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Evaluation of Bangladesh WFP Country Strategic Plan 2016-2019

Volume II: Annexes
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Disclaimer

The opinions expressed are those of the evaluation team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designations employed and the presentation of material in the maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

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Gabrielle Duffy	Evaluation Manager
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Annex 1: Country Strategic Plan Evaluation Summary Terms of Reference

Evaluation

Summary Terms of Reference



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

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

Subject and Focus of the Evaluation

The evaluation will primarily cover the country strategic plan, including 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. 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.

Objectives and Users of the Evaluation

The evaluation will serve the dual objectives of accountability and learning. As such, this evaluation will provide evaluation evidence and learning on WFP's performance for country level strategic decisions, specifically for developing the next CSP Plan; and provide accountability for results to WFP stakeholders.

The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning.

The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders. It presents an opportunity for the Country

Office to benefit from an independent assessment of its operations and to use the evaluation evidence to inform the design of the new Country Strategic Plan. The summary evaluation report will be presented to the Executive Board in November 2020.

Key Evaluation Questions

The evaluation will address the following four key questions:

Question 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths? The evaluation will reflect on the extent to which: the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals; the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; 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; and the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in Bangladesh.

Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Bangladesh? The evaluation will reflect on the extent to which: WFP delivers expected outputs and contributes to the expected CSP strategic outcomes; WFP contributes to the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations); the achievements of the CSP are likely to be sustainable; and the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

Question 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation will reflect on: whether outputs were delivered within the intended timeframe; the appropriateness of coverage, scale-up and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP? The evaluation will reflect on the extent to which: WFP analyzes or uses existing evidence on hunger challenges, food security and nutrition issues in-country to develop the CSP; WFP has been able to mobilize adequate, predictable and flexible resources; the CSP leads to partnerships and collaborations with other actors that positively influenced performance and results; the CSP provides greater flexibility in dynamic operational contexts and how did it affect results; other factors influencing WFP performance and the strategic shift expected by the CSP.

Scope and Methodology

The unit of analysis is the Country Strategic Plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions.

The evaluation will adopt a mixed methods approach; this implies 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.

In line with this approach, data may be collected through a mix of primary and secondary sources using a range of techniques including: desk review, semi-structured or open-ended interviews, closed-answer questionnaires, 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.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a gender-balanced team of independent consultants, with

relevant expertise in the evaluation of humanitarian responses in complex environments, as well as food security, nutrition, gender and protection, emergency preparedness and response and social protection.

Evaluation Manager: The evaluation will be managed by Ms. Gabrielle Duffy, Senior Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. The Director of Evaluation will provide second level quality assurance and approve the final evaluation products.

Stakeholders: WFP stakeholders at country, regional and Headquarters level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

An **Internal Reference Group**, composed of key WFP staff from Country Office, Regional Bureau and Headquarters, plays an advisory role, and will review and provide feedback on evaluation products.

Communications

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during debriefing sessions at the end of the fieldwork.

A country learning workshop will be held to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders to feed into the CSP development process.

Key evaluation products will be in English with tailored communications products in local languages. Arrangements for local translators during fieldwork will be required.

Timing and Key Milestones

Inception phase: October- November 2019

Data collection phase: January 2020

Field Mission Debrief: January 28 2020

Reporting phase: February - May 2020

Learning workshop: April 2020

Executive Board: November 2020

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

Full Terms of Reference are available at <https://www1.wfp.org/independent-evaluation>

For more information please contact the WFP Office of Evaluation at: WFP.evaluation@wfp.org

Annex 2: Stakeholder Analysis

¹During the Inception phase, the evaluation team undertook a stakeholder analysis. The first table presented here is an updated version of this, indicating the stakeholders, their interest in the evaluation and how they participated. The following table presents a full list of stakeholders consulted.

Stakeholders	Interest in the evaluation	Participation in the evaluation	Key stakeholders (positions/organizations only) from stakeholder groups engaged during evaluation	Final number ¹
Internal (WFP) stakeholders				
Country office	<p>Primary stakeholder and responsible for country-level planning and implementation of the current CSP</p> <p>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 all have an interest in lessons relevant to their mandates. Use recommendations for the design or update WFP strategies and policies</p>	<p>Country office staff were involved in planning, briefing, and feedback sessions, as key informants during the main mission, participated in the debriefing at the end of the evaluation mission and had an opportunity to review and comment on the draft evaluation report, and management response to the CSPE</p> <p>Technical unit staff were informants 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</p>	<ul style="list-style-type: none"> ▪ Country Director ▪ Deputy Country Directors ▪ Activity/Programme Heads ▪ Unit Heads and Officers ▪ Programme Officers, Associates, and Consultants ▪ Policy Advisors ▪ Cluster Coordinators 	45

¹ Final number indicates informants, not organizations or ministries/departments.

Stakeholders	Interest in the evaluation	Participation in the evaluation	Key stakeholders (positions/organizations only) from stakeholder groups engaged during evaluation	Final number ¹
Cox's Bazar office	Responsible for planning and implementation of activities in Cox's Bazar	Key informants interviewed in the main mission. They also had an opportunity to review and comment on the draft evaluation report	<ul style="list-style-type: none"> ▪ Emergency Coordinator (Head of Office) ▪ Deputy Emergency Coordinator ▪ Programme Heads and Officers ▪ Unit Heads and Officers ▪ Technical/Cross-cutting Officers and Consultants ▪ Engineers 	38
Other sub-offices	Responsible for implementation of activities in regions	Key informants interviewed in the main mission. Sub-offices also arranged evaluation team meeting with partners from government and non-government entities in the locality/region	<ul style="list-style-type: none"> ▪ Sub-Office Heads ▪ Programme Officers and Associates ▪ Field Assistants 	11
WFP regional bureau and headquarters (HQ)	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	Key informants during the inception and main mission, provided comments on the evaluation report and participated in the debriefing at the end of the evaluation mission. They had the opportunity to comment on SER and management responses to the CSPE	<ul style="list-style-type: none"> ▪ Regional Director ▪ Regional Advisers and Officers ▪ Finance Officers 	15
WFP Executive Board (EB)	Accountability role, but also an interest in potential wider lessons from the evolving contexts in Bangladesh and about WFP roles, strategy and performance	Presentation of the evaluation results at the February 2021 session to inform Board members about the performance and results of WFP activities in Bangladesh	N/A	0
External stakeholders				

Stakeholders	Interest in the evaluation	Participation in the evaluation	Key stakeholders (positions/organizations only) from stakeholder groups engaged during evaluation	Final number ¹
Academia	A large number of academic organizations and individuals are engaged by WFP and other United Nations agencies in Bangladesh and globally. Interest in learning from national programming	Key informants during fieldwork	<ul style="list-style-type: none"> ▪ Bangladesh Institute of Development Studies (BIDS) ▪ Centre for Peace and Justice, BRAC University ▪ Freelance researchers ▪ International Food Policy Research Institute (IFPRI) 	6
Beneficiary groups: Recipients of WFP assistances (food, skill development, cash, other supports) – refugees and host communities	As the ultimate recipients of WFP food and non-food assistances, these affected populations have a stake in ultimately determining whether the assistances have been relevant, appropriate, and effective	Consulted through community engagement tool (see Annex 3.2)	<ul style="list-style-type: none"> ▪ Refugees (men and boys, women and girls) ▪ Host population (men and boys, women and girls) ▪ Refugee volunteers 	688
		During field visits to the sub-offices outside Dhaka, a small number of beneficiary groups were visited and engaged with, though were not subject to systematic data collection efforts	<ul style="list-style-type: none"> ▪ Forecast-based financing beneficiaries ▪ MCBP beneficiaries ▪ <i>Nobo Jatra</i> beneficiaries ▪ School feeding beneficiaries ▪ VGD beneficiaries 	130+ ²
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP work is effective in alleviating food insecurity of the most vulnerable	Key informants during fieldwork were engaged in stakeholder workshops during final stages of report writing	Country Director/Head/Representatives in Bangladesh: <ul style="list-style-type: none"> ▪ Australia's Department for Foreign Affairs and Trade (DFAT)/Australian High Commission ▪ European Union ▪ European Union European Civil Protection and Humanitarian Aid Operations (ECHO) ▪ Korea International Cooperation Agency (KOICA) 	14

² Lack of precision in final number because beneficiary engagement during sub-offices visits were often impromptu and with an indeterminable number of beneficiaries. At least 130 people were recorded as having been engaged through focus groups, visits, demonstrations, etc. but as described in the table, these were not subject to systematic data collection efforts.

Stakeholders	Interest in the evaluation	Participation in the evaluation	Key stakeholders (positions/organizations only) from stakeholder groups engaged during evaluation	Final number ¹
			<ul style="list-style-type: none"> ▪ United Kingdom's Department for International Development (DFID) ▪ United States Agency for International Development (USAID) 	
Government Ministries, Departments and subnational bodies	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 coordination of humanitarian and development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries	<p>Key informants during the inception phase to inform the evaluation design and during the data-collection phase.</p> <p>Representatives from Ministry and Agencies will also be involved in feedback sessions and the country office will keep Government informed of the evaluation progress and results</p>	<p>Officials from ministry and agencies within the ministry from the following:</p> <ul style="list-style-type: none"> ▪ Bangladesh Bureau of Statistics ▪ Cabinet Division ▪ Department of Food ▪ Department of Livestock ▪ Department of Primary Education ▪ Department of Women's Affairs (DWA) ▪ Economic Relations Division ▪ General Economics Division ▪ Ministry of Disaster Management and Relief (MoDMR) ▪ Ministry of Food (MoF) ▪ Ministry of Primary and Mass Education ▪ Ministry of Women and Children (MoWCA) ▪ RRRC ▪ Union/Upazila officials (Union Nirbahi officers, chairmen, council members) 	36
Non-governmental organizations (NGOs) (national and international)	A wide range of NGOs and private partners collaborated with WFP through assisting with technical support, or engagement in coordination for the implementation of targeted CSP activities. These actors have an interest in the evaluation in determining the effectiveness of WFP collaborations and activities and their appropriateness to the national context	Key informants during the inception phase on the evaluation design and during the data-collection phase on partnerships and performance of WFP. The country office kept partners informed of the evaluation progress and results	<p>Representatives from:</p> <ul style="list-style-type: none"> ▪ Action Aid ▪ Alive & Thrive ▪ Ashika ▪ Action Contre le Faim ▪ Bangladesh Rural Advancement Committee (BRAC) ▪ Concern Worldwide ▪ EKATA Mohila Samiti ▪ Good Neighbors Bangladesh (GNB) ▪ Gram Unnayan Sangathan (GRAUS) ▪ International Committee of the Red Cross (ICRC) 	61

Stakeholders	Interest in the evaluation	Participation in the evaluation	Key stakeholders (positions/organizations only) from stakeholder groups engaged during evaluation	Final number ¹
	<p>WFP has a wide range of partnerships within the CSP with international organizations to support the provision of supports to beneficiaries and Government. These partners have a stake in this evaluation in terms of future partnerships, assessing the results of current partnerships, and future strategic orientation and coordination with WFP</p>		<ul style="list-style-type: none"> ▪ Nabolok ▪ National Development Programme (NDP) ▪ Relief International ▪ Resource Integration Centre (RIC) ▪ Rural Reconstruction Foundation (RRF) ▪ Save the Children ▪ Society for Health Extension and Development (SHED) ▪ World Vision 	
<p>Other United Nations agencies (including clusters/working groups/sectors)</p>	<p>United Nations 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 United Nations coordination. United Nations 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 protection, food security, etc. WFP is also active in the United Nations Country Team and the Humanitarian Country Team, and specifically in the food Ssecurity and logistics clusters. WFP collaborates technically with some other agencies, notably FAO, UNICEF, UNHCR, OCHA</p>	<p>Key informants on emergency response, food security, nutrition, school feeding and national capacity development. The country office will keep United Nations partners, other international organizations informed of the evaluation's progress.</p>	<p>Representatives/resident coordinators and heads of office/technical leads in partner organizations in Bangladesh:</p> <ul style="list-style-type: none"> ▪ UNHCR ▪ UNICEF ▪ UNFPA ▪ FAO ▪ International Organization for Migration (IOM) ▪ UN Women 	<p>31</p>

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
WFP Bangladesh country office				
WFP	Former Country Director	Christa Raeder	X	
WFP	Former Deputy Country Director	Dipayan Bhattacharya	X	X
WFP	Former Deputy Head, External Relations and Communications	David J Petersen	X	X
WFP	Consultant: Privacy Impact Assessment (PIA) for WFP Cox's Bazar (CXB) Operations	Ria Sawhney	X	
WFP	Country Director (CD)	Richard Regan	X	X
WFP	Deputy Country Director – Programmes	Piet Vochten	X	X
WFP	Deputy Country Director – Operations	Alpha Bah	X	X
WFP	Food Security Cluster Coordinator	Dr. Guy Onambele		X
WFP	Head of Social Safety Net Programmes and Policies	Rezaul Karim	X	X
WFP	Head of Field Operations	Hafiza Khan	X	X
WFP	International Programmes Policy Adviser	Joyti Hingra	X	X
WFP	Head of Nutrition Unit	Monique Beun	X	X
WFP	Head of Supply Chain & Emergency Response & Preparedness	Syed S Arefin	X	X
WFP	Head of Monitoring & Evaluation (M&E)	Ezaz Nabi	X	X
WFP	Vulnerability Analysis and Mapping (VAM) Officer	Din Ara Wahid		X
WFP	Head External Affairs & Communications	Jane Rose Alvers		X
WFP	Head of Unit Resource Management	Nafi Zaman		X
WFP	Microinsurance and Livelihoods Analyst	Norul Amin	X	X
WFP	Rice Fortification Programme Policy Adviser	M. Mahbobor Rahman	X	X
WFP	Nutrition Programme Officer	Tonima Sharmin	X	
WFP	Programme Officer (VGD reform)	Masring Newaz	X	X
WFP	Programme Officer (Resilience Innovation)	Niges Dil Nabas	X	X
WFP	National Coordinator - Nobo Jatra	Anwarul Kabir	X	X
WFP	Programme Policy Officer, School Feeding	Katelyn Runyan-Gless	X	X
WFP	Activity Manager, School Feeding	Farzana Akter	X	X
WFP	Programme Policy Officer, School Feeding	Abdullah Al Hamun	X	X
WFP	Programme Policy Officer, School Feeding	Sneha Lata	X	X
WFP	National Logistics Cluster Officer (Humanitarian Cluster)	Malik Kabir	X	X
WFP	Programme Policy Officer (Field Operations)	Iqbal Hossain	X	X
WFP	Programme Policy Officer (Capacity Support)	Abdus Sobhan	X	X
WFP	Programme Policy Officer (Capacity Strengthening, VGD)	Mamunur Rashid		X
WFP	Programme Policy Officer, Emergency Response and Preparedness	Mustafa A Hossain	X	
WFP	Programme Policy Officer	Tuba Khan		X

