



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE
BANGLADESH: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN
(2016-2019)

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1. Background

1. The purpose of these terms of reference (TOR) is to provide key information to stakeholders about the proposed Bangladesh Country Strategic Plan Evaluation (CSPE, 2016-2019)¹, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR is structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP assistance in Bangladesh and defines the scope of the evaluation; Chapter 4 identifies the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information such as a detailed timeline.

1.1. Introduction

2. 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. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan.

3. This CSPE will embed the emergency component entailing a mixed range of evaluation questions tailored to the Level 3 (L3) Rohingya crisis in Bangladesh. The evaluation will generate learning useful for the country office to elaborate its new Country Strategic Plan starting in 2021, as well as for corporate learning from the L2/L3 emergency response.

1.2. Country Context

4. Bangladesh is the world's 8th-most populous country with 163 million people. It shares land borders with India to the west and Myanmar to the east.² It hosts nearly 800,000 people seeking refuge from violence in Myanmar, including registered refugees, undocumented Myanmar nationals and more than half a million newer arrivals since the end of August 2017. Two thirds of the population are rural, but urban migration is accelerating as a result of acute population pressure, increasing landlessness and the attraction of export-sector jobs in urban areas.

5. According to the 2017 UNDP report, Bangladesh is considered a 'medium development country' and achieved a Human Development Index value of 0.608 ranking of 136 out of 189 countries. More specifically, life expectancy at birth stood at 72.3, expected years of schooling at 11.4, and with gross national income per capita of US \$3,677. This positive progress was underpinned by 6.5 percent growth on average over the decade, reaching 7.9 percent in 2017/2018.³ However, Bangladesh faces daunting challenges with about 24 million people still living below the poverty line.⁴ Bangladesh's Gini coefficient of 0.32 reflects high inequality leading to uneven social gains among wealth groups.

6. Bangladesh lies in the cyclone-prone Bay of Bengal, close to active tectonic plates, and its low elevation makes it particularly susceptible to the effects of climate change. Between 30 and 50 percent of the country experiences annual climate shocks with increasing frequency and severity of natural disasters, including floods and earthquakes.

7. The Government's national Seventh Five-Year Plan (2016–2020)⁵ which articulates development goals supporting achievement of the Government's Vision 2021 for reaching upper-middle-income status, aims for gross domestic product growth of 7.4 percent per annum with eradication of extreme poverty (SDG 1) remaining a cardinal principle.

Rohingya Refugee Crisis

8. The Rohingya people have faced decades of systematic discrimination, statelessness and targeted violence in Rakhine State, Myanmar. This has forced Rohingya women, girls, boys and men into Bangladesh for

1 WFP Bangladesh Country Strategic Plan (2017-2020)

2 <https://population.un.org/wpp/DataQuery/>

3 UNDP Human Development Report, 2018 NY

4 <https://www.worldbank.org/en/country/bangladesh/overview>

5 <https://ird.portal.gov.bd/sites/default/files/files/ird.portal.gov.bd...>

many years, with significant spikes following violent attacks in 1978, 1991-1992, and again in 2016.⁶ In August 2017, the largest and fastest refugee influx into Bangladesh resulted in an estimated 745,000 Rohingya—including more than 400,000 children—fleeing into Cox’s Bazar. The Rohingya humanitarian crisis is recognized as a protection crisis, with refugees who have fled “gross human rights violations undoubtedly amounting to the gravest crimes under international law,” according to a 2018 report by the UN’s Independent International Fact-Finding Mission on Myanmar.⁷

9. As of March 2019, over 909,000 stateless Rohingya refugees reside in Ukhiya and Teknaf Upazilas. The vast majority live in 34 extremely congested camps, including the largest single site, the Kutupalong-Balukhali Expansion Site, which is host to approximately 626,500 Rohingya refugees⁸ 52 percent of Rohingya refugees are women and girls. Many of them have been exposed to widespread and severe forms of sexual abuse during their displacement and continue to be at disproportionate risk of gender-based violence (GBV). The crisis also has important socio-economic consequences for nearby host communities, including rapid environmental degradation and the loss of forest resources, which has negatively affected livelihoods and created tensions between refugee and host populations.

10. The humanitarian needs in Bangladesh have increased rapidly since 2017. United Nations agencies including WFP, coordinate their response under the Joint Humanitarian Response Plan, whose requirement increased from US\$ 434 million in 2017 to US\$ 950.8 million in 2018 . To address the ongoing needs, a new [Joint Response Plan](#) was launched in February 2019, requesting US\$920.5 million to provide life-saving assistance to 1.2 million people, including Rohingya refugees and local host communities.

11. More than one year into a coordinated humanitarian response, the situation has gradually begun to stabilize. Basic assistance has been provided, living conditions in the camps have improved somewhat and disaster risk mitigation measures have been largely successful. Refugees have access to the basics, such as food and health care, but they are still extremely vulnerable, living in highly challenging circumstances, exposed to the monsoon elements, dependent on aid and facing an uncertain future.

12. The humanitarian community is trying to strengthen linkages to development actors to ensure that ongoing humanitarian interventions link to the longer-term development priorities of the Government of Bangladesh.

Food and Nutrition Security

13. Although Bangladesh has attained national food self-sufficiency and impressive economic growth, food security remains a challenge partly due to rising food prices. Forty million people – one quarter of the population – remain food insecure, and 11 million suffer from acute hunger.⁹ According to the 2018 Global Hunger Index (GHI), Bangladesh falls into the serious category, ranked 86th out of 119 countries. At 26.1, Bangladesh’s 2018 GHI scores is an improvement from 2000 when its GHI score of 36 was considered alarming.

Undernourishment for the country’s population is 15.2 percent, with wasting affecting 2.2 million children (14 percent). Some 5.5 million children under five (36.1 percent.¹⁰) are stunted negatively affecting their physical and cognitive development, school completion, adult productivity and lifetime earning potential. Stunting among children under 5 is highest in the poorest population quintile and in slums, where it affects 50 percent of children under five. The high prevalence of low birthweight is one of the determinants of stunting . Underlying reasons for this are continuing high rates of teenage pregnancy related to a pervasive culture of early marriage. Malnutrition is even more critical in the areas hosting refugees in Cox’s Bazar. The prevalence of Global Acute Malnutrition in Myanmar’s Rakhine State, from where most refugees flee, is 17 to 18 percent The situation is worse in Cox’s Bazar at the district level and in makeshift sites where undocumented Myanmar nationals and new arrivals reside.¹¹ Micronutrient deficiencies remain widespread and contribute to high risk of disease and

6 2019 Joint Response Plan for Rohingya Humanitarian crisis, OCHA

7 A/HRC/39/64, 2018, Report of the Independent International Fact-Finding Mission on Myanmar, p.18, paragraph 100. Available at: <https://www.ohchr.org/en/hrbodies/hrc/myanmarFFM/Pages/ReportoftheMyanmarFFM.aspx>

8 2019 Joint Response Plan for Rohingya Humanitarian crisis, OCHA

9 <https://www1.wfp.org/countries/bangladesh>

10 <https://welthungerhilfeindia.org/2018-global-hunger-index-launched-in-bangladesh>

11 WFP Bangladesh Country Strategic Plan (2017-2020)

sub-optimal development. A third of pre-school children and half of pregnant women are anaemic. Undernutrition and micronutrient deficiencies are also prevalent among adolescent girls.¹²

14. The 2006 National Food Policy, which provides the framework for food security planning, aims to ensure: i) food security through adequate and stable supply of safe and nutritious food; ii) increased purchasing power and access to food; and iii) adequate nutrition, especially for women and children. Moreover, the 2015 National Social Security Strategy aims to reform the national social protection system by prioritizing support for the poorest and most vulnerable people, expanding urban coverage and enhancing the disaster response.¹³

The 2015 National Nutrition Policy¹⁴ prioritizes improved nutrition among mothers, children under five, adolescent girls and vulnerable groups; it promotes development through healthy diets and enhanced living standards. Its National Plan of Action prioritizes nutrition-specific and agricultural interventions with a view to achieving healthy diets and implementing nutrition-sensitive programming in social protection, women's empowerment and disaster management; it also focuses on obtaining evidence, multi-sector collaboration and the enhancement of data management systems.

The Bangladesh Second Country Investment Plan 2016-2020 (CIP2) is integral to the multisectoral approach needed to tackle hunger and malnutrition. It is a tool to mobilise funds and align sectoral and cross-sectoral food and nutrition security (FNS) related programmes. It sets forth priority nutrition-sensitive investment programmes for each stage of the food value chain as well as emerging challenges to the food systems that impact diets and nutrition.¹⁵

Education

15. Since 2010, 90.5 percent of school-age children are enrolled in primary education, with a higher percentage of girls (93.03 percent) than boys (88.08 percent)¹⁶. Quality of education remains a concern with high drop-out rates as young boys increasingly leave school to work. Girls' enrolment in secondary education increased from 47 to 57 percent between 2008 and 2012, indicating that more future mothers are educated than before. This is significant in that these girls and women are likely to be more receptive to advice on behaviour change – maternal education is known to be associated with enhanced inter-generational nutrition outcomes and reduced stunting. Lack of separate sanitation facilities for boys and girls, and high incidence of sexual harassment and abuse in public places contribute to girls' drop-out from school. While there is the 2010 national education policy¹⁷, the first national policy on school feeding is being formulated.

Gender

16. Despite the rapid increase in educational attainment and policy changes in favour of women, prejudicial social and legal norms in this patriarchal society hold back gender equality (SDG 5). The low social status of women and girls in Bangladesh is reflected in its rankings of 47th out of 144 countries and gender gap index of 0.719 in the 2017 Gender Gap Report.¹⁸ Women's labor force participation is less than half that of men (36 percent)¹⁹. Women are confined to a narrower range of occupations—in mostly informal sector jobs—and are still less likely to own land than men; , among rural households that own agricultural land, only 13 percent of women have sole or joint ownership of agricultural land.²⁰ Violence against women is also widespread with 73 percent of women subject to domestic violence during their lifetimes.

17. Issues to address include social constraints and discriminatory practices that limit women's independent movement in the public sphere, their social and economic interactions and their decision-making in the household and ending the practices of early marriage and child-bearing. The 2011 National Women

12 WFP Bangladesh Country Strategic Plan (2017-2020)

13 www.lged.gov.bd/UploadedDocument/UnitPublication/1/323/20.%20National%20Social%20Security%20Strategy%20

14 National Nutrition Policy, 2015, Dhaka

15 <http://fpmu.gov.bd/agridrupal/sites/default/files/file/CIP2FinalPDFPrintedCopy.pdf>

16 Net primary education enrolment rates, UNESCO Data for the SDGs, 2017

17 <https://reliefweb.int/report/bangladesh/national-education-policy-2010-enbn>

18 The Global Gender Gap Report 2017 Davos.

19 World Bank data, 2017 <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS?locations=BD>

20 Voices to Choices : Bangladesh's Journey in Women's Economic Empowerment, 2019, Solotaroff, J. L., Kotikula, A.

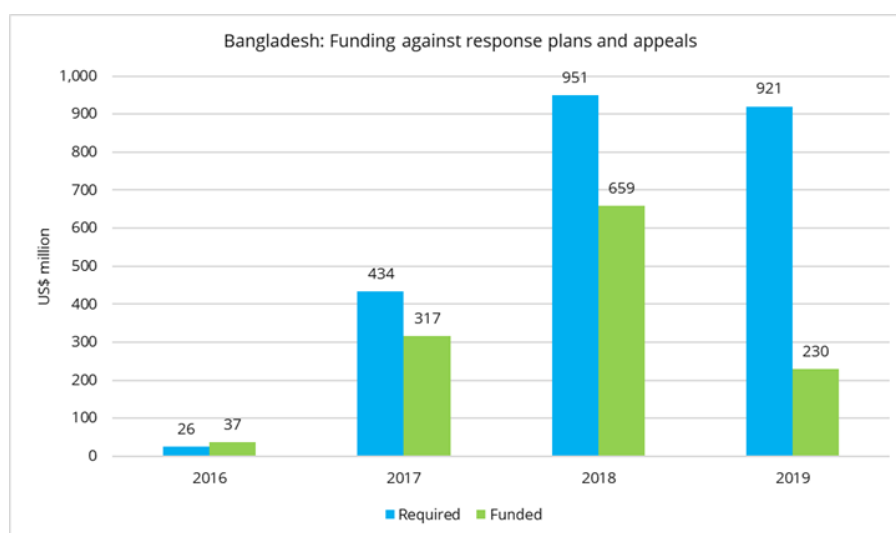
Development Policy stipulates the objective of establishing equal opportunity and rights to ensure national development.²¹

International assistance

18. During the period 2016-2019, Bangladesh has received a yearly average US\$ 3.1 billion Official Development Assistance (ODA) and US\$380 million in humanitarian assistance with main donors including multi donor flexible funding, private donors, UK, USA, UN and the World Bank. Since 2016, funding of the Humanitarian Response Plans has steadily declined from 145 percent of requirements to 25 percent in 2019. (figure 1). Overall ODA funding increased sharply between 2016 and 2017 (figure 2).

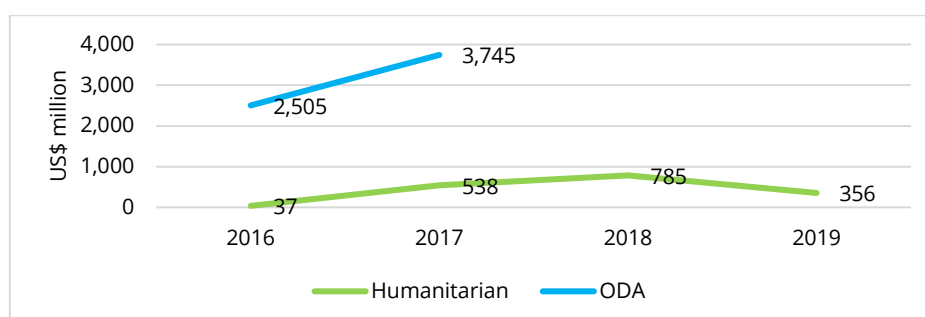
19. The 2017–2020 United Nations Development Assistance Framework (UNDAF) introduces a strategic shift by focusing on the United Nations normative role and formulating outcomes in relation to people in terms of equal rights, access and opportunities, to the planet in terms of promoting a sustainable and resilient environment, and to prosperity in terms of inclusive and shared economic growth. Objectives that contribute to SDG 2 include: i) improving social policies and programmes; ii) enhancing resilience; and iii) increasing opportunities for women and disadvantaged groups to contribute to and benefit from economic progress.

Figure 1: Bangladesh: Funding against response plans and appeals (2016-2019)



Source: OCHA FTS <https://fts.unocha.org/countries/19/summary/2019> and Humanitarian Response Plans for 2016

Figure 2: ODA vs. Humanitarian Assistance to Bangladesh (2016-2019)



Source: OCHA Financial Tracking Service and World Bank World Development Indicators databank. Note that ODA streams for 2018 and 2019 were not available as of 12 June 2019.

21 Bangladesh National Women Development Policy, March 2011

2. Reasons for the Evaluation

2.1 Rationale

20. CSPEs have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, other than ICSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The results of this evaluation will be used to inform the preparation of the next WFP Bangladesh Country Strategic Plan which will be presented to the WFP Executive Board in November 2020.

2.2 Objectives

21. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country level strategic decisions, specifically for developing the next CSP Plan and 2) provide accountability for results to WFP stakeholders.

2.3 Stakeholders and Users of the Evaluation

22. WFP’s stakeholders have interests in the results of the evaluation of the Bangladesh CSP (2017-2020) and some of these will be asked to play a role in the evaluation process. The evaluation will seek the views of, and be useful to, a broad range of WFP’s stakeholders. It will present an opportunity for national, regional and corporate learning.

23. WFP in Bangladesh operates in a context involving diverse internal and external stakeholders and partners. Internally, these comprise WFP Country Office, Regional Bureau in Bangkok (RBB), Headquarters technical divisions, the Executive Board (EB), and the office of Evaluation for reporting, synthesis and feeding into other evaluations. Externally, WFP interacts with the beneficiaries, Government ministries, non-governmental organizations (NGOs), civil-society organizations, private-sector, UN agencies, the World Bank, and donors. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in [Annex 4](#) to the TOR.

24. The following analysis recognizes that the evaluation can affect these groups differently based on various interests, power relations, roles, and gender. At the inception phase, more detailed gender perspectives will be sought from both the duty-bearers (e.g., CO gender focal point and Government’s Ministry of Women and Children) and rights-holders including sex-disaggregated data and gender analysis of the affected women, men, girls and boys from refugee groups and food insecure households. The CSPE will also seek to engage with WFP beneficiaries, refugees, household members, health and family planning workers, community leaders, teachers and religious leaders to learn directly from their perspectives and experiences.

25. The **Government of Bangladesh** stakeholders have major influence in terms of policy, strategy and operations on how WFP operates and engages in the country. The CSPE will seek the perspectives of national stakeholders on WFP’s role to generate lessons for enhancing synergy, coordination and collaboration. Key stakeholders include the Ministry of Disaster Management and Relief which leads humanitarian response in-country; the Ministry of Women and Children (MoWCA) via the Vulnerable Group Development (VGD) programme; the Ministry of Primary and Mass Education (MoPME) in line with the Systems Approach for Better Education Results (SABER), and Directorate of Primary Education (DPE) on programming and accountability for the national school feeding in poverty-prone areas; Local Government Division (LGD), Department of Public Health and Engineering (DPHE), Ministry of Health and Family Welfare, the Ministry of Chittagong Hill Tracts Affairs and the Hill District Councils, the Planning Commission, the Cabinet Division and Bangladesh Bureau of Statistics. WFP coordinates with ministries of finance, social welfare, food and health and family welfare.

26. Government ministries have an interest in programme effectiveness, results and sustainability through continuous ownership of various initiatives, strong political support at various levels, including local line-departments and local administrations; and flow of resources.

27. WFP works closely with other **United Nations** agencies: the Food and Agricultural Organization (FAO), International Fund for Agricultural Development (IFAD), United Nations Children's Fund (UNICEF), United Nations High Commissioner for Refugees (UNHCR), United Nations Development Programme (UNDP), International Organization for Migration (IOM), United Nations Population Fund (UNFPA), the World Health Organization, and the World Bank, Office for Coordination of Humanitarian Affairs (OCHA), Humanitarian Country Team (HCT), and the UN Country Team.

28. WFP is a key player in the Inter-Sector Coordination Group—comprised of UNHCR, UNICEF, UNFPA, IOM, WFP, NGOs and donors— that coordinates and delivers the multi-sectoral humanitarian support for refugees from Myanmar.

29. Supporting the implementation of the National Social Security Strategy, the World Bank provides significant funding of US \$ 3 billion focused on the reduction of stunting and adaptation to climate change, engaging in food-based safety nets system; income support programme for the poorest, shock-responsive social protection; and urban resilience.

30. Within the Scaling Up Nutrition movement and Renewed Efforts against Child Hunger and Undernutrition (REACH) partnership for advocacy included WFP, FAO, UNICEF, WHO, and the World Bank. The Rome-based agencies partner in innovation on resilience. FAO delivers technical assistance to food access and utilization; agricultural productivity; market linkages, value addition, quality and safety of the food system; technologies; and community resilience to shocks. WFP collaborates with FAO and UNICEF on school meals and on an integrated assistance package in the Chittagong Hill Tracts. IFAD supports livelihoods of poor people in vulnerable areas are adapted to climate change; value chains and market access; and iii) marginalized groups such as poor rural women empowerment.

31. **Non-governmental organizations (NGOs)** and their networks throughout Bangladesh promote food security, nutrition, agriculture, health, sanitation and women's empowerment. World Vision, in a consortium with WFP and Winrock International, implements local capacity to plan for disaster risk reduction. Other programmes implemented by local NGOs include major government safety nets, and policy advocacy including the extensive programmes of the world's largest NGO and development organization – BRAC (Bangladesh Rural Advancement Committee), Room to Read, Muslim Aid-UK, YPSA, BRAC, GAIN (Global Alliance for Improved Nutrition), Friends in Village Development Bangladesh (FIVDB), and Grameen bank. World Vision implements a USAID funded integrated programme to improve food security, nutrition and disaster risk reduction. The Citizens' Platform for SDGs, a civil society initiative launched in 2016, aims to enhance accountability in delivery on the SDGs. The evaluation is expected to enable enhancement for partnerships between WFP and cooperating partners, clarifying mandates and roles and accelerating progress towards replication and hand-over.

32. **Private-sector** entities include the Bangladesh Chamber of Commerce and large food production companies. Private investments are expected to account for 80 percent of the estimated US \$ 409 billion cost of the Seventh Five-Year Plan. Private-sector enterprises address several factors limiting food security and nutrition improvements, for example by increasing the availability of fortified foods, promote nutrition advocacy and pilot micro-insurance schemes.

33. WFP partners with multilateral and bilateral donors in the design, funding and coordination of delivery of food and technical assistance. Main donors include Australia, Austria, Bangladesh, Canada, Denmark, DFID-UK, European Commission, France, Germany, Italy, Japan, Korea, Kuwait, Luxembourg, UN Common Funds and Agencies, UN CERF, USA (USAID and *USDA*), the World Bank and private donors.

34. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in [Annex 4](#).

3. Subject of the Evaluation

3.1. WFP Assistance in Bangladesh

35. WFP has been operating in Bangladesh since 1974. [Table 1](#) provides an overview of WFP's recent work in Bangladesh (2016 - 2019) including WFP Country Programme (CP 200243 from 2012 to 2017). In 2016, WFP Bangladesh developed its first CSP (2017-2020) guided by the national strategic review of food security and nutrition in Bangladesh. The CSP aims to align with the UNDAF (2017-2020) and the vision of the

Government's Seventh Five Year Plan 2016-2020. It brings together development and emergency preparedness and response. Furthermore, in response to the unprecedented influx of the Rohingya population in August 2017, the CSP was amended to facilitate the scaling-up of WFP's long-standing response to the refugee crisis in Cox's Bazar and support to host communities. Organized into five strategic outcomes²², a total of 14 activities are designed to contribute to SDG 2 (Zero Hunger) and SDG 17 on partnerships and, at the output level, to SDG 4 on quality education and SDG 5 on gender equality.

