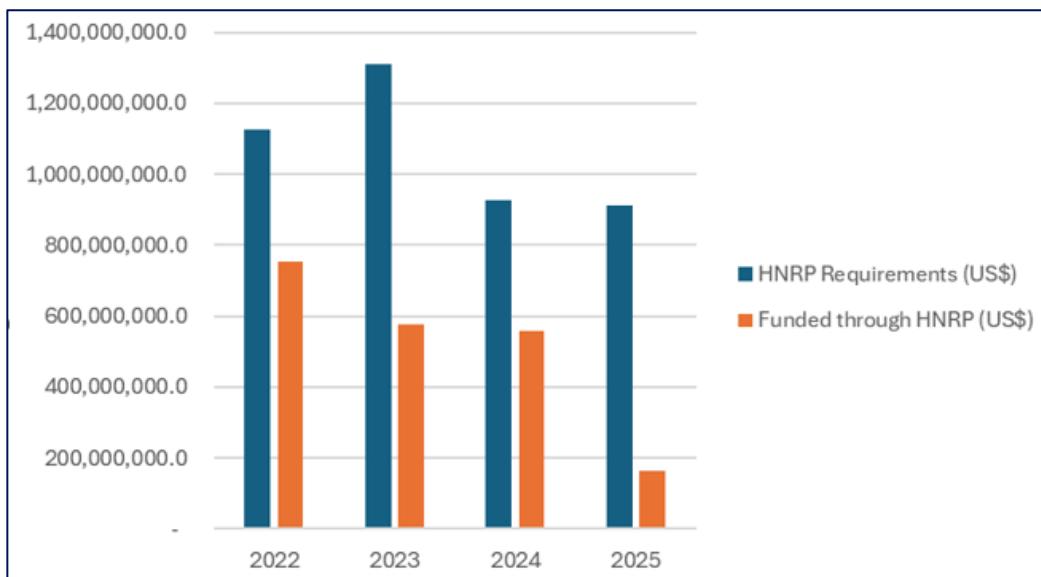
<sup>24</sup> Global Alliance for Improved Nutrition. 2025. [Nigeria Child Stunting and Overweight. Key Figures and trends](#)

<sup>25</sup> [UNICEF Nigeria, 2024. World Breastfeeding Week](#)

<sup>26</sup> <https://globalnutritionreport.org/resources/nutrition-profiles/africa/western-africa/nigeria/>

<sup>27</sup> [OCHA.2025. Financial Tracking Service, Nigeria](#), accessed 15.12.2025.

**Figure 2: Humanitarian Needs Response Plan (HNRP) requirements against actual funding, Years 2022 - 2025**



**Source:** [fts.unocha.org](https://fts.unocha.org), (Extracted 19.09.2025)

24. A declining trend in resourcing is observed in the broader Sahel crisis which includes Nigeria. The current funding level at around 22 percent (USD 201.1 million) of the total USD 910.2 million in the Humanitarian Needs Response Plan, led in May 2025 to a **sharp reprioritization** of the number of people targeted from an initial target of 3.6 million in need of assistance (in the BAY states, out of 13 million) to a target of 2 million.<sup>28</sup>

#### **International development assistance and the national economy**

25. Following a period of upward trend, between 2019 and 2022, both Gross Domestic Product (GDP) and Overseas Development Assistance (ODA), started decreasing. The Nigerian GDP decreased from USD 477.4 in 2022 billion to USD 187.76 billion in 2024<sup>29</sup>. ODA dropped from 4.4 billion in 2022 to around USD 3.6 billion in 2023. On average, in the 2022-2024 period, the relative weight of ODA to the GDP has been less than one percent. Most recent 2025 figures points to a slight uptick in the GDP<sup>30</sup> while ODA levels show a continuing downwards trend<sup>31</sup>.

#### **National strategies and programmes relevant to WFP support**

26. Selected national strategies and programmes relevant to WFP's work in Nigeria are:

- **Zero Hunger Strategy (2017-2030)** – Developed through a multistakeholder initiative, the strategy articulates how partnerships, education, and provision of immediate assistance should contribute to tackle hunger and improve nutrition across the country to achieve zero hunger<sup>32</sup>.
- **National Multi-Sectoral Plan of Action for Food and Nutrition (NMPFAN)<sup>33</sup> 2021-2025** – The plan focus on improving the nutritional status of all Nigerians with emphasis on the most vulnerable especially women, children, and IDPs. The plan identifies as key priority child survival interventions for child between 0-24 months to reduce stunting and other forms of malnutrition. The government entered a collaboration with the SUN (Scale-up Nutrition) network, among others, to identify potential sources to finance the plan.
- **National Humanitarian-Development-Peace Nexus Framework (2021-2025)** – to enhance coherence, collaboration and coordination among actors across the triple nexus. Goals included improving the quality of living standards for communities (especially the most vulnerable);

<sup>28</sup> [UN OCHA, 2025, Re-prioritized Humanitarian Needs and Response Plan \(HNRP\)](https://fts.unocha.org).

<sup>29</sup> Source: [World Bank](https://www.worldbank.org)

<sup>30</sup> Nigeria. [National Bureau of Statistics](https://nbs.gov.ng), last accessed, 10 October 2025

<sup>31</sup> Mo Ibrahim Foundation. 2025. [Financing the Africa we want – Forum report](https://moibbrahimfoundation.org/financing-the-africa-we-want-forum-report), July 2025, pp. 10-15.

<sup>32</sup> ReliefWeb. 2017. [Nigeria launches plan to end hunger by 2030](https://reliefweb.int/report/nigeria/nigeria-launches-plan-end-hunger-2030).

<sup>33</sup> Federal Government of Nigeria. 2020. [National Multi-sectoral Plan of Action for Nutrition \(2021-2025\)](https://nmpfan.org.ng) Ministry of Finance, Budget and National Planning.

enhancing disaster preparedness, prevention, mitigation, strengthening disaster risk information, governance and infrastructure, and ensuring timely and holistic humanitarian response.<sup>34</sup>

- **Nutrition 774 Programme (N-774) (2025-2027)**– to provide a multi-sectoral approach to improve nutrition outcomes across all 774 local government areas in the country focusing on community engagement, governance, and promoting sustainable food production<sup>35</sup>

### 3.2. Subject of the evaluation

27. WFP Nigeria's Country Strategic Plan 2023–2027 was launched in March 2023 with the aim to reduce food and nutrition insecurity in the Northeast and Northwest of the country<sup>36</sup>. The CSP (2023-2027) is the second iteration of WFP's Country Strategic Plan in the country, following the so-called first generation CSP<sup>37</sup>, which covered the 2019-2022 period and was evaluated in 2022<sup>38</sup> to inform the current CSP.

28. **The evaluation of the 2019-2022 Nigeria CSP** highlighted at the operational level, the relevance and timeliness of the scaled-up in response to both COVID-19, and conflict-related food and nutrition needs, while noting however, that coverage was low, also due to funding shortfalls and unclear division of responsibilities between agencies. At the strategic level, the evaluation concluded that while WFP managed to position itself strategically in the Nigeria context by building strong partnerships, including with the Government at all levels, the strategic shifts anticipated in the first generation CSP towards development support was over-optimistic.

29. The **current CSP**, in continuity with the previous also outlines the **ambition** for WFP to adopt in Nigeria a **multidimensional approach**, with a focus on providing life-saving assistance in response to unmet needs in the conflict-affected areas in the north, while also aiming to strengthen the capacities of national partners to achieve food security, improve nutrition and support more resilient livelihoods for Nigerian communities, particularly in those states that were once the breadbasket of the country, but have in recent year been affected by growing insecurity and increasingly extreme weather events<sup>39</sup>.

30. The vision, and main thrust reflected in the CSP is that WFP would pursue a dual path in its engagement in Nigeria. Specifically, the CSP envisioned that WFP would:

"shift from being an operational partner implementing food and nutrition assistance to become an enabling partner strengthening systems at the national and regional levels for maximum synergy and impact with partners at the humanitarian–development–peace nexus"

with the objective to

"strengthen community and individual resilience through increased food production and improved market efficiency, connect farmers to markets, achieve economies of scale and mitigate the risk of inflationary effects, prioritizing the purchase of food grown in Nigeria for maximum support to domestic agricultural production" (CSP document, para 33).

#### Comparison between 1st and 2nd generation CSP

31. Compared to the previous, the current CSP has reduced Strategic Outcomes from 6 to 5 and adjusted the scope and focus of all SOs, apart from SO4 on common humanitarian services, which remain unchanged. Specifically:

- **SO1** - Alongside the continued focus on access to adequate nutritious food for crisis and conflict affected people, including in host communities, the 2023-2027 CSP place more explicit **emphasis on early recovery activities** and on cross cutting concerns relating to social cohesion at the household and community level.

<sup>34</sup> Minister of Humanitarian Affairs, Disaster Management and Social Development. 2021. Federal Government partners Stakeholders to develop Implementation Plan for the Development-Peace NEXUS Framework. [Press release](#) and [Implementation plan](#).

<sup>35</sup> [Nutrition 774 initiative](#).

<sup>36</sup> See map in Annex I.