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
WFP	Logistics Officer	Aktharul Islam		X
WFP	Budget & Programming Officer	Nafiuzzaman Bhuiyan		X
WFP	Senior M&E Associate	Mashiur Rahman	X	
WFP	M&E Process Monitoring Officer	Wzior Rahaman		X
WFP	Officer M&E Unit, Junior Professional Officer (JPO)	Antonia Battista	X	X
WFP	Gender, Protection, Accountability and Disability Inclusion Officer	Sharmin Afroz	X	X
WFP	HR Officer, Recruitment and Payroll	Bulbul Ahmed		X
WFP	Programme Associate, M&E	Asif Istiak		X
WFP	Programme Associate, School Feeding Capacity Strengthening	Shazadul Islam		X
WFP	Consultant, Government to People (G2P)	Kavim Bhatnagar		X
WFP	Consultant Rice Fortification/Food Friendly Programme (FFP)	Ataur Rahman		X
WFP	Coordinator Emergency Telecommunications Sector (ETS)	Habib Shashti		X
WFP Bangladesh Cox's Bazar office				
WFP	Emergency Coordinator (Head of Office, Cox's Bazar)	Peter Guest	X	X
WFP	Head of Programme	Kojiro Nakai	X	X
WFP	Head Finance	Yoseph Solito	X	
WFP	Head Vulnerability Analysis and Mapping Cox's Bazar	Geophrey Sikei	X	X
WFP	Deputy Head of Programme	Sudip Joshi	X	
WFP	Deputy Emergency Coordinator	Zeff Kapoor	X	X
WFP	Former Logistics Sector Coordinator	Otavio Costa		X
WFP	Food Security Sector Coordinator	Martina Iannizzotto		X
WFP	Consultant, Privacy Impact Assessment (PIA)	Ria Sawhney	X	
WFP	Former Disability Inclusion Advisor	Tarryn Brown		X
WFP	Protection Officer	John Adakai	X	X
WFP	Programme Officer (Field-Level Agreement (FLA) Management)	George Botha	X	
WFP	Head of Ukhiya Field Operations	Daniel C. Mendies	X	
WFP	Head of Teknaf Field Operations	Kira K. Paul	X	
WFP	Programme Officer General Food Assistance (GFA)	Edward Mazarine	X	
WFP	Multi-Wallet Officer	Jessica Kim	X	X
WFP	Programme Officer (General Food Distribution (GFD - in-kind)	SK Rakibul Alam	X	X
WFP	Programme Officer (E-Voucher)	Zahidur Rahman	X	
WFP	Programme Officer (Transition)	Suzanne Wargo	X	
WFP	Programme Policy Officer (Knowledge & Information Management)	Adrienne Uselman	X	X
WFP	Programme Officer Disaster Risk Reduction (DRR)	Tanveer Bhangar	X	X
WFP	Programme Officer (Nutrition)	Tracy Dube	X	
WFP	Programme Officer (Livelihood)	Aline Dormesson	X	X

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
WFP	Programme Officer (School Feeding)	George Karmaker	X	
WFP	Emergency Nutrition Consultant	Ireene Maruka	X	
WFP	Programme Policy Officer (Livelihood)	Sheila Makindara	X	
WFP	Partnership Officer (Livelihood)	Louis Tran Van Lieu		X
WFP	Programme Officer (Nutrition) (Refugee Camp)	Mohammad Ashikullah	X	X
WFP	Emergency & Preparedness Officer	Phillipine d'Alverny		X
WFP	SCOPE Project Manager	Josiah Kizza	X	
WFP	SCOPE Officer	Gloria Kiriri		X
WFP	Business and Data Analyst	Mohammad Dabdab	X	
WFP	Head of Supply Chain	Mohammad A Musa	X	
WFP	Budget and Programming Officer	Bahodur Khodjaev	X	X
WFP	Hub Manager (Madhu Chara)	Elie Toulouse	X	
WFP	Logistics Sector Storage Service Manager	Ashim Shrestha	X	
WFP	Information Management Officer	Priya Pradhanang	X	
WFP	Information Management Officer, Food Security Sector/IMAP	Louis Parker		X
WFP	Information Management Officer, Logistics Sector	Priya Pradhanang		X
WFP	Logistics Officer (Fund Management)	Prakash Shakya	X	X
WFP	Logistics Sector Coordinator	Cameron Kiss		X
WFP	Retail Officer	Ahmed Tariq	X	X
WFP	Procurement Officer	Kanwal Abbas Kazmi	X	
WFP	Procurement Officer	ANM Kaiser		X
WFP	Procurement Officer	Mark Rutayisire		X
WFP	Communications Officer	Gemma Snowden		X
WFP	Log Officer (Operations)	Muntashir Hossain	X	
WFP	Log Officer (Logistics Execution Support Team(LESS)/Commodity)	Aziza Mohammad	X	X
WFP	Gender Officer	Rimu Bayadya	X	X
WFP	Lead Engineer Site Management Engineering Programme (SMEP)	Markus Sprenger	X	
WFP	Engineer SMEP	Consolacion Castro		X
WFP	Engineer SMEP	Rohit Pokharel		X
WFP	Human Resources (HR) Officer	Caroline Nafula Batanda		X
WFP	HR Business Support Assistant	Shanta Dey		X
WFP	VAM Consultant	Marie Enlund		X
WFP	GIS Officer & Information Management Focal Point (Logistics)	Sahand Tahir		X
Other sub-offices in Bangladesh				
WFP	Head, WFP Khulna Sub-Office	Mahfuz Alam	X	X
WFP	Programme Associate – Capacity Strengthening	Jesmin Nahar		X

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
WFP	Programme Associate – Capacity Strengthening	Tasnim Tabassum		X
WFP	Programme Associate	Md. Mahfuzul Huq		X
WFP	Programme Policy Officer	Pronob Kumar Dey		X
WFP	Head, WFP Rangpur Sub-Office	Bithika Biswas	X	X
WFP	Finance & Admin Associate	Golam Soroar Joarder		X
WFP	Programme Associate	Momataz Begum		X
WFP	Head, WFP Rangamati Sub-Office	Elora Chakma	X	X
WFP	Operational Support Officer (Logistics)	Ashim Shrestha		X
WFP	Field Monitoring Assistant	Khing Khing Pru		X
WFP regional bureau				
WFP	Former Regional Director	David Katsruud	X	X
WFP	Regional Director	John Aylieff	X	X
WFP	Former Deputy Head of External Relations and Communications (now with RBB)	David Petersen		X
WFP	Head of Programmes (Senior Government Partnership Officer)	Kimberley Demi	X	X
WFP	Consultant, Protection	Fausto DeSantos	X	
WFP	Regional Gender Adviser	Felicity Chard	X	
WFP	Senior Government Partnership Officer	Janne Suvanto	X	X
WFP	Senior Regional Strategic Human Resources Officer	Sunjata Tyagi		X
WFP	Regional Communication Officer	Kun Li	X	X
WFP	Regional Emergencies Officer	Jeppe Anderson	X	X
WFP	Senior Nutritionist	Britta Schumacher	X	
WFP	Regional Monitoring and Evaluation Officer	Luna Kim	X	X
WFP	Regional VAM Officer	Yingci Sun	X	X
WFP	Resource Management Officer	Anohanee		X
WFP	Finance Officer	Kohmei Yamawaki		X
WFP	Regional Protection, Accountability to Affected populations (AAP) and Inclusion Advisor	Fausto Araya de Santis		X
WFP	Former Programme Manager (Cash)	Ralpa Ofuyo		X
WFP headquarters				
WFP	Director of Evaluation	Andrea Cook	X	X
WFP	Previous Deputy Country Director Bangladesh (August 2017–July 2019)	Dipayan Bhattacharya	X	X
WFP	Head of Business Management, IT Beneficiary Service	Sarah Pedersen	X	X
WFP	Supply Chain Department, Field Support Unit	Gaston Sebujojori	X	X
WFP	Supply Chain Department, Field Support Unit	Lucy Styles	X	X
WFP	Deputy Chief Engineer	Padraig McCarron	X	X

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
WFP	Programme Officer, Programme, Humanitarian, and Development Division	Johannes Braun	X	X
WFP	Programme Officer Conflict-Sensitive Programming (Programme, Development, and Humanitarian)	Silvia Biondi	X	X
WFP	Programme Officer/Capacity Development Flood Response Bangladesh, Climate and Disaster Risk Reduction Programme)	Jess Mason	X	X
WFP	Senior Government Partnership Officer, Government Partnership Unit	Pasqualina Disirio	X	X
WFP	Deputy Director of Emergencies, Office of Evaluation	Sheila Grudrem	X	X
WFP	Cash-Based Transfer (CBT)/Voucher Officer, PDP	Ryan Beech	X	X
WFP	Gender Officer	Veronice Sanit-Luce	X	X
Government Ministries and departments				
Cabinet Division	Additional Secretary (Coordination)	Dr. Shahnaz Arefin	X	X
MoWCA	Additional Secretary (Development)	Md. Aynul Kabir	X	X
MoWCA	Project Director Investment Component (IC)-VGD, Additional Secretary (P&D)	Sheikh Rafikul Islam	X	
MoWCA	Deputy Director, IC-VGD, Deputy Chief (Planning)	S. M. Shakil Akhter	X	X
MoHFW	Additional Secretary (PH&WH)	Rina Parveen	X	
MoHFW	Deputy Chief	Md Mujibur Rahman	X	
MoHFW	Line Director, NNS	Dr. SM Mustafizur Rahman	X	
MoHFW	Director General, BNNC	Dr. Md. Shah Newaz	X	
INFS	Professor and Director	Dr. Sk. Nazrul Islam	X	
Ministry of Food	Additional Secretary (Procurement & Supply)	Md. Omar Faruque	X	X
MoWCA	Joint Secretary (PLAU)	Md Iqbal Hussain	X	
Ministry of Food	Deputy Secretary	Md. Kawser Ahmed	X	
DG-Food	Director, Supply, Distribution and Marketing	Md. Amzad Hossain	X	X
FPMU	Associate Research Director	Mostofa Faruque Al Banna	X	
BFSA	Member	Prof. Dr. Md. Iqbal Rouf Mamun	X	
IPHN	Head of Laboratory, NFSL	Prof Shahnila Ferdousi	X	
BSTI	Director (Chemical)	Pankaj Kumar Kundu	X	
BSTI	Deputy Director (Agriculture & Food)	Golam Mohammad Sarwar	X	
Ministry of Primary and Mass Education	Additional Secretary (Development)	Ratan Chandra Pandit	X	X
Ministry of Primary and Mass Education	Joint Secretary (Development)	Md. Ruhul Amin	X	X
Ministry of Primary and Mass Education	Assistant Secretary, Planning	Md. Alarddin Bhuijan Jonee		X
Ministry of Primary and Mass Education	Deputy Chief, Planning	Md. Firoz Uddin		X

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
Ministry of Primary and Mass Education	Desk Officer of School Feeding Project	Md. Nururmabi		X
DPME	Director General	Dr. AFM Manzur Kadir	X	
DPME	Project Director (Joint Secretary), School Feeding Programme in Poverty Prone Areas	MD. Ruhul Amin Khan	X	X
DPME	Deputy Project Director	Muhammad Sohel Hasan	X	X
DME	Director General	Shafiuddin Ahmad	X	
MoA	Senior Assistant Chief, Planning	Md. Saimur Rashid Khan	X	
DAE	Additional Director	AKM Monirul Alam	X	
RRRC	Refugee Relief and Repatriation Commissioner (RRRC)	Md. Mahbub Alam Talukder	X	X
RRRC	Additional Refugee Relief and Repatriation Commissioner	Mohammad Mizanur Rahman	X	X
RRRC	Deputy Secretary, Camp in Charge – 5, 8W, 17	Abu Saleh Mohammad Obaidullah	X	
MoDMR	Senior Secretary	Md. Shah Kamal	X	
MoDMR	Additional Secretary (Relief)	Md. Akram Hossain	X	
MoDMR	Additional Secretary (Planning & Development)	Md. Faizur Rahman	X	
MoDMR	Additional Secretary (Disaster Management Programme – 1)	Md. Mohsin	X	X
MoDMR	Additional Secretary (Disaster Management Programme – 2)	Md. Moyazzem Hossain	X	
MoDMR	Joint Secretary (Head, Refugee Cell)	Shah Rezwan Hayat	X	
MoDMR	Deputy Secretary	Syed Md Nurul Basir		X
Department of Disaster Management (DDM)	Director General	Md. Shahadat Hossain	X	
DDM	Director Food for Work (FFW)	Md. Abu Bakar Siddique	X	
DDM	Director (Relief)	Md. Iftekharul Islam	X	
DDM	Deputy Director (Planning)	Md. Muhammad Harunur Rashid	X	
Ministry of Chittagong Hill Tracts Affairs (MoCHTA)	Secretary	Md. Mesbahul Islam	X	
MoCHTA	Additional Secretary (Parishad)	Salma Akhter Jahan	X	
MoCHTA	Additional Secretary (Development)	Sudatta Chakma	X	
Chittagong Hill Tracts Development Board	Chair	Naba Bikram Kishore Tripura	X	
Rangamati Hill District Council	Chair	Birsha Ketu Chakma	X	
LGED	Project Director, PROVATI	Md Anisul Wahab Khan	X	