36. In 2017, WFP began implementing the CSP with a total budget of US\$ 202 million covering 2017 to 2020. In September 2017, WFP activated its Level 3 corporate emergency response to provide life-saving assistance and prevent a deterioration in the humanitarian crisis in Myanmar and Bangladesh. Subsequently in October 2017, the budget was increased to US \$343 million and a fifth strategic objective was added for service delivery activities in the logistics and emergency telecommunications sectors. In May 2018, following an in-depth refugee influx emergency vulnerability assessment, a further budget revision increased to US \$ 531 million for more in-kind food assistance for refugees pending a transition to e-vouchers, and expanded strategic objective 5 to include another activity (Activity 14) for a joint UNHCR, IOM, WFP site maintenance engineering-platform. In March and December 2018, WFP declared the crisis a Level 2 response in Myanmar and Bangladesh respectively. The latest budget revision in early 2019 at US \$969 million extended the operation in Cox's Bazar to 2019 and 2020 through activities 5 (integrated assistance package in Cox's Bazar), 12 (common logistics services), 13 (Emergency Telecommunications Cluster and services) and 14 (site maintenance and engineering).

37. Country operations are planned to continue within the future CSP cycle without a major change (potential introduction of DRR-related activities), while a revision of the current structure of SOs/activities is foreseen.

38. WFP plans to continue to support the country in ending hunger and reducing malnutrition by 2030 through the following five strategic outcomes²³:

- i) vulnerable groups in rural and urban settings are supported by work to improve nutrition indicators in line with national targets by 2020;
- ii) the food security and nutrition of the most vulnerable populations of Cox's Bazar, the Chittagong Hill Tracts and areas affected by disaster are enhanced;
- iii) innovative approaches to enhancing the resilience of food-insecure households affected by climate-related stresses are validated by 2020;
- iv) the response system for large-scale natural disasters can respond with reduced costs and lead times; and
- v) humanitarian and development partners in Bangladesh have access to a range of reliable common services from WFP during crises, including logistics, emergency telecommunications and engineering services.

39. Given the Government's commitment to, and increased institutional and financial support for development, the CSP reflects a shift in WFP's focus in that the greatest value-added provided by WFP will be through its role as an enabler and supporter of national hunger solutions, thereby maximizing impact and value for money.

3.2 Findings from previous evaluations

40. A mid-term operations evaluation of the Bangladesh Country Programme 200243 (2012-2016)²⁴ found that:

- Relevance: The CP was relevant at the time of design. Yet, in a rapidly changing context, WFP's future relevance in Bangladesh will in part depend upon its ability to test innovative approaches, to provide support to policy decisions and to build government capacity to implement existing programmes more efficiently.

22 Sections 3.2 and 3.3 of the CSP document ([Annex 10](#)) provide detailed information on outcomes, outputs and activities.

23 Sections 3.2 and 3.3 of the CSP document ([Annex 10](#)) provide detailed information on outcomes, outputs and activities.

24 <https://docs.wfp.org/api/documents/d348c3881e6d4aa9bcf4c00e94bc6427/download/>

- Efficiency: WFP is trusted by the government and other stakeholders, who feel that it is transparent in its communications, which helps ensure accountability in programmes.
- Effectiveness: The CP has been effective in achieving the changes sought in line with WFP corporate objectives, with some nuances. An important aspect of WFP's effectiveness has been its accountability practices, which are recognized and valued by the government and donors.
- Impact: While WFP's direct coverage has contracted considerably, its collaborative design and implementation of new concepts and approaches with government and other stakeholders are highly valued, and WFP is able to leverage its experience and skills into policy influence at ministry level and a longer-term capacity-building role with government.
- Sustainability: Many of WFP's contributions are sustainable as they are part of or closely connected to the government's own programmes, and some are financially supported in part by government.
- Gender: The CP has integrated gender considerations by primarily targeting women and, in school feeding, by promoting equal access to education; Evidence of successful gender-sensitive programming was found.

41. Recommendations for the country office included the development of a clear strategy and role for WFP in supporting nutritional outcomes; enhance the behavioural change communication (BCC) strategy to address undernutrition of children under two years; examine effective approaches and options for urban programming.

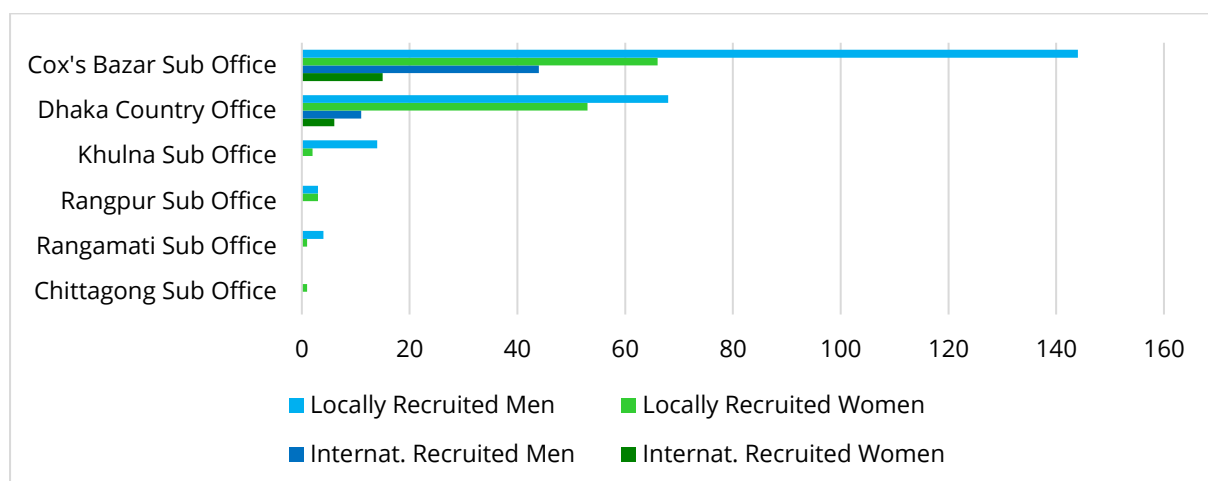
Funding

44. Funding to the Bangladesh CSP peaked in 2017 with programme funding at 142 percent of requirements. This has since decreased somewhat, albeit retaining an allover funding level of 89 percent across the evaluation period, and of 76 percent in the first half of 2019 (see [Annex 7](#)). From 2016-2019, the top five donors to WFP Bangladesh have included USA (25 percent), flexible funding (5 percent), UN funds and agencies (excluding CERF) (4 percent), UK (4 percent), and Australia (4 percent). In 2019, WFP donors have comprised Australia, Bangladesh, Canada, France, Germany, International Organization for Migration, Japan, Luxembourg, Norway, private donors, Switzerland, Thailand, UK, UN funds and agencies (excluding CERF), USA and Vietnam.

Staffing

45. As of May 2019, the Country Office in Dhaka and five sub-offices (Chittagong, Cox's Bazar, Khulna, Rangamati and Rangpur) has a total staffing size of 435. See figure 3 showing distribution of staff by duty station and gender.

Figure 3: Staffing in WFP Bangladesh by duty station by gender as of May 2019



Source: WFP HR Stats, HRMOI (HR Technology and Analytics)

Figure 4: WFP presence in Bangladesh






Table 1: CSP Food and Cash Transfer Beneficiaries by Strategic Outcome and Activity

Strategic outcome	Activity	Description	Food/ CBTs	Current			Increase / Decrease			Revised		
				Girls/Women	Boys/Men	Total	Girls/Women	Boys/Men	Total	Girls/Women	Boys/Men	Total
1	1	Allowance to mothers (child benefit programme)	Both	40 800	13 600	54 400	4 310	3 690	8 000	45 110	17 290	62 400
	4	WFP school feeding	Both	146 900	141 100	288 000	-	-	-	146 900	141 100	288 000
2	5	General food distribution	Both	505 294	433 706	939 000	24 864	21 341	46 205	530 158	455 047	985 205
		WFP school feeding	Food	278 000	267 400	545 400	-	-	-	278 000	267 400	545 400
		Nutrition support	Food	92 960	57 493	150 453	92 960	57 493	150 453	436 327	242 393	678 720
		Livelihood support (host population)	CBT	107 760	92 240	200 000	53 880	46 120	100 000	161 640	138 360	300 000
		Self-reliance (cash-for-training)	CBT			-	37 130	31 870	69 000	37 130	31 870	69 000
		Disaster risk reduction	CBT			-	139 104	119 396	258 500	139 104	119 396	258 500
	6	WFP school feeding	Both	34 000	32 600	66 600	-	-	-	34 000	32 600	66 600
		Nutrition support	Food	8 385	5 016	13 401	-	-	-	8 385	5 016	13 401
		Livelihood support	CBT	3 900	3 600	7 500	-	-	-	3 900	3 600	7 500
	7	Emergency assistance	Both	487 760	450 240	938 000	146 328	135 072	281 400	634 088	585 312	1 219 400
3	8	Evidence creation	CBT	10 400	9 600	20 000	-	-	-	10 400	9 600	20 000
	9	Livelihood support	CBT	36 400	33 600	70 000	-	-	-	36 400	33 600	70 000
		Cash-based transfers	CBT	59 000	59 000	118 000	-	-	-	59 000	59 000	118 000
Total*				1 829 576	1 437 524	3 267 100	322 342	263 716	586 058	2 151 918	1 701 240	3 853 158

* Excluding overlap. Women and girls represent up to 55.8 percent of the targeted beneficiaries for Activity 5.

Source: CSP BD01 budget revision 5.

Figure 5: WFP activities in Bangladesh (2016 - 2019)

Operation	Time Frame	2016	2017	2018	2019
CP 200243	January 2012 - March 2017	 Total requirements (2016-2017): US\$ 54,485,428 Total contributions received (2016-2017): US\$ 12,750,315 Funded: 23%			
PRRO 200673	July 2014 - March 2017	 Total requirements (2016-2017): US\$ 7,929,939 Total contributions received (2016-2017): US\$ 4,259,386 Funded: 54%			
CSP BD01	March 2017 - December 2020		Needs Based Plan (2017-2020): US\$ 969,120,577 Needs Based Plan (2017-2020) Funded*: US\$ 409,528,376 Funded: 42% 		
Direct Expenditure (US\$)		190,467,392	46,933,286	183,726,999	N/A
Cash Distributed (US\$)		10,196,296	7,017,546	3,742,877	N/A
Food Distributed (MT)		9,871	35,826	148,269	N/A
Total Beneficiaries (planned)		837,300	2,056,166	2,197,766	1,400,000
Total Beneficiaries (actual)**		1,136,361	1,858,718	1,545,111	1,270,000
% Women Beneficiaries (actual)		55%	55%	53%	N/A

Sources: CP 200243 Project Documents and SPRs, Logframe and Budget Revision 12, CP Resource Situation as at 15 Jan 2018, CSP document revised as per Budget Revision 3, CSP Budget Revision 5, CSP Resource Situation as at 13 May 2019, CSP ACRs 2017 and 2018. Resource Situation reports and Funding Overviews from WFP's corporate source for funding statistics, the FACTory: <https://factory.wfp.org/>. Data as of 12 July 2019. Bangladesh Country Office COMET data for beneficiaries in 2019.

N/A = Not Available as at 15 July 2019. *As of 12 July 2019. ** For 2019, actual beneficiary numbers are as of May 2019. COMET figures provided by Bangladesh CO.

3.2. Evaluation Scope and Criteria

46. The evaluation will cover all of WFP's activities (including cross cutting issues) for the period from 2016 to 2019. This period has been selected so as to enable a comparison between the types of activities and strategic direction prior to the introduction of the CSP in 2017. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions.

47. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, sustainability as well as coverage, coherence and connectedness..

48. The evaluation will primarily cover the country strategic plan, including capacity strengthening and direct delivery activities, notably the ongoing corporate emergency response to the Rohingya crisis. It will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. The evaluation will analyse if and

how gender equality and women’s empowerment were considered in the CSP design and implementation guided by the WFP Gender Policy, identifying any gaps and proposing areas for improvement. In so doing, the evaluation will also analyze WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community. Given the context, the evaluation will pay particular attention to assessing adherence to humanitarian principles, protection issues and accountability to affected populations.

49. The CSPE evidence is expected to inform future opportunities and the way forward in these areas..

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

50. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop and tailor them in a detailed Evaluation Matrix during the inception phase, considering gender differences in beneficiaries’ roles disaggregated by sex and age.

EQ1 - To what extent is WFP’s strategic position, role and specific contribution based on country priorities and appropriately aligned to people’s needs as well as WFP’s strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address appropriately the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP’s strategic positioning remained relevant, appropriate and coherent throughout the implementation of the CSP considering changing context, national capacities and needs including those of humanitarian operations in Cox’s Bazar?
1.4	To what extent is the CSP coherent and aligned with the wider UN and other humanitarian stakeholders and include appropriate strategic and operational partnerships based on the comparative advantage of WFP in the country?
EQ2 - What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Bangladesh?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent have the achievements of the CSP ensured connectedness and likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3: To what extent has WFP’s used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage, scale-up and targeting of interventions appropriate?
3.3	To what extent were WFP’s activities agile and cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 - What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?

4.4	To what extent did the CSP provide greater flexibility in the dynamic operational context and how did it affect results?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

4.2. Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

51. Several issues could have implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and or limited availability of monitoring data;
- the security situation of the country and its implications for the coverage of field visits during the main mission; currently there are no severe restrictions on access to affected populations, including to refugees in camp settings.
- the time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This may have implications for the completeness of results reporting and attainment of expected outcomes.

52. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified:

- 52.1. The CSP does not have a theory of change and does not indicate baselines for all outcome indicators. Given a relatively long lead time to prepare and approve the next CSP in Bangladesh, 2017- end 2019 of the CSP, and 2016 activities that have continued into the current CSP will be evaluated. Monitoring data sets, standard performance reports, and qualitative assessment relevant to WFP's work are available for 2016 to mid-2019.
- 52.2. Additional challenges will include systematic longitudinal study and evaluation of efficiency, sustainability of WFP outputs and results, gender inequality and women empowerment, capacity development, resilience, humanitarian principles and protection issues. Complete and consistent baseline and yearly trend data sets on these areas since 2016 are not available. There are inconsistencies of data sets and differences between corporate indicators.

53. The evaluation team is required to undertake further evaluability assessment of the adequacy and quality of data when developing the evaluation matrix and data collection strategy; identifying alternative approaches for data collection and designing a strong methodology to analyse data rigorously.

54. There are relevant evaluation reports that the CSPE can use as secondary sources of evidence, e.g. strategic evaluation of the pilot country strategic plans (see [Annex 9](#)).

55. The evaluation team should collect and review a range of additional information and data, including relevant national data and SDG reporting, as well as data on coordination, risk management, contingency planning, resourcing, human resource capacity, and monitoring and evaluation.

4.3 Methodology

This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.

56. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017-2021, with a focus on supporting countries to end hunger (SDG 2).

57. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

58. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDG, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, 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.

59. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including²⁵: desk review²⁶, semi-structured or open-ended interviews, closed answer questionnaires, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

60. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

61. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

62. WFP's evaluation quality assurance system calls for carrying out gender responsive evaluations, including the identification and analysis of disaggregated gender roles and dynamics, guided by WFP Gender

²⁵ There is no sequence or order of priority in the techniques listed.

²⁶ [Annex 9](#) provides a list of key reference documents to be reviewed, including previous evaluations and studies that could be used as a secondary source of evidence.

Policy objectives and action plan, inequalities, discriminatory practices and unjust power relations. For gender to be successfully integrated into an evaluation it is essential to assess:

- The quality of the gender analysis that was undertaken before the CSP was designed.
- Whether the results of the gender analysis were properly integrated into the CSP implementation.

63. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender Marker levels for the Country Office.

64. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the draft final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate gender sensitive recommendations and technical annex.

65. The evaluation will pay particular attention to assessing adherence to humanitarian principles, protection issues and accountability to affected populations of WFP's response, and on differential effects on men, women, girls, boys and other relevant socio-economic groups. The team should propose a methodology on assessing accountability to affected populations and engaging the affected populations through communication processes in which they are able to ask questions, provide feedback and contribute to discussions about how WFP assistance has affected their lives;; provisions should be made to capture this through use of local consultants and local languages.

66. During the inception phase, the evaluation team should prepare annexes covering formulation of detailed evaluation matrix and data collection instruments for each type of stakeholders.

4.4 Quality Assurance

67. WFP's evaluation quality assurance system sets out processes with in-built steps and templates for evaluation products based on standardised checklists. The system will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the Evaluation Manager and by the Director of Evaluation. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout phases.

68. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

4.5 Ethical Considerations

62. Ethical considerations shall be taken into consideration throughout the evaluation process. It is essential that those engaged in, and informed by, the evaluation are treated appropriately, and decisions about their treatment will influence the evaluation's design. Ethical considerations should be incorporated in the methodology, which will define risks and appropriate management measures, including issues related to data confidentiality and protection, ensuring that the evaluation team avoids causing harm particularly to vulnerable respondents, and set out ethical safeguards that include provisions for the reporting of ethical concerns.

63. The team will not have been involved in the design, implementation or monitoring of WFP operations in Bangladesh, nor have conflict of interest of any other nature. All members of the evaluation team will abide by the 2016 UNEG norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. The evaluation team will also commit to signing Annex 9 of the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement.

5. Organization of the Evaluation

5.1. Phases and Deliverables

69. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. [Annex 3](#) presents a more detailed timeline. The CO and RBB have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making, so that the evidence generated by the CSPE can be used effectively.

Table 4: Provisional Timeline Overview

Phases	June-Sep 2019	Oct-Dec 2019	Jan-March 2020	April-May 2020	May - Nov 2020	Deliverables
Phase 1 (Preparation) Desk Review Preparation of ToR CO/RBB consultation	X					ToR (draft and final) Contracting evaluation firm
Phase 2 (Inception) Remote briefing HQ Document review Inception mission in Dhaka and Bangkok		X				Inception Report
Phase 3 (Fieldwork) Evaluation, data collection/analysis, exit debriefing, HQ debriefing			X			Exit Debriefing HQ/RB Briefing by PPT
Phase 4 (Reporting) Report drafting, comments and revision				X Workshop April 2020		Draft Evaluation Report (D1); Learning workshop
Phase 5 (Executive Board) EB Follow up Actions					X	Presentation of SER to EB Nov 2020 Evaluation Brief

70. Excluding the Summary Evaluation Report (SER) and the annexes, the word limit for the full evaluation report should not exceed 28,000 words (approx. 50 pages). The full report including annexes should not exceed 150 pages. Mandatory annexes will comprise Summary TOR, methodology including evaluation matrix, bibliography, list of persons consulted, mapping of findings, conclusions and recommendations, and acronyms. Other supplemental annexes will include an overview of portfolio/WFP activities and donor funding, mission schedule, data collection tool, summary of survey or focus group/group interview findings, and other summary technical annexes as appropriate.

5.2. Evaluation Team Composition

71. The evaluation will be conducted by a team of four to five external consultants composed of an experienced Team Leader, two Senior Evaluators, one other evaluator and a research analyst. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of evaluation. The evaluation team will have strong methodological competencies in designing a feasible data capture and analysis plan for this CSPE. The team will be gender-balanced, with a mix of international/national members, and an appropriate balance of expertise in evaluation methodologies and relevant contextual and technical skills. Local language skills will be needed with due attention to gender balance, (ensuring both a

female/male local language speaker) for interviews with refugees and host communities. The table below provides a more detailed description of team profiles.

72. The core team will collectively bring the following expertise:

- Extensive evaluation experience of humanitarian response in complex environments; internal displacement, refugee programmes and transition settings;
- Extensive knowledge of humanitarian law and principles; and solid expertise in protection and gender analysis;
- Technical knowledge of food assistance programmes, including nutrition, cash-based transfers and social protection systems;
- Familiarity with emergency preparedness and responses; including logistics and supply chain, security and risk assessment, peace building as well as conflict resolution and humanitarian access;
- Analytical expertise with cost efficiency and cost effectiveness calculations, cash/market analysis;
- Participatory and qualitative data collection methods;
- Good understanding of WFP mandate and processes;
- Excellent synthesis and reporting skills (particularly for the Team Leader);
- Excellent communication skills (written, spoken) in English;
- Willingness to work and travel in insecure and challenging environments.

Role	Responsibilities	Experience, knowledge and skills required
Team Leader	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including ability to resolve problems. • Evaluate WFP country office strategic positioning/planning in country, ensuring high quality analysis and synthesis in the CSPE products and their timely submission to OEV. • Evaluation of ad-hoc sections of evaluation workplan based on personal technical expertise. 	<ul style="list-style-type: none"> • Strong management expertise with similar teams • Strong technical evaluation expertise • Advanced degree in social sciences, • Strong experience in evaluating country strategies, humanitarian-development-peace programmes in cross border refugee influx settings, interagency collaboration and coordination, • Specialization in food assistance and assistance to capacity development of national institutions. • Knowledge and skills in gender analysis; • Relevant knowledge and experience in Bangladesh or similar context;
Emergency Preparedness and Response and Supply chain	<ul style="list-style-type: none"> • Evaluate all emergency preparedness and response and supply chain activities over time, including procurement, logistics, UNHAS, partnerships, cluster activities and use of corporate and UN tools enabling to call advanced funding or prepositioned goods. 	<ul style="list-style-type: none"> • Strong technical expertise in evaluating emergency preparedness and response activities. • Strong experience in evaluating supply chain (logistics, procurement) and capacity building in those fields in similar country context. • Advanced degree in humanitarian policy and management; • Proficient in efficiency analysis and risk assessment.
Gender and Protection	<ul style="list-style-type: none"> • Evaluate the extent to which gender equality and empowerment of women (GEEW), protection, accountability to affected populations (AAP) and humanitarian 	<ul style="list-style-type: none"> • Master's in social sciences or related field.

Role	Responsibilities	Experience, knowledge and skills required
	<p>principles and access are being addressed in line with WFP corporate policies.</p> <ul style="list-style-type: none"> Ensure those themes are appropriately and adequately reflected in management and implementation of an integrated comprehensive evaluation methodology 	<ul style="list-style-type: none"> Extensive experience in complex assessments and evaluations, focusing on gender and/or protection Strong technical expertise in the areas of gender and protection in humanitarian/refugee contexts. Extensive knowledge and skills in conducting a qualitative and quantitative evaluation, particularly in the context of complex emergencies, recovery and development in GEEW, protection, humanitarian principles, AAP, food security & nutrition, Vulnerability Assessment and Mapping (VAM). Skills and experience in evaluating food assistance modalities in complex humanitarian crisis and in conflict settings.
Social Protection and food security	<ul style="list-style-type: none"> Evaluate social protection and food assistance activities (in-kind or through cash and vouchers, conditional and non-conditional) including strategic positioning, identification of needs, delivery, partnerships and government capacity building. 	<ul style="list-style-type: none"> Advanced degree in social science, agricultural economics or relevant subjects; strong experience in evaluating large scale delivery of social protection activities – including school-feeding and livelihoods/resilience. Skills in evaluation of efficiency, capacity development, partnerships and gender. Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities and modalities in similar country context.
Nutrition and Health	<ul style="list-style-type: none"> Evaluate all nutrition and health-related activities, including strategic positioning, identification of needs, delivery, partnerships and government capacity building. 	<ul style="list-style-type: none"> Strong technical expertise in nutrition and health, and proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context. Advanced degree in nutrition and health sciences;
Research Analyst	<ul style="list-style-type: none"> Support the evaluation team – research and logistics. 	<ul style="list-style-type: none"> Strong quantitative skills to support the team in the detailed analysis of planned vs actual beneficiaries by activity, modality and strategic objective, and detailed efficiency and effectiveness calculations. Advanced degree in social sciences;

5.3. Roles and Responsibilities

73. This evaluation is managed by the WFP Office of Evaluation (OEV). Ms. Gaby Duffy has been appointed as Evaluation Manager (EM). The EM has not recently worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The summary evaluation report will be drafted by the EM, in consultation with the team leader. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Ms. Andrea Cook, Director of Evaluation, will provide second level quality assurance, approve the final drafts of the evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2020.