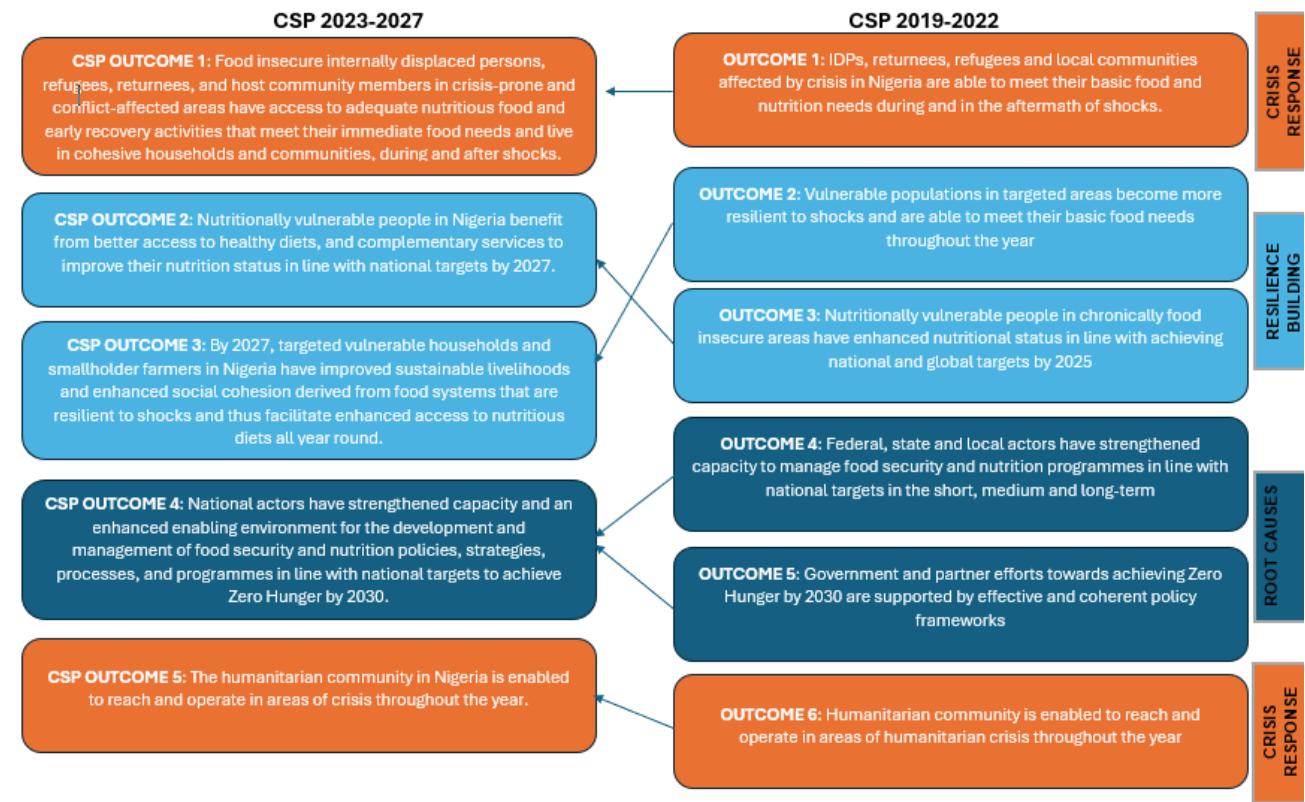
<sup>37</sup> WFP [Nigeria Country Strategic Plan \(2019-2022\)](#)

<sup>38</sup> Evaluation report and related document are publicly available [here](#). All five recommendations put forward in the evaluations have been accepted by WFP management. They focused on: enhance coverage and targeting of humanitarian assistance, strengthen the focus on humanitarian principles and conflict sensitivity, protection, AAP and gender equality.

<sup>39</sup> See for instance African Development Bank. [Rebuilding the breadbasket: African Development Bank, WFP and IFPRI launch report on innovative investment in food systems in Northern Nigeria](#). 10 October 2025.

- **SO2** - the current CSP introduces a tighter focus in this SO, compared to the 1<sup>st</sup> GEN CSP, with an explicit referent to WFP provision of **nutrition-focused complementary services**.
- **SO3** - the current CSP introduces an explicit focus on improved sustainable livelihoods and social cohesion to which WFP is expected to contribute through its work on resilient food systems.
- **SO4** - WFP envisioned to work with a **broader scope** compared to the 1<sup>st</sup> GEN CSP by focusing on both **national actors** (through capacity strengthening) but also on the **broader enabling environment** for food security and nutrition policies, strategies and programmes.

**Figure 3:** comparison of 1<sup>st</sup> and 2<sup>nd</sup> generation WFP's CSPs for Nigeria, 2019-2027



**Source:** WFP System for Project Approval PLUS

### CSP portfolio overview

32. Table 1 shows the current SOs, activities, and modalities, while the remainder of the section gives an overview on the CSP's resourcing status and budget allocation.

**Table 1:** Nigeria CSP 2023-2027, overview of strategic outcomes and activities

Focus area	Strategic Outcomes	Activities	Modalities
Crisis response	<b>SO 1:</b> Food insecure internally displaced persons, refugees, returnees, and host community members in crisis-prone and conflict-affected areas have access to adequate nutritious food and early recovery activities that meet their immediate food needs and live in cohesive households and communities, during and after shocks.	<p><b>Activity 1:</b> Provide food assistance, and an integrated package of gender-transformative, malnutrition prevention alongside social behaviour change communication, asset-creation, skills development and complementary livelihood activities to crisis-affected, food-insecure IDPs, returnees, refugees, host communities and nutritionally vulnerable groups (including children 6-23 months of age and pregnant and lactating mothers).</p> <p><b>Activity 2:</b> Provide malnutrition treatment activities, alongside gender-transformative social and behaviour change communication to children 6-59 months of age, and pregnant and nursing mothers.</p>	Food, CBT, CS

Focus area	Strategic Outcomes	Activities	Modalities
Resilience building	<b>SO 2:</b> Nutritionally vulnerable people in Nigeria benefit from better access to healthy diets, and complementary services to improve their nutrition status in line with national targets by 2027.	<b>Activity 3:</b> Support the provision of an integrated, multisectoral, gender-transformative, nutrition-sensitive package to nutritionally vulnerable groups (including children 6-59 months of age, pregnant and nursing mothers, adolescent girls, people living with HIV).	CS
Resilience building	<b>SO 3:</b> By 2027, targeted vulnerable households and smallholder farmers in Nigeria have improved sustainable livelihoods and enhanced social cohesion derived from food systems <sup>40</sup> that are resilient to shocks and thus facilitate enhanced access to nutritious diets all year round.	<b>Activity 4:</b> Provide an integrated package of nutrition and climate adaptive livelihoods activities to vulnerable households, especially those with nutritionally vulnerable groups (children under 24 months of age, pregnant and nursing women, adolescent girls and people living with HIV), to improve diets.  <b>Activity 5:</b> Provide support on gender-transformative, climate-smart youth inclusive food production, post-harvest and commodity quality management, and marketing to smallholder farmers.	Food, CBT, CS
Root causes	<b>SO 4:</b> National actors have strengthened capacity and an enhanced enabling environment for the development and management of food security and nutrition policies, strategies, processes, and programmes in line with national targets to achieve Zero Hunger by 2030.	<b>Activity 6:</b> Provide nutrition-sensitive, gender-transformative, technical support on emergency preparedness and response, social protection, food systems strengthening, digital solutions, policy development and coherence, and other innovative approaches targeting SDG2, to national actors including institutions.	Food, CBT, CS
Crisis response	<b>SO 5:</b> The humanitarian community in Nigeria is enabled to reach and operate in areas of crisis throughout the year.	<b>Activity 7:</b> Provide common logistic services to the Government, United Nations and NGO partners to facilitate effective field operations.	Service delivery
		<b>Activity 8:</b> Provide common emergency telecommunications services to the Government, humanitarian partners, and crisis-affected communities to facilitate effective field operations, provide for staff security, and support the protection of affected communities.	Service delivery
		<b>Activity 9:</b> Provide UNHAS services to all humanitarian partners.	Service delivery
		<b>Activity 10:</b> Provide on demand services to humanitarian actors.	Service delivery

Source: Nigeria CSP 2023-2027

### CSP budget overview

33. The Original Country Portfolio Needs (CPN)<sup>41</sup> of the Nigeria CSP was estimated at USD 2.56 billion and following BR01 (see para 35), the total budget shifted to USD 2.1 billion. Currently, the Country Portfolio Needs Budget is resourced at 31 percent<sup>42</sup>. The composition of funding sources is detailed in para 36.