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
Department of Women's Affairs	Assistant Director, VGD	Al-Amin Bhugan		X
Department of Women's Affairs	Project Director, Lactating Women	Gamal Uddin Bhulyan		X
Department of Women's Affairs	Project Director, Women's Allowance	Rubina Ghani		x
Department of Women's Affairs	Deputy Director, VGD	Sharmin Shahin		X
Directorate of Primary Education	Deputy Project Director, School Meals	Sohel Hassan		X
Economic Relations Division	Additional Secretary, Ministry of Finance, Government of Bangladesh (GoB)	Dr. Nahid Rashid		X
Economic Relations Division	Joint Chief & National Project Director (Social Security Policy Support Programme) , Planning Commission, GoB	Faizul Islam		X
Bangladesh Bureau of Statistics	Deputy Director	Md. Alamgir Hossen		X
Subnational government				
Directorate General of Health Services	Upazila Health and Family Planning Officer	Dr. Md. Asif Feros		X
Department of Food	Upazila Food Controller	Abdul Salam Miah		X
Department of Livestock	Upazila Livestock Officer	Shahab Uddin		X
Department of Primary Education	Upazila Education Officer	Tapan Kumar Chowdhury		X
Department of Women's Affairs	Upazila Women Affairs Officer	Mousumi Akhter		X
GoB	Upazila Nirbahi Officer	Nikaruzzaman Choudhury		x
Batiaghata Upazila	Upazila Education Officer	Md. Hanibur Ranman		X
Hill District Council	Counsellor	Kanchan		X
Chitalmari Government	Union Nirbahi Officer	Md. Maruful Alam		X
United Nations agencies and multilateral development agencies				
FAO	Senior Nutritionist	Lalita Bhattacharjee	X	
FAO	Nutrition Specialist	Dr. Richemont Seki	X	
FAO	Programme Specialist	Botagoz Nartayeva	X	
FAO	Deputy Country Representative	Nur Ahamed Khondaker		X
FAO	Sr. Resilience Programme Manager	Peter Agnew		X

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
UNICEF	Deputy Representative	Sheema Sen Gupta	X	
UNICEF	Chief, Nutrition	Piyali Mustaphi	X	x
UNICEF	Chief, Cox's Bazar Field Office	Jean Metenier		X
UNICEF	Nutrition Officer (Urban)	Monira Parveen		x
WHO	National Professional Officer – Nutrition	Faria Shabnam	X	
UNHCR	Assistant Public Health Officer, UNHCR, Strategic Outcome, Cox's Bazar	M.M. Taimur Hasan	X	
UNHCR	CBP Officer	Adam Nord		X
UNHCR	Senior Operations Manager	Hinako Taki		X
UNHCR	Head of Operations, UNHCR	Marin Din Kajdomcaj		X
UNHCR	Protection Officer / GiHA Co-Chair	Priscilla Tamale		x
UNDP	Humanitarian Affairs Specialist, Office of the United Nations Resident Coordinator	Kazi Shahidur Rahman	X	
UN Women	Country Representative	Shoko Ishikawa	X	
UN Women	Head of Cox's Bazaar Sub-Office	Flora Macula	X	X
UN Women	Gender and Humanitarian Action Programme Specialist	Marie Sophie Petterson		X
UN Women	Gender Programme Analyst; Programme Officer Gender Focal point in Food Security Sector	Nadira Islam		X
UN Women	Programme Officer	Sultana Nasrim		X
UN Women	Livelihoods and Resilience Officer	Sunee Singh		x
UNFPA	Programme Officer, Adolescent and Youth Unit	Aramide Odutayo		X
UNFPA	National Consultant, Adolescent and Youth Unit	Md Ashrafur Rahman		X
UNFPA	Deputy Country Director, Chair, PMT United Nations Sustainable Development Cooperation Framework (UNSCAF)	Eiko Narita		X
UNFPA	GBViE Programme Specialist	Fathema Sultana		X
UNFPA	GBViE Programme Specialist	Marissa Denault		X
UNFPA	GBV Sub-Sector Coordinator	Mwanjuma Msanji		X
UNFPA	Information Management Analyst (SRH team)	Nafiul Azim		X
UNFPA	RH Commodities Specialist	Rifat Sayeed		X
UNFPA	Maternal Mortality Surveillance Coordinator	Shyamalan Chowdhury		x
IOM	Head of Humanitarian Assistance and Operations	Clementine Favier		X
IOM	Site Manager	Lama el Batal		X
ISCG	PSEA Coordinator	Elisa Cappelletti		X
ISCG	Gender Hub Head	Tess Dico-Young		X
ISCG	Energy and Environment Technical Working Group Coordinator	Todd Wofchuck		X
United Nations	United Nations Resident Coordinator	Mia Seppo		X

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
Donors				
DFAT	Humanitarian Advisor	Amy Sheridan		X
DFID	Livelihoods and Nutrition Adviser	Dr. Simone Field	X	
DFID	Humanitarian Advisor	Paul O'Hagan		X
EU	First Secretary, Food & Nutrition Security and Sustainable Development	Manfred Fernholz	X	
EU	Technical Assistant	Marco Menestrina		X
EU -ECHO	Head of Office	Daniela D'Urso		X
EU -ECHO	Programme Assistant	K.M Mokit Billah		X
EU -ECHO	Risk, Resilience & Anticipation Thematic Expert	Sylvie Montembault		X
USAID	Nutrition Adviser	Cait Unites	X	
USAID	Senior Project Management Specialist	Sukumar Sarker	X	
USAID	Education Team Leader	Kate Maloney	X	
USAID	Team Leader Humanitarian Assistance Cell	Marsha Mishel	X	X
USAID	Project Management Coordinator, Office of Food for Peace	Farah Naz Lucky		X
USAID	Regional Policy Advisor	Naomi Wachs		X
USAID	Analyst, Office of Food, Disaster and Humanitarian Assistance	Rachel Gallagher		X
USAID	Senior Advisor, Office of Food, Disaster, and Humanitarian Assistance	Shahnaz Zakaria		X
USAID	Director Office of Food, Disaster and Humanitarian Assistance	Tom Pope		X
USDA	Agricultural Attaché	Mark Myers	X	
World Bank	Senior Social Protection Economist	Aneeka Rahman	X	
World Bank	Senior Health Specialist	Bushra Binte Alam	X	
IFAD	Country Director	Omer Zafar	X	
KOICA	Deputy Country Director	Ahreum Go	X	X
KOICA	Programme Head, Education and Innovation Sector	Minseo Ju		X
International organizations (non-United Nations)				
Action Against Hunger (ACF)	Deputy Country Director	Vikas Goyal	X	
ACF	Grants Coordinator	Faisal Islam		X
ACF	Divisional Director, Chittagong	Mahadi Mohammed		X
ACF	Head, DRR and Food Security	Mohammed Abdul Malik		X
ACF	Senior Finance Manager	Tapash Barua		X
Action Aid	Country Director	Farah Kabir	X	
Action Aid	Programme Officer, Right to Just and Democratic Governance	Mostahid Zami		X
Alive & Thrive	Country Manager	Zeba Mahmud	X	X
Alive & Thrive	Senior Technical Advisor	Deborah Ash		X
BRAC	Director, Health Nutrition & Population	Morsheda Chowdhury	X	

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
CARE Bangladesh	Director of Health Unit	Dr. Ahsanul Islam	X	
Christian Aid	Head of Programme	Dominic Brain	X	
Concern Worldwide	Country Director	A.K.M Musha	X	
Concern Worldwide	Emergency Director	Tara Vernon	X	
Concern Worldwide	IYCF Manager	Alimul Islam		X
Concern Worldwide	IYCF Advisor	Rebecca Isabel Oketcho		X
GAIN	Country Manager	Dr. Rudaba Khondker	X	
GAIN	SBN Coordinator	Syed Muntasir Ridwan	X	
German Red Cross	FbF Project Delegate	Damodar kanel	X	
Icddr,b	Chief Scientific Officer	Dr. Tahmeed Ahmed	X	
ICRC	Economy Security Delegate	Berthe Diomande		X
ICRC	Head of Office	Sabrina Denuncq		X
IFPRI	Country Representative, Bangladesh	Dr. Akhter Ahmed	X	X
IFPRI	Associate Research Fellow	M. Mehrab Bakhtiar		X
Muslim Aid	Country Director	Mainuddin Ahmed	X	
Nutrition International	Country Director	Saiqa Siraj	X	
Nutrition International	National Programme Officer – Fortification	Dr. Ashek Mahfuz	X	
Oxfam	Economic Justice Resilience Programme Manager	Md. Khalid Hossain	X	
Relief International	Head of Office	Alejandro Cuyar	X	X
Save the Children	Country Director	Mark Pierce	X	
Save the Children	Director, Health Nutrition & HIV/AIDS	Dr. Shamim Jahan	X	
Save the Children	Senior Programme Adviser Health and Nutrition	Dr. Golam Mothabbir	X	
Save the Children	Team Lead	David Skinner		X
Save the Children	Deputy Team Leader, Operations	Maheen Chowdhury	x	X
Save the Children	Deputy Team Leader, Programme Development and Quality Control	Jessica Durant	x	
SUN	Chief Adviser	Dr. Sultana Khanum	X	
Terre des Hommes (TdH)	Country Director	Audrey Bernot	X	
World Concern Med Air	Country Director	Prodip Dowa	X	
World Vision	Country Director	Fred Whitteveen	X	
World Vision	Director Strategic Programme Support and Advisory Services	Chandan Z Gomez	X	
World Vision	National Food Security and Agriculture Coordinator	Dr. Makhan L Dutta	X	
World Vision	Grants Acquisition and Management Manager	Jacquelyn Wanja		X
World Vision	Nutrition Coordinator	Mohamed Fahimuzzaman		X
World Vision	Cash Food Security and Livelihoods Lead	Ryan Dominic Belasso		X

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
Non-government and civil society organizations				
ASHIKA	Executive Director	Biplob Chakma		X
ASHIKA	Deputy Executive Director	Coxy Talukder		X
BBF	Chair	Dr. SK Roy	X	
BIDS	Research Director	Binayak Sen		X
Caritas	Executive Director	Mr. Francis Atul Sarkar	X	
CNRS	Executive Director	Md. Mukhlesur Rahman	X	
CODEC	Executive Director	Khurshed Alam	X	
EKATA	Executive Director	Anowara Begum	X	X
ESDO	Executive Director	Dr. Mr. Shahid Uz Zaman	X	
FIVDB	Executive Director	Zahid Hossain	X	
GNB	Country Director	M Mainuddin Mainul	X	
GNB	Field Coordinator	Dipok Kumar Das		X
GNB	Field Facilitator	Gobindha Sharma		X
GNB	Field Facilitator	Mukut Francis Halder		X
GNB	Field Facilitator	Protima Rani		X
GRAUS	Executive Director	Chaing Seing Moung	X	X
GRAUS	Field Officer	Dipu Tanchangya		X
GRAUS	Accounts Officer	Salina Akter		X
GRAUS	Project Coordinator	Tulu Marma		X
GRAUS	SHG	Enhancing Food Security and Nutrition (EFSN) group		X
GUK	Executive Director	Abdus Salam	X	
Jago Nari Unnayan Sangstha	Executive Director	Seuly Sharma	x	
MMS	Executive Director	Md. Habibullah Bahar	X	
Nabolok	Executive Director	Kazi Razeeb Iqbal	X	X
Nabolok	Assistant Director, M&E	Fahmida Sultana		X
Nabolok	Executive Director	Kazi Rajeeb Iqbal		X
Nabolok	UDRRO (Nobo Jatra Project)	Md. Belal Hossain		X
Nabolok	Project Coordinator, Nobo Jatra Project	Md. Iqbal Hossain		X
Nabolok	Accounts and Administration Officer	Md. Shahenul Islan		X
Nabolok	Training Officer - DRR Network	Md. Zinnat Ali		X
Nabolok	Training and Reporting Expert	Sk. Salim Akter		X
Nabolok	Monitoring and Reporting Expert, Nobo Jatra Project	Soumar Saha Suzon		X
NDP	Executive Director	Md. Alauddin Khan	X	

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
NDP	Training Officer - Nutrition	Md. Abdul Hakim		X
NDP	Programme Coordinator	Md. Mizanur Rahman		X
NDP	Upazila Coordinator	Md. Rofiqul Islam		X
NDP	Monitoring and Research Officer	Rahel Islam		X
NDP	Data Entry Officer	Tajul Islam		X
POPI	Executive Director	Murshed Alam Sarker	X	
RDRS	Executive Director	Md. Enamul Kabir	X	
RIC	Executive Director	Abul Haseeb Khan	X	
RIC	Deputy General Manager, Programme Department	Abdur Rashid		X
RIC	Data Entry Officer	Henry Sabiy		X
RIC	Upazila Coordinator	Mithun Kumar Swar		X
RIC	Programme Manager	Muniruzzaman		X
RIC	Monitoring and Research Officer	Proshanto Chakro Bortty		X
RIC	Project Coordinator School Feeding Programme, Ukihya	Sahel Sanjid		X
RIC	Training Officer	Shikha Konmoka		X
RRF	Executive Director	Philip Biswas	X	
RRF	Site Director	Arun Sardar		X
RRF	Project Coordinator, School Feeding Programme, Jashore	Md. Abdul Aziz		X
RRF	Monitoring and Reporting Officer, School Feeding Programme, Khulna	Md. Jiu Hossain		X
RRF	Project Coordinator, School Feeding Programme, Jashore	Rabindra Isath Sardez		X
RRF	Head Teacher, School in Batiaghata Upazila	Samir Kumar Mondal		X
RRF	School Feeding Programme Officer, Khulna	Simna Mondal		X
RRF	Project Coordinator, School Feeding Programme, Bagerhat	Tapos Sadhu		X
SSSCT	Project Manager	Jan-e-Alam		X
Shimantik	Executive Director	Kazi Moksedur Rahman	X	
Sushilan	Chief Executive	Mostafa Nuruzzaman	X	
Uttaran	Director	Shahidul Islam	X	
YPSA	Chief Executive	Arifur Rahman	X	
Interview at Cox's Bazar with WFP partners				
ACF	Country Director	Nipin Gangadharan	X	
ADRA	Head of Emergency Operations	Dominic Mwendwa	X	
BRAC	Head of Emergency Operations	Mohammed Abdus Salam	X	X
BRAC	Team Lead- Health & Nutrition	Dr. Faisal Ahmed	X	
BRAC	Director Field Operations,	AKM Fakrul		X
BRAC	Head, Technical Team, Humanitarian Crisis Management Programme	Md. Shah Allam		X
BRAC	Executive Director	Manzoor Hasan		X