74. An internal reference group (IRG) of selected WFP stakeholders at CO, RBB and HQ will be expected to review and comment draft evaluation reports, provide feedback during evaluation briefings; and be available for interviews. The country office will facilitate the evaluation team's contacts with stakeholders in Bangladesh; provide logistic support during the fieldwork and organize in-country learning workshop. Mr. Ezaz Nabi has been nominated as WFP country office focal point and will help communicating with the EM and evaluation team, and to set up meetings and coordinate 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.

75. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

5.4. Communication

It is important that Evaluation Reports are 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 dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

76. All evaluation products will be produced in English. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see [Annex 5](#)) will be refined by the EM in consultation with the evaluation team during the inception phase.

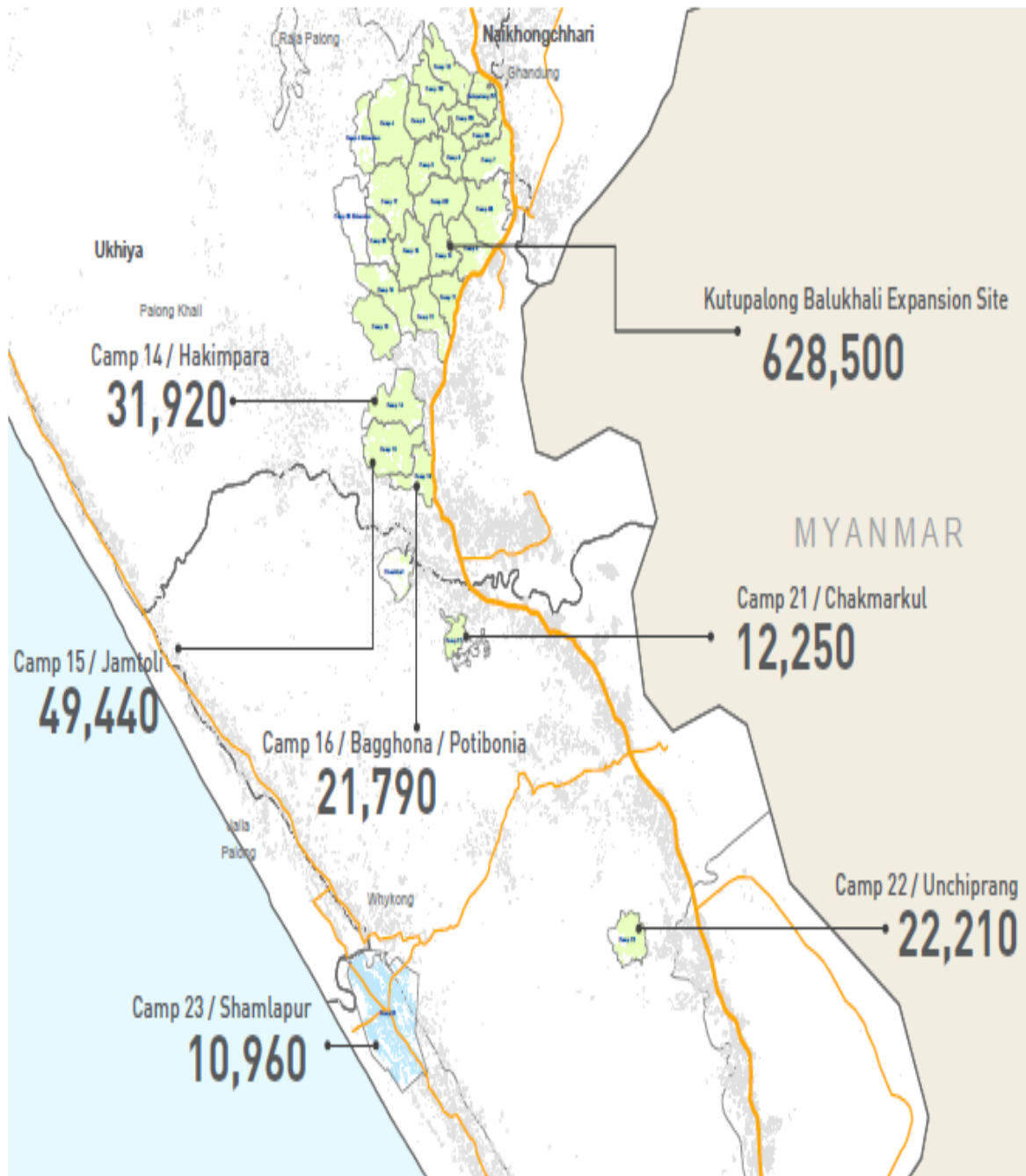
77. The summary evaluation report prepared by the evaluation manager along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2020. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
 Source: Government of Bangladesh, WFP | Creation date: 24 January 2019 | Feedback: ocha-roap@un.org www.unocha.org/roap

6. Annex 1: Maps of Bangladesh and Refugee Population

BANGLADESH: COX'S BAZAR REFUGEE POPULATION AS OF 31 DECEMBER 2018



7. Annex 2: Country Fact Sheet (2018)

Population, total (millions)	161.36
Population growth (annual %)	1.1
Population density (people per sq. km of land area)	1,239.60
Urban population growth (annual %)	3.2
Poverty headcount ratio at national poverty lines (%)	24.3
Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population)	14.8
GNI per capita, Atlas method (current US\$)	1,750
GDP (current US\$) (billions)	274.02
GDP growth (annual %)	7.9
Inflation, GDP deflator (annual %)	5.6
Gini coefficient 2017	0.32
Agriculture, forestry, and fishing, value added (% of GDP)	13
Global hunger index	26.1
HDI (2017)	0.608
Life expectancy at birth, total (years)	73
Mortality rate, under-5 (per 1,000 live births)	32
Prevalence of underweight, weight for age (% of children under 5)	14
Primary completion rate, total (% of relevant age group)	99
Gender gap index (2017)	0.719
Net official development assistance received (current US\$) (millions)	3,740.00

Sources: UNDP, World bank, IFPRI

8. Annex 3: Tentative Timeline

Bangladesh Country Strategic Plan Evaluation		By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review. Draft TORs. OEV/D clearance for circulation in WFP	EM	June - August, 2019
	Review draft TOR based on WFP stakeholders' feedback	EM	Aug 12 – 16 2019
	LTA firms submit proposals	LTAs	Aug 15 2019
	Final TOR sent to WFP Stakeholders	EM	August 26, 2019
	Contracting evaluation team/firm	EM	End Sept , 2019
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	October 1 – 22, 2019
	HQ briefing - Conference calls with Team and other relevant units	EM & Team	October 22 - 24, 2019
	Inception Mission in in Dhaka/Bangkok (one day)	EM&TL	November 8 - 15, 2019
	Submit Inception Report (IR)	TL	December 2, 2019
	OEV quality assurance and feedback	EM	October 14, 2019
	Submit revised IR	TL	October 28, 2019
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	End-December 2019
Phase 3 - Evaluation Phase, including Fieldwork			
	Fieldwork & Desk Review. Field visits at CO + RBB (if necessary)	Team	Jan 2020 (3 weeks)
	Exit Debrief (ppt)	TL	Jan 25 – 28 2020
	Debriefing with CO, RBB and HQ	EM&TL	End-Jan, 2020
Phase 4 - Reporting			
Draft 0	Submit high quality draft zero to OEV	TL	February 28, 2020
	OEV feedback to TL	EM	March 9, 2020
Draft 1	Submit high quality draft ER to OEV	TL	March 20, 2020
	Seek OEV Director's clearance prior to circulating the ER to WFP Stakeholders.		March 27, 2020
	OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM	April 6 - 17, 2020
	Consolidate WFP stakeholder comments and share with team.	TL/EM	April 22, 2020
	Stakeholders Learning workshop - Dhaka; share comments w/TL	EM	April 2020 tbc
Draft 2	Submit revised draft ER to OEV based on the WFP's comments, team's responses on the matrix of comments. Draft SER	TL/EM	May 1, 2020
	Review D2 ER. Submit zero draft SER for OEV Dir. Review and clearance	EM	May 4 - 8, 2020
	OEV Dir.'s clearance of draft SER and circulate Summary Evaluation Report (SER) to Executive Management. Share any comments on D2 ER with team.	EM	May 11, 2020
	OEV shares EMG comments and revised draft SER with the team	EM	May 26 , 2020
Draft 3	Submit final draft ER aligned with draft SER to OEV	TL	June 2, 2020
	Seek final approval of ER and SER by OEV Dir.	EM	June 15, 2020
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	July 15 2020
	Tail end actions, OEV websites posting, EB Round Table etc.	EM	TBD
	Presentation of Summary Evaluation Report and Management Response to the EB	D/OEV	November 2020

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

9. Annex 4: Stakeholder Analysis Matrix

Stakeholders	Interest in the evaluation	Participation in the evaluation
A. Internal (WFP) stakeholders		
Country Office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the strategic and technical importance of Bangladesh in the WFP corporate and regional plans and strategies. Apply learning to other country offices.	RBB will be key informants and interviewees during the inception and main mission, provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.
WFP Divisions	WFP technical units such as programme policy, school feeding, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, disaster risk reduction, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates. Use recommendation for the design or update WFP's strategies and policies.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Bangladesh's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2020 session to inform Board members about the performance and results of WFP activities in Bangladesh.

Stakeholders	Interest in the evaluation	Participation in the evaluation
<p>B. Beneficiary Groups</p> <p>B.1 Gender and age-disaggregated - recipients of unconditional food assistance through CBTs, and conditional food assistance, FFA, nutrition institutional feeding, school feeding, refugees, host population and the disabled)</p> <p>B2. Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.</p> <p>B3. Benefiting Schools (School Administration and teachers) benefit from some of the capacity development activities</p>	<p>As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.</p>	<p>They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet refugee children, school children and teachers.</p> <p>They will be interviewed and consulted during the field missions</p>

Stakeholders	Interest in the evaluation	Participation in the evaluation
B. External stakeholders		
<p>C. UN Country Team: UNHCR, UNICEF, OCHA, FAO, IFAD UNDP, UNFPA, WHO, World Bank, IOM</p> <p>D. Clusters/Working groups (Food Security, Basic Assistance, Education, Health, Logistics, Nutrition, Protection, Gender, TEC working groups)</p>	<p>UN agencies and other partners in Bangladesh have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Humanitarian/Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as the (protection, food security, etc.)</p> <p>WFP also active in the UN Country Team and the Humanitarian Country Team, and specifically in the Food Security and Logistics Clusters. WFP collaborates technically with some other agencies, notably FAO, UNICEF, UNHCR, OCHA.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in emergency response, food security, nutrition, school feeding and national capacity development.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>
<p>F. Donors: Australia, Austria, Bangladesh, Canada, Denmark, DFID-UK, European Commission, France, Germany, Italy, Japan, Korea, Kuwait, Luxembourg, UN Common Funds and Agencies, UN CERF, USA (USAID and <i>USDA</i>), the World Bank and private donors</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, feedback sessions, report dissemination.</p>
C. National Partners		
<p>National government authorities</p>	<p>The Government of Bangladesh has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The government is responsible for co-ordination of humanitarian and development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>

Stakeholders	Interest in the evaluation	Participation in the evaluation
Ministry of Disaster Management and Relief	WFPs main counterpart in the refugee crisis response. Plays an important role in managing the emergency supply chain and cluster coordination	Interviews both policy and technical levels and feedback sessions.
Ministry of Women and Children (MoWCA)	Major WFP stakeholder in the Vulnerable Group Development (VGD) programme	Interviews both policy and technical levels and feedback sessions.
Ministry of Primary and Mass Education and Regional Education Directors Regional School Feeding Focal Points	This is WFP's government partner for school feeding with the responsibility for GoB SF programmes and policy.	Interviews both policy and technical levels and feedback sessions.
Ministry of Agriculture School of Agriculture and Food Management Unit	WFP's cooperating partner in resilience activities.	Interviews both policy and technical levels and feedback sessions.
Ministry of Chittagong Hill Tracts Affairs and the Hill District Councils	WFP's cooperating partner in of humanitarian operations in Cox's Bazar	Interviews both policy and technical levels and feedback sessions.
Bangladesh Bureau of Statistics.	WFP's cooperating partner in statistical data	Interviews both policy and technical levels and feedback sessions.
Planning Commission	WFP's cooperating partner in CSP design	Interviews both policy and technical levels and feedback sessions.
WFP coordinates with ministries of finance, social welfare, food and health and family welfare	Coordination	Interviews both policy and technical levels and feedback sessions.
Cooperating partners and NGOs: World Vision in a consortium with WFP and Winrock International BRAC (Bangladesh Rural Advancement Committee), Room to Read, Muslim Aid-UK, YPSA, BRAC, GAIN (Global Alliance for Improved Nutrition), Friends in Village Development Bangladesh (FIVDB), and Grameen bank. The Citizens' Platform	WFP's cooperating partners in food assistance	Interviews both policy and technical levels and feedback sessions.
Private sector partners	WFP partners in the commercial and private sectors	Interviews with managers and owners of private businesses

Annex 5: Communication and learning plan

When Evaluation phase	What Communication product/ information	To whom Target group or individual	What level Organizational level of communication e.g. strategic, operational	From whom Lead OEV staff with name/position + other OEV staff views.	How Communication means	When	Why Purpose of communication
Preparation		CO, RB, HQ	Consultation	Gaby Duffy EM	Consultations, meetings, email	July 2019	Review/feedback For information
TOR and contracting	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Gaby Duffy EM	Emails Web	August 2019	Review / feedback For information
Remote HQ briefing Inception mission	Draft IR Final IR	CO, RB, HQ	Operational Operational & informati	Gaby Duffy EM	email	Sep. 2019	Review/feedback For information
In-country - Field work and debrie	Aide-memoire/PPT	CO, RB, HQ	Operational	Gaby Duffy EM	Email, Meeting at HQ + teleconference w/ CO, RB and	Sep. 2019	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	D1 ER	CO, RB, HQ	Operational & Strategic	Gaby Duffy EM	email	January 2020	Review / feedback
Learning Workshop in Dhaka	D1 ER	CO, RB	Operational & Strategic	Gaby Duffy EM	Workshop	April 2020	Enable/facilitate a process of review and discussion of D1 ER
Evaluation Report	D2 ER + SER	CO, RB, HQ	Strategic	Gaby Duffy EM	email	April 2020	Review / feedback (EMG on SER)
Post-report/EB	2-page evaluation brief	CO, RB, HQ	Informative	Gaby Duffy EM	email	2021	Dissemination of evaluation findings and conclusions
Throughout	Sections in brief/PPT or other briefing materials, videos, webinars, posters f affected populations	CO, RB, HQ	Informative & Strategic	Gaby Duffy EM	Email, interactions	As needed	Information about linkage to CSP Series

External Communications

When Evaluation phase	What Communication product/ information	To whom	From whom OEV	How	Why Purpose of communication
TOR	Final ToR	Public	OEV	Website	Public information
Reporting Sep 2019	Final report (SER included) and Management Response	Public	OEV and RMP	Website	Public information
Evaluation Brief, Nov 2019	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
EB Annual Session, Nov 2019	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

10. Annex 6: Bangladesh Portfolio Overview

a. WFP operations and CSP in Bangladesh (2016-2019)

Bangladesh Portfolio Overview (2016-2019)

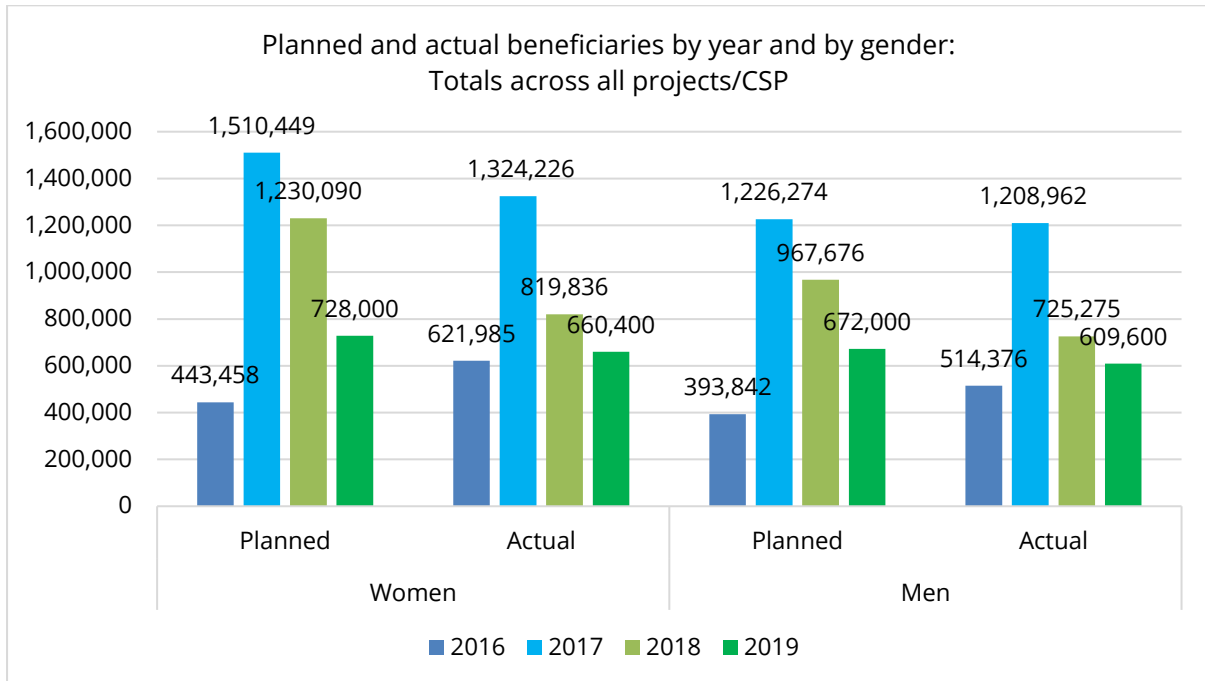
Operation/ plan type	Operation/ plan number	Title	Time frame	US\$ Req./ Needs based plan	US\$ Rec./Allocated Contributions	% Funded	Activities and modalities	SO
Country Programme	200243	Country Programme Bangladesh 200243 (2012–2016)	January 2016 - March 2017	54,485,428	12,750,315	23%	<ol style="list-style-type: none"> 1. Improving Maternal and Child Nutrition 2. School Feeding 3. Enhancing Resilience to Disasters and the Effects of Climate Change 4. Strengthening Government Safety Nets 	<p>SO4: Reduce chronic hunger and undernutrition.</p> <p>SO2: Prevent acute hunger and invest in disaster preparedness and mitigation measures.</p> <p>SO5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchases.</p>
Protracted Relief and Recovery Operation	200673	Assistance to Refugees from Myanmar	July 2016 - March 2017	7,929,939	4,259,386	54%	<ol style="list-style-type: none"> 1. General Distribution 2. School Feeding 3. Nutrition: Prevention of Acute Malnutrition 4. Nutrition: Treatment of Moderate Acute Malnutrition 	<p>SO1: Save lives and protect livelihoods in emergencies.</p> <p>SO4: Reduce undernutrition and break the intergenerational cycle of hunger.</p>

Country Strategic Plan	BD01	Bangladesh Country Strategic Plan	March 2017 – December 2020	969,120,577	409,528,376	42%	<ol style="list-style-type: none"> 1. Technical assistance and advocacy to enhance the food security and nutrition impact of selected safety nets. 2. Technical assistance and advocacy for improved nutrition. 3. Technical assistance and advocacy for scaling up post-harvest rice fortification. 4. Policy advice and technical assistance for scaling up school feeding. 5. Deliver an integrated assistance package in Cox's Bazar. 6. Deliver an integrated assistance package in the Chittagong Hill Tracts. 7. Deliver food assistance in emergencies. 8. Creation of evidence related to innovative approaches to enhancing resilience. 9. Nobo Jatra (assistance programme by World Vision, WFP and Winrock International, funded by USAID). 10. Capacity strengthening for emergency response. 11. Lead the logistics and emergency telecommunications clusters and co-lead the food security cluster. 12. Coordinate the Logistics Sector/Cluster and provide efficient common logistics services to support the humanitarian community response. 13. Coordinate the Emergency Telecommunications Sector/Cluster (ETC) and provide efficient services to support the humanitarian community response. 14. Site Maintenance and Engineering Project (SMEP) 	<p>SO1: Vulnerable groups in rural and urban settings are supported by enhanced national actions to improve their nutrition indicators in line with national targets by 2020 (SDG Target 2.2).</p> <p>SO2: The most vulnerable populations of Cox's Bazar, the Chittagong Hill Tracts and disaster-affected areas have enhanced food security and nutrition.</p> <p>SO3: Innovative Approaches to Enhance the Resilience of Food-Insecure Households Exposed to Climate-Related Shocks and Stresses Are Validated by 2020 (SDG Target 2.4).</p> <p>SO4: The Humanitarian Response System for Large-Scale Natural Disasters in Bangladesh Can Respond with Reduced Cost and Lead Time.</p> <p>SO5: Humanitarian and development partners in Bangladesh have access to reliable common services from WFP during crises in the areas of logistics, emergency telecommunications and engineering support.</p>
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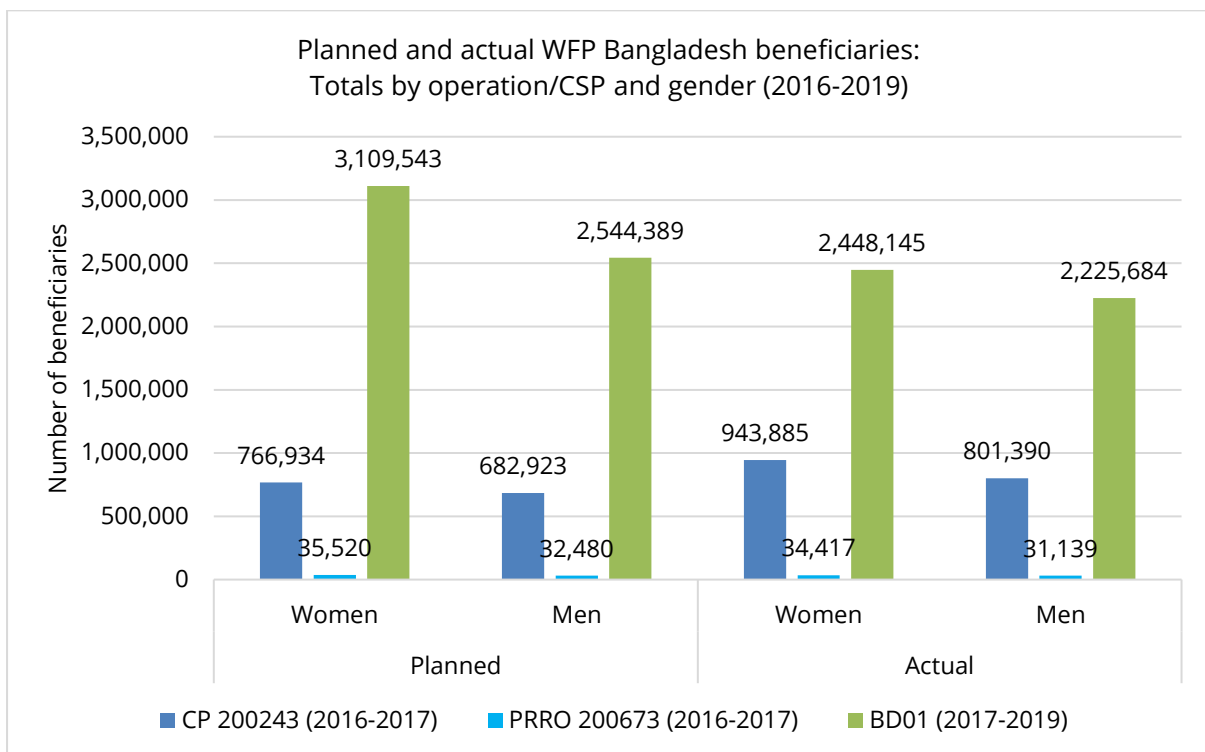
Sources: PRRO 200673 SPR 2016, CP 200243 Project Documents, Logframe and Budget Revision 12, CP Resource Situation as at 15 Jan 2018, CSP document revised as per Budget Revision 3, CSP Budget Revision 5 and CSP Resource Situation as at 13 May 2019.