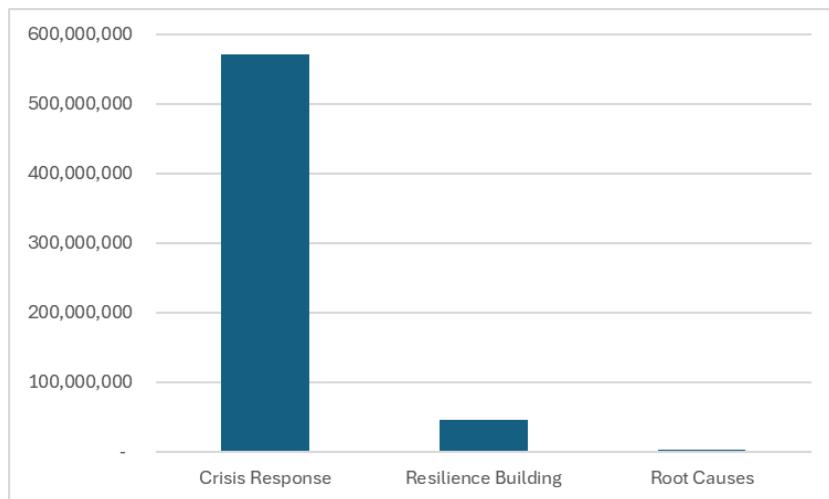
34. As illustrated below in figure 4 and table 2, crisis response represents 92.3 percent of total direct operational costs, of which Activity 1 takes the biggest share representing 72 percent, funded at around 31 percent. On the other hand, resilience building activities absorb only 7.5 percent of the total and are currently resourced at about 26 percent. Of the resilience building activities, activity 3 on gender-sensitive nutrition support to MAM has currently the highest funding level at 80 percent. Activity 6 on root causes that includes technical support for gender-sensitive EPR, social protection, and food system strengthening represents only one percent of the allocated resources and is funded at about 20 percent.

<sup>40</sup> WFP defines food systems as the networks needed to produce and transform food, and ensure it reaches consumers.

<sup>41</sup> Formerly Needs Based Plan

<sup>42</sup> Factory – Resource situation, as of 29 September 2025.

**Figure 4:** CSP Nigeria 2023-2027 Cumulative allocated resources by focus area<sup>43</sup>



**Source:** Nigeria CPB Resource Overview (extracted 04 September 2025)

**Table 2:** CSP Nigeria 2023-2027 cumulative financial overview

Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, budget revision 01 (USD)	Cumulative allocated resources (USD)	Resourcing level (%)
Crisis Response	SO 1	Activity 1	1,743,951,605	1,422,807,533	442,912,832	31.1%
		Activity 2	224,429,312	225,596,328	53,227,304	23.6%
	Sub-total SO1		1,968,380,917	1,648,403,860	496,140,136	30.1%
Resilience Building	SO 2	Activity 3	1,526,850	1,984,889	1,594,668	80.3%
	Sub-total SO2		1,526,850	1,984,889	1,594,668	80.3%
	SO 3	Activity 4	153,888,412	134,110,879	33,314,805	24.8%
		Activity 5	34,030,362	32,650,295	10,793,086	33.1%
	Sub-total SO3		187,918,774	166,761,174	44,107,891	26.4%
Root Causes	SO 4	Activity 6	11,448,748	11,480,748	2,274,236	19.8%
	Sub-total SO4		11,448,748	11,480,748	2,274,236	19.8%
Crisis Response	SO 5	Activity 7	9,083,891	9,083,891	2,694,662	29.7%
		Activity 8	9,040,836	9,040,836	2,930,231	32.4%
		Activity 9	146,787,410	146,787,410	67,957,457	46.3%
		Activity 10	2,579,767	2,579,767	1,384,160	53.7%
	Sub-total SO5		167,491,904	167,491,904	74,966,510	44.8%
<b>Total Direct Operational Costs</b>			<b>2,336,767,193</b>	<b>1,996,122,575</b>	<b>619,083,441</b>	<b>31.0%</b>
Direct Support Costs (DSC)			68,165,201	67,345,151	32,347,804	48.0%
Indirect Support Costs (ISC)			156,148,005	133,952,029	29,029,300	21.7%
<b>Total</b>			<b>2,561,080,399</b>	<b>2,197,419,755</b>	<b>680,460,545</b>	<b>31.0%</b>

**Source:** Nigeria CPB Resource Overview (extracted 04 September 2025)

### CSP budget revision

35. In April 2024 a budget revisions (**BR 01**) introduced the CBT modality for MAM supplementation for children under 5 in emergency settings for activity 2, without changes in the number of target population, but introducing a division between those receiving CBT and those receiving in-kind assistance. The BR rationale was twofold:

- Adjust the previously estimated cost of food and transfer value provided at CSP design stage to better align the budget with the state of the local market following the significant devaluation of the naira currency (in mid-2023), which reduces the cost for food purchased locally under the CSP. This resulted in reduction of overall CSP budget from over USD 2.5 billion to 2.2 billion, of which 680 USD million (31 percent) have currently been received.

<sup>43</sup> The percentage is calculated over Total Direct Operational Costs as per Table 2.

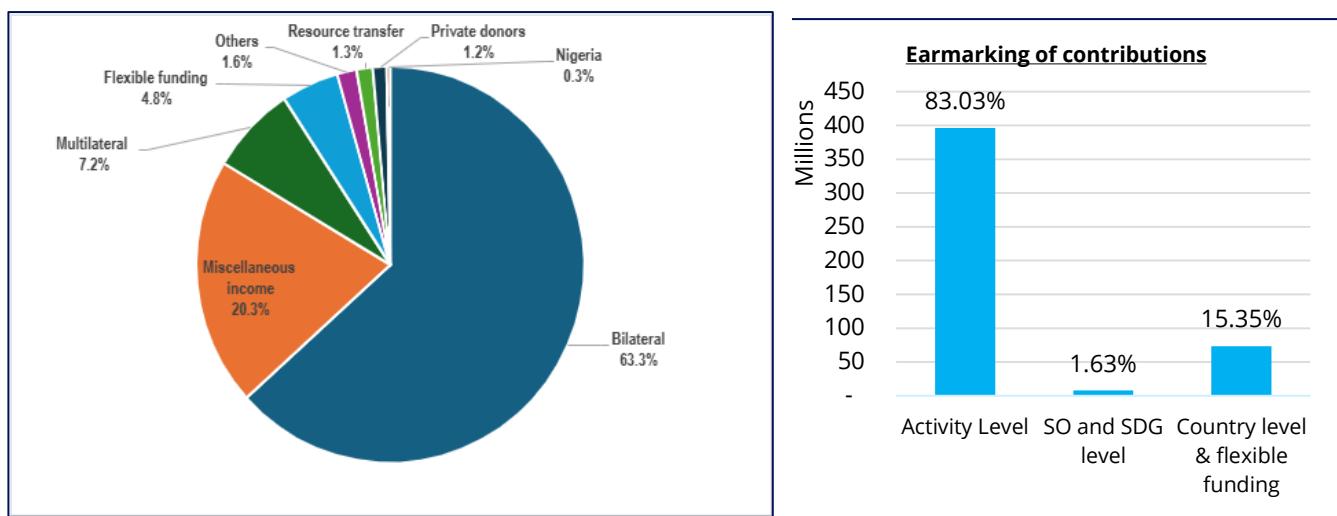
- Align the nutrition-related programming to implement the most recent WHO guidelines<sup>44</sup> on prevention and management of wasting and acute malnutrition in infants and children under 5 years. The revision introduced a range of diverse interventions to supplement MAM treatment, including using locally available nutrition food and CBT.

### Composition of funding sources and earmarking

36. Currently funded at 31 percent (corresponding to around USD 680 million), the largest contributors of the Nigeria Country Portfolio Needs Budget are bilateral donors (primarily the USA, providing over 35 percent of bilateral funding) followed by Germany and the UK. Notably, over 20 percent of total contributions is generated internally by the CO through locally generated Miscellaneous Income<sup>45</sup>. Around 0.3 percent (USD 2 million) of total contributions is provided by the Government of Nigeria and 1.3% by private donors. (See figure 5)

37. Of the share of funding provided by bilateral donors, around 83 percent is earmarked at activity level - of which 64 percent is earmarked for activity 1 only. 15 percent of resources are unearmarked, providing the highest level of flexibility in the allocation to the country office.

**Figure 5: Main funding sources and earmarking level CSP Nigeria 2023-2027<sup>46</sup>**



**Notes:** Resource transfer includes transfer from the previous CSP; Other sources include regional or Trust Fund allocations

**Source:** Factory – Resource situation for Nigeria, and Distribution contribution and forecast stats, extracted on 10/09/2025

### People targeted by WFP activities

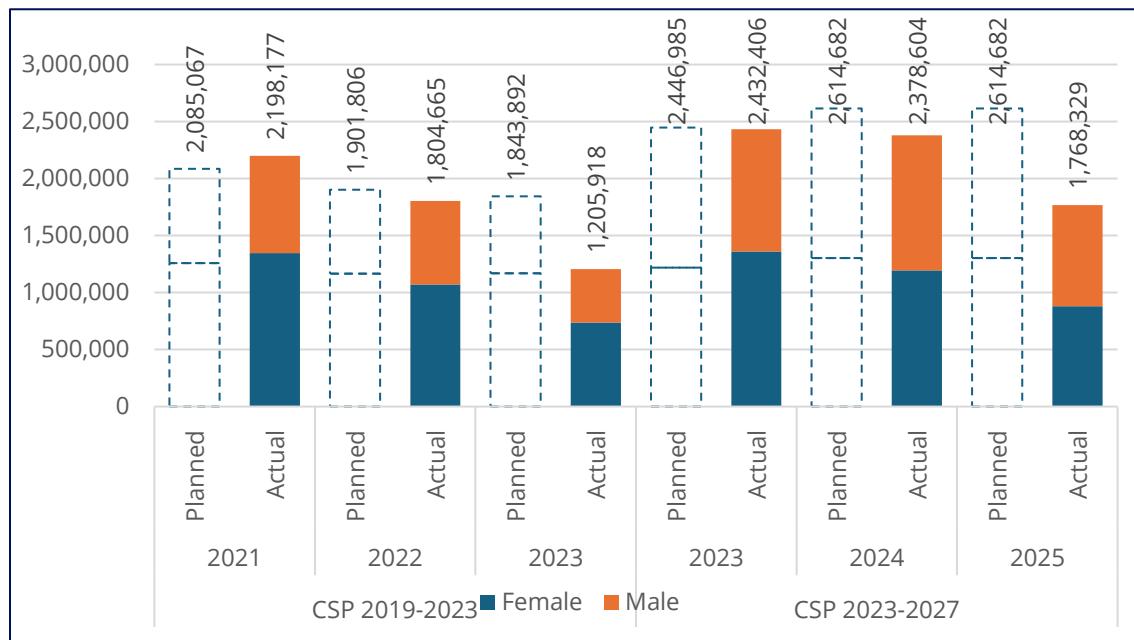
38. Figure 6 shows the sex disaggregated trend data between planned and actual targeted crisis and food insecure people. It shows a drop in 2023 following the spike linked to COVID-19 response. The figure shows that while in the 2021-2023 period female recipients received a larger share of assistance than male, since 2024 the declining trend in both planned and actual targeted crisis and food insecure people is accompanied by a less pronounced difference between female and male recipients. The additional breakdown by age group in figure 7 shows the most notable increase since 2023 is of children under five as recipients of assistance, which is consistent with the prioritisation of MAM treatment and prevention activities between years 2023 and 2024 targeting children in the first 1000 days of life.