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
BRAC	Research Coordinator	Muhammad Badiuzzaman		X
Christian Aid	Senior Emergency Response Manager	Vivek Chemmacheri K	X	
Christian Aid	Project Manager	Anjum Chowdhary	X	
CNRS	Project Focal Point (Programme)	Avijit Paul	X	
CNRS	Project Manager	Muhammad Shafiqul Islam	X	
Concern Worldwide	Nutrition Adviser	Joseph Macharia	X	
Concern Worldwide	Programme Manager-Livelihood & Resilience	Colm Moloney	X	
Concern Worldwide	IYCF Manager	Alimul Islam		X
Concern Worldwide	IYCF Advisor	Rebecca Isabel Oketcho		X
MUKTI	Chief Executive	Bimal Dey Sarker	X	
Nabolok	Project Manager	MD Asaduzzaman	X	
RIC	Assistant Director (Programme)	Dipak Ranjan Chakraborty	X	
RIC	Project Coordinator (EFSN)	Md. Ruhul Quddus	X	
Save the Children	Team Leader - Rohingya Response	David Skinner	X	
Save the Children	Programme Director	Mohammed Maheen Newaz Chowdhury	X	
SARPV	Chief Executive	Shahidul Haque	X	
SARPV	Project Manager - Camps	Mahmud Amran	X	
SHED	Executive Director	Mohammad Umra	X	X
SHED	Project Manager - Camps	Md. Shovon Al-Fuad	X	
SHED	Programme Coordinator - Host	Rashed Hasan	X	
SHED	Programme Coordinator	Ziaur Rahman		X
Sushilan	Project Manager	Md. Rabiul Islam	X	
TdH	Head of Emergency Operations	Adnan Baayo	X	
TdH	Medical Coordinator - Health & Nutrition	Chusa Gallego	X	
TdH	Project Manager	Harun Githiga	X	
Uttaran	Project Manager	Md. Belal Hossain	X	
Uttaran	Project Manager	Abdul	X	
World Vision Bangladesh	Response Director	Rachel E.L. Wolff	X	
World Vision Bangladesh	Sector Lead	Mjabuli Jamela	X	
World Vision Bangladesh	Programme Director	Rashindu DeMel	X	
United Nations coordination mechanisms in Cox's Bazar				

Institution	Position	Name	Identified in inception stakeholder analysis	Engaged in CSPE
UNHCR and UN Women jointly convene the Gender and Humanitarian Action working group. (WFP member Martina Iannizzotto WFP Food Security Sector Coordinator)			X	
Gender Hub within the Intersector Coordination Group			X	
WFP is leading the working group on Food Security			X	
Others				
Freelance	Consultant -Bangladesh Case Study Strategic Review pilot country strategic plan (CSP)	Iqbal Sobhan		X
Gazalia Headman Para Primary School	SMC Chairman	Mong Kya Ching Marma		X
Jatrapur Union	Union Parishad Member	Ayub Ali Khan		X
Jatrapur Union	Union Parishad Chairman	Ayub Ali Sarker		X
Jatrapur Union	Union Parishad Secretary	Nazmul Hoque		X

Annex 3: Methodology

METHODOLOGICAL APPROACH

1. This methodology section summarizes the intended and actual methods employed by the evaluation team during this CSPE. The evaluation approach is built on the original methodological approach suggested by the CSPE terms of reference. The evaluation approach is structured around the four standardized evaluation questions from the terms of reference:

- 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?
- EQ2 – What is the extent and quality of WFP specific contribution to country strategic plan strategic outcomes in Bangladesh?
- EQ3 – To what extent has WFP’s used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?
- EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

2. The above is a standard configuration for WFP CSPEs, allowing for the cross-referencing of findings and approaches between evaluations. However, given the circumstances in Bangladesh, where the country office had to incorporate a level three emergency response (L3) into the new country strategic plan operation and following discussions during the inception phase with the country office and the Office of Evaluation, it was decided that this evaluation would be a hybrid evaluation, of sorts. As such, some revisions were made to the evaluation questions for this CSPE, including the addition of a fifth evaluation question:

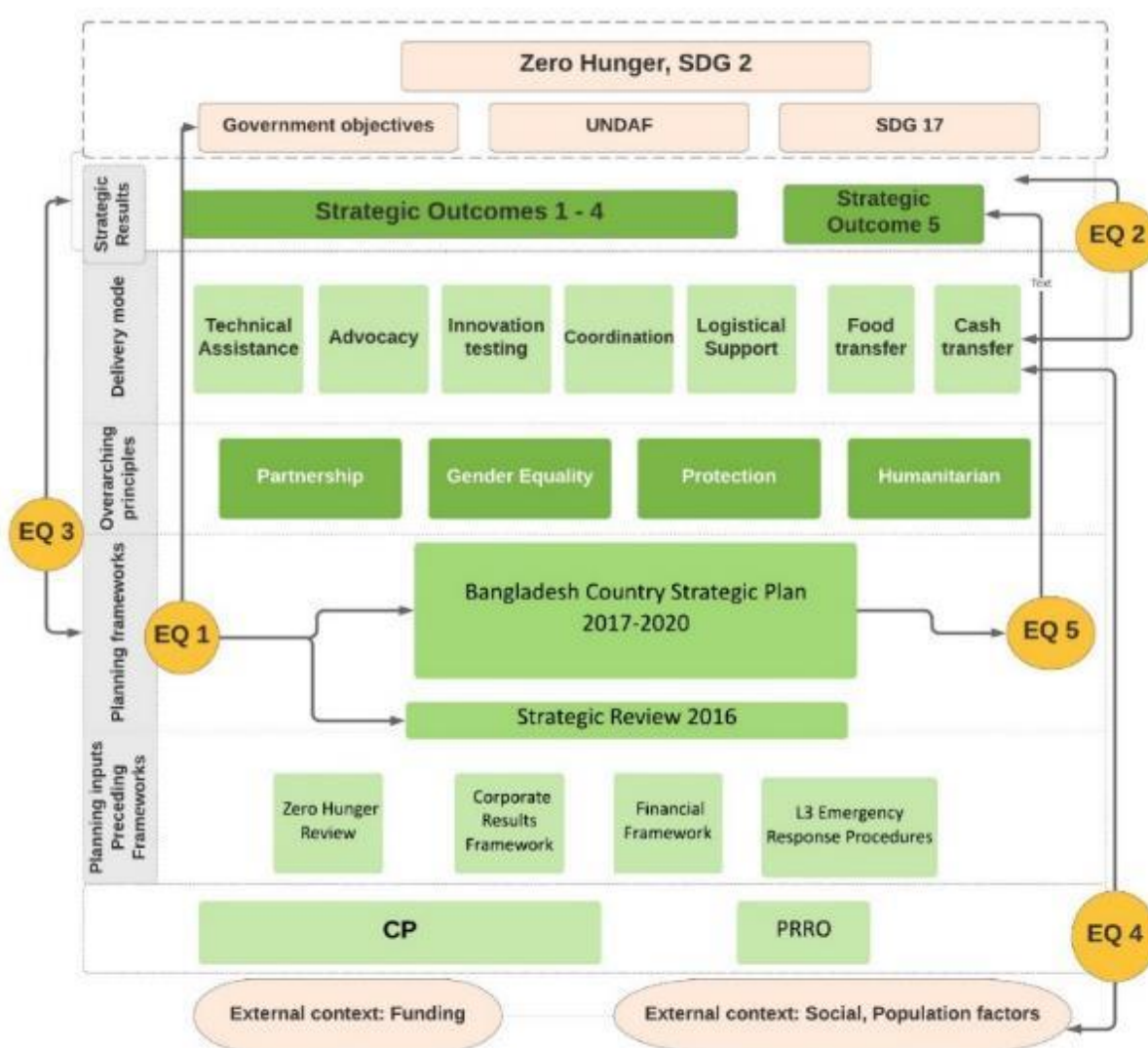
EQ5 – To what extent were the operational modalities (structures; systems, and processes) the right ones to allow WFP to respond effectively to the level three emergency in the context of a country strategic plan?

3. These revisions are reflected and explained further in [Annex 3.1](#)– the CSPE evaluation matrix – along with further description of the subquestions, data sources, analysis methods, and integrated evaluability assessment.

4. In line with the terms of reference, the scope of the evaluation includes assessing WFP contributions to the strategic outcomes, WFP partnership strategy and strategic positioning, particularly with Government of Bangladesh (referred to as “the Government”), and the international community, in the complex and dynamic operational context of Bangladesh. During the inception visit, the country office’s priorities for the evaluation were made clear, namely assessing the structures and systems underpinning the country strategic plan and the extent to which they enabled effective linkages between longer-term development work on nutrition, resilience, and capacity strengthening in the context of scaling-up to a level three response. These concerns were included in the scope of the evaluation and are reflected in the revisions to the terms of reference evaluation questions and sub-evaluation questions.

5. The evaluation’s analytical framework is built around the country strategic plan and its strategic outcomes, against which the evaluation questions have been mapped. The diagram below ([Figure 1](#)) illustrates how the evaluation views the country strategic plan and its preceding programmes in the context of Bangladesh. It provides the framing for WFP operations which have evolved within the parameter of a constantly shifting security, funding, socio-political and structural humanitarian landscape. The diagram includes reference to the strategic outcomes, cross-cutting issues and WFP operational suite of interventions. The evaluation questions map directly on to the framing illustrating how each of the evaluation questions fits against the CSPE within the overarching evaluation context.

Figure 1: Bangladesh country strategic plan evaluation framework



Source: Evaluation team

Gender equality and social inclusion approach

6. Gender equality and social inclusion (GESI) have been fully integrated into the evaluation’s methodological approach in line with the 2030 Agenda for Sustainable Development (2030 Agenda) and WFP concomitant policies. The evaluation team’s gender equality and social inclusion approach comprises two elements: gender and women’s Equality (GEWE) and social inclusion. The GEWE component focuses on the aims and drivers of change of WFP Gender Policy (GP) (2015–2020),³ Social inclusion is defined as: “the process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice and respect for rights”.⁴ Addressing both components within a unitary analysis enables a comprehensive assessment of the extent to which the country strategic plan addressed the rights and needs of all vulnerable groups including all women, the most disadvantaged social groups and people with disabilities.

³ WFP, 2015. *Gender Policy (2015–2020)* and WFP, 2018 *Update on the Gender Policy (2015–2020)*. Executive Board annual session Rome June 18–22, 2018.

⁴ WFP, n.d. *Identifying social inclusion and exclusion*. (unknown publication) <https://www.un.org/esa/socdev/rwss/2016/chapter1.pdf> (accessed on 02/10/2019)

7. The GESI analysis has been iterative, spanning both data collection and analysis. It cuts across all evaluation questions to generate findings relating to implementation of the gender policy's aims, the social inclusion of vulnerable groups, and the extent to which WFP operationalized these aims and supported partners to strengthen capacities to reach vulnerable groups, including the most disadvantaged. The focus is on organizational norms and practices for establishing minimum standards. The gender policy lists accountabilities – defined as drivers of change – in a number of key organizational areas: partnerships, communications, knowledge and information, evaluation, oversight, capacity development, human resources and financial resources. These dimensions are addressed and integrated into the assessment of WFP work under the country strategic plan with respect to both GEWE and social inclusion.

8. The GESI analysis is used to conduct a systematic assessment of relevance, results, efficiency, and performance, drawing on findings from key informant interviews (KIIs), focus group discussions (FGDs), secondary data and documentation (including annual country reports (ACRs), COMET data, gender reports, research outputs, donor reports and more). Relevant sex- and age-disaggregated data were extracted from COMET database with cross-references made to gender cross-cutting indicators from the corporate results framework (CRF) to build understanding of the inter-relationships between WFP data and analysis systems. Results of the gender-sensitive analysis are embedded into main report's findings, conclusions, and recommendations, and are reported more comprehensively in a technical note ([Annex 6](#) of this volume).

Protection against sexual exploitation and abuse and accountability to affected populations approach

9. Given the specific operational context of WFP in Bangladesh, particularly the emergency response to the sudden influx of Rohingya refugees, the evaluation team adopted a robust approach to protection against sexual exploitation and abuse (PSEA) and accountability to affected populations (AAP), consistent with the humanitarian principles. The evaluation team adopted a tripartite approach to PSEA⁵ for the evaluation involving:

- Integrating PSEA issues into the evaluation framework. The evaluation sought to address the extent to which WFP Bangladesh is implementing WFP PSEA standards and commitments under all the evaluation questions in the evaluation matrix, with a primary focus on EQ1.1, EQ2.2, EQ3.2 and EQ5.
- Holding the whole evaluation team accountable to WFP and Itad policies and procedures. The evaluation team and all associated personnel, such as field researchers, were briefed on WFP and Itad PSEA policies and procedures and were asked to commit to and adhere to these procedures.
- Establishing a reporting process. The evaluation team established a process for reporting any incidences or allegations of sexual exploitation and abuse uncovered during the fieldwork.