Note: Under the CP, SO = Strategic Objective while under the CSP, SO = Strategic Outcome

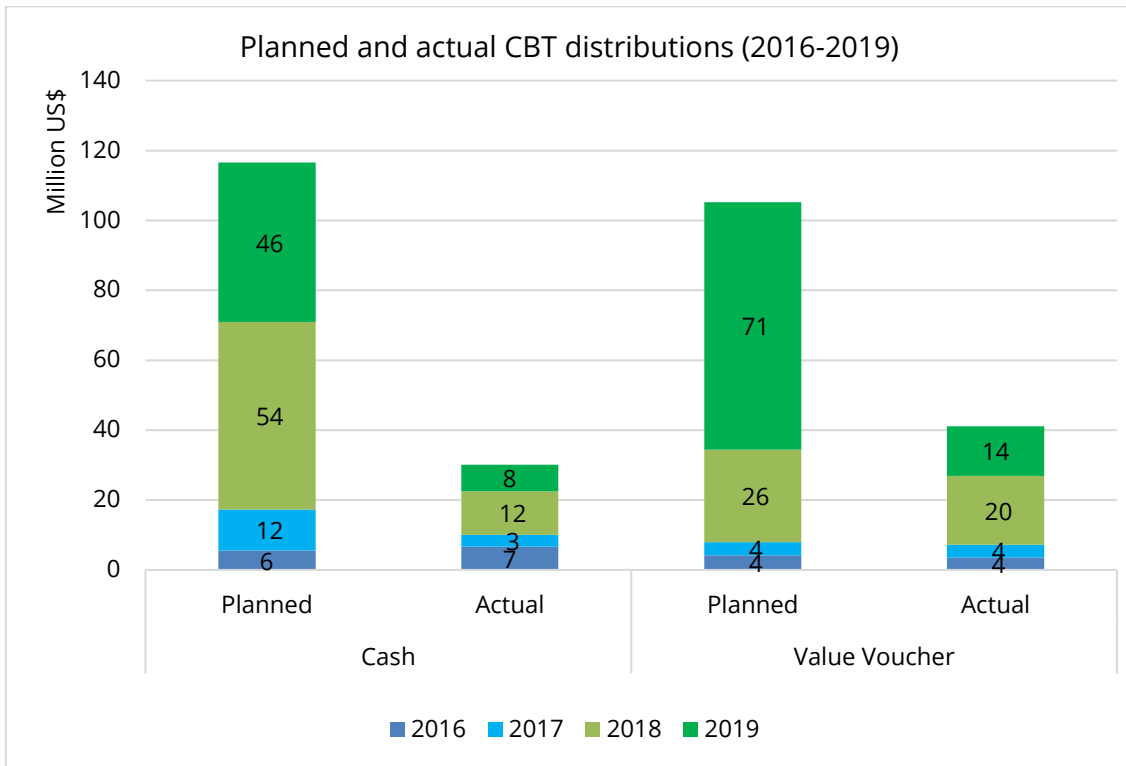
b. WFP activity outputs in Bangladesh



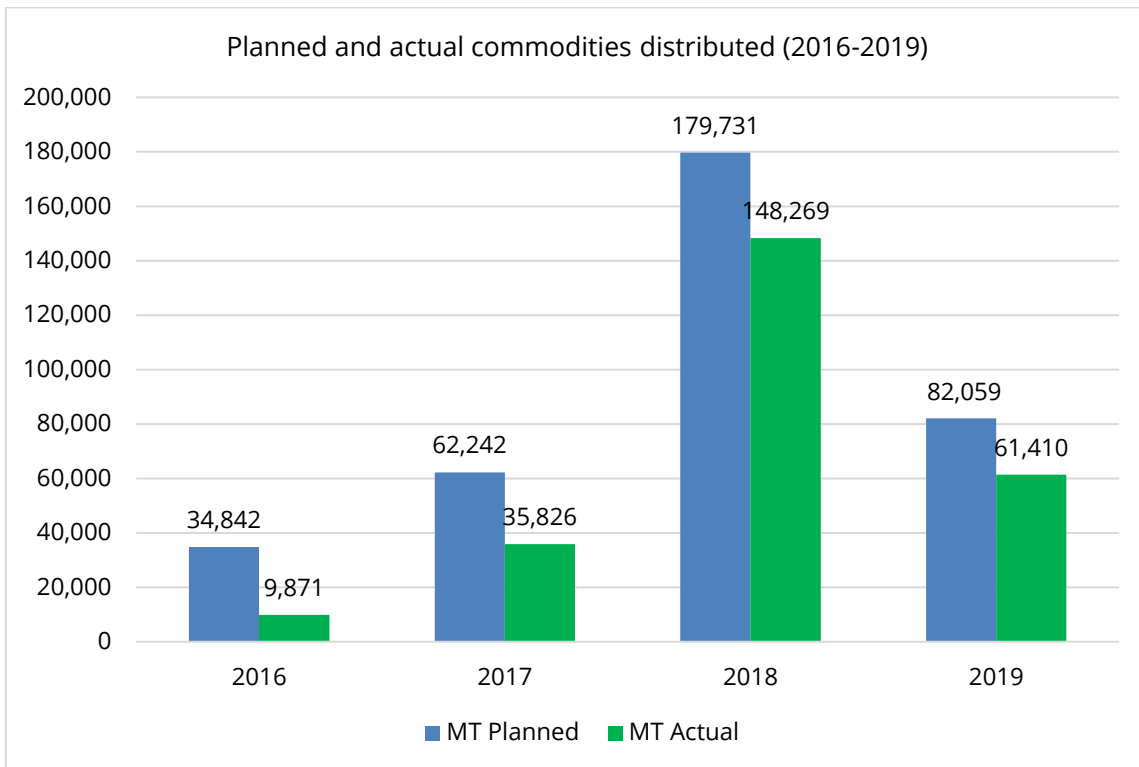
Source: WFP Bangladesh SPRs and ACRs 2016-2018. CO data for 2019 as of May 2019. Caveat: Please note that in years with several ongoing projects (2016 and 2017), figures have not been adjusted for double-counting and might as such be slightly inflated. This will be revised in detail for the Inception/Evaluation Report.



Source: WFP Bangladesh SPRs and ACRs 2016-2018. CO data for 2019 as of May 2019.

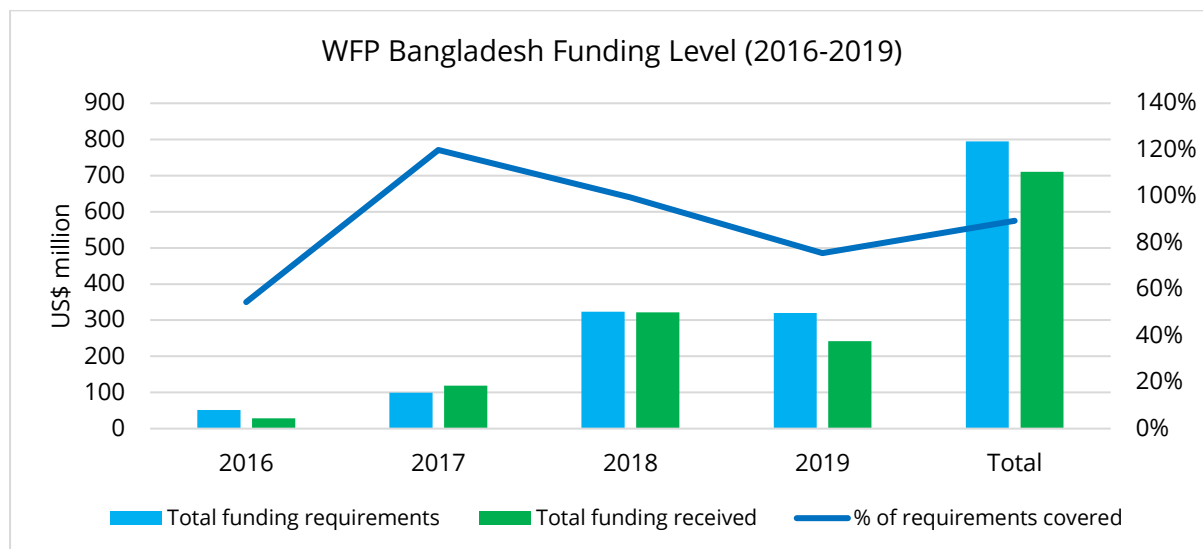


Source: WFP Bangladesh SPRs and ACRs 2016-2018. CO data for 2019 as of May 2019.

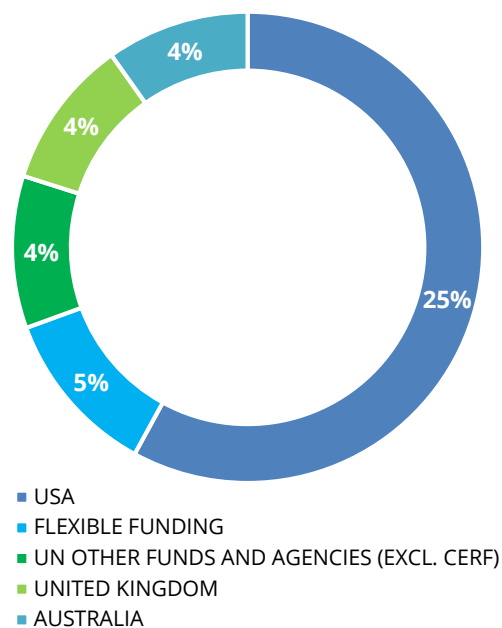


Source: WFP Bangladesh SPRs and ACRs 2016-2018. CO data for 2019 as of May 2019.

11. Annex 7: WFP Bangladesh Resourcing Situation and Donors



Top 5 donors to WFP Bangladesh 2016-2019



#	Donor	Total contributions in US\$	% of total funding received
1	USA	176,573,930	25%
2	FLEXIBLE FUNDING	34,983,004	5%
3	UN OTHER FUNDS AND AGENCIES (EXCL. CERF)	31,872,056	4%
4	UNITED KINGDOM	31,325,280	4%
5	AUSTRALIA	29,880,285	4%

12. Annex 8: Template for Evaluation Matrix

Evaluation Question - text from TORs					
Sub questions	Dimensions of Analysis	Operational Component	Lines of inquiry and/ or indicators (as appropriate)	Data source	Data collection technique
Evaluation sub-question – text from TORs	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]

13. Annex 9: E-library

Bangladesh Evaluation
1. Evaluation process
1.1 – EQAS
I. CPE Guidance - REVISED Oct.2017.docx
II. Template for TOR - CPE REVISED Oct2017.dotx
III. Quality Checklist for TOR - CPE REVISED Oct2017.docx
IV. Template for IR - CPE New.docx
IX. Quality Checklist for Summary Evaluation Report - CPE Revised Oct17.docx
V. Quality Checklist for Inception Report - CPE REVISED Oct2017.docx
VI. Template for Evaluation Report - CPE New.docx
VII. Quality Checklist for Evaluation Report - CPE REVISED Oct2017.docx
VIII. Template for Summary Evaluation Report - CPE REVISED Oct2017.dotx
1.2. - Scoping ToR & timeline
1.3 - HQ Briefing
2016 WFP Orientation Guide - ENGLISH.pdf
2018_6_WFP HQ tel directory.pdf
June 2019 WFP HQ Organigramme.pdf
2016 Reflecting Humanitarian Principles in Evaluation - UNEG working paper.pdf
2017 Draft Guidance for Evaluating HPs FOR PILOTING.pdf
2. Corporate Docs Mon Perf Management
2.1 WFP Strat Plan (2014-2017) – Docs
2013 Strategic Plan (2014-2017).pdf
2013 Strategic Results Framework (2014-2017).pdf
2014 Management Results Framework (2014-2017) Brief.pdf
2014 WFP Perf Management Policy (2014-2017).pdf
2014 WFP Perf Management Policy Memo.pdf
2015 Indicator compendium 2014-2017.PDF
2016 MT Review - Strategic Plan (2014–2017).PDF
WFP Strategic Plan 2008-2013.pdf
WFP Strategic Results Framework 2008-2011.pdf
2.2 WFP Integrated Roadmap to Zero Hunger
2016 Corporate Results Framework 2017–2021.pdf
2016 Financial Framework Review.pdf
2016 Policy on Country Strategic Plans.pdf
2016 Strategic Plan 2017-2021.pdf
2017 Corporate Results Framework Indicator Compendium 2017-2021.pdf
2017 Pol Compendium for Strategic Plan 2017-21.pdf
2017 WFP Integrated Road Map in Brief - March.pdf
2.3 WFP Management Plans
WFP_ManagementPlan_2013-2015.pdf

WFP_ManagementPlan_2014-2016.pdf
WFP_ManagementPlan_2015-2017.pdf
WFP_ManagementPlan_2016-2018.pdf
WFP_ManagementPlan_2017-2019.pdf
WFP_ManagementPlan_2018-2020.pdf
2.4 WFP Capacity Strengthening
001 WFP Approach to CCS.pdf
003 CNM - Early warning.docx
003 CNM.docx
_Follow-up Recommendations to CCS Audit (May 2018).pdf
2018 WFP HQ Organigramme 20180522 TO BE UPDATED.pdf
2018 WFP Organizational Acronyms List 20180613.docx
3. WFP Policies, Strategic Plans & Corporate Docs
3.1 Corporate Performance Management & monitoring
3.1.1. Annual Performance Reports
Annual Performance Report 2010.pdf
Annual Performance Report 2011.pdf
Annual Performance Report 2012.pdf
Annual Performance Report 2013.pdf
Annual Performance Report 2014.pdf
Annual Performance Report 2015.pdf
Annual Performance Report 2016.pdf
Annual Performance Report 2017.pdf
3.1.2. WFP ZHC Advocacy Framework
WFP ZBC Advocacy Framework - Oct 2015.PDF
WFP ZHC Advocacy Framework - Brief March 2016.pdf
WFP ZHC Advocacy Framework - Feb 2016.pdf
WFP ZHC Advocacy Framework - July 2016.pdf
3.10 Risk Management
2012 - Circular on Corporate Risk register.pdf
2012 - Paper Linking Risk Register and EPR.pdf
2015 - Enterprise Risk Management Policy.pdf
2015 - Risk management definitions.pdf
2016 - Circular Critical Incident & Crisis management.pdf
2016 - Corporate WFP Risk register.pdf
2016 - Global Risk Profile report.pdf
2016 - Risk appetite statement.pdf
2016 EB PPT on Risk appetite statement.pdf
2017 Corporate Risk Register_04.01.2018.pdf
2017 EB Informal Consl PPT Enterprise Risk Management.pdf
3.11 Security
2011 Guidelines for Security Reporting.pdf
2016 Brief - WFP Field Security.pdf

2017 EB Report - WFP Field Security.pdf
UN Security Risk Management (SRM) Manual - 2015.pdf
3.12 Monitoring & Third-Party Monitoring
2005_Beneficiary Definition_Counting.pdf
2012_Counting Beneficiaries in WFP.pptx
2013 SOPs for ME Final.pdf
2014 Third Party Monitoring Guidelines.pdf
2015_WFP Corporate Monitoring Strategy (2015-2017).pdf
2016_Minimum Monitoring Requirement.pdf
2017 Beneficiary Counting in COMET.pdf
2017 Remote technology for Monitoring.pdf
2017 Third Party Monitoring Guidelines.pdf
2018_Minimum Monitoring Requirement.pdf
Beneficiaries, Targeting and Distribution Guidance.pdf
Chapter 2 - Country Office ME Strategy (APR14).docx
Chapter 3 - Data Collection, Preparation and Analysis (APR14).docx
Chapter 4 - Process Monitoring (APR14).docx
Chapter 5 - Output Monitoring (APR14).docx
Chapter 6 - Outcome Monitoring (30Jun2014).docx
COMET Design Modules - log frames design & results.pdf
Project Structure.jpg
3.13 Nutrition
2004 UNHCR UNICEF WFP WHO Food and Nutrition Needs in Emergencies.pdf
2011 UNHCR WFP Guidelines for Selective Feeding - Management of Malnutrition in Emergencies.pdf
2012 WFP Nutrition Policy.pdf
2012 WFP Programming for Nutrition-Specific Interventions.pdf
2015 WFP WFP's 2012 Nutrition Policy A Policy Evaluation.pdf
2016 WFP Food and Nutrition Handbook.pdf
2017 GNC MAM - A decision Tool for Emergencies.pdf
2017 WFP Minimum Standards for Nutrition in Emergency Preparedness and Response.pdf
2017 WFP Nutrition Monitoring & Evaluation Guidance.pdf
2017 WFP Nutrition Monitoring and Evaluation Guidance.pdf
2017 WFP Nutrition Policy.pdf
2018 WFP The Right Food at the Right Time - Specialized Nutritious Foods Sheet.pdf
3.14 Resilience & Safety Net
2012 WFP's Social Net Policy- the Role of Food Assis in SProtection-Update.pdf
2015 WFP Policy on Building Resilience for FS & Nutrition.pdf
2016 Food Assistance for Asset Guidance Manual - ANNEXES.pdf
2016 Food Assistance for Asset Guidance Manual -CORE DOCUMENT.pdf
3.15 Evaluation
2015 WFP Evaluation Policy 2016-2021.pdf
2017 WFP - CPE South Sudan.pdf
3.16 School Meals

2009_Rethinking School Feeding-The World Bank.pdf
2009_School Feeding Policy.pdf
2010_School-Feeding and Nutrition.pdf
2012_A Guidance Note to Develop a National Sustainability Strategy.pdf
2012_School Feeding Policy Evaluation Report - Management Response.PDF
2012_School feeding Policy Evaluation Report.pdf
2013_Local Food for Children in School.pdf
2013_School Feeding Flier (with links).pdf
2013_School Feeding Policy_Update.pdf
2013_State of School Feeding Worldwide.pdf
Sustainable school feeding, Lifting school children out of the hunger trap.pdf
3.17 Capacity Development
2008 WFP Evaluation of WFP's Capacity Development Policy and Operations - Mgmt. Response.PDF
2008 WFP Evaluation of WFP's Capacity Development Policy and Operations.pdf
2009 WFP Policy on Capacity development.pdf
2010 WFP Operational Guide to Strengthen Capacity of Nations to Reduce Hunger.pdf
2012 WFP Capacity Development Kit.pdf
2014 WFP Capacity Gaps and Needs Assessment - Strengthen National Capacity to End Hunger.pdf
2014 WFP Guidelines on Technical Assistance and Capacity Strengthening to End Hunger.pdf
2017 WFP Evaluation of Policy on Capacity Development - Update on Implementation - Mgmt. Response.pdf
2017 WFP Evaluation of Policy on Capacity Development - Update on Implementation.pdf
3.18. Logistics and Supply Chain
Logs Emergency Team AR 2018.pdf
Supply Chain Division Organigram 20190101.pdf
WFP Aviation Operational Snapshot Jan-Jun 2018.pdf
WFP Aviation Transport Manual.docx
WFP Ethical Standards for Proc and Contr in SC Functions.pdf
WFP Global Fleet AR 2018.pdf
WFP Logs Cluster AR 2017.pdf
WFP Logs Cluster AR 2018.pdf
WFP Logs Cluster Strategy 2016-2018.pdf
WFP Supply Chain AR 2017.pdf
3.2 Access & Principles
2001 PPI Info pack - WFP role in access negotiations.pdf
2004 WFP Humanitarian Principles.PDF
2006 WFP Note HumAccess and implications.PDF
2015 OSZ AdvGroupAccess - Strategy paper.pdf
2015 OSZ AdvGroupAccess ToR.PDF
2017 - OSZPH Humanitarian Access - Operational guidance manual.pdf
3.3 Emergencies and Transition
2003 WFP Food Aid and Livelihoods in Emergencies Strategies for WFP.pdf
2004 WFP Transition from relief to development.pdf
2005 WFP Definition of emergencies.pdf