<sup>44</sup> Nigeria was one of the first countries to pilot the WHO guidelines, which were launched in 2023.

<sup>45</sup> Miscellaneous Income- mainly represent Foreign Exchange (FX) gains recorded between the Niara and USD

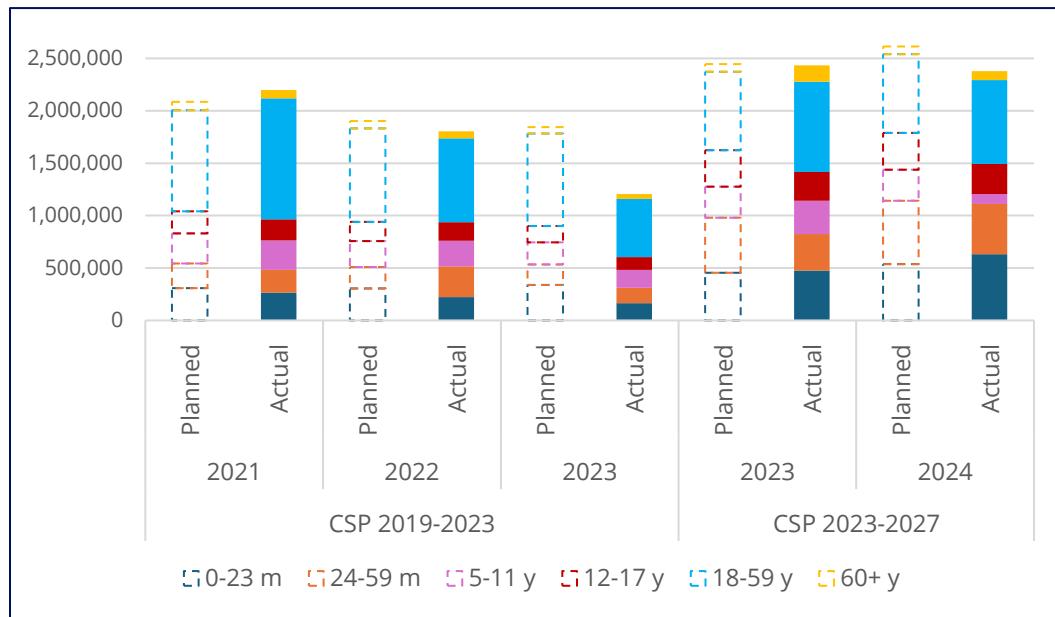
<sup>46</sup> Other donors include Ukraine, Finland, Republic of Korea, Switzerland, Denmark, Norway, Austria, Luxembourg, Other UN funds and agencies (excl. CERF), Saudi Arabia, UN country based pooled funds and the Emergent Donor Matching Fund (EDMF).

**Figure 6: CSP Nigeria 2023-2027 planned and actual crisis and food insecure people**



**Source:** DOTS Adjusted CSP Actuals; NBP CSP All CRFs Adjustment; COMET Quarterly Output Performance Snapshot. Accessed on 10 September 2025

**Figure 7: CSPE Nigeria 2023-2027 target crisis and food insecure people, composition by age category**

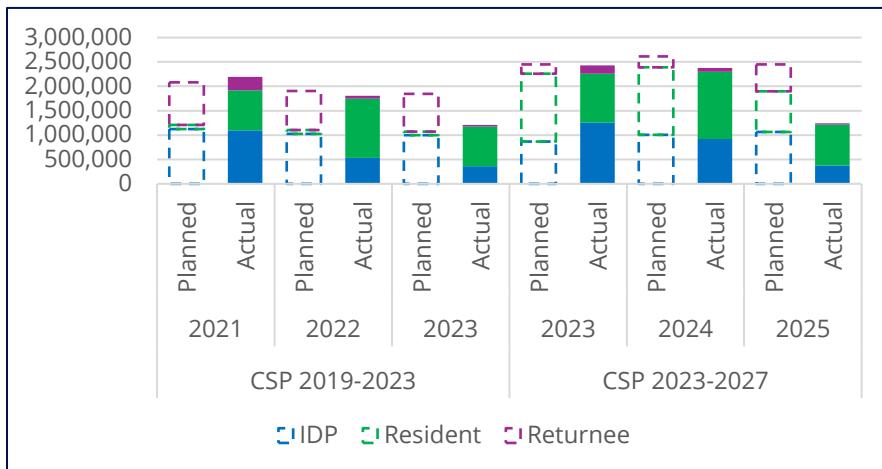


**Source:** DOTS Adjusted CSP Actuals; Needs Based Plan CSP All CRFs Adjustment. Accessed on 10-09-2025

39. A breakdown of target beneficiaries by residence status indicates a consistently high proportion of targeted Nigerian host communities, and a declining trend in the number of IDPs targeted by assistance. The number of target crisis affected and food insecure people with refugee status is not included in the breakdown provided in the available 2023 and 2024 ACRs<sup>47</sup>. People targeted for MAM treatment almost doubled from about 0.3 million in 2023 to 0.6 million in 2024.

<sup>47</sup> This point will be discussed with the country office to ensure the refugee-specific component is considered in the analysis as relevant.

**Figure 8: CSPE Nigeria 2023-2027 beneficiaries, composition by resident status**



**Source:** DOTS Adjusted CSP Actuals; Needs Based Plan CSP All CRFs Adjustment; COMET Quarterly Output Performance Snapshot. Accessed on 10-09-2025

## 4. Evaluation scope, criteria and questions

### Overall focus

40. The unit of analysis of this evaluation is the 2023-2027 country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs included in the CSP document approved by the EB and the subsequent budget revisions. The evaluation will focus on assessing progress towards all the Nigeria CSP expected results including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning, particularly as relates to relations with national government and the international community in Nigeria.

### Temporal scope

41. The evaluation will cover the period from April 2022, when data collection of the previous CSPE was completed, to June 2026, when data collection for this evaluation will be completed. This timeframe will allow to assess the extent to which there is continuity between current and previous country strategic plans and examine the implications for any change in strategic directions considering the evolution of the context.

### Thematic scope

42. A preliminary desk review by OEV and consultations with the CO led to identifying some themes of interest that could be reflected more prominently in the evaluation questions<sup>48</sup>. Specifically:

- a) The analysis of strategic positioning, and contribution to results could delve more in depth on WFP's contribution to livelihoods and resilience building, and the extent to which it enabled WFP to **move towards more development-oriented livelihoods and food systems solutions**. The **role and contribution of WFP's supply chain** enabled service provision should also be highlighted in this analysis.
- b) The analysis of CSP results could examine whether and **how different transfer modalities, including digital solutions, have been sequenced and combined** to enhance efficiency, and enable the intended shift towards food systems solutions.
- c) The analysis of WFP's partnership strategy could pay particular attention to how effectively WFP

<sup>48</sup> Further discussion with the Country Office will take place at evaluation inception stage to refine these themes and consider how best they could be reflected in the evaluation sub-questions and unpacked in the evaluation matrix.

pursued a partnership strategy conducive to **diversify and expand its funding base**.

d) The analysis on sustainability of results particularly under SO4 should focus on how well WFP pursued a dual strategy of investing in strengthening capacities of national actors while also supporting a more **enabling environment for food security and nutrition policies**.

43. The CSPE will consider other ongoing or soon to be completed evaluations and relevant assessments and audits to ensure complementarity and avoid duplication and over-exposure of the CO to overlapping demands. Specifically, the CSPE will consider the *Mid-Term Review of the Nigeria CSP* (conducted internally by the CO, and currently being finalised), and the ongoing *Decentralised Evaluation of WFP's Support for Smallholder Farmers and Sustainable Food Systems in Nigeria* – which focuses on CSP's Activity 4 and 5<sup>49</sup>.

### **Questions**

44. The evaluation will address five main evaluation questions (EQs) common to all CSPEs and geared towards the revised OECD-DAC criteria.<sup>50</sup> The sub questions will be validated and refined during the inception phase, in discussion with the country office.