10. Accountability to affected populations is addressed in the evaluation in two ways. First, through assessment of the extent to which WFP has implemented WFP commitments and standards as outlined in policies and guidelines.⁶ Second, through primary data collection with aid recipients in Cox's Bazar. Data collection addressed the three operational foci of the WFP accountability to affected populations strategy: information provision, consultation, and complaints and feedback mechanisms. There was a specific focus on consultation, through the use of a community engagement tool, described in Annex 3.2, to ensure that the voices and opinions of the affected populations in the refugee camps and host communities are fed into the evaluation feedback loop and reporting.

⁵ Different organizations use different terminology to address this issue, including PSEA (protection from sexual exploitation and abuse) and safeguarding. The UN system generally uses PSEA with all UN agencies inherently held to the standards and commitments as articulated by the Inter-Agency Standing Committee (IASC) – see <https://interagencystandingcommittee.org/accountability-affected-populations-including-protection-sexual-exploitation-and-abuse/documents-56> Itad uses the umbrella term of safeguarding which includes protection from SEA and also protection from sexual harassment within the workplace and other issues such as bullying. The evaluation team will utilize WFP/UN terminology.

⁶ WFP, 2015. WFP's Strategy for AAP. WFP has produced a number of internal AAP guidance documents including an overview on Accountability to Affected Populations. 2011; Global complaints and feedback mechanisms (CFM). Summary report. 2015; Minimum standards for implementing a CFM. 2015; WFP's Strategy for AAP. 2016; AAP Guidance Manual. 2017.

Evaluability assessment and limitations

11. The terms of reference identified two primary evaluability challenges: 1) the lack of an overarching theory of change and strategic outcome baselines; and 2) incomplete data sets for the evaluation of the efficiency and sustainability of WFP outputs and results including those on cross-cutting issues (e.g. GEWE and resilience). During the inception phase, after further assessment of data availability and quality and alongside the stakeholder consultation and analysis, the evaluation team identified six evaluability limitations. Table 1 lists these limitations, the measures taken by the evaluation team to address them, and a revised assessment of their impact on the evaluation.

Table 1: Updated evaluability and limitations assessment

Evaluability limitation identified at inception phase	Measures taken by evaluation team to address limitation	Impact on evaluation
Strategic outcome indicator data quality: gaps in reporting, variations in indicator interpretations, and different baseline years for different activities (e.g. vulnerable group development baselines from before CSP implementation, resilience innovation, baseline end of 2018).	The evaluation team applied a mixed-methods approach, supplementing indicator data with assessments from qualitative data collected through fieldwork, identifying and tracking dynamic and changing emergent results to address the gaps.	Fuller, more consistent indicator reporting would have facilitated a richer analysis of progress over time. However, evaluation team deems impact on overall analysis and ability to answer EQs to be acceptable given the availability of reports (particularly ACRs) to supplement indicator data.
Output-level indicator data not aligned to strategic outcomes: Output indicator data variable and reporting at activity, not output, level. Limited data available to assess results against Strategic Outcome (SO) 1 – improve nutrition indicators – and Strategic Outcome 4 – response to natural disasters with reduced cost and lead time.	Where possible, the evaluation team triangulated with available national and district-level data sets, as well as secondary documentation from WFP.	The lack of alignment meant output indicator was not a reliable means through which to assess progress towards achieving strategic outcomes (EQ2 specifically). Low impact on the ability to answer evaluation question thanks to triangulation with primary data from fieldwork and secondary documentation.
Reporting on the L3/L2 in Cox's Bazar: All reporting for the emergency response, (other than supply chain etc. under strategic outcome 5), was included under activity 5 which does not capture the full range of data collected and tracked.	The evaluation team had a team member dedicated to data collection around the Rohingya response and another focusing on supply chain and logistics to enable the evaluation team to capture a comprehensive picture of WFP work in Cox's Bazar. Where relevant to answer the EQs, data collected that falls outside of the CSP reporting was integrated into the evaluation's analysis.	Limited impact on analysis and ability to answers EQs.
Insufficient and variable disaggregation of data by age and other social indicators: This limited the possibility of assessing targeting, coverage, and inclusion.	The evaluation team applied a mixed-methods approach, supplementing the available data on coverage, targeting, and inclusion with qualitative data from KIIs to make assessments. Since inception, the evaluation team became aware of additional data disaggregated by age, which was subsequently included in the analysis.	Disaggregated data allowed for assessments around inclusion by gender and age group. However, the evaluation team's ability to conduct similar assessments on sexual orientation, disability, and other social indicators was hindered by a lack of disaggregation. Triangulation with other data sources was applied where possible but again, little was found beyond gender and age.
Data analysis to assess alternative cost-effective methods to deliver against SOs (EQ3.4): While data availability is sufficient to undertake the analysis, it is largely within	Working with both country office and the Office of Evaluation staff, the evaluation team was able to run data queries through COMET, LESS, and Integrated Road Map (IRM) analytics	Data access did not prove to be a limitation as Office of Evaluation and country office staff provided this. However, a lack of harmonized corporate systems and data within

Evaluability limitation identified at inception phase	Measures taken by evaluation team to address limitation	Impact on evaluation
corporate databases.	system. The analysis was triangulated with secondary documentation and KII data.	them to conduct targeted and sophisticated cost-effectiveness analyses did hinder somewhat the ability to answer EQ3.4. Available data were triangulated with primary data collected during fieldwork and secondary documentation where possible.
Availability of stakeholders in Bangladesh: This was identified as a potentially high risk at inception stage, given the timing and relatively short time span of the data collection period in Bangladesh.	The evaluation team took a flexible approach to the evaluation and were largely dependent on WFP for making connections. The evaluation team worked closely with the evaluation focal point in country office, who helped schedule meetings with key internal staff. Other country office staff also facilitated connections with key government counterparts, for which the evaluation team is grateful. Where necessary, KIIs with staff from research institutes, WFP headquarters, the regional bureau in Bangkok (RBB), and multilateral/international organizations, were scheduled remotely and conducted before and after fieldwork in Bangladesh. Where possible the evaluation team also interviewed WFP staff who had previously worked in Bangladesh, or at the regional bureau, between the periods 2016 and 2018. Triangulation of findings with secondary documentation also helped fill gaps.	Mitigations taken enabled the evaluation team to engage with 257 key informants and over 800 WFP beneficiaries (See Annex 2). For KIIs, the evaluation team did experience some difficulties accessing the most suitable key informants, particularly WFP staff and GoB officials with the institutional history required to provide rich information on WFP pre- and post- introduction of the CSP. This was because many WFP Bangladesh staff had joined after the introduction of the CSP and many GoB staff were relatively new to their posts due to the Government's high staff turnover. This risked a bias towards the latter period of the time frame under evaluation and limited insight into changes brought about by the CSP. Overall, however, there was limited impact on analysis and ability to answer EQs.

12. A further challenge experienced by the evaluation team, though not related to the evaluability of the WFP operation, was the unforeseen absence of two core team members during data collection in Bangladesh and the subsequent unforeseen absence of the team leader during the final report-writing stages. To mitigate these risks to the evaluation, the data collection period was extended, and the evaluation team brought in additional resources (including in-country research support and a social protection expert) and the team leader was replaced. In the case of one of the fieldwork absentees, they were able to conduct interviews remotely.

DATA COLLECTION AND ANALYSIS METHODS

13. To contextualize the country strategic plan, assess its quality, review results and triangulate findings, the evaluation adopted a mixed methods approach involving: i) strategy and context analysis; ii) a portfolio analysis iii) a secondary document and literature review; iv) primary data collection at the regional bureau in Bangkok, the country office and its sub-offices through key informant interviews and focus group discussions with all stakeholders identified in the stakeholder analysis;⁷ v) a community interaction process enabling qualitative data collection in Cox's Bazar and, vi) a review of relevant quantitative datasets from WFP databases. Each of these are discussed in more detail below.

⁷ See Annex 2 for the results of the stakeholder analysis.

14. Data collection and analysis phases interlocked, allowing for an iterative approach to assessing the strength and validity of findings. This approach has two benefits: 1) it enables early triangulation of data sources, testing the validity and strength of evidence, which in turn feeds into the ongoing refinement of key informant interview/focus group discussion questions, adjustments to the stakeholder sampling framework, and to different lines of enquiry under the evaluation questions; and 2) it optimizes generation of early lessons and initial findings for ground-truthing and discussion with WFP, thereby reinforcing the evaluation team's utilization approach. In line with this approach, the evaluation team conducted regular team workshops during the fieldwork phase to analyse findings and make refinements to approaches when required.

15. An exit briefing with the country office was carried out at the end of the in-country fieldwork phase, whereby the emerging findings, lessons and recommendations were shared with country office, the regional bureau in Bangkok and the Office of Evaluation. Attendees were invited to share reflections, feedback and additional data to supplement the on-going analysis (more on feedback and reporting below).

Strategy and context analysis

16. Building on the stakeholder analysis, the evaluation team used a gender-sensitive political economy analysis (PEA) approach to conduct a strategy and context analysis. This involved a detailed analysis of the enabling environment, and the political, social and institutional contexts affecting the country strategic plan's funding and operational capacities. The analysis provides an overview of the transition to a country strategic plan and its implementation within a dynamic operating environment. A political economy analysis enables a better understanding of the political, economic, and social processes hindering or promoting change. It amplifies the underlying drivers – for example, stakeholders, historical legacies, power imbalances and path dependencies, which explain why a situation is as it is. The explanatory power of a political economy analysis is particularly relevant to identifying factors affecting WFP strategic positioning and relevance (EQ1) and assessing the results the country strategic plan produced and the reasons for these results (EQ2 and EQ4).

Portfolio analysis and secondary document/literature review

17. Systematic secondary documentation analysis contributed to the generation of evidence across all the evaluation questions with particular relevance to evaluation questions 1 and 2. It included, but was not limited to: annual country reports; corporate results frameworks; country briefs; country strategic plan budgetary revisions; quarterly monitoring reports; WFP technical studies; policies; WFP guideline documents; gender studies; and assessments and evaluations. The country office provided extensive secondary documentation that was integrated into the CSPE analysis. Published research as well as analytical products, policies and documents from other agencies working on nutrition and food security and/or including humanitarian response were used to build an understanding of the country strategic plan in relation to the Bangladesh political economy and operational context.

⁸

Semi-structured key informant interviews and focus group discussions

18. Semi-structured key informant interviews and focus group discussions were the main tools for primary data collection. They were used to collect data against the evaluation questions and sub-evaluation questions from a sample of stakeholders identified in the stakeholder analysis. Key informant interviews were held with non-governmental organization (NGO) partners, staff from line ministries and local government officials, including elected representatives in municipalities and Union *Parishads* (councils or assemblies). Focal group discussions were also used with some non-governmental organization partners, as well as with aid recipients and other groups where necessary and possible.

19. In total, 257 stakeholders were consulted through key informant interviews and focus group discussions (excluding community engagement). [Figure 2](#) shows that most of them (109) were WFP staff, followed by non-governmental organization staff (61), and Government of Bangladesh staff (36). The evaluation team monitored and recorded the spread of women and men interviewees to ensure a realistic balance of respondents while recognizing that the gendered imbalance with the country office and some of the key stakeholder partners (for example, government partners) do not allow for gender parity. Of the key informants interviewed, 63 percent (162) were men and 37 percent (95) were women, as shown in **Error! Reference source not found.** The 109

⁸ See Annex 14 for list of documents consulted.

interviewees from WFP work across a number of duty stations, but mostly in WFP Bangladesh's country office in Dhaka (45), in Cox's Bazar (38), or other sub-offices (11).

20. At inception phase, semi-structured interview guide templates were developed. These templates separated questions by stakeholders (i.e. national and sub-national) and thematic area (i.e. GESI and capacity strengthening). These original templates can be found [at the end](#) of this annex section. During the first week of fieldwork, the templates were tested and subsequently revised, each time being tailored to the interviewee and their role and expertise. Following the week of testing, the use of separated and detailed interview guides proved burdensome and not particularly useful during interviews. In line with the semi-structured approach, the evaluation team, now familiar with the different lines of questioning, tailored their interview questions per interviewee more freely.

21. The semi-structured approach brought a number of strengths in terms of allowing the evaluation team to cover the range of topics relating to the evaluation matrix, while at the same time allowing the emergence of potential factors or causal pathways for explaining findings (for example, factors affecting performance – EQ4) not previously identified. All key informant interview/focus group discussion question areas were agreed at the team meeting at the start of fieldwork in Bangladesh and updated in regular evidence review discussions. Evidence from the key informant interviews and focus group discussions were cross validated with other data sources. Key informant interview and focus group discussion notes were recorded in individual interview logbooks, where information was coded against the relevant sub-evaluation question. Data from logbooks were transferred to an evidence database for later analysis. See Figure 3 for a blank extract of the evidence database.

