

Evaluation of Nigeria WFP Country Strategic Plan 2023 - 2027

Summary Terms of Reference



Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

WFP has operated in Nigeria since 2015 and scaled-up its operations in the northern states from 2016 to address conflict-related food insecurity. WFP assistance targets both people affected by the conflict and local communities already struggling with poverty, unemployment, and degraded natural resources that had already undermined livelihoods before violence escalated.

The CSP (2023-2027) had 5 strategic outcomes, 2 focusing on crisis response, 2 on resilience building and 1 on addressing root causes.

Specifically, the CSP's focus is on providing life-saving assistance in response to unmet needs in the conflict-affected areas in the north (SO1, SO5 of the CSP). At the same time, the CSP includes three strategic objectives (SO2, SO3 and SO4) focused on strengthening the capacities of national partners to achieve food security, supporting multi-sectoral nutrition-focused interventions, and more resilient livelihoods for Nigerian communities in those states increasingly facing extreme weather events.

The Nigeria CSP was approved by WFP's Executive Board in March 2023 with an original budget of USD 2.56 billion. The budget was subsequently reduced to around USD 2.2 billion in April 2024 to adjust the previously estimated cost of food and transfer value considering the state of the local market. As of September 2025 the Country Portfolio Needs Budget was resourced at 31 percent corresponding to around USD 680 million.

Through the CSP, WFP planned to assist approximately 2.75 million food insecure people, reduced to 2.61 following two budget revisions, with the majority reached through direct assistance for crisis response (under SO1).

The evaluation will assess WFP contributions to CSP strategic outcomes and cross-cutting results, including

any unintended consequences, positive or negative. In so doing, it will also analyse WFP's approaches to partnerships, including WFP's strategic positioning in relation to national government and other national and international actors and partners. It will also focus on adherence to humanitarian principles, protection and accountability to crisis affected people.

The unit of analysis is the Nigeria CSP (2023 – 2027), approved by the WFP Executive Board in March 2023, as well as any subsequent approved budget revisions.

The evaluation scope includes all WFP activities identified in the CSP. 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 finalised. 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.

Evaluation objectives and users

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Nigeria Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2027.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent was WFP strategically positioned to address food and nutrition insecurity in Nigeria, and how well did it adapt over time?

The evaluation will assess whether the CSP is appropriately focused and relevant to address the conflict-related food and nutrition needs in Nigeria, and how well it aligns with national policies and UN frameworks. It will examine whether the CSP is coherent in its design and implementation, and whether risks, assumptions, and funding expectations had been duly considered. Finally, the evaluation will ask whether and

how WFP made good use of its comparative advantages in Nigeria and worked effectively with other agencies and national partners.

QUESTION 2: What contributions did the CSP make to food security and nutrition in Nigeria, considering changes in the context? The evaluation will examine the extent to which and how WFP improved food security and nutrition outcomes for targeted people in crisis-affected and conflict-prone areas, given the changing context. It will also examine whether and how WFP achieved its resilience related goals, including scaling-up climate-adaptive livelihoods. Unintended positive or negative effects will also be identified, as well as missed opportunities e.g. to hand over specific interventions to national actors. Sustainability of results will be examined e.g. looking at how well WFP sequenced and combined different transfer modalities to link emergency response with resilience-focused programming.

QUESTION 3: To what extent did the CSP achieve its cross-cutting aims, and how has this impacted programme quality? The evaluation will assess the achievement of cross-cutting aims (including protection, accountability to affected populations, and sexual and gender-based violence). It will also assess adherence to humanitarian principles and conflict sensitivity.

QUESTION 4: To what extent has WFP used its resources and digital solutions efficiently? The evaluation will assess to what extent CSP outputs were delivered and related budget spent within the intended timeframe. It will examine how well WFP leveraged digital solutions to enhance efficiency of programme delivery and prioritized the use of limited resources.

QUESTION 5: What are the critical factors, internal and external to WFP, explaining performance and result? The evaluation will assess how effectively did WFP strengthen, grow, and diversify its funding and resources in Nigeria and whether it has the appropriate institutional set up and systems to support decision-making to effectively implement the CSP. The analysis will also identify any other factors within WFP's control that may have affected the CSP delivery and results achieved.

Methodology and ethical considerations

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, observations, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, in particular relevance, coherence, efficiency, effectiveness, sustainability and coverage.

It will adhere to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity, respecting the autonomy and fair recruitment

of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a multi-disciplinary team of independent consultants with relevant expertise related to the Nigeria CSP including food security and nutrition, emergency response, climate-adaptive livelihoods, institutional capacity strengthening.

OEV EVALUATION MANAGEMENT: The evaluation will be managed by Francesca Bonino, Evaluation Officer in the Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP stakeholders, to ensure a smooth delivery of the evaluation in line with OEV quality standards. Raymond Ssenyonga, Research Analyst, will provide research and data analysis support. Second level quality assurance will be provided by Sergio Lenci, Senior Evaluation Officer in OEV.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant functional areas in the Country Office will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of OEV will approve the final versions of all evaluation deliverables.

STAKEHOLDERS: WFP stakeholders at country, regional and global headquarters are expected to engage throughout the evaluation process to enhance utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Office and Global Headquarters during a debriefing at the conclusion of data collection phase. An in-country stakeholder workshop will be held in September 2026 to seek feedback on, and foster ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: Early February – end March 2026

Data collection: mid-April - June 2026

Remote Debriefing: June 2026

Reports: End of August - November 2026

Stakeholder Workshop: End of September 2026

Executive Board: November 2027