**Table 3:** Evaluation Questions and proposed sub-questions

<b>EQ1 – To what extent was WFP strategically positioned to address food and nutrition insecurity, and how well did it adapt over time?</b>	
<b>1.1</b>	How well was the CSP focused, relevant, and responsive to address conflict-induced food and nutrition needs in Nigeria, while also being aligned to national policies and priorities, and wider UN frameworks and response plans?
<b>1.2</b>	Was the CSP coherent, in its design and its implementation, and based on realistic considerations around risks and assumptions, including on funding?
<b>1.3</b>	How adequately did WFP leverage its <b>comparative advantages</b> in Nigeria, and pursue synergies with other agencies and national actors?
<b>1.4</b>	To what extent did WFP consistently <b>target and prioritize those most vulnerable</b> to food insecurity and malnutrition in a way that is conflict sensitive, does no harm to affected populations, and oriented towards social cohesion?
<b>EQ2 – What contributions did the CSP make to food security and nutrition in Nigeria, considering changes in the context?</b>	
<b>2.1</b>	To what extent and in what ways did WFP contribute to <b>enhance nutrition and food security outcomes</b> for the targeted population in crisis-prone and conflict-affected areas, considering the evolving context?
<b>2.2</b>	To what extent did WFP achieve its <b>resilience building-related outcomes</b> , including pursuing scalability of climate-adaptive and sustainable livelihoods, and exploring options to localise the response as relevant?
<b>2.3</b>	Were there any unintended positive or negative results, missed opportunities (including in terms of pursuing handover to national actors for malnutrition-related interventions)?
<b>2.4</b>	To what extent and how did WFP set in place conditions to support <b>sustainability of results, including sequencing and combining different transfer modalities</b> in an effective manner to bridge emergency response and resilience building oriented programming?
<b>EQ3: To what extent did the CSP achieve its cross-cutting aims, and how has this impacted programme quality?</b>	
<b>3.1</b>	To what extent and in what ways did WFP interventions ensure protection from sexual and gender-based violence, and accountability to affected people, particularly for forcibly displaced people and host communities? How did WFP contribute to gender equality, women's empowerment and inclusion more broadly?
<b>3.2</b>	How adequately in its work in Nigeria did WFP reflect considerations relating to humanitarian principles, operational independence, conflict sensitivity, and contribution to peace through supporting social cohesion and reduce insecurity? Were there any <b>missed opportunities</b> to advance nexus-related strategic aims <sup>51</sup> in the CSP?

<sup>49</sup> A DE of WFP's Support for Smallholder Farmers and Sustainable Food Systems in Nigeria (2023-2025) is currently in inception phase. It has a thematic focus on SO3 Activities 4 and 5, and a geographic focus on Adamawa, Borno, Yobe, Kano, Jigawa, Sokoto and Zamfara. The DE is expected to be completed by April 2026, which allows for synergy with the CSPE. ToR available [here](#).

<sup>50</sup> Relevant for this evaluation are [UNEG Norms and Standards for evaluation](#), the [revised OECD-DAC evaluation criteria](#), and the [ALNAP guide](#) on adapting OECD criteria in humanitarian evaluation contexts.

<sup>51</sup> The CSP document states that "WFP will integrate its dual mandate in Nigeria through work at the humanitarian-development-peace nexus, applying targeted emergency responses that save lives while forging shock-responsive pathways to early recovery and sustainable, resilient food security, all underpinned by the integration of nutrition, gender, climate change adaptation and protection concerns into its changing-lives activities" CSP document, page 2.

EQ4: To what extent has WFP used its resources and digital solutions efficiently?	
4.1	To what extent were CSP outputs delivered and related budget spent within the intended timeframe?
4.2	How did WFP leverage <b>digital solutions</b> to enhance efficiency of <b>programme delivery</b> ?
4.3	How did WFP focus and prioritize its work to <b>optimize limited resources</b> , and how did this affect <b>coverage and quality of assistance</b> for both crisis response as well as resilience-building?
EQ5 What are the critical factors, internal and external to WFP, explaining performance and results?	
5.1	How well did WFP in Nigeria consolidate, expand and diversify as relevant its <b>resourcing</b> ?
5.2	Did WFP have appropriate <b>institutional arrangements</b> in place to deliver the CSP, including staffing, reporting arrangements and other?
5.3	To what extent did <b>monitoring systems</b> support strategic and operational decision-making and help identify and <b>manage risks and assumptions over time</b> ?
5.4	Were there any <b>other factors</b> within WFP's control that influenced the delivery and results of the CSP?

## 5. Methodological approach and ethical considerations

### 5.1. Evaluation approach

45. The evaluation team is expected to propose an overarching methodological approach which draws from the **programme logic underpinning the CSP**<sup>52</sup>, and which is **mixed methods**, drawing from qualitative and quantitative sources of data. The options below should be combined to ensure **systematic triangulation** across types and sources of data to support the identification of evaluation findings.

**Table 4: Options for data collection and analysis methods**

Data collection and analysis methods	Possible features
<i>Analysis of secondary data</i>	Could make use of <b>descriptive statistics</b> as feasible – e.g. drawing from programme data, from outcome monitoring data as available, from CSP Mid Term Review data; from food security cluster and ETC cluster-specific data – to identify any relevant pattern and trend over time.
<i>Desk review</i>	Can comprise WFP internal strategies, partnership and resourcing strategies, partnerships agreements, MoU, programme documents for joint programmes, national strategies, and other selected documents that will be shared by the CO in inception stage.
<i>Focus group discussions</i>	FGDs could be held for instance with: <ul style="list-style-type: none"> <li>- CO staff to test, expand, and validate the programme logic underpinning the CSP</li> <li>- forcibly displaced people and host communities targeted by WFP activities also considering more marginalized groups</li> <li>- selected WFP cooperating partners</li> </ul>
<i>Semi-structured interviews</i>	Both remote and in person, covering a purposive sample of WFP national counterparts for different activities, donors, I-NGO, local NGO representatives, private sector partners, IFI representatives
<i>Observations</i>	<ul style="list-style-type: none"> <li>- Remote, through GIS imagery as available</li> <li>- In person, on a purposefully selected sample of sites relevant to cover a cross section of the CSP portfolio for both crisis-response and resilience building related activities.</li> </ul>

46. OEV would especially welcome proposals that will take into account the following considerations.

47. **Participatory approach**– The evaluation is expected to involve different actors – including people targeted by WFP activities, WFP employees, cooperating partners, and government counterparts at federal

<sup>52</sup> This will be reconstructed by the evaluation team during inception phase.

and LGA level – at different stages of the evaluation process. E.g. at evaluation *inception phase*, to inform the finalisation of the evaluation design; at data *collection phase* to gather inputs and perspectives on results from WFP's activities and partnerships engagement; at *analysis and reporting phase* to share and seek feedback on emerging evaluation results. This will be done including through a stakeholder workshop to which also government counterparts will be invited to discuss the way forward in light of the evaluation findings, conclusions and recommendations.

48. **EQ1 on strategic focus** needs to draw from an **analysis of WFP's strategic positioning in Nigeria**, and how it evolved over time, considering that strategic positioning is a function of:

- WFP's *intended aims* envisioned in the CSP considering the national context, needs, and priorities
- how WFP has pursued a *partnership strategy* in the country; and
- how WFP has articulated its *strengths and comparative advantages* in Nigeria, considering the *resources available*.

49. **EQ 1.2 on partnerships** needs to move past a mapping and description of WFP's stakeholder engagement in Nigeria, to analyse *how* and *why* shifts occurred in WFP's approach to partnership engagement- e.g. in response to the need to broaden and diversify the range of partners WFP works with in Nigeria. The *Alignment, Interest and Influence Matrix (AIIM)* or other similar tool may be considered to examine such shifts<sup>53</sup>.

50. **EQ2, 3, 5 on results** need to consider that while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver. An adapted version of the *Context-Mechanism-Outcome (CMO)*<sup>54</sup> approach could be considered to understand *how* and *why* different results have occurred for different target groups, in different contexts (e.g. conflict-affected areas, and areas prone to climate shocks).

51. Any method that will be proposed, at the minimum, needs to ensure that the analysis of results is:

- informed by the evaluability assessment (see next section) which will be expanded at inception stage.
- situated against an overarching programme logic underpinning the CSP, to be reconstructed by the evaluation team, showing the envisioned change pathways<sup>55</sup>, with related risks and assumptions.
- geared toward identifying missed opportunities, un-intended results, and possible alternative plausible explanations for the results observed.
- geared towards assessing differential effects on men, women, girls, boys, and other relevant socio-economic characteristics, applying a gender sensitive-lens to the analysis<sup>56</sup>.

## 5.2. Preliminary considerations on evaluability and methodological implications

52. This CSPE will build on several sources including past evaluations and audits<sup>57</sup>. During inception, the evaluation team will expand from this preliminary evaluability assessment conducted by OEV.