Figure 2: Stakeholders engaged per stakeholder group (left); gender of key informants (right)

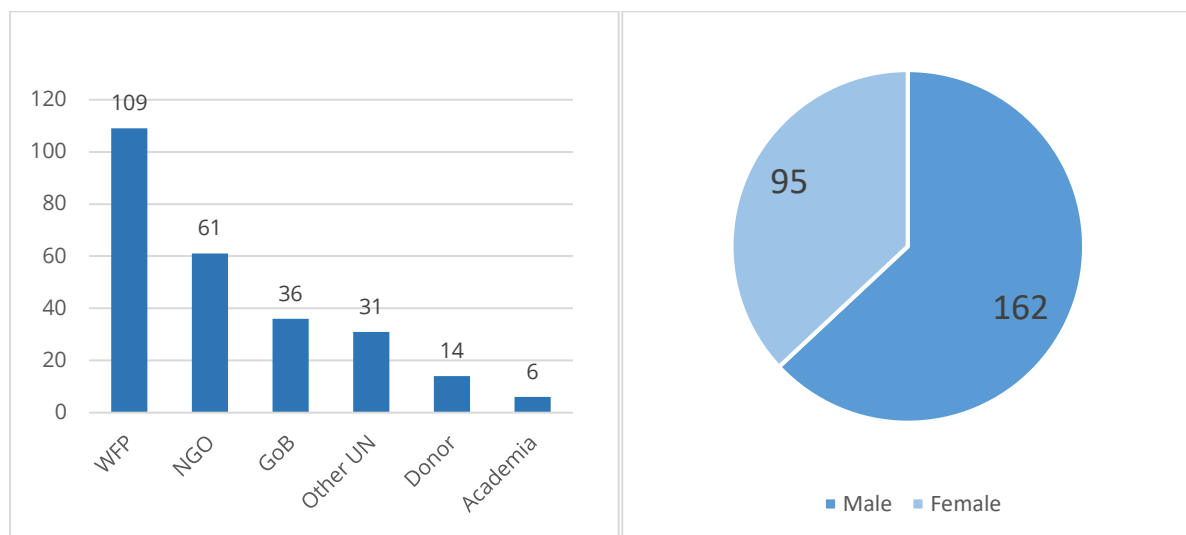


Figure 3: Evaluation evidence database (partial)

					EQ1. To what extent is the WFP strategic position, role and specific contribution based on country priorities and appropriately aligned to people's needs and rights as well as WFP strengths? (Relevance)			
Initials (Interviewer)	KII/ document name	Data source type	Tags	Background/ Contextual Information	1.1 To what extent has the design of the CSP remained relevant, appropriate and coherent with national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals, given the changing context, national capacities and needs, including those of humanitarian operations in Cox's Bazaar?	1.2 To what extent is the CSP coherent and appropriately aligned with the wider UN and other humanitarian stakeholders based on the comparative advantage of WFP in the country?	1.3 To what extent did the CSP address appropriately: a) the needs and rights of the most vulnerable people in the country and, b) the risks of exclusion and inclusion to ensure that no one is left behind?	1.4 How effective was WFP approaches to coverage, scale up and targeting of interventions under the CSP?
			A = Capacity Strengthening B = PSEA C = Accountability D = Gender and Social Inclusion E = NSSP Deep Dive					

Community engagement

22. The community engagement tool comprises two components: an adapted “Participatory Interest Group Discussion - Community Scorecard” and a “Youth Peer-to-Peer Survey”. These were used in the refugee camps and the host communities in Cox’s Bazar as these are the sites where the team had direct interaction with aid recipients. It ensured men, women, boys and girls within the refugee camps and host communities were given an opportunity to voice their opinions, by specifically collecting perception data on voice and accountability, inclusion (and exclusion), and safeguarding issues. For further details on the methodology and results of these community engagement tools, see [Annex 3.2](#).

Review of WFP quantitative data sets

23. WFP quantitative data from the COMET, Integrated Road Map analytics (budgetary data), FACTory (funding data), LESS (the integrated supply chain management system), SCOPE (beneficiary information and cash-based transfer data) were obtained and analysed to inform the evaluation. The evaluation team also drew from monitoring and evaluation (M&E) reports (baseline/endline, post distribution monitoring (PDM) reports, quarterly monitoring and evaluation reports, and monthly third-party monitoring). Vulnerability analysis and mapping (VAM) unit reports (including refugee influx emergency vulnerability assessment (REVA) reports) have also been assessed as part of the analysis, exploring the collection, analysis and use of data to support country strategic plan design and implementation.

Capacity strengthening assessment

23. Capacity strengthening is an area identified by the country office as a priority for lesson learning going forward into the next country strategic plan and therefore warrants in-depth analysis. A capacity assessment tool

adapted from WFP guidance on country capacity strengthening (CCS) was used to collect primary data relevant to EQ4 and also EQ1.2 and EQ5.2. The tool contained a list of capacity strengthening specific questions posed to relevant key informants and the results are presented throughout the report. The evaluation team recognizes that WFP has not applied a systematic capacity strengthening approach under the country strategic plan and that the guidance was developed after implementation. WFP therefore cannot be held accountable to the country capacity strengthening guidance, including the indicators. However, the capacity strengthening pathways identified in the guidance provide a framework through which to assess WFP performance under the country strategic plan. The primary focus of the assessment was on government partners implementing safety net programmes including the Ministry of Women and Children's Affairs responsible for IC-VGD, Ministry of Education for school feeding and the Ministry of Disaster Management and Relief receiving capacity support on disaster preparedness and rice fortification. The assessment also considered WFP capacity support for national capacity to improve nutrition actions with relevant government departments and collaboration with development partners.

24. WFP defines country capacity strengthening as “the process through which individuals, organizations and societies obtain, strengthen and maintain capabilities to set and achieve their own development objectives over time. It is about building on existing skills, knowledge, systems and institutions to enable governments to take responsibility for investing in and managing hunger solutions.”⁹ The WFP country capacity strengthening framework identifies five critical pathways through which it supports stakeholder strengthening capacities. These pathways comprise: policies and legislation, institutional accountability, strategic planning and financing, stakeholder programme design and delivery and engagement with and participation of non-state actors.

25. These pathways were mapped against data generated around: product – what did the capacity strengthening intend to produce? (for example, fortified rice production and improved supply chains or policy change); performance – what did WFP do and what, if any, were the results? Did it lead to improvements in performance for systems and institutions? What were the socio-political, institutional and organizational opportunities for, and barriers against, intervention success? and permanence – what are the trends towards establishing that, and indications that, strengthened capacities were maintained overtime? The assessment allows for a tracing of the contribution made by WFP capacity strengthening activities in terms of the extent to which the country strategic plan supported improvements in policies, programme and system components of targeted government programmes, especially targeted safety net programmes.

Timeline analysis

26. Timelines of key events were developed for EQ1 and EQ5 and the proposed thematic deep dive (see below), in order to support analytical insights. Timelines helped the evaluation team make connections between external and internal processes and events, find or justify explanations, triangulate them with other analyses (such as the capacity strengthening assessment) and draw conclusions. The timelines were used for internal analytical purposes, although a summary timeline can be found [Annex 7](#). The timeline explores the inter-relationships between organizational and programmatic findings (such as the influence of the zero hunger strategic review, the transition to a country strategic plan and the strategic shift it entailed) and the significance of external events (such as the influx of Rohingya refugees or the closing down of civil society space in Bangladesh), alongside United Nations-wide reforms and directives and the development of a common country analysis and the implementation of the country strategic plan.

Thematic deep dives

27. Given the twin objectives of the CSPE of lesson learning and accountability and the size and breadth of activities undertaken, it was necessary to select one or two programme areas for an in-depth analysis. The evaluation team's assumption was that findings generated from a systematic and thematic deep dive into a core programme area should be relevant to other programme areas that the evaluation could not cover in the same depth. After consultation with the country office and Office of Evaluation during the inception mission, the programmatic areas selected were: 1) nutrition-sensitive social protection (NS-SP); and 2) common and inter-agency services in Cox's Bazar.

28. The NS-SP thematic deep dive explores the extent to which WFP capacity strengthening activities are coherent with their aims and the strategic outcomes. A more in-depth review of secondary documentation was

⁹ WFP, 2017. CCS Toolkit Component 001 – WFP Approach to CCS.

complemented by key informant interviews and focus group discussions at headquarters, the regional bureau in Bangkok and in Bangladesh at country office and sub-office levels with WFP staff and key stakeholders. The evaluation examined closely the vulnerable group development programme and mother and child benefit programme (MCBP) to examine the linkages and leverage affects, if any, of the country strategic plan's strategic orientation. The selection of NS-SP was justified by the range of activities that are core to achieving SDG 2 and cut across EQ1 through to EQ4. Results of the deep dive are presented in part throughout the main report and comprehensively in [Annex 4](#).

29. The second thematic deep dive assessment of common and inter-agency services in Cox's Bazar related to the response to the Rohingya refugee crisis from the L3 scale-up in September 2017 and the subsequent scale-down to L2 from January 2019 to the end of 2019. The results of the common and inter-agency assessment in this response can be found in [Annex 5](#). In the main report, EQ5 forms the basis of this assessment for the Rohingya refugee response, rather than undertaking a separate Rohingya refugee evaluation. However, the evidence gathered from the Rohingya response component also informed the other evaluation questions.

REPORTING AND OTHER EVALUATION PROCEDURES

Feedback and reporting

30. The CSPE is utilization-focused, with a feedback loop embedded within the data collection and analysis phase to optimize engagement and ownership at the outset of the process for the outputs among the intended users. The aim of the process was to ensure that timely and actionable findings, learning and recommendations for the country office will feed into the next WFP Bangladesh country strategic plan from 2021. The evaluation's utilization focus was maximized through a two-stage feedback and co-creation of recommendations process:

- i. Stage One: Exit debriefing to share findings and emerging lessons. An internal workshop for WFP staff was held in Dhaka at the end of the fieldwork phase. This gave the country office the opportunity to interrogate the validity of the findings and emerging lessons from the data collection. The addition of this feedback session optimized opportunities for the WFP to use the preliminary data analysis in the design of the next country strategic plan. To support the utility of the process, members of the next country strategic plan design team were invited to attend the workshop. A summary brief of preliminary findings was also produced by the evaluation team and shared with the design team to contribute to their ongoing design processes.
- ii. Stage Two: Feedback and co-creation of the final recommendations. From June 22-24 2020, three virtual stakeholder workshops¹⁰ were held after submission of draft one of the evaluation report to encourage the co-creation of the final recommendations. The stakeholder groups engaged in the three sessions were WFP staff (including country office, regional bureau, headquarters and Office of Evaluation representatives); Government of Bangladesh officials; and development partner representatives (including other United Nations agencies, donors, and non-governmental organization partners). The virtual sessions were co-hosted by members of the external evaluation team (from Itad) and the WFP Office of Evaluation and had two primary aims: 1) to create ownership and a deeper understanding of the evaluation findings and conclusions; and 2) to gather feedback to inform the evaluation recommendations on the country office's future strategic planning process as well as the WFP corporate approach to the L3. The discussions and feedback from stakeholder groups in these sessions were used to fine-tune the recommendations for the final revision of the evaluation report.

Quality assurance

31. The evaluation team's approach to quality assurance (QA) is informed by the system of academic peer-reviewing and by established standards for evaluation quality. Measures have been taken to ensure that this evaluation meets the highest standards for evaluations, and that it was conducted according to the relevant professional standards from professional evaluation associations.

¹⁰ Virtual workshops replaced the anticipated in-country workshop due to travel restrictions caused by the outbreak of COVID-19.

32. All outputs have been subject to Itad's thorough quality assurance process before being delivered to the WFP Office of Evaluation. Itad takes the quality assurance of all assignments very seriously and has robust management and business procedures in place, which ensure that quality runs all the way through its work, from acquisition to negotiation, execution, and project finalization stages. Itad is a values-based organization, and at the centre of its core values of "making a difference" and "technical excellence", is its approach to quality assurance, which has evolved over the course of extensive experience within the sector. It was first certified with ISO 9001 in 2011, and currently hold ISO 9001:2015 accreditation, which is applied across all processes within the company.

33. Itad's policy on quality management in evaluations is grounded in the norms established by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) and specified in its publications: "Principles for the Evaluation of Development Assistance" (1991), and "Quality Standards for Development Evaluation" (2010). The evaluation team also ensured that the evaluation was conducted in line with the Active Learning Network for Accountability and Performance (ALNAP) guidance on conducting humanitarian evaluations and the UK Evaluation Society Good Practice Guidelines. The evaluation team further adhered to the International Development Evaluation Association's Competencies for International Development Evaluators. The evaluation process adhered to the UN Codes of Conduct, ensuring independence, impartiality, obligations to participants, honesty and integrity in the conduct of the team. The evaluation also proceeded in line with the Evaluation Quality Assurance System (EQAS), and all deliverables were aligned with WFP EQAS standards by conducting quality assurance on the outputs, using guidance from WFP evaluation technical notes (gender, evaluation matrix, recommendations, formatting), and ensuring that evaluation products met UNEG standards and norms for evaluations.

34. All evaluation products were quality assured by ITAD (Director Philippa Tadele) to ensure that they meet WFP EQAS and Itad quality standards. All outputs were subject to Itad's quality assurance process before submission. Itad's policy on quality management in evaluations is grounded in norms established by OECD-DAC Quality Standards for Development Evaluation (2010). Itad's evaluation processes adhere to UN Codes of Conduct ensuring independence, impartiality, obligations to participants, honesty and integrity in the conduct of the evaluation team. The evaluation proceeded in line with EQAS including the 'Technical Note for Gender Integration in WFP Evaluation', UNEG guidelines for evaluations and United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women requirements.

Ethical considerations

35. Given the rights-based principles embedded within SDG 2 and SDG 17 – the fulfilment of which are the end goal of the country strategic plan – the CSPE methodology integrated the principles of inclusion, participation, non-discrimination and understanding of power relationships. Several ethical issues, apart from safeguarding from PSEA, were therefore also anticipated including, but not limited to, confidentiality, conflict of interest, standards of conduct, data protection, the protection of respondents and ensuring that the evaluation team avoided causing harm. The evaluation informed respondents of their right to privacy and ensured that respondents were aware of their right and of the confidentiality of their contributions. Primary data was stored securely and never shared beyond the core evaluation team.

36. Information about ethical procedures was provided to all core team members and those procedures were followed throughout the evaluation. Itad, and each core team member, was aware of, and contractually bound by, Itad's Ethical Principles, the Standards of Conduct for the International Civil Service, and the WFP Code of Conduct as well as the UNEG Ethical Guidelines and Code of Conduct.

37. Although the key informant interviews and participatory interest group discussions/focus group discussions of the evaluation may not have in all cases appeared sensitive, the subject matter might have triggered discussion of issues that are. The informed consent of participants was required in all cases. Informed consent was established by explaining the purpose of the discussion before any type of interview or discussion began. Participants were given the opportunity to decline further engagement and were informed about how to contact either WFP or the evaluation team if there were particular concerns. All participants were given the opportunity to ask questions of the interviewer or offer information they consider important but not covered by the questions asked.