2005 WFP Exiting Emergencies.pdf
2012 UNHCR WFP Synth Impact Evals - Contrib of Food Ass. to Durable Solutions in Protr Refugee Sits.pdf
2013 OEV HCR Synthesis IE-FARPS MResponse.pdf
2013 OEV HCR Synthesis IE-FARPS SER.pdf
2013 Peace Building & Transition Setting Policy.pdf
2013 WFP Impact Evals - Contrib of Food Ass. to Durable Solutions in Protr Refugee Sits - Mgmt Resp.pdf
2014 WFP Update on WFP Peacebuilding Policy.pdf
2014 WFP WFP's use of Pooled Funds (2009-2013)-Management Response.PDF
2014 WFP WFP's use of Pooled Funds (2009-2013).pdf
2015 WFP ED Circular OED2015.014 Emergency Response Activation Protocol.pdf
2015 WFP OSZ Emergency and Transition Programming Framework - Brief.pdf
2015 WFP PREP Evaluation 2011-2014 - Evaluation Report vol.I.pdf
2015 WFP PREP Evaluation 2011-2014 - Evaluation Report vol.II.PDF
2015 WFP PREP Evaluation 2011-2014 - Management Response.PDF
2015 WFP Synthesis Report of the Eval Series of WFP's Emergency Preparedness and Response.pdf
2016 HCR WFP Joint strategy enhancing self-reliance in protracted refugee situations.pdf
2016 HCR WFP Jt Strat Self-Reliance in FSN in protracted refugee situations - Brief.pdf
2016 WFP Targeting emergencies WFP policy.pdf
2017 WFP Emergency Preparedness Policy.pdf
2017 WFP OSZPH Refugee Assistance Guidance Manual.pdf
EPRP annexes 2016
Annex 1 - IA ERP
Emergency Response Preparedness 2015 final (00000002).pdf
Annex 10 - List of Essential docs
Directive on Record Retention Policy in WFP.pdf
Documents for Hard Copy Retention ANNEX A.pdf
File plan and retention schedules ANNEX B.pdf
WFP Recods Management Handbook ANNEX C.pdf
Annex 11 - sample Staff List - Contact and Tracking
Deployment list template.xlsx
Annex 12 - Examples of Maps, Lists and Calendars
Population Density
EPRP checklists v10 FINAL.pdf
EPRP NARRATIVE FINAL 9may2017.pdf
WFP 2018 Interim WFP Emergency Activation Protocol for Level 2 and 3 Emergencies.pdf
3.4 Protection & AAP
2011 - AAP in WFP - Brief.pdf
2012 WFP Humanitarian Protection policy.pdf
2013 Protection in practice - Guidance FA with safety and dignity.pdf
2014 - Fact Sheet on PSEA.pdf
2014 Circular - Protection from Sexual Exploitation and Sexual Abuse 2014.pdf
2014 Update on WFP Humanitarian Protection Policy.PDF
2015 - Minimum Standards for Implementing a CFM.docx

2015 AAP in WFP - ToC.pdf
2015 Guide to Personal Data Protection and Privacy.pdf
2015 OSZPH AAP - WFP Baseline Survey - Full Report.pdf
2015 OSZPH AAP - WFP Baseline Survey - Summary CFM Reporting.docx
2016 OSZPH Protection Guidance Manual.pdf
2016 WFP's AAP Strategy Brief.pdf
2017 OSZPH AAP Guidance Manual.pdf
3.5 Gender
2014 WFP Evaluation of the WFP Gender Policy SER.pdf
2014 WFP Evaluation of WFP Gender Policy SER Mgmt. Response.pdf
2014 WFP Evaluation of WFPs 2009 Gender Policy.pdf
2014 WFP IDS Gender mainstreaming from the ground up.pdf
2015 UN Women How to Manage Gender-Responsive Evaluation.pdf
2015 WFP Gender policy - Informal Consultation.pdf
2015 WFP Gender Policy 2015-2020 -EB.pdf
2016 WFP Gender Action Plan.pdf
2017 WFP EB Update on Gender Policy Implementation.pdf
2017 WFP Quick Guide for Gender Integration in WFP Evaluation.docx
2017 WFP Tool 2 Checklist for Integration of Gender in WFP Evaluation.docx
2017 WFP Tool Integrating Gender in WFP Evaluations Technical Note.docx
3.5.1. 2017 Gender Transformation Programme
GTP - Office Guide_English.docx
GTP - Presentation_English.pptx
gender & cash study - country report, Mali.pdf
WFP 2018 WFP's Gender Transformation Programme Office Guide.docx
WFP Gender Marker Guidance - English.pdf
WFP Gender policy 2015-2020.pdf
WFP Rapid Gender Analysis - ENGLISH.pdf
3.6 Anti-fraud and anti-corruption
2015 WFP anti-fraud and anti-corruption policy.pdf
3.7 Cash & Voucher
2007 - Cash and Food Transfers - A Primer.pdf
2008 Cash & voucher Policy.pdf
2009 OPERDIR - CV financial accounting.pdf
2011 Cash & voucher Policy update.pdf
2012 - WFP Cash for change Initiative Distribution Models.pdf
2014 OEV PE Cash and voucher - MResp.PDF
2014 OEV PE Cash and voucher ER.pdf
2014 OEV PE Cash and voucher SER.PDF
2015 IntAudit - CV Modalities in the Field - MResp.PDF
2015 IntAudit - CV Modalities in the Field - Project Design & Set up.PDF
2015 IntAudit -CV Modalities in the Field - Dist Cycle & closure.PDF
2017 Interim Guidance for CBT Reconciliation & Transaction Monitoring.pdf

2017 RMTB Personal Data Privacy Policy (Scope CBT).pdf
WFP C&V Manual Edition 1 - 2009.pdf
WFP C&V Manual Edition 2 - 2014.PDF
3.8 Partnerships
2012 WFP Evaluation From Food Aid to Food Assistance Working in Partnership.pdf
2014 WFP Corporate Partnership Strategy (2014 -2017).pdf
2015 PG Partnership - Tools and Guidelines Booklet.pdf
2015 WFP and Stand by partners report.pdf
3.8.1. 2005 How to Work with WFP- Handbook
How to Work with WFP Handbook - About WFP 2005.pdf
How to Work with WFP Handbook - Creating a partnership 2005.pdf
How to Work with WFP Handbook - WFP Activities Principles and NGO Involvement 2005.pdf
3.8.2. 2012 Field Level Agreements
FLA 2012 Memorandum on revised FLA.pdf
FLA 2012 template - Annex 1A Food Dist Activities.docx
FLA 2012 template - Annex 1B Cash Activities.docx
FLA 2012 template - Annex 1C Vouchers Monetization.docx
FLA 2012 template - Annex 1D CV impl & monitoring.docx
FLA 2012 template - Annex 6 protection, gender, AAP.doc
FLA 2012 template - General Conditions.docx
FLA PowerPoint Presentation 2012.pdf
3.8.3. Partnerships Yearly Key facts and figures
2010 key figures.pdf
2011 key figures.pdf
2012 key figures.pdf
2013 key figures.pdf
2014 key figures.pdf
2015 key figures.pdf
2015 Mapping Partnerships at CO Level.pdf
WFP Partnerships Agreements - List of templates.pdf
WFP Topics Partnerships - Working with NGOs.pdf
3.9 Food Security - VAM
2002 WFP VAM Standard Analytical Framework - Guideline.pdf
2008 UNHCR-WFP Joint Assessment Mission Guidelines.pdf
2008 WFP VAM Food consumption analysis - Calculation and use of the FCS in FS analysis.pdf
2009 EFSA Handbook.pdf
2009 WFP VAM Emergency Food Security Assessment Handbook 2009.pdf
2009 WFP VAM Technical Guidance - The Basics of Market Analysis for Food Security.pdf
2010 WFP Monitoring Food Security - Technical Guidance Sheet 2 Indicators Compendium.pdf
2010 WFP VAM Market Analysis Tool - How to Conduct a Food Commodity Value Chain Analysis.pdf
2011 WFP VAM Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision-Making.pdf
2012 WFP Monitoring Food Security - Technical Guidance Sheet 1 Reporting Structure and Content.pdf

2013 WFP Comparative Review of Market Assessments Methods Tools Approaches and Findings.pdf
2013 WFP Labour Market Analysis Guidance For Food Security Analysis and Decision-Making.pdf
2014 FAO-WFP Strategic Evaluation of Food Security Cluster Coordination Mgmt Response.PDF
2014 FAO-WFP Strategic Evaluation of Food Security Cluster Coordination.PDF
2014 WFP Technical Guidance Note - Calculation and Use of the Alert for Price Spikes Indicator.pdf
2015 WFP VAM Consolidated Approach to Reporting Indicators of Food Security - Technical guidance note.pdf
2017 FAO The State of food insecurity 2017.pdf
Introduction to mVAM - What is mVAM.pdf
WFP Food distribution guidelines.pdf
WFP Supply Chain Optimisation Guideline 2018.pdf
4. WFP Bangladesh
4.0 Operations
CP 200243
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14. Annex 10: Bangladesh Country Strategic Plan

Annex 10.1. Original CSP Document

After their approval by the Executive Board, Country Strategic Plans may be updated as required in order to meet the needs of the population WFP serves.

Version updated as of: 09 October 2017

Crisis response revision of Bangladesh country strategic plan (March 2017–December 2020) and corresponding budget increase

Duration	46 months, March 2017–December 2020
Total cost to WFP	USD 343,635,619
Gender and age marker	2A

*

<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

Executive Summary

Bangladesh graduated to lower-middle-income country status in 2015 and enters the era of the Sustainable Development Goals from a solid base, having made progress in reducing poverty, hunger and undernutrition in recent decades.

Numerous policy instruments provide a conducive environment, and emerging programmes supported by reforms, notably in social protection, have the potential to reduce the levels of food insecurity and malnutrition, which remain high, affecting a large proportion of the population.

WFP's work in Bangladesh in 2017–2020 will support the country in ending hunger and reducing malnutrition by 2030 through five strategic outcomes: i) vulnerable groups in rural and urban settings are supported by work to improve nutrition indicators in line with national targets by 2020; ii) the food security and nutrition of the most vulnerable populations of Cox's Bazar, the Chittagong Hill Tracts and areas affected by disaster are enhanced; iii) innovative approaches to enhancing the resilience of food-insecure households affected by climate-related stresses are validated by 2020; iv) the response system for large-scale natural disasters can respond with reduced costs and lead times; and v) humanitarian and development partners can access common supply chain and emergency telecommunications services to respond to the needs of refugees from Myanmar.

Given the Government's commitment to and increased institutional and financial support for development, this Country Strategic Plan reflects a shift in WFP's focus in that the greatest value-added provided by WFP will be through its role as an enabler and supporter of national hunger solutions, thereby maximizing impact and value for money. Other direct emergency assistance for disaster- and crisis-affected populations, including people fleeing violence in Myanmar, the emphasis will be on technical assistance, policy engagement, advocacy and the accumulation of evidence, with a view to accelerate the implementation of policies and optimize the governance, efficiency and effectiveness of national initiatives to enhance the food security and nutrition of the most vulnerable people. This approach is aligned with the new United Nations Development Assistance Framework and the work of other United Nations agencies.

Direct assistance will focus on interventions supporting particularly vulnerable populations such as refugees and ethnic minorities and on testing innovative assistance models. Emergency response will remain part of the portfolio. Joint programming with other United Nations agencies will be prioritized and strategic partnerships will be pursued, including with research institutions and the private sector.

Implementation of this Country Strategic Plan will require changes in WFP's operating model and effective risk management. Its development was informed by the strategic review of food security and nutrition in Bangladesh commissioned by WFP, and consultations with the Government, WFP staff and partners.

Draft decision

The Board approves Bangladesh Country Strategic Plan (2017–2020) (WFP/EB.1/2017/7/1*) at a total cost to WFP of USD 201.6 million.

The Executive Director approves the introduction of Strategic Outcome 5 for USD 3.3 million and the increase of Strategic Outcome 3 by USD 1.7 million. (2 October 2017)

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David Beasley, Executive Director, WFP

Date:

The Executive Director and the FAO Director General jointly approve the augmentation of strategic outcome 2 for USD 125.3 million for a revised total cost to WFP of USD 343.6 million for the Bangladesh Country Strategic Plan (2017-2020). (9 October 2017)

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David Beasley, Executive Director, WFP

José Graziano da Silva, Director General, FAO

Date:

Date:

1. Country Analysis

1.1 Country Context

1. Bangladesh graduated to lower-middle-income country status in 2015 and enters the era of the Sustainable Development Goals (SDGs) from a solid base, having achieved significant progress towards the Millennium Development Goals for universal primary education, gender parity in basic education, and reduced child and maternal mortality. However, geographic, rural/urban, gender and wealth disparities remain, and political and environmental risks persist.
2. Following decades of steady increase, annual economic growth in Bangladesh has averaged 6 percent in recent years. In a period of demographic transition resulting from reduced fertility, per capita gross national income reached USD 1,190 in 2015, a five-fold increase from 1980. Between 1992 and 2010, the incidence of poverty declined from 56.7 to 31.5 percent, and extreme poverty declined from 41.1 to 17.6 percent. Projections indicate a continuation of this trend.
3. With a population of 160 million, Bangladesh is the world's seventh most populated country and the most densely settled, excluding city states. It hosts nearly 800,000 people seeking refuge from successive waves of violence in Myanmar, including registered refugees, undocumented Myanmar nationals (UMN) and more than half a million newer arrivals since the end of August 2017.
4. Two thirds of the population is rural, but urban migration is accelerating as a result of acute population pressure, increasing landlessness and the attraction of export-sector jobs in urban areas. Projections indicate that half of the population will be urban by 2035, which will increase pressure on infrastructure and services, particularly in slums, where 70 percent of the urban population live.
5. Bangladesh lies in the cyclone-prone Bay of Bengal, and its low elevation makes it particularly susceptible to the effects of climate change; between 30 and 50 percent of the country experiences annual climate shocks, and the frequency and severity of natural disasters are predicted to increase. Because the country is located close to active tectonic plates the risk of earthquake is high, and there are concerns regarding urban readiness for such disasters.

1.2 Progress Towards SDG 2

6. The 2016 strategic review of food security and nutrition in Bangladesh highlighted the significant progress achieved in recent decades, but identified continuing challenges to ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture in line with SDG 2.

Progress towards SDG 2 targets

7. *Access to food.* Increased production has greatly improved the availability of food, particularly rice. However, although Bangladesh has attained food self-sufficiency at the aggregate level and impressive economic growth at the national level in recent years, the price of rice rose in 2017, forcing the Government to import rice after several years of not doing so. As a result, access to food remains a challenge. A large segment of the poor population still lacks the means for access to an adequate and diversified diet.
8. At 16.4 percent, the prevalence of undernourishment has fallen by half in the last 25 years, but an estimated 26 million people are still undernourished. On the other hand, the 2014 household food insecurity access scale shows that a quarter of the population is food-insecure.¹ Of these 40 million people, 11 million suffer from acute hunger and many remain vulnerable to food insecurity as a result of periodic shocks.
9. Progress in the last decade has been uneven among wealth groups, with poor groups improving their food security status more slowly than richer ones. At times of food scarcity in the household, including after natural disasters, it is women and girls who reduce their food intake more often and sooner than men and boys.

¹ The undernourishment index combines measures of food availability with income and calorie intake distribution data. The household food insecurity access scale aggregates several dimensions of food insecurity experienced by a household.

10. Another concern is the slow improvement in the quality and diversity of diets in the last 15 years. Diets are still dominated by rice: for the average rural household, 71 percent of calorie intake comes from rice; in the poorest quintile the figure is 78 percent.
11. *Nutrition.* Between 1997 and 2007, Bangladesh achieved very rapid and prolonged reductions in child undernutrition, but the country still faces nutrition burdens that are estimated to cost USD 1 billion in lost productivity every year, and even more in health costs.
12. With regard to acute and chronic malnutrition, stunting and wasting among children under 5 remain close to the critical thresholds of the World Health Organization. Wasting affects 2.2 million children – 14 percent – and stunting, which affects physical and cognitive development and has negative consequences for school completion, adult productivity and lifetime earning potential, affects 5.5 million children – 36 percent. Stunting among children under 5 is highest in the poorest population quintile and in slums, where it affects 50 percent of children under 5. The 2.5 percent annual decline in stunting from 2007 to 2014 fell far short of the 5.3 percent needed to meet national and international targets.
13. A key determinant of stunting is low birthweight, which affects 38 percent of babies and has decreased only marginally over time. Major reasons for this are continuing high rates of teenage pregnancy related to a pervasive culture of early marriage, which affects 50 percent of girls under 18.
14. The adoption of recommended infant and young child feeding practices has progressed slowly. Rates of exclusive breastfeeding are about 50 percent, and the average period of exclusive breastfeeding is less than three months. Complementary feeding practices are poor: only 23 percent of children aged 6–23 months consume diets of adequate diversity and frequency.
15. Micronutrient deficiencies remain widespread and contribute to high risk of disease and sub-optimal development. Vitamin A deficiency affects one child in five, and vitamin B12 deficiency one child in three. Zinc deficiency is prevalent, and a third of pre-school children and half of pregnant women are anaemic. Undernutrition and micronutrient deficiencies are also prevalent among adolescent girls.²
16. With regard to malnutrition in the areas hosting refugees in Cox's Bazar, the situation is more critical. The prevalence of Global Acute Malnutrition (GAM) in Myanmar's Rakhine State, where most refugees left from, is 17 to 18 percent. The situation is worse in Cox's Bazar at the district level and in makeshift sites where UMN and new arrivals reside. As of September 2017, the incidence of malnutrition could rapidly deteriorate further as a result of poor living conditions and lack of access to food, clean water and sanitation, and health services. In addition, high poverty rates and limited livelihoods opportunities for registered refugees, UMN and new arrivals as well as host communities, compromises household food and nutrition security further.
17. *Sustainable food systems.* Climate change could compromise the sustainability of food systems because crop production could be reduced by 30 percent by the end of the century while erosion of the national territory increases, the size of landholdings decreases and migration accelerates. A recent WFP study demonstrated that climate-related shocks and stresses have adverse effects on food security and nutrition: food prices in communities affected by floods or cyclones increase for up to nine months after the event, as does wasting. Potential price increases remain a significant concern for the urban poor.

Macroeconomic environment

18. The impressive economic growth in recent years is attributed to: i) structural economic reforms contributing to private-sector development; ii) the world's second-largest export-oriented garment industry, which supports 25 million people; iii) numerous micro-credit options that have stimulated rural entrepreneurship, especially among women; iv) major remittance flows from migrant workers; v) Official Development Assistance; and vi) foreign direct investment.
19. The Seventh Five-Year Plan (SFYP) (2016–2020), which articulates development goals supporting achievement of the Government's Vision 2021 for reaching upper-middle-income status, aims for gross domestic product growth of 7.4 percent per annum. Economic growth has proved to be resilient

² In 2012, 30 percent of adolescent girls had low height, and 11 percent were underweight.

to shocks, natural disasters and political turmoil, but continued political polarization and security concerns are a source of economic uncertainty for Bangladesh.

Key cross-sector linkages

20. Poverty reduction has contributed significantly to food-security gains. The eradication of extreme poverty (SDG 1) remains a cardinal principle of the SFYP, but Bangladesh's Gini coefficient of 0.32 reflects high inequality leading to uneven social gains among wealth groups, and indicates the need to reduce inequalities through inclusive pro-poor growth, to which the Government is committed.
21. The expansion in education (SDG 4) has been significant, but remaining concerns include the quality of education, high drop-out rates as young boys increasingly leave school to work. Girls' enrolment in secondary education increased from 47 to 57 percent between 2008 and 2012, indicating that more future mothers are educated than ever before. This is significant in that these girls and women are likely to be more receptive to advice on behaviour change – maternal education is known to be associated with enhanced inter-generational nutrition outcomes and reduced stunting. Lack of separate sanitation facilities for boys and girls, and high incidence of sexual harassment and abuse in public places contribute to girls' drop-out from school.
22. Despite the rapid increase in educational attainment and policy changes in favour of women, prejudicial social and legal norms in this patriarchal society hold back gender equality (SDG 5). The low social status of women and girls in Bangladesh is reflected in its rankings of 107th in the Gender Development Index and 115th in the Gender Inequality Index. Violence against women is also widespread: 73 percent of women are subject to domestic violence during their lifetimes.
23. A recent national survey showed improvement in women's empowerment in all dimensions of the Women's Empowerment in Agriculture Index and throughout the country. This is encouraging because women's empowerment is a major pathway to improving food security and nutrition. However, if SDG 2 is to be achieved, much more must be done to address social constraints and discriminatory practices that limit women's independent movement in the public sphere, their social and economic interactions and their decision-making in the household. A fundamental step is to end the practices of early marriage and child-bearing.

1.3 Gaps and Challenges

24. There is a comprehensive set of sector and cross-sector policy instruments relevant to SDG 2, and the first national policy on school feeding is being formulated. Overall progress in operationalizing policies is slow and faces governance issues; urban policies and strategies are lacking altogether.
25. Spending on and coverage of social protection have increased, but the effectiveness of most safety nets is limited in terms of reducing poverty and enabling poor people to cope with shocks. The strategic review noted that this situation was a result of failure to ensure that safety nets and related interventions targeted the most needy, low transfer values, governance issues, and weak systems for planning, implementation, coordination and monitoring. Slums are largely bypassed by the mainstream social-protection system, even though they need special attention.
26. With regard to prevention of malnutrition, more work is required to ensure that nutrition goals are adequately articulated in social protection schemes and in all relevant strategies, policies and programmes. Despite an explicit commitment to treating moderate and severe acute malnutrition at community health centres, access to therapeutic treatment remains limited.
27. The revitalization of an oversight body under the Office of the Prime Minister is expected to improve coordination of nutrition work, which currently suffers from fragmented responsibilities in several ministries, with overlaps and gaps.
28. The treatment of refugees is uneven.³ Of the 300,000 people from Myanmar seeking refuge in Bangladesh prior to August 2017, 34,000 are officially registered as refugees. They are hosted in two camps and receive protection and assistance from the Government and the international community, but stringent restrictions on movement outside the camps limit their lawful engagement in livelihood

³ In this instance, refugees is used in a broad sense and includes the following groups: (i) registered refugees who are living in the two official camps; (ii) undocumented Myanmar nationals who have been living outside of the official camps for some time prior to the current crisis; and (iii) "recent arrivals" who have crossed from Myanmar since 25 August 2017.

activities and their prospects for self-reliance. The remaining Rohingya population are referred as UMN and live in makeshift sites or with host communities. Consequently, they do not receive the same level of protection and are excluded from most social services, safety nets and development opportunities. As “illegal immigrants” under the Foreigners Act, these people are vulnerable to human rights abuses.