53. Through the evaluability assessment, the evaluation team is expected to critically assess (i) the clarity of WFP's intended aims as reflected in the CSP, (ii) the availability and quality of data required to conduct the analysis planned under different methods (iii) gaps to be considered and reflected in the final proposed evaluation methods and possible mitigation. Evaluability challenges identified at this stage are:

- **Consistency of measurement and reporting at different level of results:** Yearly target values, and follow-up data are missing for some indicators such as "Proportion of households that cannot afford the lowest-cost nutritious diet" that is missing target values and "Proportion of households that cannot afford the lowest-cost nutritious diet" missing follow-up values in 2023 (see Annex II,

<sup>53</sup> See ODI. 2021. [Rapid Outcome Mapping Approach](#) (ROMA), see pp. 14-15, and also Mendizabal. E. 2010. [The Alignment, Interest and Influence Matrix \(AIIM\)](#) guidance note. Overseas Development Institute.

<sup>54</sup> See for example UK Government. 2025. [Supplementary guide: Realist Evaluation](#).

<sup>55</sup> This refers to the intended causal pathways from WFP activities to outputs to strategic outcomes.

<sup>56</sup> In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

<sup>57</sup> An initial overview is in Annex III and will be expanded in inception phase.

tables 8 & 9); baselines and target values are not consistent in some cases (e.g. target value greater than baseline for some indicators with a downward direction). Inconsistencies were also noted across the different versions of the logframe especially for cross-cutting and output results with some indicators discontinued or new ones added during the CSP (see Annex II, table 7 Overview of performance data availability).

- **Validity of indicators:** While data for different Corporate Results Frameworks (CRF) indicators is relatively complete, some challenges are expected in assessing performance beyond output level especially for indicators under SO4 in connection with strengthening national capacities. CRF indicators such as "*Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support*", "*Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy*" and "*Number of new or adapted policies and legislative instruments contributing to Zero Hunger and other SDGs endorsed with WFP capacity strengthening support*" do not directly convey changes at outcome level. The evaluation should explore possible ways to assess performance beyond output level particularly for SO4.
- **Data gaps in gender equality and women's empowerment:** while cross-cutting indicators can provide some data on decision making, and access to and participation of women, men, boys and girls in different WFP activities, the evaluation should go beyond these indicators, – including drawing from qualitative data to explore the types and modalities of their involvement in decisions relating to the assistance they receive, and how this affects their lives and livelihoods.
- **Access to activity sites for evaluation data collection:** the security situation in the Northeast, may affect access to programme sites, to WFP's partners, and to people targeted by WFP activities. Moreover, conditions of road infrastructure and, eventually the need for internal flights will need to be considered in the budget proposal<sup>58</sup>.
- **Evaluation timeframe to assess results:** this evaluation is conducted during the penultimate year of CSP implementation, which limits the availability of complete performance data and reporting.

54. The evaluation team will review and assess these limitations and identify measures to mitigate evaluability constraints where possible.

### 5.3. Ethical considerations

55. **Ethical norms and standards** – Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.<sup>59</sup> Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation.<sup>60</sup> This includes, but is not limited to, ensuring informed consent, protecting personal data and privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders, and ensuring that the evaluation process and its results do no harm to participants or their communities.

56. **Personal data** will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.

57. **Artificial Intelligence (AI) technologies** can be used in the framework of this evaluation with prior written approval from OEV and in accordance with the standards set out in the AI Information Brief. Notably, the evaluation team shall clearly and comprehensively disclose in the inception report, the intended utilization of AI tools in evaluation, including the purpose, scope and nature of the proposed AI usage. Any data used in connection with AI tools should be handled in accordance with WFP data protection

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<sup>58</sup> Should access by road to specific areas not be feasible, UNHAS flight could be considered. In inception, different scenarios could be articulated to ensure coverage of a purposefully selected sample of implementation sites in the areas covered by the WFP sub-office in Maidaguri, area office Damaturu, and field office in Kano.

<sup>59</sup> Further information on how to apply the [UNEG norms and standards](#) in each step of the evaluation are in the [Technical Note on Principles, Norms and Standards for evaluations](#)

<sup>60</sup> Integrity, Accountability, Respect, Beneficence, which means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

standards and confidentiality obligations.

58. **Conflict of interest** – The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the Nigeria CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.<sup>61</sup>

59. All ET members will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the ET will also sign a Confidentiality, Internet and Data Security Statement.<sup>62</sup>

60. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfphotline.ethicspoint.com/>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

## 6. Organization of the evaluation

### 6.1. Phases and deliverables

61. The evaluation is structured in five phases. The evaluation team will be involved in phases 2 to 5. The country and regional office have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that CSPE evidence generated can be used effectively.

**Table 5:** Summary timeline

Main phases	Phase completed by	Tasks and deliverables
<b>1. Preparation</b>	By January 2026	Final ToR; LTA proposal deadline; OEV review and assessment of proposals received
	By end Jan	Evaluation team and/or firm selection & contract
<b>2. Inception</b>	early Feb Mid Feb Mid March	HQ briefing Inception mission Inception report
<b>3. Data collection</b>	By end June	Evaluation mission (second half of April) min 2 weeks and exit debriefing
<b>4. Reporting</b>	By end August September End September End October Nov 2026	ET data analysis and report drafting QA and Comments process Stakeholder workshop Final evaluation report Summary evaluation report (SER) validated by Team Leader
<b>5. Dissemination</b>	Jan-Feb 2027	Management response; EB presentation (Nov 2027); wider dissemination

<sup>61</sup> "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

<sup>62</sup> If there are changes in the ET or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

## 6.2. Evaluation team composition

62. The externally-contracted evaluation team (ET) should consist of maximum 4, between male and female members: up to 2 international, and 2 national consultants, supported by a Research Analyst and an external quality assurer. The selected evaluation firm is responsible for proposing a mix of evaluators with the required skills profile as shown in table 6, noting that different members of the team may bring more than one, among the areas of expertise table below.

63. The evaluation will be conducted in English. Knowledge of Hausa is also required within the team to support primary data collection activities.

**Table 6: Summary of evaluation team and areas of expertise required**

Areas of CSPE	MINIMUM REQUIREMENTS
<b>Team Leadership</b>	Established experience (min 12 years) in leading multi-disciplinary teams to deliver evaluations in complex contexts for multilateral organisations. Knowledge and application of outcome-based evaluation methods. Experience in using programme theory and logic models to evaluate humanitarian and development programmes. Excellent synthesis and evaluation reporting writing skills in English. Strong presentation skills. Strong ability to navigate political sensitivities, and strong understanding the complexity of the relation between UN and member states.
<b>Humanitarian assistance and cross-cutting dimensions including triple nexus</b>	Prior experience (min 8 years) in evaluating sectoral responses (through different transfer modalities) for food security and nutrition programmes in crisis response settings. Knowledge of cross-cutting issues relevant to assess the quality of humanitarian response (Humanitarian Principles, operational independence, conflict sensitivity, do no harm, protection, including from gender-based violence, Accountability to Affected Population, nexus-related considerations)
<b>Climate-adaptive livelihoods, resilience, and food systems</b>	Prior experience (min 8 years) in evaluations of resilience-oriented programmes, and climate-adaptive livelihoods. Familiarity with the concepts of food systems and resilience frameworks.
<b>Supply chain</b>	Prior experience (min 8 years) in evaluating programme components related to logistics, procurement, and service provision.
<b>Institutional capacity strengthening</b>	Prior experience (min 8 years) in conducting institutional analysis and evaluating capacity strengthening support to national actors; experience in evaluating systems strengthening interventions in the areas of nutrition, social protection and livelihoods.
<b>Nutrition</b>	Prior experience (min 8 years) in evaluating nutrition-specific and nutrition-sensitive programming and technical assistance e.g. in relation to Home-Grown School Feeding Programmes
<b>Research assistance</b>	Prior experience (min 3 years) in providing data and research support to multi-disciplinary ETs. Knowledge of food assistance (key concepts and frameworks; established skills in qualitative and quantitative research, analysis of M&E data, data cleaning and analysis).
<b>Quality assurance and editorial expertise</b>	Prior experience (min 10 years) in writing high quality, complex evaluation deliverables (detailed reports and summaries). Experience in quality assurance of written technical reports and briefs.

## 6.3. Roles and responsibilities

### Role of the independent evaluation team

64. The **team leader** will lead the overall evaluation process, including preparation of interim and final evaluation deliverables, with overall responsibility for coordination of the work of the team and timely delivery on the inception and final reports. S/he will also be responsible for covering particular sections of the report according to his/her expertise. S/he will also facilitate two workshops, and play a key role in presenting the team's progress to stakeholders.

65. The **evaluation team members** will work under the supervision of the team leader. Their role is to

provide technical expertise, contribute to collect and analyse data according to the approved methodology. They are also expected to draft specific sections of the reports.

66. As per standard practice, the firm retains the responsibility for delivery against the contract.

#### **Role of OEV staff**

67. The assigned OEV Evaluation Manager, Francesca Bonino will act as the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure adequate coordination and communication for a smooth evaluation process<sup>63</sup>.

68. The assigned OEV Research Analyst, Raymond Ssenyonga will provide research and data retrieval support particularly from WFP corporate platforms and systems during the inception phase.

69. The assigned OEV second level Quality Assurer, Sergio Lenci, Senior Evaluation Officer, will provide overall guidance and support to the evaluation management, in addition to performing second level quality assurance review on all interim and final evaluation products, and provide regular briefing to OEV senior management as the evaluation progresses.

70. The Deputy Director of OEV will clear the Evaluation Report (ER), while the Director of Evaluation will clear the final SER and present the report to the Executive Board.