38. During consultations, evaluation team members informed all participants of the confidentiality of their individual responses and offered to meet respondents separately should they have wished to raise sensitive issues that they were uncomfortable discussing in a group setting. If anyone consulted had raised sensitive issues (for example, misconduct, abuse or retaliation), the evaluation team members would have escalated the issue up to the team leader for referral to the appropriate mechanisms/units within WFP in order to address the issue.

Data protection

39. Itad is registered under the UK Data Protection Act, 1998 and has a data protection policy that includes procedures on data retention and confidentiality. Itad evaluators guard confidential material and personal information by the proper use of passwords and other security measures. Itad evaluators have an obligation to protect data and systems by following up-to-date recommendations to avoid damage from viruses and other malicious programmes. Plus, there is a duty to state how data were stored, backed-up, shared, archived and (if necessary) disposed of.

THE EVALUATION TEAM'S FIELDWORK AGENDA

40. The fieldwork agenda followed by the evaluation team is set out in the diagram below:

ET member	8th Jan	9th Jan	10th Jan	11th Jan	12th Jan	13th Jan	14th Jan	15th Jan	16th Jan	17th Jan	18th Jan	19th Jan	20th Jan	21st Jan	22nd Jan	23rd Jan	24th Jan	25th Jan	26th Jan	27th Jan	28th Jan					
MAB	Dhaka								Cox's Bazar		Dhaka											◆				
KT	Dhaka		Cox's Bazar																		◆					
MS	Dhaka		Cox's Bazar			Rangamati sub-office visit		Cox's Bazar		Dhaka											◆					
FBH	Dhaka		Rangpur sub-office visit			Rangamati sub-office visit		Cox's Bazar							Dhaka											◆
GS	Dhaka							Rangamati sub-office visit		Cox's Bazar		Dhaka											◆			
TA	Dhaka		Dhaka				Rangamati sub-office visit		Cox's Bazar		Dhaka											◆				

Key:	
	Dhaka
	Cox's Bazar
	Khulna sub-office visit
	Rangpur sub-office visit
	Rangamati sub-office visit
◆	Exit debriefing

Interview Guide Templates:

Country office, Country Director and Deputy Country Director:

Question Area	Themes
General	1. What has worked well under the CSP? What made the difference? How does the GoB perceive WFP? In what ways has this changed under the CSP?
	Other notes related to 'General'
Relevance (EQ1)	2. Given the challenging and volatile political and operating environment, how has WFP positioned itself nationally vis-à-vis to its new role as a catalyst and enabler under the CSP? What opportunities are there to effect change and where are the challenges? How well has WFP adapted its strategy to the changing political economy context?
	3. What do think WFP contributes to progressing achievement of SDG2 and why? Is the CSP still relevant and coherent with GoB priorities in meeting the SDG2?
	4. How is WFP staying aligned with GoB strategies on FS, nutrition, gender, DRM and emergency response? In what ways has WFP contributed to the development of key policies – Give examples?
	5. What is WFP comparative advantage and why?
	6. What is your relationship to UN partners and UNDAF? How as it changed? Are there linkages, cross-working, complementarities with other UN partners? What role is WFP playing in developing the UNSCAF?
Results (EQ2)	9. How successful are the activities supporting achievement of the SO? Were they the right mix? What were the challenges?
	10. What were the measures taken to address connectedness and sustainability of activities under CSP (e.g. exit strategy, policy change)? What evidence is there that partners, especially the GoB are institutionalizing changes? Give examples.

	11. How did WFP integrate cross-cutting issues into the CSP? What worked well? What were the challenges. What changed over time?
	12. Do you think there has been any unintended impacts or consequences as a result of implementing the CSP? If so, what and why?
	Other notes related to Results (EQ2)
Efficiency (EQ3)	13. What impact has the resource gap (outside of the L3/L2 response), on planned activities and interventions? What has been the impact on the expected outcomes and outputs? How has the CO addressed the gap?
	14. What has the CO done to leverage funds from donors? How would you characterize the approach taken under the CSP (strategic, opportunistic, cautious) and why?
	15. What resources have been allocated to GEWE or other social inclusion issues and how have these been determined and tracked.
	16. Did WFP have the right skill sets to deliver the CSP? How did it take forward the staffing review and address internal capacity gaps? What has changed since 2016? What are the remaining challenges? Role of RB and HQ?
	17. Can you cite any significant measures taken or changes in systems and structures for internal coordination, reporting, cross/disciplinary work across the SOs?
	18. Was leadership and support across WFP sufficient to deliver the CSP – risk management; increased efficiency, mainstreaming GEWE, APP etc.? what have been significant positive changes or challenges give examples?
	19. How economic was the cost-effectiveness of logistic services, food, CBT and in-kind transfers? Were there any trade-offs in standard procurement processes in delivering food assistances, CBTs and in-kind transfers? Challenges? Alternatives?
	Other notes related to Efficiency (EQ3)
Effectiveness (EQ4)	20. How was the CSP influenced by the performances and results of past interventions? How does WFP use M&E data, assessment reports and evaluations? Give examples of where it has led to changes in SO/activity implementation.
	21. How has the ZHSR been used during implementation of the CSP, if at all? Examples?
	22. Under the CSP how has the CO used data and generated evidence to inform interventions on NS-SP interventions, resilience innovation, DRM, Gender and reaching vulnerable groups?

	23. What have been the internal and external challenges in shifting from an implementing to an enabling role? Talk me through how WFP met the challenges and the steps taken?
	24. How effective has WFP piloting been? Given examples where GoB or other organizations have taken pilots to scale? In what ways can this be attributed to CSP implementation?
	25. Has there been any increase in effectiveness as a result of government supply systems and logistics as a result of WFP activities and technical assistance?
	26. What is a strategic partnership under the CSP and how are they developed and managed? How do you see the strengths, functionality and effectiveness of the partnerships between key partners with WFP in terms of coordination, non-duplication of efforts and delineation of roles and responsibilities? Has GEWE been a factor in guiding partner selection and management of relations?
	27. What tensions and trade-offs exist between WFP corporate policies and alignment with GoB strategies and systems? (e.g. gender policies, humanitarian principles, AAP, PSEA.) How are these addressed or managed?
	Other notes related to Effectiveness (EQ4)

Subnational stakeholders (sub-office WFP staff, non-governmental organization partners and Government of Bangladesh officials)

Question Area	Themes
General	1. What are the advantages to having a sub-office in the region? And the disadvantages? How long has the sub-office been located here? What has changed in the way the sub-office operates during the last 3 to 4 years?
	Other notes related to 'General'
Relevance (EQ1)	2. How far do you think WFP strategy is relevant to GoB priorities (FS, nutrition, DRM, etc.) as they play out in your region? Did WFP focus on the right strategies and activities here? If so why? If not? What should it have focused on?
	3. What is WFP comparative advantage subnationally, in your area and why?
	4. In what ways have you seen gender sensitivity, APP and humanitarian principles mainstreamed into programme approaches and activities?
	5. How do women, children and other vulnerable groups participate in activities under the CSP? Has it changed in any way since the start of the CSP in 2017?

	6. Can you give examples of changes in GoB's coverage and targeting as a result of WFP activities?
	Other notes related to Relevance (EQ1)
Results (EQ2)	7. What have been the major successes and achievements in your region over the last 3 to 4 years? Why?
	8. How do you think the activities undertaken in your area are supporting achievement of the SOs?
	9. What have been the challenges in implementation and how has WFP addressed and adapted strategies to deliver expected results?
	Other notes related to Results (EQ2)
Efficiency (EQ3)	10. Has resource gaps in funding the CSP affected the sub-office? In what ways?
	11. How do you rate WFP leadership and support (CO, RBB and HQ) in delivering the CSP (<i>WFP staff only</i>)? In terms of managing risk, developing skills and internal capacities, strengthening coordination across activities and interventions (SOs), mainstreaming cross-cutting issues – GEWE, APP etc.
	12. To what extent were systems and structures changed within WFP to support the efficient delivery of the CSP (WFP staff only)?
	13. What actions has the WFP taken to improve accountability to aid recipients and has the GoB supported and taken up any such actions?
	14. Do you think there has been any unintended impacts or consequences in your area a result of WFP activities over the last 4 years? If so, what and why?
	15. To what extent were alternative cost-effective approaches considered in delivering activities (e.g. school feeding? VGD)? If alternatives were considered why were they rejected?
	16. To what extent do you think results achieved will be sustained and why? Is there evidence that line ministries are institutionalizing changes achieved? If so, what and how? If not, what are the challenges?
	Other notes related to Efficiency (EQ3)
Effectiveness (EQ4)	17. How are you supported by technical advisers and programme staff in the CO? What role do you play in designing approaches and adapting approaching to the operating environment in your region?

	18. How has evidence from the field, commissioned reports, evaluations and M&E been used to improve implementation of activities from your sub-office give examples?
	19. How effective are partnerships between WFP, NGO and government partners (line ministries and officials at Upazilla, Union Parishad and Union Porishova – if relevant)? How has this changed under the CSP – the last 3 to 4 years?
	20. Looking back over the last 3 to 4 years, what do think have been the major changes in capacity of GoB partners to deliver WFP supported programmes and pilots? <i>(tailor to specific activities in sub-office and explore using checklist of questions from the Capacity assessment checklist)</i>
	21. How significant has WFP national capacity strengthening activities and technical assistance (e.g. supply chain, emergency preparedness, cash transfers) for meeting the capacity needs and supporting GoB programming in your region?
	Other notes related to Effectiveness (EQ4)

Stakeholders with knowledge of transition to country strategic plan (previous WFP country office and RBB staff, Government of Bangladesh officials)

Questions	
1.	How where you involved with WFP in 2016/2017 and what role if any did you play in supporting WFP develop their CSP?
2.	What was the sociopolitical and economic environment in Bangladesh like in 2016 when the CSP was under development? Did it offer any opportunities to the CO or pose challenges to the development of the CSP? How strategic was the CO in seizing political opportunities or foregoing alliances?
3.	What involvement did you have in the zero hunger strategic review (ZHSR)? How inclusive was the process? Were the key people from government, NGO and the private sector involved? How committed were they to the process? Did they continue to be involved after the zero hunger review was finalized? If so, how? If not, why?
4.	How far did the Zero Hunger Review align the CSP with government FS, nutrition and other hunger-reducing priorities? Were there any missed opportunities?
5.	To what extent was the CSP aligned with UNDAF? How, if at all, did WFP work with UN, especially the Rome agencies in developing the CSP?
6.	Were any other research or evaluation pieces commissioned? If so, what were they and how did they feed into the development of the CSP?
7.	How were the strategic outcomes and activities identified?
8.	How innovative and risk taking was the CSP for the CO?
9.	How was gender and gender mainstreaming addressed? How successful do you think this was embedded in the CSP?

10. Can you talk me through the process of developing the CSP in parallel with and post the Zero Hunger Review? What steps were taken? What were the priorities? What support/guidance did you have from the RBB and HQ? How were staff across the CO and sub-offices involved in the process? What worked well? What were the challenges involved and to what extent was the CO able to overcome them?
11. In what ways did the existing systems and structures help in developing the CSP? What were the organizational challenges and why?
12. In retrospect, what would you do differently in developing the CSP and why?
13. What were the key achievements of, and challenges for, the CSP?
14. Looking back over the CSP how do you think it added value, enabled or catalysed change because of the way it was implemented?
15. What were the implementation challenges (if any) and why? (internal and external capacities; effect of the L3, coordination and collaboration with UN partners etc?)
16. Is there anything you think needs to be done differently for the management of the CSP?

Capacity strengthening assessment

Question Area	Themes
National level	1. What do you understand by the term Capacity strengthening?
	2. How has capacity strengthening been operationalized by WFP? (CO only) Probe – plans? Strategies? Sector-based? What have been the biggest challenges?
	3. How has the approach to capacity strengthening changed between 2016 and 2019 and if so why?
	4. What was the outcome or <i>product</i> you were hoping to achieve through the capacity strengthening?
	5. How effective have the efforts been at capacity strengthening with GoB partners nationally? Give examples. What changes have you seen in the <i>performance</i> of partners – NAME – if so what accounts for the change? <i>Process</i>
	6. How effective have capacity strengthening efforts been with non-government and private sector partners? Give examples. What changes have you seen in the performance of partners – NAME – if so what accounts for the change? <i>Process</i>
	7. How enabling has the institutional and political environment been for capacity strengthening key government ministries and their staff? <i>Performance</i>

	8. What other factors do you think has affected capacity-building efforts by WFP? <i>Performance</i>
	9. How sustainable do you think WFP Capacity strengthening will be nationally? <i>Permanence</i>
	10. What have been the barriers to capacity strengthening with key government ministries and their staff. If any how have you addressed them?
	11. What are your perceptions in relation to the capacity strengthening efforts reaching down to the work government did in the districts? (School feeding, VGD, pilot vulnerable mother and child benefit etc.) <i>Performance</i>
	12. Have you seen any differences in the effectiveness, or otherwise, of capacity strengthening efforts in different sub-offices? If so what accounts for these differences? <i>Performance</i>
	13. How sustainable do you think WFP capacity strengthening will be subnationally under the CSP? <i>Permanence</i>
	14. Looking forward, what do you think are the opportunities to improve or strengthen WFP capacity strengthening approach? <i>Permanence</i>
	15. In your opinion, were there any unintended consequences as a result of WFP capacity strengthening support?
Extra questions for partners	1. What technical assistance or capacity strengthening did you receive from WFP? <i>Product</i>
	2. How useful did you find it and why? What was less useful and why? <i>Product</i>
	3. Has anything changed since 2016 nationally and in the regions/districts which is enhancing interest in, and take-up of WFP support? If so, why? If not, why? <i>Process</i>
	4. Based on your experience, in what ways have you seen change in the capacities for implementation of NAME (school feeding, ICVGD and other safety nets, emergency preparedness and response) for the individual and organization? <i>Performance</i>
	5. What additional TA or capacity strengthening support do you think will be necessary to strengthen and sustain implementation of NAME (school feeding, VGD and other safety nets, emergency preparedness and response) for the individual and organization? <i>Performance/Permanence</i>
	6. What are the barriers to institutionalizing the TA and/or other capacity strengthening activities in your organizations?
	7. In your opinion, were there any unintended consequences as a result of WFP capacity strengthening support?
Sub-offices	1. What do you understand by the term “capacity strengthening”?