29. Since late August 2017, more than half a million people fleeing violence in northern Rakhine State of Myanmar have crossed the border into Bangladesh and more people are expected to arrive. An estimated 80 percent of new arrivals are women and children. Protection risks and gender-based violence, including rape and sexual assault, are serious concerns.
30. The strategy developed by the Bangladesh Government in 2014 for dealing with Myanmar refugees and UMN focuses on national security: it acknowledges the need for basic humanitarian assistance but excludes provision of opportunities for achieving self-reliance. Resettlement programmes for refugees stopped in 2010 to deter further arrivals. With the latest influx of Rohingyas, there are positive indications of a shift in the policy of the Government of Bangladesh towards refugees (registered and non-registered). Durable solutions, however, remain unlikely in the near to medium term given the recent events and resurgence of violence in northern Rakhine State despite the change of national government in Myanmar in 2016 and the establishment and recommendations of the Advisory Commission to resolve the crisis in Rakhine State.

1.4 Country Priorities

Government priorities

31. The Government is developing sector action plans congruent with SFYP targets to guide national-level work towards the SDGs. The following priorities are emerging in relation to SDG 2: i) consolidation of safety nets in line with the National Social Security Strategy (NSSS) to enhance food access and utilization; and ii) implementation of the nutrition policy with a view to reducing stunting among children under 5 from 36 to 25 percent, and underweight from 32 to 20 percent by 2020.
32. The 2006 National Food Policy, which provides the framework for food security planning, aims to ensure: i) food security through adequate and stable supply of safe and nutritious food; ii) increased purchasing power and access to food; and iii) adequate nutrition, especially for women and children. Its associated action and investment plans, currently under revision, define targets and indicators and highlight priority investments.
33. The 2015 National Nutrition Policy prioritizes improved nutrition among mothers, children under 5, adolescent girls and vulnerable groups; it promotes development through healthy diets and enhanced living standards. Its National Plan of Action prioritizes nutrition-specific and agricultural interventions with a view to achieving healthy diets and implementing nutrition-sensitive programming in social protection, women’s empowerment and disaster management; it also focuses on obtaining evidence, multi-sector collaboration and the enhancement of data management systems.
34. The 2015 NSSS aims to reform the national social protection system by prioritizing support for the poorest and most vulnerable people, expanding urban coverage and enhancing the disaster response element. It foresees consolidating 140 safety nets into 5 core programmes, adopting a life cycle approach focusing on pregnancy and early childhood, school age, working age and old age, and on disability. The envisaged programmes to support children and vulnerable women have significant potential as vehicles for achieving food security and nutrition outcomes.

United Nations and other partners

35. The 2017–2020 United Nations Development Assistance Framework (UNDAF) introduces a strategic shift by focusing on the United Nations normative role and formulating outcomes in relation to people in terms of equal rights, access and opportunities, the planet in terms of promoting a sustainable and resilient environment, and prosperity in terms of inclusive and shared economic growth.
36. The following objectives contribute to SDG 2: i) improving social policies and programmes; ii) enhancing resilience; and iii) increasing opportunities for women and disadvantaged groups to

contribute to and benefit from economic progress. Progress towards targets for complementary feeding and dietary diversity will be monitored.

37. The many actors who contribute directly or indirectly to SDG 2 include the Rome-based agencies, whose programming frameworks are valid until the end of 2018. The Food and Agriculture Organization of the United Nations (FAO) delivers technical assistance and operations to: i) reduce poverty and enhance food security and nutrition by maximizing food access and utilization; ii) enhance agricultural productivity; iii) improve market linkages, value addition, and the quality and safety of the food system; iv) improve technologies; and v) increase community resilience to shocks.
38. The strategic objectives of the International Fund for Agricultural Development (IFAD) are to ensure that: i) the livelihoods of poor people in vulnerable areas are adapted to climate change; ii) small producers and entrepreneurs benefit from improved value chains and greater market access; and iii) marginalized groups such as poor rural women are economically and socially empowered.
39. In 2016 the World Bank pledged USD 3 billion to the reduction of stunting and adaptation to climate change. It is also engaged in: i) system improvements for some of the largest food-based safety nets; ii) trials of the income support programme for the poorest, which combines conditional cash transfers to mothers of children under 5 with capacity enhancement for local governments; iii) support for shock-responsive social protection; and iv) promotion of urban resilience.
40. The numerous non-governmental organizations (NGOs) and their networks throughout the country have a proven track record in promoting improvements in food security, nutrition, agriculture, health, sanitation and women's empowerment. Programmes implemented by local NGOs include major government safety nets, and policy advocacy. The extensive programmes of the world's largest NGO and development organization – BRAC (formerly the Bangladesh Rural Advancement Committee) – contribute significantly to economic and social development, and enhanced food security and nutrition in Bangladesh. The Citizens' Platform for SDGs, a civil society initiative launched in 2016, aims to enhance accountability in delivery on the SDGs.
41. Private investments are expected to account for 80 percent of the estimated USD 409 billion cost of the SFYP. Private-sector enterprises could help to address a number of factors limiting food security and nutrition improvements, for example by increasing the availability of complementary or fortified foods. Private-sector entities include the Bangladesh Chamber of Commerce and large food production companies.
42. With the support of several donor countries and dialogue with the Government of Bangladesh, an Inter-Sector Coordination Group (ISCG)—comprised of five UN agencies (UNHCR, UNICEF, UNFPA, IOM and WFP), NGOs and donors—coordinates the multi-sectoral humanitarian support for refugees and UMN. The unprecedented influx of new arrivals in August 2017 calls for a fresh look at this coordination structure also in relation to the Inter-Agency Cluster Coordination mechanism.

2. Strategic Implications for WFP

2.1 WFP's Experience and Lessons Learned

43. WFP's portfolio has shifted since 2011 to institutional capacity development and a gradual reduction in direct operational delivery. Independent evaluations have found this direction to be appropriate given the evolving country context, and highlighted the achievements of WFP's technical assistance initiatives with recommendations that they be carried forward.
44. In particular, WFP has supported the Ministry of Women and Children Affairs in enhancing the design, efficiency and effectiveness of the Vulnerable Group Development (VGD) programme, a national safety net supporting 750,000 vulnerable rural women. The strategic review noted that the new VGD model with its nutrition-sensitive and promotional elements had the potential to bring about sustained improvement in the food security of vulnerable women while contributing to the nutrition outcomes of these women and their families.
45. Similarly, technical assistance for the Ministry of Primary and Mass Education has ensured robust design, implementation, monitoring, reporting and accountability for the national school feeding programme in poverty-prone areas that was created in 2010.

46. WFP has worked with public and private partners since 2013, contributing to the establishment of national food quality standards and to local production of fortified rice and related processing capacities. WFP has also facilitated the introduction of fortified rice in the national VGD and school meals programmes; this initiative has shown promising potential in reducing micronutrient deficiencies at scale.
47. Evaluation findings with regard to WFP's operational role have been varied. WFP's long experience and strong reputation in providing timely and targeted emergency assistance for the most vulnerable people affected by natural disasters was acknowledged. However, the evaluation noted the limited uptake of food-based treatment of moderate acute malnutrition and lack of donor support for cash-for-work and cash-for-training programmes, which resulted from questions as to the continued relevance of this approach in a middle-income country. The evaluation recommended the adoption of new approaches to improving nutrition and resilience, for example by creating evidence for advocacy purposes, which was noted as an area of strength.
48. The 2016 joint assessment mission considered that WFP's new integrated approach to enhancing food security and nutrition in Cox's Bazar, which covers registered and non-registered refugees and vulnerable host populations, had significant potential and recommended expansion to additional sub-districts and inclusion of people residing in makeshift sites.
49. The influx of unofficial refugees from Myanmar into Bangladesh since August 2017 has resulted in the rapid scale-up of the humanitarian response across all sectors. An effective and integrated response demands systematic coordination mechanisms and shared services in logistics and emergency telecommunications for humanitarian and development partners.

2.2 Opportunities for WFP

50. Social protection programmes designed, implemented and monitored in a nutrition-sensitive manner are an important means of enhancing food security and nutrition outcomes. Spending on social protection averages USD 3.3 billion – 12 percent of annual public expenditure. In 2010, 8 million households – 24 percent – were covered by safety net programmes. The size and reach of these programmes give them the potential to deliver impact at scale, but work is required to enhance them in line with the NSSS reforms. The strategic review identified a clear role for WFP in making these programmes more nutrition-sensitive and improving their efficiency and effectiveness.
51. The review acknowledged WFP's role in introducing fortified rice to the VGD programme, and recommended increasing the use of national food-based safety nets to provide fortified rice for vulnerable populations as a cost-effective means of addressing micronutrient deficiencies and related morbidities.
52. School feeding has been demonstrated to be a powerful social protection measure in mitigating hunger among children from food-insecure households; the strategic review highlighted its role in improving the likelihood of positive nutrition outcomes for future generations. The Government has expressed its intention to expand school feeding beyond the 2.5 million primary schoolchildren currently supported and to transform the largely biscuit-based programme into a school meals programme. WFP is in a good position to support the implementation of these plans.
53. The results of the first census of Rohingyas in Bangladesh, to be released in early 2017, are not yet public. Meantime, registration is ongoing at the time of the CSP revision and expects to inform the design of enhanced protection and expanded assistance, particularly for new arrivals and residents of makeshift sites as envisaged in the national strategy. The ISCG will coordinate with humanitarian partners to enable a comprehensive and integrated emergency response to the influx of Rohingyas in August 2017. At the same time, UN joint initiatives will continue to advocate for and deliver harmonized multi-sector assistance with potential for transformative impact for the most vulnerable groups in Cox's Bazar and the Chittagong Hill Tracts.
54. The joint assessment mission provided an opportunity for WFP to reshape its assistance. It recommended: i) advocacy for lifting the restrictions on refugees' mobility and work opportunities and expanding assistance to all vulnerable groups regardless of status; ii) a transition to targeted assistance in the camps on the basis of profiling, with a view to balancing the delivery of future

interventions to benefit refugees and equally vulnerable host communities; and iii) the introduction of livelihood interventions to enhance self-reliance. WFP has advanced its efforts in this regard and further strengthened gender and protection considerations in its plans.

55. Bangladesh has enhanced its emergency response capacity considerably, but a large-scale disaster would nevertheless require significant international assistance. WFP's recognized expertise in large-scale emergency responses and its lead role in the humanitarian supply chain place it in a good position to enhance national preparedness and coordinate the work of humanitarian partners.

2.3 Strategic Changes

56. Given the Government's commitment and increased institutional and financial capacity to support development through large programmes, WFP's value-added will be greatest when it acts as an enabler and supporter of national hunger solutions rather than an implementer.
57. WFP will therefore expand its advisory and knowledge-sharing roles in support of government agencies working to achieve the SDG 2 targets. Technical assistance, the creation of evidence, and advocacy will support the formulation and operationalization of policies and help to maximize the efficiency and effectiveness of national initiatives for achieving food security and improved nutrition for the most vulnerable groups.
58. The enhancement of nutrition and resilience will now focus on enhancing advocacy and coordination for a multi-sector approach to nutrition and on testing and validating innovative approaches for resilience.
59. WFP's operational role will be to provide emergency assistance nationally in response to natural disasters and the influx of crisis-affected people entering Bangladesh from Myanmar as well as the delivery of multi-faceted programmes in Cox's Bazar and the Chittagong Hill Tracts. While providing life-saving food assistance to all new arrivals from Myanmar, WFP will support a gradual shift to targeted food security and nutrition assistance in Cox's Bazar on the basis of vulnerability rather than refugee status, when appropriate and possible, to harmonize assistance across different population groups. In close collaboration with relevant government ministries, WFP will expand further its support to the most vulnerable host population impacted by this unprecedented influx of people from northern Rakhine State. Lessons learned from the recently concluded intervention for the host population, Enhancing Food Security and Nutrition (EFSN), will lend key strategic insight in this regard and reinforce WFP activities that contribute towards gender equality and women's empowerment (GEWE) and protection.
60. This approach is expected to optimize the impact of WFP's operations and maximize value for money. It is in line with the UNDAF's emphasis on enhancing the capacities of the Government and civil society to deliver development results and limiting United Nations interventions to support during natural disasters and interventions to promote equity among vulnerable populations such as ethnic minorities and refugees.

3. WFP's Strategic Orientation

3.1 Direction, Focus and Intended Impacts

61. This CSP is the guiding strategic, programmatic and governance instrument for WFP in Bangladesh; it defines the portfolio of engagement from 2017 to 2020 and operationalizes WFP's Strategic Plan in support of the SFYP and long-term national work to achieve SDG 2.
62. The CSP is informed by the strategic review, evaluations of WFP's past assistance and consultations with the Government and development partners. It is articulated on the basis of five strategic outcomes with related outputs and prioritized activities. The focus is largely on SDG 2, but CSP activities will also contribute to SDG 17 on partnerships for the SDGs and, at the output level, to SDG 4 on quality education and SDG 5 on gender equality.

3.2 Strategic Outcomes, Expected Outputs and Key Activities

Strategic outcome 1: Vulnerable groups in rural and urban settings are supported by enhanced national actions to improve their nutrition indicators in line with national targets by 2020 (SDG Target 2.2)

63. The Government is committed to minimizing all forms of malnutrition in line with its targets for the reduction of stunting, underweight and micronutrient deficiencies. This work needs to be accelerated, however. Interventions towards this outcome focus on technical assistance and advocacy to enhance national initiatives that have the potential to improve nutrition outcomes at scale such as social protection programmes and nutrition-specific interventions.

Focus area

64. This outcome focuses on root causes.

Expected outputs

65. This outcome will be achieved through nine outputs:
- i) The national VGD programme delivers enhanced food security and nutrition outcomes for its beneficiaries.
 - ii) The new national child benefit and vulnerable women benefit programmes take into account nutrition sensitivity, urban coverage and responsiveness to shocks.
 - iii) Reliable data on the food security and nutrition outcomes of national social protection programmes are available from the Bangladesh Bureau of Statistics.
 - iv) Improved national nutrition-sensitive and nutrition-specific interventions are scaled up by the Government and its partners in rural and urban areas.
 - v) Enhancing complementary feeding practices becomes the focus of increased collaboration among the main stakeholders.
 - vi) Targeted groups receive nutrition messages.
 - vii) The demand for and supply of post-harvest rice fortification are scaled up by public- and private-sector entities.
 - viii) A nutrition-sensitive national school feeding policy is adopted and implemented.
 - ix) The national school feeding programme is scaled up in poverty-prone rural and urban areas.

Key activities and focus

66. *Activity 1: Technical assistance and advocacy to enhance the food security and nutrition impact of selected safety nets:*
- WFP will continue its technical support to the Ministry of Women and Children Affairs to maximize efficiency, effectiveness and governance of the VGD programme while advocating for and supporting scale-up of the improved VGD model, which includes nutrition-sensitive and promotional elements.
 - WFP will advocate with relevant ministries and partners such as the World Bank for the vulnerable women benefit and child benefit programmes of the NSSS to ensure that they: i) are nutrition-sensitive in their design, targeting and monitoring; ii) reach the urban poor; and iii) can respond to shocks. WFP will support the design and implementation of these programmes through technical assistance.
 - WFP will continue its technical assistance to the Bangladesh Bureau of Statistics to optimize the targeting of programmes and enhance the availability and quality of data related to the food security and nutrition outcomes of social protection programmes.
67. *Activity 2: Technical assistance and advocacy for improved nutrition.* In accordance with the Renewed Efforts Against Child Hunger and Undernutrition (REACH) partnership, WFP will advocate with FAO, the United Nations Children's Fund (UNICEF), the World Health Organization, the World Bank and other development partners for nutrition to remain a government priority and the focus of coordinated action, supported by civil society and development partners. In particular, WFP will:
- advocate and provide technical assistance for policies and programmes supporting the scale-up of a combination of preventive and curative interventions, with a focus on enhancing the nutrition sensitivity of social protection programmes and on programmes designed to prevent and treat wasting;

- undertake a situation analysis of complementary feeding and collect evidence, in collaboration with major stakeholders, as to the optimum means of maximizing the quality of complementary feeding; and
 - collaborate with partners from various sectors in advocacy for a large-scale communication campaign that parallels behaviour change communication interventions with a view to encouraging the adoption of sound dietary habits and enhancing dietary diversity, particularly among adolescent girls.
68. *Activity 3: Technical assistance and advocacy for scaling up post-harvest rice fortification.* WFP will continue to ensure the quality and affordability of fortified rice and to scale up its consumption, notably among women of reproductive age and young children; this will be achieved through safety nets and commercial delivery channels. In partnership with FAO and the Micronutrient Initiative, WFP will also advocate for integrating standards, regulations and policies into regulatory systems and improving the capacity of industry partners and Government with a view to sustaining production and supply.
69. *Activity 4: Policy advice and technical assistance for scaling up school feeding.* WFP will continue to provide technical assistance to the Ministry of Primary and Mass Education, in line with the Systems Approach for Better Education Results and through South-South cooperation, to:
- support development of the first national school feeding policy and ensure that it is nutrition-sensitive;
 - support continued targeting, implementation, monitoring and accountability for the national school feeding programme in poverty-prone areas as it is scaled up;
 - support the evolution from a biscuit-based programme into a school meals programme by informing government choices as to design, funding and testing, in collaboration with FAO and UNICEF; and
 - hand the WFP school feeding programme over to the Government by mid-2018, except in areas where WFP remains operational (see strategic outcome 2).

Strategic outcome 2: The most vulnerable populations of Cox's Bazar, the Chittagong Hill Tracts and disaster-affected areas have enhanced food security and nutrition

70. Cox's Bazar and the adjacent Chittagong Hill Tracts are among the worst-performing districts in terms of food security and nutrition indicators. They are also home to a mix of registered refugees, unregistered people from Myanmar and ethnic groups, who face particular challenges with access to social services, safety nets and development opportunities. Because there is significant migration of men in search of employment, households headed by women are common and highly vulnerable to food insecurity in a deeply conservative context where women's mobility is limited.
67. During responses to crises, interventions under this outcome take place in areas prioritized by the UNDAF for continued direct United Nations assistance; they also cover emergency assistance in the event of natural disasters and for the refugees irrespective of their official status (i.e. registered, undocumented Myanmar nationals, and new arrivals).

Focus area

71. The focus area of this outcome is crisis response.

Expected outputs

72. This outcome will be achieved through four outputs:
- i) The most vulnerable households in refugee camps and makeshift camps in Cox's Bazar receive general food distributions through e-vouchers targeted on the basis of needs.
 - ii) WFP-targeted communities in camps and host communities in Cox's Bazar receive an integrated assistance package of livelihood support for vulnerable women, school feeding and a nutrition safety net.
 - iii) WFP-targeted communities in the Chittagong Hill Tracts receive an integrated assistance package of livelihood support for vulnerable women, school feeding and a nutrition safety net.

- iv) WFP-targeted populations affected by natural disasters receive cash-based transfers (CBTs) or food transfers sufficient to enable them to meet their basic food and nutrition requirements.

Key activities and focus

73. *Activity 5: Deliver an integrated assistance package in Cox's Bazar.* WFP will provide immediate life-saving assistance to newly arrived 'refugees' (registered and unregistered) from Myanmar and gradually move towards a targeted approach, when appropriate and possible. Furthermore, WFP will target the most vulnerable households among refugees, unregistered people from Myanmar and the host population, delivering an integrated assistance package. All activities will be informed by gender analysis and guided by protection principles and disability considerations. To maximize the impacts, WFP assistance will be coordinated with the International Organization for Migration, the Office of the United Nations High Commissioner for Refugees, the United Nations Population Fund and UNICEF. In line with the recommendations of the joint assessment mission, WFP will:
- provide immediate, life-saving food and nutrition assistance for newly arrived refugees in different locations;
 - provide targeted food assistance—informed by gender and protection analyses—using e-vouchers for the most vulnerable registered refugees—moving away from blanket assistance—and for the most vulnerable unregistered refugees living in makeshift sites; food assistance for this group will be provided with a view to harmonizing interventions;
 - in the most vulnerable host communities, in camps and in makeshift sites, provide: i) livelihood support through means for investment in income-generating activities, such as grants and training;⁴ ii) school feeding; and iii) prevention and treatment of moderate acute malnutrition targeting children aged 6–59 months and pregnant and lactating women and girls;⁵ and
 - contribute to policy and advocacy dialogue on issues related to these population groups, under the leadership of the United Nations Resident Coordinator.
74. *Activity 6: Deliver an integrated assistance package in the Chittagong Hill Tracts.* A similar integrated assistance package of livelihood support,⁴ school feeding and nutrition support will be rolled out in the most vulnerable areas of the Chittagong Hill Tracts as part of the joint United Nations programming initiative with the Ministry of Chittagong Hill Tracts Affairs and the Hill District Councils, in collaboration with FAO and UNICEF.
75. *Activity 7: Deliver food assistance in emergencies.* WFP will provide emergency assistance to respond to acute food needs among the most vulnerable households affected by disasters. This will be implemented as required, complementing the responses of the Government and other humanitarian actors and in coordination with the food security cluster.⁶

Strategic outcome 3: Innovative Approaches to Enhance the Resilience of Food-Insecure Households Exposed to Climate-Related Shocks and Stresses Are Validated by 2020 (SDG Target 2.4)

76. Bangladesh is vulnerable to climate-related shocks and stresses, which have significant negative effects on the food security and nutrition of the most vulnerable groups. Innovative approaches to enhancing resilience are required so that improvements in livelihoods, food security and nutrition are not repeatedly lost. Interventions under this outcome will serve to validate approaches that have the

⁴ To enhance their economic and social empowerment, targeted vulnerable women organized into self-help groups are taught basic business skills and receive cash grants to invest in productive assets and a monthly allowance to protect their investments for up to two years. This is combined with training in life skills and behaviour change communication for improved nutrition.

⁵ Behaviour change communication is carried out through several platforms in parallel to the supplementary feeding programme.

⁶ The CSP caters for small- and medium-scale emergencies; a revision will be prepared to cater for a large-scale emergency response as required.

potential to enhance the ability of households, communities and systems to mitigate, adapt to and recover from shocks and stresses.

Focus area

77. The focus area of this outcome is resilience-building.

Expected outputs

78. This outcome will be achieved through five outputs:

- i) Evidence as to the effectiveness of WFP-piloted innovative approaches to enhancing resilience is collected and disseminated.
- ii) Local capacity to plan for disaster risk reduction is enhanced in southwestern areas targeted by Nobo Jatra (New Beginning) – a five-year assistance programme implemented by World Vision in a consortium with WFP and Winrock International and funded by the United States Agency for International Development.
- iii) The livelihoods of vulnerable households targeted by Nobo Jatra in southwestern areas are diversified.
- iv) Beneficiaries of Nobo Jatra receive cash transfers facilitated by WFP.
- v) Uptake of successful elements of Nobo Jatra is promoted through policy dialogue with the ministries concerned.