#### **Role of WFP's stakeholders**

71. An internal reference group (detailed in annex 1a) composed of selected WFP stakeholders at country office level is expected to review and comment on draft evaluation products; provide feedback during evaluation briefings; be available for interviews with the evaluation team; engage in discussion and feedback on draft recommendations stemming from the evaluation.

72. The country office will facilitate the evaluation team's contacts with stakeholders in Nigeria; provide logistic support during the fieldwork and organize an in-country stakeholder workshop.

73. Adeyinka Timothy has been nominated WFP Nigeria country office focal point and will assist in communicating with the evaluation manager and CSPE team, setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

## **6.4. Quality assurance**

74. The WFP evaluation quality assurance (QA) system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions and recommendations on that basis. The ET will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases. The person(s) responsible for QA should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance process internal to the evaluation firm before interim deliverables are submitted to OEV.

75. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) process managed by OEV. The overall PHQA results will be published on the WFP website alongside the final report.

## **6.5. Security considerations**

76. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and

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<sup>63</sup> Specific EM tasks, with support from the OEV RA, include: drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products.

arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

77. As per annex I of LTA agreement, companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts. Prior to company participation in a mini-bid and submission of proposal, the company is advised to check whether government restrictions are in place that prevent team members from travelling to countries/areas to carry out the services. If it is the case that government restrictions prevent team member travel, the company should not participate in the mini bid.

## **6.6. Communication**

78. The evaluation report should be accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The summary evaluation report (SER) along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2027. The final report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report. This will be accompanied by an evaluation brief and an infographic with key highlights.

## **6.7. The proposal**

79. The technical and financial proposals should build in sufficient flexibility to deal with possible risks e.g. insecurity affecting access to programme sites, flare-up of civil unrest / conflict. The financial proposal, at a minimum, should reflect the following elements:

- a) one week inception mission to Abuja by the Team Leader and one team member (February 2026);
- b) three weeks data collection missions (April 2026);
- c) three-day mission to Abuja (September 2026) for the stakeholder workshop to discuss emerging evaluation conclusions and draft recommendations;
- d) Evaluation Team analysis workshop (which may include OEV Evaluation Manager and RA participation<sup>64</sup>) to be timed before the finalisation of the draft Evaluation Report. This should be budgeted for one day and half if workshop is held in person (location to be decided depending on the location of the team members) otherwise two half days (virtual workshop) should be budgeted.
- e) cost of translation support, should it be needed;
- f) time budgeted for the Team leader to review and validate the final SER draft produced by the OEV EM.

80. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members

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<sup>64</sup> To be discussed and decided between the Evaluation Team and OEV. Cost of participation to the analysis workshop by OEV EM and RA, which is encouraged, would be covered by OEV.

# ANNEXES

## Annex I. Map showing WFP presence in Nigeria



Source: WFP OpWeb

## Annex Ia. Evaluation Internal Reference Group (IRG)

Confirmed IRG composition	
Deputy Country Director – Operations	Guy ADOUA - <i>Alternate: Edouard THIAM</i>
Head of RAM	Wuni DASORI – <i>Evaluation focal point</i>
Head of Programme	Serigne LOUM
Head of Supply Chain	Khusro JAWED
Head of Gender	Lilian UNAEGBU
Head of Area Office - Maiduguri	Emmanuel BIGENIMANA
VAM Officer	Adeyinka TIMOTHY – <i>Evaluation focal point</i>
Head of Sub Office (DSO)	Owen MAGANGA
Head of Programme (AO)	Trust MLAMBO
Head of Risk & Compliance (CO)	Annie WILLIAMS

## Annex II. Overview of performance data availability

Table 7: Country Strategic Plan [Nigeria] [2023-2027] logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators*** <sup>65</sup>
v 1.0, May 2022	Total nr. of indicators	36	17	1669
v 2.0, Feb 2024	New indicators	0	0	0
	Discontinued indicators	0	3* <sup>66</sup>	18
	Total nr. of indicators	36	14	1651
v 3.0, April 2024	New indicators	0	3** <sup>67</sup>	240
	Discontinued indicators	0	0	45
	Total nr. of indicators	36	17	1846
v 3.1, May 2025	New indicators	0	0	72
	Discontinued indicators	0	0	15
	Total nr. of indicators	36	17	1903
Total number of indicators that were included across all logframe versions		36	17	1903

Source: COMET CM-L010 (accessed 16/09/2025)

<sup>65</sup>\*\*\* Output indicators – counted at sub -activity level in line ACRs

<sup>66</sup> \* Cross-cutting indicators – “Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification” **Deactivated**, and indicators- “Country office implements environmental management systems” and “Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity” **Discontinued**

<sup>67</sup> \*\* New indicators – “Country Office Score on Meeting Standards for the Identification and Documentation of Conflict Analysis and Conflict Sensitivity Risks, and Implementation of Mitigation Measures”, “Proportion of women and men in decision-making entities who report meaningful participation” and “Proportion of women and men reporting economic empowerment” introduced in v.3.0

**Table 8: List of outcome indicators with baseline, follow-up and target values**

Strategic Outcomes and Indicators	Baseline			Follow-up		Target			
	2022	2023	2024	2023	2024	2023	2024	2025	2027 <sup>68</sup>
01 - Food insecure internally displaced persons, refugees, returnees, and host community members in crisis-prone and conflict-affected areas have access to adequate nutritious food and early recovery activities that meet their immediate food needs and live in cohesive households and communities, during and after shocks.									
1.1.1 Food consumption score	✓			✓	✓	✓	✓		✓
1.1.10 Proportion of children 6-23 months of age who receive a minimum acceptable diet		✓		✓	✓	✓	✓		✓
1.1.11 Minimum diet diversity for women and girls of reproductive age	✓			✓	✓	✓	✓		✓
1.1.13 Percentage of moderate acute malnutrition cases reached by treatment services (coverage)		✓		✓	✓	✓	✓		✓
1.1.14 Moderate acute malnutrition treatment recovery rate		✓		✓	✓		✓		✓
1.1.15 Moderate acute malnutrition treatment mortality rate		✓		✓	✓	✓	✓		✓
1.1.16 Moderate acute malnutrition treatment default rate		✓		✓	✓	✓	✓		✓
1.1.17 Moderate acute malnutrition treatment non-response rate		✓		✓	✓	✓	✓		✓
1.1.2 Food consumption score – nutrition		✓		✓	✓	✓	✓		✓
1.1.3 Consumption-based coping strategy index (average)	✓			✓	✓	✓	✓		✓
1.1.4 Livelihood coping strategies for food security	✓			✓	✓	✓	✓		✓
1.1.7 Proportion of eligible population reached by nutrition preventive programme (coverage)	✓			✓	✓	✓			✓
1.1.8 Proportion of target population who participate in an adequate number of distributions (adherence)	✓			✓	✓	✓	✓		✓
1.1.9 Proportion of households that cannot afford the lowest-cost nutritious diet	✓			✗ <sup>69</sup>	✓	✗	✓		✗
03 - By 2027, targeted vulnerable households and smallholder farmers in Nigeria have improved sustainable livelihoods and enhanced social cohesion derived from food systems that are resilient to shocks and thus facilitate enhanced access to nutritious diets all year round.									

<sup>68</sup> 2027 target values also represent CSP targets

<sup>69</sup> ✗- Missing data points

4.3.1 Food consumption score	✓			✓	✓	✓	✓		✓
4.3.10 Proportion of children 6-23 months of age who receive a minimum acceptable diet		✓		✓		✓			✓
4.3.11 Minimum diet diversity for women and girls of reproductive age	✓			✓	✓	✓	✓		✓
4.3.2 Food consumption score – nutrition		✓		✓	✓	✓	✓		✓
4.3.25 Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base	✓			✓		✓			✓
4.3.26 Proportion of the population in targeted communities reporting environmental benefits		✓		✓	✓	✓	✓		
4.3.3 Consumption-based coping strategy index (average)	✓			✓	✓	✓	✓		✓
4.3.30 Average percentage of smallholder post-harvest losses at the storage stage			✓	✗	✓	✗	✓		
4.3.32 Climate adaptation benefit score			✓	✗	✓	✗	✓		✓
4.3.33 Climate resilience capacity score		✓		✓	✓	✓	✓		✓
4.3.5 Livelihood coping strategies for essential needs	✓			✓	✓	✓	✓		✓
4.3.7 Proportion of eligible population reached by nutrition preventive programme (coverage)		✓		✓	✓	✓	✓		✓
4.3.8 Proportion of target population who participate in an adequate number of distributions (adherence)			✓	✗	✓	✗	✓		✓
4.3.9 Proportion of households that cannot afford the lowest-cost nutritious diet	✓			✗	✓	✗	✓		✗
04 - National actors have strengthened capacity and an enhanced enabling environment for the development and management of food security and nutrition policies, strategies, processes, and programmes in line with national targets to achieve Zero Hunger by 2030.									
5.4.37 Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support			✓	✗	✓	✗	✓		✓
5.4.38 Number of new or adapted policies and legislative instruments contributing to Zero Hunger and other SDGs endorsed with WFP capacity strengthening support			✓	✗	✓	✗	✓		
5.4.39 Resources mobilized (USD value) for national systems contributing to Zero Hunger and other SDGs with WFP capacity strengthening support		✓		✗	✓	✗	✓		✓
5.4.40 Emergency preparedness capacity index	✓			✓	✓	✓	✓		✓
5.4.41 Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy			✓	✗	✓	✗	✓		✓
5.4.44 Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided support			✓		✓	✗	✓		✓
5.4.45 Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support			✓		✓	✗	✓		✓
05 - The humanitarian community in Nigeria is enabled to reach and operate in areas of crisis throughout the year.									
8.5.46 Percentage of users satisfied with services provided			✓		✓	✗	✓		✓