Key activities and focus

79. *Activity 8: Creation of evidence related to innovative approaches to enhancing resilience.* WFP will test innovative approaches to reducing and managing risk in disaster-prone areas such as the northern river basin and the southern coastal belt. Such approaches are likely to include micro-insurance for small entrepreneurs and forecast-based financing models to support shock-responsive safety nets.

80. Ministries, research and academic institutions and private-sector companies will be associated with this activity; partnerships will be established with FAO and IFAD. Evidence as to the effectiveness and impact pathways of the approaches will be systematically collected, and policy dialogue will encourage the uptake of research findings.

81. *Activity 9 – Nobo Jatra.* Between 2016 and 2020, WFP will participate in this programme implemented in four sub-districts in the southwest. The programme's integrated approach to improving food security, nutrition and resilience addresses direct and underlying issues affecting food insecurity such as economic access, women's empowerment, nutrition-specific and nutrition-sensitive interventions and community-level disaster risk reduction. In particular, WFP will:

- enhance the awareness and capacities of local authorities and communities regarding disaster risk reduction and community-level situation analysis, planning and implementation;
- implement a livelihood support programme,⁵ complementing the work of the *Nobo Jatra* consortium;
- manage cash transfers to beneficiaries who are assisted by other consortium members involved in conditional nutrition activities; and
- create linkages at the policy level and facilitate policy discussions as to the effectiveness of the programme with the Ministry of Women and Children Affairs and the Ministry of Disaster Management and Relief.

Strategic outcome 4: The Humanitarian Response System for Large-Scale Natural Disasters in Bangladesh Can Respond with Reduced Cost and Lead Time

82. Studies show that investing in preparedness has several benefits:7 i) it reduces response times, which in turn saves lives and livelihoods; and ii) it safeguards previous investments, protects development gains and reduces costs by maximizing cost-effectiveness. Interventions towards this outcome will be implemented in partnership with the Ministry of Disaster Management and Relief to enhance

7 http://vam.wfp.org/CountryPage_assessments.aspx?iso3=BGD

capacities for preparing for and responding to large-scale disasters, with a focus on readiness for earthquakes in urban areas.

Focus area

83. The focus area of this outcome is resilience-building.

Expected outputs

84. This outcome will be achieved through three outputs:
- i) The emergency supply chain of the Ministry of Disaster Management and Relief is optimized.
 - ii) A humanitarian staging area is established.
 - iii) Emergency coordination mechanisms for logistics and food security are enhanced.

Key activities and focus

85. *Activity 10: Capacity strengthening for emergency response.* WFP will support the Ministry of Disaster Management and Relief in enhancing its emergency supply chain and establishing a suitably located earthquake-resistant staging area to facilitate the reception and dispatch of humanitarian assistance in a large-scale emergency.
86. *Activity 11: Lead the logistics cluster and co-lead the food security cluster.* WFP will continue to lead the logistics cluster and co-lead the food security cluster with a view to optimizing partners' preparedness capacities and coordination mechanisms. Activities will include training and simulation exercises under the auspices of the Ministry of Disaster Management and Relief to ensure common understanding of the coordination requirements of large-scale emergency responses.

Strategic outcome 5: Humanitarian and development partners in Bangladesh have access to reliable services in the areas of supply chain and emergency telecommunications during crises

87. The influx of people into Bangladesh has resulted in the rapid scale-up of the humanitarian response across all sectors. The urgency, scale and complexity of the humanitarian response—including access constraints and across Cox's demands that systematic coordination mechanisms function and shared services in logistics and emergency telecommunications are provided to humanitarian and development partners to enable an integrated, comprehensive and effective response. Activities under this strategic outcome will contribute to, but not replace, other investments in disaster-preparedness under strategic outcome 4.

Focus area

88. The focus area for this outcome is crisis response.

Expected outputs

89. This outcome will be achieved through two outputs:
- i) Crisis-affected populations benefit from common emergency logistics services to humanitarian and development partners.
 - ii) Crisis-affected populations benefit from enhanced emergency telecommunications coordination mechanisms.

Key activities and focus

90. *Activity 12: Coordinate the Logistics Sector/Cluster and provide efficient common logistics services to support the humanitarian community response.* This will include the establishment of staging areas and warehouse network and air transport services as required. Given the size of the emergency, WFP will set up a staging area near the port of Chittagong to facilitate the smooth transit of relief items for a coordinated and optimal supply chain operation. WFP will also install two wiikhalls in Chittagong airport and deploy support staff to facilitate coordination with the Government of Bangladesh and humanitarian partners. UNHAS will establish a temporary airlift operation as needed to support emergency response partners. A warehouse network including logistics hubs in government-

designated areas will be established and mobile storage units set up in Cox's Bazaar to store food and non-food items.

91. *Activity 13: Coordinate the Emergency Telecommunications Sector/Cluster (ETC) and provide efficient services to support the humanitarian community response.* To ensure that common interagency emergency telecommunications services are available in operational areas, WFP will provide coordination, information management, and technical support to augment the current in-country telecommunications services through the deployment of staff and equipment.

3.3 Transition and Exit Strategies

92. This CSP supports nationally owned and operated programmes, and WFP's direct operational assistance will accordingly diminish: for example, the WFP school feeding programme will be handed over to the Government by mid-2018. Interventions in Cox's Bazar and the Chittagong Hill Tracts towards strategic outcome 2 will continue until national social services, safety nets and development opportunities cover these areas and durable solutions to the refugee situation come into effect; advocacy by WFP and other United Nations agencies is expected to contribute to these results.
93. The Logistics and Emergency Telecommunications Clusters will continue to review and monitor shared service needs and gaps in emergency response to determine when the services can be scaled down or are no longer required, either because needs are reduced or they can be met through national capacity enhancement under strategic outcome 4.

4. Implementation Arrangements

4.1 Beneficiary Analysis

94. The shift "upstream" to technical assistance in support of national initiatives envisages that WFP will contribute to enhanced food security and nutrition outcomes at scale. WFP's work, particularly towards strategic outcome 1, will hence benefit the 1.5 million vulnerable women – 7.5 million people including their household members – to be assisted by the VGD programme during the CSP and the 2.5 million children supported by the national school feeding programme. The Government has stated its intention to expand both programmes, and support for the new programmes benefiting children and vulnerable women and for the proposed national nutrition campaign is likely to benefit millions more.
95. Table 1 shows that only 6 of the 11 planned activities involve WFP's direct support to beneficiaries. Beneficiaries of Activity 5 in Cox's Bazar account for the majority of the total. WFP will collect sex-disaggregated data and gender analysis to respond to the particular needs of the affected women, men, girls and boys.

Strategic Outcome	TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY								
	Activity	Description	Food/CBTs	Number of beneficiaries					% women and girls
				2017	2018	2019**	2020**	Total*	
1	4	WFP school feeding	Both	286 000	114 000			288 000	51%
2	5	General distribution (camps)	CBT	34 000	24 500	25 250	26 000	34 000	51%
		General distribution (UMN)	Both	75 000	75 000	75 000	75 000	75 000	51%
		General distribution (New influx)	Both	700 000	700 000	-	-	700 000	51%
		WFP school feeding	Food	341 200	164 200	167 300	170 400	350 400	51%
		Nutrition support	Food	45 700	46 500	46 900	47 300	127 000	65%
		Nutrition (New Influx)	Food	196 000	196 000	-	-	196 000	65%
		Livelihood of existing caseload	CBT	48,000	48,000	53,000	53,000	106,000	51%
		Livelihood support (host population)	CBT	-	150,000	-	-	150,000	51%
	6	WFP school feeding	Both	66 600	66 600	66 600	66 600	66 600	51%
		Nutrition support	Food		3 000	5 000	7 300	13 400	85%
Livelihood support		CBT		7 500	7 500	7 500	7 500	51%	
7	Emergency assistance	Both	334,666	334,666	334,666	334,666	938 000	51%	
3	8	Evidence creation	CBT	20 000	20 000	20 000	20 000	20 000	51%
	9	Livelihood support	CBT	35 000	35 000			70 000	51%
		Cash transfers	CBT	59 000	59 000	59 000	29 500	118 000	51%
TOTAL*				2,056,166	1,769,966	780,716	758,166	2 990 800	56%

* Excluding double counting of beneficiaries

** Number of beneficiaries for 2019 and 2020 related to Cox's Bazar components will be revised towards the last quarter of 2018, based on assessments and the evolving situation in Cox's Bazar.

4.2 Transfers

Food and Cash-Based Transfers

96. Table 2 shows that 64 percent of the total transfer value relates to CBTs; Annex III sets out the proposed rations. WFP will continue to use innovative transfer modalities such as biometrically coded electronic vouchers and mobile cash, and will explore other modalities as financial inclusion expands.

Food type / Cash-based transfer	Total (mt)	Total (US\$)
Cereals	120 585	47 033 273
Pulses	10 686	7 321 890
Oil and Fats	4 946	4 465 877
Mixed and Blended Foods	19 122	15 832 361
Other	850	1 294 550
TOTAL (food)	156 188	75 947 952
Cash-Based Transfers (US\$)		106 180 888
TOTAL (food and CBT value – US\$)		182 128 840

Capacity Enhancement, including South–South Cooperation

97. Capacity enhancement is the core of this CSP: two outcomes are devoted to it. South–South cooperation will be promoted, for example through exchanges on school feeding with the WFP Centre of Excellence in Brazil. WFP will also explore opportunities to showcase Bangladesh’s social protection programmes and post-harvest rice fortification expertise for the benefit of other countries through South–South exchanges and other mechanisms.

4.5 Partnerships

98. WFP will maintain its relationships with the Ministry of Women and Children Affairs, the Ministry of Primary and Mass Education, the Ministry of Disaster Management and Relief and the Planning Commission and will cultivate high-level links with the ministries of finance, social welfare, food and health and family welfare.
99. WFP will coordinate with the Government and development partners through the local consultative groups in the sectors of poverty reduction, food security, emergency preparedness, gender and urban issues. A major CSP objective will be to optimize stakeholders’ collaboration for improved social protection and nutrition programmes; WFP will continue to be a member of the Scaling Up Nutrition movement.
100. WFP will expand its partnerships with national and international NGOs for emergency response and resilience programmes.
101. Overall coordination and operational partnerships with United Nations agencies, particularly FAO, are essential. WFP’s activities in Cox’s Bazar and the Chittagong Hill Tracts will be implemented in the context of multi-sector joint United Nations programming to enhance synergies and impact.
102. WFP will work with reputable research and academic institutions to create evidence, and will continue its partnerships with IFAD, the World Bank and the Bangladesh Bureau of Statistics to map poverty and undernutrition.
103. WFP’s relationships with NGOs range from operational to strategic partnerships such as that with BRAC. As co-leader of the food security cluster and leader of the logistics cluster, WFP will help to optimize coordination and knowledge-sharing among international and national NGOs.
104. WFP will continue strengthening its collaboration with private-sector companies to enhance the availability of fortified rice, promote nutrition advocacy and pilot micro-insurance schemes, bearing in mind the potential for conflicts of interest.

5. Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

105. The country office performance management plan, which is aligned with WFP's Corporate Results Framework, will guide monitoring and evaluation. Adequate resources have been budgeted for this purpose.
106. Given WFP's focus on technical assistance, policy engagement, evidence creation and advocacy to optimize the outcomes of national initiatives, analysis of its specific contributions will determine the overall effectiveness of its work, particularly with regard to strategic outcomes 1, 3 and 4.
107. Because strategic outcome 2 involves direct assistance, rigorous outcome monitoring will be implemented. Baseline, mid-term and final outcome surveys will use methods appropriate to each indicator. The findings will inform periodic reviews of CSP implementation by WFP and its partners, to inform adaptations as required. In the context of the humanitarian response under strategic objective 2, Activity 5, WFP will institute a Third Party Monitoring system with attention to ensure gender-responsive application.
108. WFP will monitor the provision of common services included in strategic outcome 5 activities to ensure that partners' needs are met. This CSP will be independently evaluated by the Office of Evaluation, in line with WFP's Evaluation Quality Assurance System.

5.2 Risk Management

Contextual risks

109. WFP will monitor contextual risks such as natural disasters, political instability or economic volatility with a view to planning mitigation measures adapted to the risk level. WFP will focus on long-term development, but will respond to emergencies as required.

Programmatic risks

110. There is some uncertainty with regard to the Government's plans for dealing with undocumented people from Myanmar, particularly following the listing of people in this population group, which is targeted by WFP in Cox's Bazar. WFP will continue to monitor the situation, to participate in the regular coordination meetings for Cox's Bazar and to advocate with its development partners for acceptable solutions. Protection, gender equality and disability considerations related to food assistance in Cox's Bazar will be addressed with highest priority, and systems and processes will be put in place to minimise and mitigate any such risks.
111. Local NGO capacity in Cox's Bazar and the Chittagong Hill Tracts is limited, and will be stretched as the joint United Nations programmes expand: this will increase risks related to the quality and timeliness of programme delivery. WFP will assess potential NGO partners rigorously before entering into agreements, advocate with development partners for collective action to enhance local NGO capacities, and contract international NGOs to provide punctual technical support as required to develop the capacities of national partners.

Institutional risks

112. Security risks have recently increased, particularly in relation to militant groups, which could adversely affect staff and operations. Contingency planning will establish mitigation measures that maximize the continuity of operations and functions, and WFP will work with the United Nations Department for Safety and Security to ensure that adequate measures are in place for the safety of WFP staff and offices.

6. Resources for Results

6.1 Country Portfolio Budget

113. The budget required to implement this CSP for its 46 months is USD 343.6 million. Capacity enhancement under strategic outcomes 1 and 4 accounts for 17 percent of the total. The largest elements – 71 percent – are WFP’s direct operational assistance for strategic outcome 2 (SO2). Requirements are expected to decrease after 2018 as some activities wind down.

INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)					
Strategic outcome	2017	2018	2019	2020	Total
1	16 135 674	11 111 776	8 893 286	8 650 122	44 790 859
2	56 418 706	106 538 765	42 621 094	39 410 728	244 989 292
3	10 811 497	11 751 123	8 706 031	5 046 420	36 315 072
4	2 685 073	6 961 309	3 388 941	818 392	13 853 715
5	2 512 677	1 174 005	0	0	3 686 682
TOTAL	88 563 627	137 536 978	63 609 352	53 925 662	343 635 619

6.2 Resourcing Outlook

114. In 2014/15, USD 8.8 billion was allocated to promoting food security and nutrition in Bangladesh – 57 percent for availability, 41 percent for access, and 2 percent for utilization; 63 percent of the resources came from the Government, which funded the availability and access initiatives as a priority. The remainder was funded by development partners, which allocated most resources to programmes promoting utilization.
115. The cost of the CSP portfolio matches the actual resource levels of recent years. Activity 9 – USD 22 million – is fully funded, and forecasts indicate that the level of contributions will be similar for all activities except the new nutrition and resilience interventions in activities 2 and 8, which will be the subject of specific resource mobilization work.

6.3 Resource Mobilization Strategy

116. Delivery of this CSP will require sustained financial support to ensure uninterrupted engagement to achieve the strategic outcomes.
117. WFP will develop a resource mobilization strategy, and will advocate for long-term and flexible funding arrangements from traditional donors, the Government of Bangladesh – which will provide in-kind contributions – the private sector and other donors. Partnerships with foundations and development banks will be increased, and in-kind technical assistance from private companies will be sought.
118. WFP will also prepare a communications strategy to articulate to stakeholders WFP’s role and value-added in support of Bangladesh’s progress towards SDG 2. It will share information and evidence of progress towards planned results on a regular basis.

**LOGICAL FRAMEWORK FOR BANGLADESH
COUNTRY STRATEGIC PLAN (YEAR 2017-2020)**

SEE COMET LOGFRAME ATTACHED

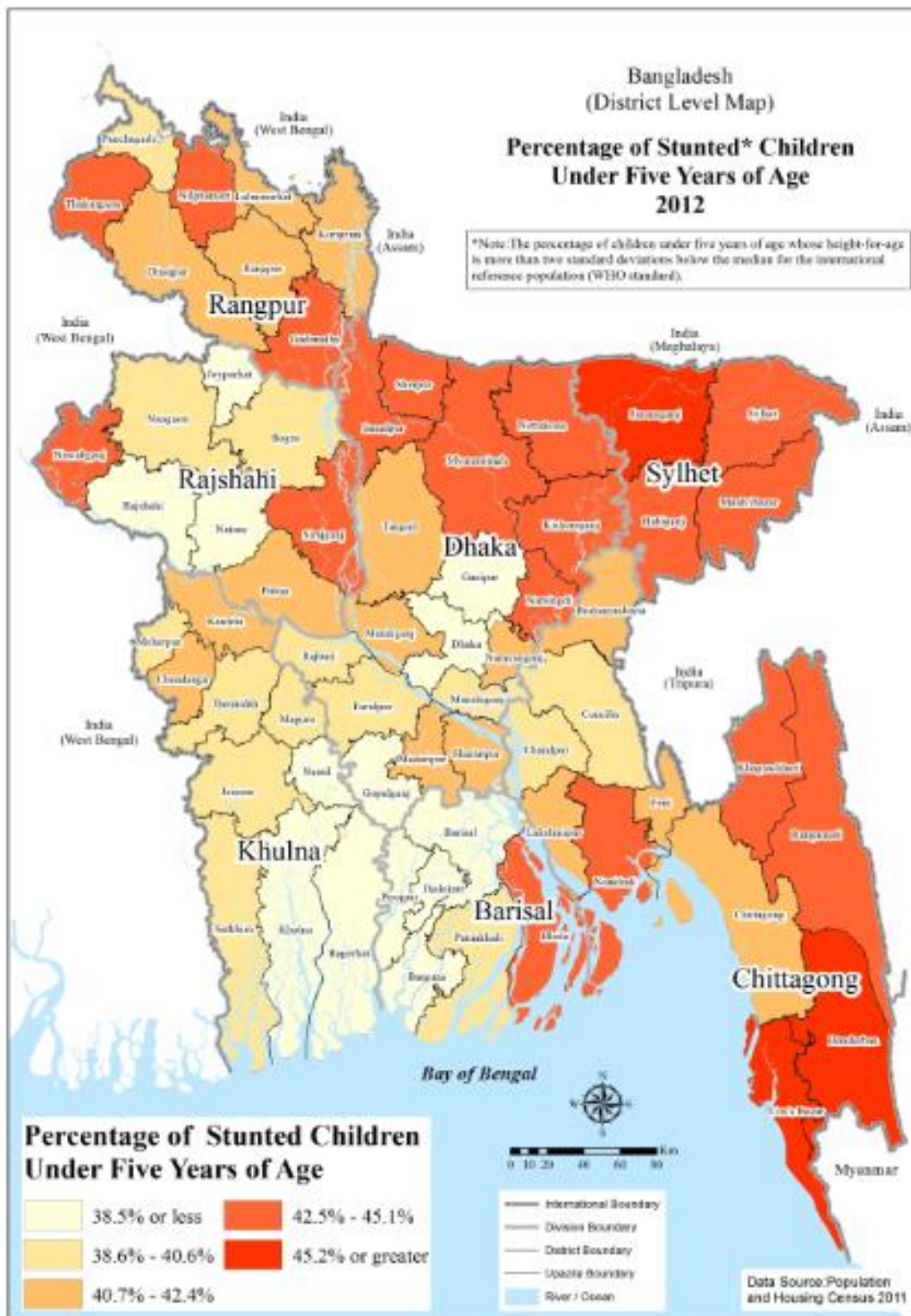
INDICATIVE COST BREAKDOWN (USD)						
WFP Strategic Results / SDG Targets	Strategic Result 2 (SDG target 2.2)	Strategic Result 1 (SDG target 2.1)	Strategic Result 4 (SDG target 2.4)	Strategic Result 5 (SDG target 17.9)	Strategic Result 8 (SDG target 17.16)	Total
WFP strategic outcome	1	2	3	4	5	
Transfers	33 763 659	199 374 045	28 179 093	12 094 599	2 889 595	276 300 992
Implementation	5 634 518	16 932 428	3 814 705	168 424	402 154	26 952 229
Adjusted direct support costs (%)	2 462 438	12 655 482	1 945 521	684 374	153 748	17 901 563
Subtotal	41 860 616	228 961 955	33 939 319	12 947 397	3 445 497	321 154 785
Indirect support costs (7%)	2 930 243	16 027 337	2 375 752	906 318	241 185	22 480 835
TOTAL	44 790 859	244 989 292	36 315 072	13 853 715	3 686 682	343 635 619

ANNEX III

	FOOD RATIONS AND CASH-BASED TRANSFER VALUES BY STRATEGIC OUTCOME AND ACTIVITY												
Strategic outcome	1 and 2		2									2 and 3	
Activity	4, 5 and 6	4 and 6	5	5 and 6	5 and 6	5 and 6	5 and 7	7	5	5	7	5, 6, 8 and 9	5, 6, 8 and 9
Beneficiary type	School children	School children (hot meal)	School children (once a year)	Pre-school children	Pregnant and lactating women	Children under 5	Households	Households	Households (makeshift sites / New Influx)	Refugee households in camps/ makeshift sites/ New Influx	Households	Women (monthly subsistence allowance)	Women (cash grant)
Cereals		90						450	333				
Pulses		25						60	60				
Oil		12			20			25	25				
Fortified biscuits	75			50			250						
SuperCereal					225								
SuperCereal Plus						200							
Dates			400										
Total kcal/day	375	516	980	250	1 035	787	1,125	2,046	1,624				
Cash (USD/person/day)		0.13								0.33	0.33	0.09	38

No. of feeding days per year	240	200	One-off	288	365	365	3	90	180	365	90	365	One-off
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Prevalence of stunting among children under 5 in Bangladesh, 2012



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

Acronyms Used in the Document

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
SFYP	Seventh Five-Year Plan
NGO	non-governmental organization
NSSS	National Social Security Strategy
SDG	Sustainable Development Goal
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
VGd	Vulnerable Group Development

Annex 10.2. CSP Budget Revision 5 (latest revision) in response to the Rohingya emergency

Executive Board

First regular session

Rome, 25–27 February 2019

Distribution: General	Agenda item 8
Date: 31 January 2019	Insert Document Symbol
Original: English	Operational matters
	For information

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Crisis response revision of Bangladesh country strategic plan (March 2017–December 2020) and corresponding budget increase

	Current	Change	Revised
Duration	March 2017 – December 2020	No change	March 2017 – December 2020
Beneficiaries	3 267 100	586 058	3 853 158
	<i>(USD)</i>		
Total cost	530 994 600	438 125 977	969 120 577
Transfer	438 676 654	374 095 829	812 772 483
Implementation	35 802 055	26 184 078	61 986 133
Adjusted direct support costs	23 718 547	11 105 987	34 824 535
Subtotal	498 197 256	411 385 894	909 583 150
Indirect support costs (6.5 percent)	32 797 344	26 740 083	59 537 427

Gender and age marker* 2A

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

Rationale

-
119. The Bangladesh country strategic plan (CSP) (2017–2020) as initially approved included one activity related to humanitarian support for the existing refugee population in Cox's Bazar (activity 5).¹ The large influx of refugees from Myanmar into Bangladesh that started in August 2017 resulted in a massive scale-up of the humanitarian response across all sectors. To accommodate the vast increase in needs (700,000 additional new refugees arrived in less than two months), a first revision in October 2017 included the planned response for the first six months² of the crisis and added a fifth strategic outcome focused on logistics and telecommunications service delivery activities.
 120. In early 2018, following an in-depth refugee influx emergency vulnerability assessment, the situation allowed for a better assessment of operational needs. This resulted in a second major revision (revision 3).³ In line with the 2018 joint response plan (March–December 2018), revision 3 covered only the projected needs through December 2018. Revision 4 was a minor revision to capture recent adjustments required to reflect the simplification of WFP's country portfolio budget process. See table 1 for a summary of earlier revisions.
 121. The current revision (revision 5) provides the budget increase required to extend the operation in Cox's Bazar to 2019 and 2020 through activities 5 (integrated assistance package in Cox's Bazar), 12 (common logistics services), 13 (Emergency Telecommunications Cluster and services) and 14 (site maintenance and engineering). WFP's 2019 needs align with the 2019 joint response plan. The budget for 2020 is based on an assumed reduction in needs. Any minor changes in actual needs will be reflected in the CSP annual implementation plans.⁴
 122. WFP remains fully supportive of the Government of Bangladesh's commitment to a political solution to the question of repatriation at any point in time. The 2020 budget (reflecting a 25 percent overall reduction in needs) included in this revision was added in line with WFP's new financial planning framework, as mandated by the Executive Board through the Integrated Road Map. Adjustments to reflect major shifts in the situation can be made at any time.
 123. This revision also includes a small adjustment to the budget for activity 1 (not related to Cox's Bazar) and an increase in the budget for activity 7 (emergency preparedness). No new strategic outcomes or activities are proposed.