Source: COMET report CM-L008b, data compiled on [16/09/2025]

**Table 9: List of cross cutting indicators with baseline, follow-up, and target values**

		Baseline			Follow-up		Target		
		20 22	20 23	20 24	2023	20 24	2023	20 24	2027
<b>Cross cutting results</b>									
CC.1 - Protection									
CC.1.1 - Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes		✓			✓	✓	✓	✓	✓
CC.1.2 - Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance			✓		✓	✓	✓	✓	✓
CC.1.3 - Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes			✓		✓	✓	✓	✓	✓
CC.1.4 - Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services			✓		✓	✓	✓	✓	✓
CC.1.5 - Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)			✓			✓		✓	✓
CC.1.6 - Country Office Score on Meeting Standards for the Identification and Documentation of Conflict Analysis and Conflict Sensitivity Risks, and Implementation of Mitigation Measures			✓			✓		✓	✓
CC.2 - Accountability									
CC.2.1 - Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA			✓		✓	✓	✓	✓	✓
CC.2.2 - Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)			✓			✓		✓	✓
CC.2.3 - Country office has a functioning community feedback mechanism			✓		✓	✓	✓	✓	✓
CC.2.4 - Country office has an action plan on community engagement			✓		✓	✓	✓	✓	✓
CC.2.5 - Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)			✓		✓	✓	✓	✓	✓
CC.3 - Gender equality and women's empowerment <sup>70</sup>									
CC.3.1 - Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions jointly made by women and men		✓			✓	✗	✓		✓
CC.3.1 - Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by men		✓			✓	✗	✓		✓
CC.3.1 - Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by women		✓			✓	✗	✓		✓
CC.3.2 - Percentage of food assistance decision making entity members who are women			✓		✓	✗	✓	✗	✓
CC.3.4 - Proportion of women and men in decision-making entities who report meaningful participation				✓	✗	✗		✓	✓
CC.3.4 - Proportion of women and men in decision-making entities who report meaningful participation / a- Number of men/women reporting leadership position (Meaningful participation)				✗	✓	✗	✗	✗	✗

<sup>70</sup> Reporting gaps noted for cross-cutting result – “CC.3 - Gender equality and women's empowerment” and “CC.4 - Environmental sustainability”

CC.3.4 - Proportion of women and men in decision-making entities who report meaningful participation / b- Number of men/women reporting they have the right to be part of decision making (Meaningful participation)				x	✓	✗	✗	✗
CC.3.4 - Proportion of women and men in decision-making entities who report meaningful participation / c- Number of men/women reporting they have the right to be consulted				x	✓	✗	✗	✗
CC.3.4 - Proportion of women and men in decision-making entities who report meaningful participation / d- Number of men/women reporting they have the right to be informed				x	✓	✗	✗	✗
CC.3.4 - Proportion of women and men in decision-making entities who report meaningful participation / Proportion of women and men in WFP food assistance decision-making entities who report meaningful participation				x	✓	✗	✗	✗
CC.3.5 - Proportion of women and men reporting economic empowerment				✓	✗	✓	✗	✓
CC.3.5 - Proportion of women and men reporting economic empowerment / Proportion of women and men reporting economic empowerment	✗	✗	✗	✗	✓	✗	✗	✗
CC.4 - Environmental sustainability								
CC.4.1 - Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks	✓	✓		x	✗	✓	✗	✓
CC.4.1 - Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks / Number of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) screened for environmental and social risks prior to implementation	✗	✗	✗	✓	✓	✗	✗	✗
CC.4.1 - Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks / Total number of active field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) implemented under the CSP activity during the reporting year	✗	✗	✗	✓	✓	✗	✗	✗
CC.5 - Nutrition integration								
CC.5.2 - Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component	✓	✓	✓	✗	✓	✓	✓	✓
DEACTIVATED CC.5.1 - Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification	✓		✓		✓	✓	✗	✗

Source: COMET report CM-L009b, data compiled on 16/09/2025

### Annex III. Overview on previous evaluations and audits

81. Below is a list of WFP-commissioned evaluations and audits conducted between 2019 and 2024 that have looked at Nigeria – either as a country case, part of a broader/ thematic or global evaluation, or with a specific country focus.

**Table 10: List of relevant previous evaluations and audits (2019-2024)**

Type of evaluation	Title	Year
Centralized Evaluations	<a href="#">Evaluation of Nigeria WFP Country Strategic Plan 2019-2022 [explicitly considered to inform CSP (2023-2027)]</a>	2023
	<a href="#">Strategic Evaluation of WFP's Protection from Sexual Exploitation and Abuse</a>	2024
	<a href="#">Evaluation of the WFP Response to the COVID-19 Pandemic</a>	2022
	<a href="#">Évaluation de la réponse d'urgence du PAM aux crises prolongées au Sahel et dans d'autres pays d'Afrique de l'Ouest et centrale 2018-2023</a>	2024
	<a href="#">Inter-agency humanitarian evaluation on gender equality and empowerment of women and girls</a>	2020
Decentralized Evaluations	<a href="#">Formative Evaluation of WFP Livelihoods Activities in Northeast Nigeria, 2018-2021 [explicitly considered to inform CSP (2023-2027)]</a>	2022
	<a href="#">Institutionalizing Social Protection for Accelerated SDG Implementation in Nigeria - 2020 - June 2022</a>	2021
	Evaluation of WFP's Support for Smallholder Farmers and Sustainable Food Systems in Nigeria 2023-2025	ongoing
Audits	<a href="#">Internal Audit of WFP Operations in Nigeria - March 2024</a>	2024
	<a href="#">Internal Audit of WFP Operations in Nigeria - July 2021</a>	2021

82. In addition to the evaluations highlighted above, the CSP (2023-2027) explicitly mentions two evidence products that were used to inform its development:

- Fill the Nutrient Gap (FNG) study (2022) on the cost and affordability of nutritious diets, which identifies barriers to healthy and nutritious diets to informs policies to improve access for vulnerable groups.
- A case study from the Stockholm International Peace Research Institute on improving the prospects for peace in Nigeria: spotlight on cash-based transfers (2022).

### Annex IV. Main WFP cooperating partners in Nigeria

Partner	Activities of involvement
Albarka Health Spring Fondation (AHSF)	GD (General distribution) and MAM
Borno State Primary Healthcare Development Agency (BSPHCDA)	MAM
CARE	GD
Centre for Community Development and Research Network	GD
Christian Aid	GD
COOPI - Cooperazione Internazionale	GD
Damnaish Human Capacity Building Initiative (DHCBI)	GD
FHI 360	MAM
FINPACT Development Foundation (FINDEF)	GD
Global Village Healthcare Initiative For African (GHIV Africa)	MAM

Goggoji Zumunci Developement Initiative (GZDI)	GD
Grassroot initiative for strengthening community resilience (GISCOR)	GD
IMC - International Medical Corps	GD and MAM
International Rescue Committee	MAM
INTERSOS	GD and MAM
Médecins Sans Frontières - Holland (MSF/H)	MAM
Mercy Corps	MAM
Mon Club International (MCI)	GD
Plan International	GD
Smiling Heart Initiative Internationa (SHI)	MAM
Taimako Community Development Initiative (TCDI)	GD
Yobe State Primary Healthcare Management Board (YSPHCMB)	MAM

## Annex V. Acronyms and abbreviations

ACR	Annual Country Report	Development
AIIM	Alignment, Interest and Influence Matrix	I-NGO Int.I Non-Governmental Organization
BMZ	German Federal Ministry for Economic Cooperation and Development	LGA Local Government Area
CH	Cadre Harmonise	LTA Long Term Agreement
CMO	Context-Mechanism-Outcome	M&E Monitoring and Evaluation
CO	Country Office	NBS Nigeria National Bureau of Statistics
CPs	Cooperating Partners	NGO Non-Governmental Organization
CRF	Corporate Results Frameworks	OCHA UN Office for the Coordination of Humanitarian Affairs
CSP	Country Strategic Plan	ODA Official Development Assistance
CSPE	Country Strategic Plan Evaluation	OEV Office of Evaluation
EB	Executive Board	PHQA Post Hoc Quality Assessment
EM	Evaluation Manager	ROMA Rapid Outcome Mapping Approach
ET	Evaluation Team	SO Strategic Outcomes
ETC	Emergency Telecommunication	UNCT United Nations Country Team
FAO	Food and Agriculture Organization	UNDP United Nations Development Programme
FNG	Fill the Nutrient Gap	UNEG United Nations Evaluation Group
GBV	Gender-Based Violence	UNHAS United Nations Humanitarian Air Service
GD	General Distribution	UNHCR United Nations High Commissioner for Refugees
GDP	Gross Domestic Product	UNICEF United Nation Children's Fund
GEWE	Gender Equality and Women's Empowerment	UNSDF United Nations Sustainable Development Framework
HCT	Humanitarian Country Team	WACARO Western and Central Africa Regional Office - Dakar (WFP)
HRP	Humanitarian Response Plan	WHO World Health Organization
IDP	Internally Displaced Person	
IFAD	International Fund for Agricultural	