Changes

Strategic orientation

124. No major changes in the strategic orientation of the CSP are foreseen for the 2019 humanitarian activities in Cox's Bazar. However, the size of the operation and the gradual transition along the humanitarian-development nexus of the activities within the Cox's Bazar operation reflects ongoing changes in the situation of the vulnerable population. One year ago, in August 2017, a sudden influx of large numbers of refugees from neighbouring Myanmar called for an immediate large-scale humanitarian response of a life-saving nature by WFP, with unconditional in-kind distributions, an emergency nutrition programme and a growing role for WFP as the common service provider as its main elements.
125. From the outset, WFP's aim was to expand the use of its SCOPE beneficiary and transfer management system to enroll all existing and new arrivals, facilitating a more structured distribution system and enabling a transition to e-vouchers redeemable in dedicated shops with a wide range of food, including fresh produce, allowing beneficiaries to choose when to shop and what to buy. Pre-crisis targeted school feeding, livelihood and disaster risk reduction programmes⁵ continue to be enhanced to include more vulnerable refugee and host populations, and the coverage of nutrition prevention and treatment interventions is increasing as more health centres become functional.

¹ Up to 200,000 official and refugees from Myanmar were in Cox's Bazar well before the August 2017 crisis.

² In line with the Humanitarian Response Plan, September 2017 – February 2018. Available at https://reliefweb.int/sites/reliefweb.int/files/resources/2017_HRP_Bangladesh_041017_2.pdf.

³ Prior to revision 3, there was a small technical revision (revision 2) that adjusted the indirect support cost rate from 7 to 6.5 percent. Revision 3 was therefore the second significant budget revision related mainly to Cox's Bazar.

⁴ In line with WFP's new Integrated Road Map framework, annual needs are reflected in operational plans.

⁵ For both host populations and existing official and refugees.

-
126. The enrollment of all beneficiaries in SCOPE was completed in early 2018. The transition from general food distribution to e-vouchers has been steady, albeit somewhat slower than planned, due in part to issues with the physical establishment of shops (land leasing, etc.). By September 2018, some 30 percent of beneficiaries were using the e-vouchers and shops, while the remaining 70 percent continued to receive bi-weekly in-kind food rations. Preparations to open more shops are under way.
127. A broader discussion is taking place on the desirability of moving all beneficiaries to cash-based modalities. WFP refers to its portion of this cash⁶ as “cash for food”. With the progress made in SCOPE enrollment and e-vouchers, WFP is well positioned for such a transition. The proposed budget provides for a gradual increase in the number of beneficiaries receiving multi-purpose cash, subject to government approval.

Strategic outcomes

128. While the proposed revision does not provide for any new outcomes, outputs or activities, the size of the operation, the volume of work under activity 5 and the expansion of some of the other crisis response activities merit a more detailed explanation of the planning assumptions for each component of activities 5, 12, 13 and 14. This is provided below. Further detail can also be found in the budget narrative document that accompanies the country portfolio budget and in project-related documents.⁷ Paragraphs 22 and 23 below outline a small addition to the budgets for activity 1 (not related to Cox’s Bazar) and activity 7 (emergency preparedness).

Activity 5: Deliver an integrated assistance package in Cox’s Bazar.

129. Unconditional food assistance for all pre- and post-August refugees (907,000 people in total) will continue in 2019. It is not foreseen that vulnerability-based targeting or conditional food assistance can be introduced yet, given the lack of changes in overall conditions. The transition from in-kind assistance to e-vouchers is planned to be complete in mid-2019. WFP also plans to increase the percentage of beneficiaries receiving multi-purpose cash grants. Thus, as of mid-2019, there will be three food assistance modalities: in-kind food distributions, e-vouchers for redemption in WFP shops and cash for food. Beneficiaries will receive one or more of the three.
130. The plan is that by January 2019, 690,000 beneficiaries will receive in-kind rations, while the remaining 217,000 will receive e-vouchers. By the end of the year 2019, 46,000 people will receive general food distribution,⁸ 760,000 e-vouchers, and 101,000 cash for food.⁹ The number of beneficiaries is expected to remain stable in 2019, at 907,000. For planning purposes, a 25 percent overall reduction is assumed for 2020.
131. WFP is also including a planned monthly rapid response stock for unforeseen contingencies to cover 11,500 people¹⁰ per month.
132. Furthermore, from November 2018 to February 2019 WFP will contribute to inter-agency winterization efforts by adding a temporary cash top-up of USD 5 per person per month for 907,000 beneficiaries, regardless of the transfer mechanism. This will allow the purchase of additional food to supply extra calories.
133. The completion of SCOPE registration has allowed WFP to start offering a common multi-wallet platform, and this service is expected to expand to include new partners. In the start-up phase in 2018,

⁶This cash for food value aligns with the transfer value of the e-voucher modality.

⁷ Concept of operations, situation reports, etc.

⁸ The beneficiaries who will stay on in-kind food assistance are located in the Unchiprang, Shamlapur and Chakmarkul camps, which are some distance from the megacamp and where transitioning to shop-based vouchers is not feasible.

⁹ Pending Government approval of this modality. Otherwise, these people will continue under the e-voucher modality.

¹⁰ The rapid response modality allows for flexibility to respond to various unforeseen cases such as new arrivals and special protection cases. Unused monthly rapid response stock will be considered general contingency stock. During the monsoon season, the rapid response planning figure will double from 11,500 to 23,000 people.

all user costs were covered by WFP. Beginning in 2019, WFP will work with partners on a cost-recovery basis.¹¹

134. In the ongoing transition along the humanitarian-development nexus from a life-saving humanitarian to an integrated livelihoods-focused development approach for all vulnerable groups, regardless of status, WFP will scale up its 2019 coverage in nutrition, school feeding, disaster risk reduction, enhanced food security and nutrition (EFSN)¹² and self-reliance in the camps, as well as in five host community *upazilas*¹³ as follows:
- Moderate acute malnutrition prevention and treatment will continue to be scaled up to reach internationally agreed standards by early 2019, covering a monthly caseload of up to 195,000 children under 5 and pregnant and lactating women and girls in both camps and host communities. Coverage will expand within the camps and increase from three to five *upazilas*.
 - In the camps, school feeding coverage in 2019 will include an estimated additional 100,000 children in new learning centres, as and when they open. The estimated number of children increases from 366,000 in January (60 percent in camp learning centres and 40 percent in host communities) to 462,000 in December (70 percent in camps and 30 percent in the five host community *upazilas*).
 - The number of EFSN beneficiaries in the host communities is planned to double over the course of 2019 to reach 60,000 households (300,000 people) by December.
 - Self-reliance activities focusing on gender equality, women's empowerment, livelihood support, cash for training and cash grants have started on a pilot scale in the camps. The 2019 planned figure rise from 2,100 households in January to 15,000 households (69,000 people) by December.
 - Disaster risk reduction cash-for-work activities in both camps and to a smaller extent in the host populations will expand to reach 33,000 households (165,000 people) by December 2019. Activities will contribute to productive asset creation and community projects at the camp sites and may expand to include reforestation and slope stabilization in and around the camps.
135. It must be noted, however, that the level and pace of scale-up will be guided by the broader ongoing dialogue among all stakeholders regarding long-term Government strategies regarding livelihoods and resilience activities in Cox's Bazar. In this dialogue, WFP and its partners continue to advocate increasing refugee mobility and work opportunities. Protection principles of safety, dignity, meaningful access and accountability will inform implementation of all programming
136. Now that more storage space is becoming available in the operational area, WFP is planning to create a one-month reserve of full food rations to cover a range of contingencies, including monsoon damage, a new influx of refugees, pipeline disruptions and other unforeseen events that could affect a large portion of the vulnerable populations in Cox's Bazar.

Activity 12: Coordinate the Logistics sector/cluster and provide efficient common logistics services to support the humanitarian community response.

137. Work under activity 12 will continue in 2019 under the same parameters and budget assumptions as defined in the CSP. This revision provides for a 2019 budget that is similar to the 2018 budget and to a 2020 budget that is 30 percent lower. Any unforeseen operational changes will be reflected in a revised planning scenario or concept of operations and, if needed, through an additional revision.

¹¹ This could be partial recovery of variable, partner-related costs; details will be defined and communicated to new partners

¹² EFSN is a grant-based socio-economic empowerment WFP safety ladder approach developed in Bangladesh.

¹³ An *upazila* is a geographic political area similar to a municipality.

Activity 13: Coordinate the Emergency Telecommunications Sector/Cluster (ETC) and provide efficient services to support the humanitarian community response.

138. Work under activity 13 will continue in 2019 under the same parameters and budget assumptions as defined in the CSP. This revision provides for a 2019 budget that is similar to the 2018 budget and a 2020 budget that is 25 percent lower.

Activity 14: Site Maintenance and Engineering Project. (SMEP)

139. Work under activity 14 will continue in 2019 under the same overall parameters as defined in the CSP. One of three partners (with the Office of the United Nations High Commissioner for Refugees and the International Organization for Migration), WFP focuses on five activities: cut and fill activities to create safe levelled land; slope stabilization; increasing overall available space for shelter and other uses; capacity augmentation for the local government engineering department; and engaging refugees and host communities in cash-for-work opportunities. The 2020 budget reflects an overall 25 percent reduction.
140. The total SMEP budget consists of the combined contributions made by each of the three agencies toward its operational running costs. The financial figures in the SMEP Budget Revision reflect only that portion of the overall SMEP budget to which WFP contributes. Each of the three agencies can, and do, individually seek donor support specifically to fund their SMEP contribution. In the eventuality a donor wants to fund SMEP in its entirety the SMEP steering committee (IOM, UNHCR and WFP) then decides which agency would be the fund recipient.

Activity 1: Technical assistance and advocacy to enhance the food security and nutrition impact of selected safety nets

141. Under this activity, WFP plans to launch a study, together with the International Food Policy Research Institute, that will inform on technical advice relating to the Government's improved maternity and lactating mothers' allowance programme. This study will involve distributing in-kind food baskets and cash to groups of randomly selected women. The original design of activity 1 did not provide for the distribution of food and cash. This revision therefore proposes to add such activities and to increase the budget for activity 1 to cover the distributions, along with the other costs associated with the study.

Activity 7: Deliver food assistance in emergencies.

142. This activity covers any unforeseen acute needs of households affected by disasters anywhere in Bangladesh. Given the many potential shocks in Bangladesh and the increased number of vulnerable people in Cox's Bazar, WFP considers it prudent to increase the budget for this activity by 30 percent. This activity is not part of the Cox's Bazar response but rather a contingency budget for unforeseen emergencies in any part of the country, including Cox's Bazar.
143. For ease of reference, table 1 provides an overview of budget increases due to previous revisions of the CSP.

TABLE 1: BUDGET INCREASES DUE TO PREVIOUS REVISIONS OF THE CSP

Budget line	Original budget	Revision 1	Revision 2	Revision 3	Revision 4
		(6 months)	Change in indirect support costs	(10 months)	Technical revision (for budget simplification)
Total food (mt)	67 250	156 188	156 188	270 058	270 058
	<i>(USD)</i>				
Food transfer value	30 191 614	75 947 952	75 947 952	136 777 790	136 777 790
Food transfer costs	12 919 379	30 422 475	30 422 475	61 731 465	61 604 051
Cash-based transfers and commodity voucher transfer value	54 503 301	106 180 888	106 180 888	142 403 179	142 403 179
Cash-based transfers and commodity voucher transfer cost	9 259 534	15 768 988	15 768 988	28 779 522	28 677 273
Capacity strengthening	43 409 478	45 091 093	45 091 093	49 578 861	48 937 858
Service delivery	-	2 889 595	2 889 595	20 276 503	20 276 503
Implementation costs	22 682 238	26 952 229	26 952 229	34 931 389	35 802 055
Adjusted direct support costs	15 467 176	17 901 563	17 901 563	23 718 547	23 718 547
Indirect support costs	13 190 290	22 480 835	21 288 910	32 797 344	32 797 344
Total cost	201 623 010	343 635 620	342 443 694	530 994 600	530 994 600

Beneficiary analysis

TABLE 2: FOOD AND CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY

Strategic outcome	Activity	Description	Food/CBTs	Current			Increase / Decrease			Revised		
				Girls/Women	Boys/Men	Total	Girls/Women	Boys/Men	Total	Girls/Women	Boys/Men	Total
1	1	Allowance to mothers (child benefit programme)	Both	40 800	13 600	54 400	4 310	3 690	8 000	45 110	17 290	62 400
	4	WFP school feeding	Both	146 900	141 100	288 000	-	-	-	146 900	141 100	288 000
2	5	General food distribution	Both	505 294	433 706	939 000	24 864	21 341	46 205	530 158	455 047	985 205
		WFP school feeding	Food	278 000	267 400	545 400	-	-	-	278 000	267 400	545 400
		Nutrition support	Food	92 960	57 493	150 453	92 960	57 493	150 453	436 327	242 393	678 720
		Livelihood support (host population)	CBT	107 760	92 240	200 000	53 880	46 120	100 000	161 640	138 360	300 000
		Self-reliance (cash-for-training)	CBT			-	37 130	31 870	69 000	37 130	31 870	69 000
		Disaster risk reduction	CBT			-	139 104	119 396	258 500	139 104	119 396	258 500
	6	WFP school feeding	Both	34 000	32 600	66 600	-	-	-	34 000	32 600	66 600
		Nutrition support	Food	8 385	5 016	13 401	-	-	-	8 385	5 016	13 401
		Livelihood support	CBT	3 900	3 600	7 500	-	-	-	3 900	3 600	7 500
	7	Emergency assistance	Both	487 760	450 240	938 000	146 328	135 072	281 400	634 088	585 312	1 219 400
3	8	Evidence creation	CBT	10 400	9 600	20 000	-	-	-	10 400	9 600	20 000
	9	Livelihood support	CBT	36 400	33 600	70 000	-	-	-	36 400	33 600	70 000

		Cash-based transfers	CBT	59 000	59 000	118 000	-	-	-	59 000	59 000	118 000
Total*				1 829 576	1 437 524	3 267 100	322 342	263 716	586 058	2 151 918	1 701 240	3 853 158

* Excluding overlap. Women and girls represent up to 55.8 percent of the targeted beneficiaries for Activity 5.

Transfers

TABLE 3: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY																
	Strategic outcomes 1 and 2			Strategic outcome 2									Strategic outcomes 2 and 3			
	Activity 1	Activities 4, 5 and 6	Activities 4 and 6	Activity 5	Activities 5 and 6	Activities 5 and 6	Activities 5 and 6	Activities 5 and 7	Activity 7	Activity 5	Activity 5	Activity 7	Activities 5, 6, 8 and 9	Activities 5, 6, 8 and 9	Activity 5	
Beneficiary type	Households	School children	School children (hot meal)	School children (once a year)	Pre-school children	PLW	Children under 5	Households	Households	Households (makeshift sites / new influx)	Refugee households in camps/ makeshift sites/new influx ¹	Households	Women (monthly subsistence allowance)	Women (cash grant)	Households (FFA)	Households (FFT)
Cereals	450		90						450	400						
Pulses	60		25						60	120						
Oil	25		12			20			25	38						
Fortified biscuits		75			50			250								
SuperCereal						225										
SuperCereal Plus							200									
Dates				400												
Total kcal/day	2 046	375	516	980	250	1 035	787	1 125	2 046	2 100						

¹ There is a gradual shift from general food distribution to cash-based transfers/e-vouchers at a rate of 100,000 per month starting from July 2018; therefore, 365 days will be reduced depending on the actual rate of shift.

Cash-based transfers (USD/person/day)	0.33		0.13								0.33	0.33	0.09	38	0.62	0.17
No. of feeding days per year	180	240	200	One-off	288	365 ²	365 ³	3	90	365	365	90	365	One-off	150	150

Abbreviations: FFA, food for assets; FFT, food for training; PLW, pregnant and lactating women

² 365 days for blanket supplementation, but 120 days for moderate acute malnutrition treatment supplementation.

³ 365 days for blanket supplementation, but 90 days for moderate acute malnutrition treatment supplementation.

TABLE 4: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE						
	Current budget		Increase		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	197 557	80 700 716	23 970	11 057 355	221 527	91 758 071
Pulses	26 481	18 467 455	9 609	4 248 781	36 090	22 716 236
Oil and fats	9 893	8 024 660	3 548	2 867 122	13 441	10 891 782
Mixed and blended foods	35 151	28 098 511	33 118	29 921 462	68 269	58 019 973
Other	976	1 486 448	68	103 564	1 044	1 590 012
Total (food)	270 058	136 777 790	70 312	48 198 284	340 370	184 976 074
Cash-based transfers		142 403 179	-	215 509 054	-	357 912 233
Total (food and cash-based transfer value)		279 180 969	-	263 707 339		542 888 308

Cost breakdown

144. Through this revision, the country portfolio budget will be increased by USD 438,125,977, from USD 530,994,600 to USD 969,120,577. The main reasons for the changes are explained below.
145. **Strategic outcomes 2 and 5:** Currently, activities 5, 12, 13 and 14 are related to crisis response to assist the refugees from Myanmar. The current budget was approved up to December 2018. It is therefore necessary to increase the budget to extend these activities to 2019 and 2020. The additional budget will cover transfers and implementation, as well as associated costs. The total net budget increase for strategic outcomes 2 and 5 is USD 398,365,297, which is 99.5 percent of the overall budget increase.
146. **Strategic outcome 1:** The cash and food requirement under this strategic outcome is for a research project. The net additional budget is USD1,126,431, which is 0.3 percent of the overall budget increase.
147. **Strategic outcomes 3 and 4:** All other CSP activities have been slightly revised based on the increase in staff costs and the need for some additional new staff for programme implementation.

TABLE 5: COST BREAKDOWN OF THE REVISION ONLY (USD)

	Strategic Result 2/ SDG Target 2.2	Strategic Result 1/ SDG Target 2.1	Strategic Result 4/ SDG Target 2.4	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Root causes	Crisis response	Resilience building	Resilience building	Crisis response	
Transfers	617 758	343 090 177	-76 635	40 198	30 424 330	374 095 829
Implementation	508 673	24 775 724	824 614	0	75 066	26 184 078
Adjusted direct support costs						11 105 987
Subtotal						411 385 894
Indirect support costs (6.5 percent)						26 740 083
Total						438 125 977

TABLE 6: COST BREAKDOWN FOR THE FULL CSP FOLLOWING BUDGET REVISION 5 (2019) (USD)

	Strategic Result 2/ SDG Target 2.2	Strategic Result 1/ SDG Target 2.1	Strategic Result 4/ SDG Target 2.4	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Root causes	Crisis response	Resilience building	Resilience building	Crisis response	
Transfers	39 798 158	681 074 527	28 112 786	13 086 179	50 700 833	812 772 483
Implementation	6 317 645	49 120 938	4 639 319	666 843	1 241 388	61 986 133
Adjusted direct support costs	1 937 260	28 944 822	1 365 330	540 502	2 036 621	34 824 535
Subtotal	48 053 063	759 140 287	34 117 435	14 293 523	53 978 842	909 583 150
Indirect support costs (6.5 percent)	3 198 890	49 607 707	2 268 839	941 625	3 520 365	59 537 427
Total	51 251 954	808 747 994	36 386 273	15 235 148	57 499 208	969 120 577

15. Annex 11: Acronyms

CBT	Cash-based Transfers
CSPE	Country Strategic Plan Evaluation
CO	Country Office
CSP	Country Strategic Plan
EMOP	Emergency Operations
FAO	Food and Agriculture Organization
GEWE	Gender Equality and Women's Empowerment
GDP	Gross Domestic Product
GII	Gender Inequality Index
IRM	Integrated Road Map
ICRC	International Committee of the Red Cross
IDPs	Internally Displaced Person
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MoWCA	Ministry of Women and Children Affairs
NGO	Non-Governmental Organization
OCHA	United Nations Office for Coordination of Humanitarian Affairs
ODA	Official development assistance
OEV	Office of Evaluation
PRRO	Protracted Relief and Recovery Operations
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UNAIDS	United Nations AIDS
UNICEF	United Nation Children's Fund
UNDP	United Nations Development Programme
UNHCR	United Nations Higher Commissioner for Refugees
UNSF	United Nations Strategic Framework
WFP	World Food Programme