	2. How has capacity strengthening been operationalized by WFP in your sub-office? (<i>Sub-office staff only</i>) Probe – plans? Strategies? activity-based? What have been the biggest challenges?
	3. How has the approach to capacity strengthening changed in this region between 2016 and 2019 and if so why?
	4. What was the outcome or <i>product</i> you were hoping to achieve through the capacity strengthening? <i>Product</i>
	5. How effective have the efforts been at capacity strengthening with GoB partners in the Upazila? Give examples. What changes have you seen in the <i>performance</i> of partners – NAME – if so what accounts for the change? <i>Process</i>
	6. How effective have efforts capacity strengthening efforts been with non-government and private sector partners? Give examples. What changes have you seen in the performance of partners –NAME – if so what accounts for the change? <i>Process</i>
	7. How enabling has the institutional and political environment been for capacity strengthening key line ministry staff and operations in your region? <i>Performance</i>
	8. What other factors do you think has affected capacity-building efforts by WFP? <i>Performance</i>
	9. How sustainable do you think WFP capacity strengthening will be in your region under the CSP? <i>Permanence</i>
	10. In your opinion, were there any unintended consequences as a result of WFP capacity strengthening support?
Additional questions for Cox's Bazaar	1. While the L3/L2 response did not plan for capacity strengthening, what measure were taken to strengthen capacities of partners to respond to the crisis? How effective were they and what do you think were the successes?
	2. What were the challenges, if any, to ensuring capacities of partners were sustained at the level expected throughout the L3/L2 response?

Gender equality and social inclusion

Question Area	Themes
General	1. How familiar are you to WFP commitments on GEWE and reaching the most vulnerable and disadvantaged groups? If familiar, how do you think WFP work on GEWE and Social Inclusion (SI) has moved forward under the CSP? Give examples?
	Other notes related to 'General'
Relevance (EQ1)	2. How has the CSP remained relevant and forward looking in the face of changing national priorities and policies relating to gender and SI (e.g. National Women's Development Action Plan and the National Social Security Gender Strategy)?

	3. What has been done to integrate GEWE and SI into needs assessments and analysis to support targeting and coverage in and/or scale-up of activities?
	4. How has WFP aligned its GEWE and SI commitments and priorities with UN partners and other Humanitarian actors?
	Other notes related to Relevance (EQ1)
Results (EQ2)	5. How successful has WFP been in delivering GEWE objectives under the CSP? What have the challenges been and how has WFP addressed them?
	Other notes related to Results (EQ2)
Efficiency (EQ3)	6. How are GEWE and SI integrated into M&E collection and reporting systems? (gender indicators in activity and CRF, disaggregation)?
	7. How does WFP use gender, age and other SI data to inform programming? Give examples?
	8. What examples, if any are there for resource mobilization to support GEWE. Explain?
	9. How is GEWE funding tracked and reported. Are there systems in place to allow this to happen? If so, how efficient and effective are they?
	10. What Gap score card systems have been developed and/or used to track implementation of the GP? What examples of good practice were integrated into the score card system? Was the gender and age marker integrated into this system? How has this system been communicated throughout WFP?
	Other notes related to Efficiency (EQ3)
Effectiveness (EQ4)	11. Have you observed any changes HR policies and practices in relation to gender? (prompts: leadership, management, family-friendly practices, parity, values, support for LGTBQI, training, behaviour, HSHAP)?
	12. How are concerns about gender and protection issues treated?
	13. What training and support are staff given (new and old) to understand and implement GEWE and Si commitments and policies under the CSP?
	14. What support has the gender unit or RB provided for integration of gender into accountability and risk mitigation activities? What tools are used to support GEWE and SI mainstreaming? How effective has the support been?
	15. To what extent has GEWE and SI been made an integral part of WFP programming?
	16. What are the incentives and barriers to ensuring accountability to WFP GEWE policies and objectives?

	17. How far has WFP drawn on RBB and HQ and used professional resource capacity for GEWE available to strengthen attention to GEWE during the lifetime of the CSP?
	Other notes related to Effectiveness (EQ4)

ANNEX 3.1: Country Strategic Plan Evaluation - Evaluation Matrix

EVALUATION MATRIX

41. The evaluation matrix presented in Table 2 below provides the guiding analytical framework for the evaluation, following on from the evaluation framework presented in **Error! Reference source not found.** The matrix is structured around the five evaluation questions. Each subquestion follows a line of enquiry identified to address all subquestions raised in the terms of reference alongside adjustments from the inception mission visits.

42. As well as the addition of a fifth evaluation question, some revisions and adaptations were made to the terms of reference evaluation subquestions to: a) reflect the priority foci of the evaluation and, b) to focus the data collection and presentational aspects of final reporting. Table 3 maps the evaluation matrix questions and subquestions against those of the terms of reference providing a summary of the revisions and the rationale behind the changes.

43. Subquestions under evaluation question 1 were grouped into two broad categories: relevance and coherence, and coverage and inclusion to optimize synergies and ensure the evaluation captures the interplay among WFP, the Government and the broader humanitarian community in terms of both strategic positioning and “leaving no one behind”. Evaluation questions 1.1 and 1.2 explore: a) the changes in and adaptations made to WFP strategic orientation from before the national zero hunger strategic review to 2019, and the ways in which, if at all, the strategic direction and focus enhanced the role of WFP in addressing zero hunger priorities; and b) how relevant and aligned the WFP strategy and role remained with those of other humanitarian and development organizations contributing to the achievement of SDGs 2 and 17.

44. Evaluation question 2 generates data on results exploring what worked and what worked less well and factors, other than performance (addressed under EQ4) that explain the level and quality of the WFP contribution to the strategic outcomes. Evaluation question 2.1 examines the extent to which WFP met the intended results of the country strategic plan’s strategic outcomes. Evaluation question 2.2 explores the ways in which WFP addressed GEWE and equitable inclusion issues, accountability to affected populations, humanitarian principles and protection and how this contributed to the quality of results achieved.

45. The subquestions for evaluation question 3 were revised after consultation with the Office of Evaluation and country office. The focus became the extent to which WFP systems and structures enabled WFP to contribute and marshal resources (human and financial) efficiently in support of country strategic plan strategic outcomes and outputs. The revision reflects the Bangladesh country office’s position as an early implementer of a country strategic plan within the WFP Integrated Road Map framework and the desire to identify what supported or hindered its internal capacities to generate resources and operate efficiently. Evaluation question 3.1 examines resource mobilization; evaluation question 3.2 explores leadership, oversight mechanisms and accountability; evaluation question 3.3 addresses how well WFP was able to address internal capacity gaps and align its organizational structures under the country strategic plan; and evaluation question 3.4 looks into WFP consideration of more cost-effective measures to deliver the strategic outcomes.

46. Sub-evaluation question 4 is grouped into three broad categories: use of data and analytics; capacity strengthening and partnerships; and connectedness, (humanitarian-development-peace linkages) to explore factors explaining WFP performance and strategic shifts over the period of the evaluation. These three areas of enquiry capture key dimensions of performance as it relates to the strategic orientation of the country strategic plan – evidence-based advocacy and implementation; facilitating enhanced capacities of the Government and other partners through technical assistance and capacity strengthening and shifting to a multisector longer-term developmental approach. Evaluation question 4.1 examines the use of data and analytics; evaluation questions 4.2 and 4.3 address capacity strengthening and partnership respectively, and evaluation question 4.4 focuses on linkages between humanitarian operations, developmental and, where appropriate, peace work.

The overall aim of evaluation question 5 is to conduct a systematic analysis to generate a standalone body of results and findings that are of use to WFP and its partners, as well as the wider humanitarian community. Evaluation question 5.1 takes an in-depth look at the extent to which the implementation modalities governing the country strategic plan allowed WFP to respond effectively to the scale-up/scale-down of a level three emergency. It also explores the extent to which WFP facilitated meaningful protection, participation, voice and accountability for

refugees and the host community to generate findings to complement existing WFP data. Evaluation question 5.2 focuses explicitly on strategic outcome 5, exploring the extent to which implementation modalities supported its achievement and in what ways.

Table 2: Evaluation matrix¹¹

Evaluation questions/sub questions	Indicators and judgment criteria	Analysis methods /triangulation	Data sources/triangulation
EQ1. To what extent is the WFP strategic position, role and specific contribution based on country priorities and appropriately aligned to people's needs and rights as well as on WFP strengths?			
<p>1.1. To what extent has the design of the CSP remained relevant, appropriate and coherent to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?</p>	<ul style="list-style-type: none"> Evidence that the WFP comparative advantage informed decision-making and strategic formulation, including its role in supporting achievement of SDG 2 and SDG 17 Political and institutional context in Bangladesh Economic, social and demographic characteristics and trends (disaggregated by sex and age) Food security and nutrition situation trends and causes (where possible disaggregated by sex and age) Key elements and drivers of the Government of Bangladesh's aid relationships (including changes in the international development and humanitarian aid context) Level of alignment of the CSP with National Nutrition Policy 2015, National Plan of Action for Nutrition (NPAN 2), National Social Security Strategy, 2015, NSS Gender Strategy, Country Investment Plan 2 (CIP 2), 2016–2020 and National Food and Nutrition Security Policy (NFNSP) 2020–2030 (draft) Which interventions of CSP complement the policies? Roles of WFP in formulating and updating relevant policies of government (e.g. NFNSP, CIP 2, NPAN 2, etc.) How the technical assistances specified in CSP enable the Government to implement the policies? 	<p>Strategy and context analysis Document/literature review Qualitative analysis of KII and FGD data Timeline analysis of changes in CSP strategic positioning overtime</p> <p>Feedback from KIIs and analysis on: Alignment and coherence with the Government's key policies and strategies Comparative advantage and contributing factors to decision-making through interviews with WFP country office staff, government partners and other actors (donors, CSOs, international NGOs, researchers)</p>	<p>KIIs/FGDs with WFP staff (activity-level, senior management, policy-related roles, etc.), government officials, WFP partners, and other United Nations agencies.</p> <p>Secondary documentation, including: WFP documents (Bangladesh CSP (2017–2020), Zero Hunger Strategic Review, etc.) and national documents (the Government's Seventh 5-Year Plan, National Social Security Strategy 2015, and other policy documents), etc.</p>
<p>1.2. To what extent is the CSP coherent and aligned with the wider UN and other humanitarian stakeholders based on the comparative advantage of WFP in the country?</p>	<ul style="list-style-type: none"> Evidence that the CSP was coherent with and integrated into the broader UNDAF and planning processes for the UNSCAF Evidence of assessment and alignment with a key stakeholder strategy for Bangladesh Extent to which WFP harmonized strategic approaches through the United Nations Country Team (UNCT), Humanitarian Country Team (HCT), clusters and working groups Extent to which the CSP was complementary to the strategies of other individual United Nations agencies Level of CSP complementarity to the strategies of main donors 	<p>Strategy and context analysis Document/literature review Qualitative analysis of KII and/or FGD data Social protection and nutrition-sensitive thematic deep dive GESI analysis</p>	<p>KIIs/FGDs with WFP staff (particular focus on humanitarian roles), government officials, WFP partners, donors and other United Natin agencies.</p> <p>Secondary documentation, including: Bangladesh Country Strategic Plan (2017–2020), UNDAF, United Nations Joint Response Strategy and Plan, etc.</p>
<p>1.3 To what extent did the CSP address appropriately: a) the needs and rights of the most vulnerable people in the</p>	<ul style="list-style-type: none"> Evidence that the design of the CSP was relevant to the immediate needs of the most food-insecure/vulnerable people Evidence that WFP and partners have identified, and engaged with the most vulnerable women, men and children in relation to its strategic 	<p>Strategy and context analysis Document/literature review Qualitative analysis of KII and/or FGD data GESI and wider analysis of utility and</p>	<p>KIIs/FGDs with WFP staff, government officials, WFP partners, and other United Nations agencies. FGDs with assisted populations. Feedback from community engagement tool.</p>

¹¹ Revised version, following analysis

Evaluation questions/sub questions	Indicators and judgment criteria	Analysis methods /triangulation	Data sources/triangulation
country and, b) the risks of exclusion and inclusion, to ensure that no one is left behind?	<p>outcomes</p> <ul style="list-style-type: none"> Evidence of managed, flexible and adapted mechanisms of accountability used to reach diverse interest groups within communities including women, poor and marginal people (and in line with WFP policy on accountability to affected populations) How well did WFP adapt its strategy to the evolving political economy context? How well did CSP address issues of inclusion and exclusion based on gender, age, sexual orientation, disability status, and other aspects of exclusion such as sexual orientation How well did the CSP ensure protection of affected communities in line with both WFP protection guidance manual 2016 and WFP PSEA measures 2014? 	<p>adaptability of tools and processes used to support government partners identify, engage with and track targeting, inclusion and coverage</p> <p>Review of definitions used to reach the most disadvantaged and comparison with those of other agencies and government</p> <p>Timeline charting adaptations and changes in response, if any, to changing context and demands, claims and feedback from end aid recipients</p> <p>Review and analysis of monitoring reports and activity evaluations</p> <p>Community engagement tool</p>	<p>Secondary documentation, including: Bangladesh Country Strategic Plan (2017–2020), WFP monitoring data and reports, ACRs, programme evaluations, VAM assessments, REVA reports, etc.</p>
1.4 How effective were approaches to coverage, scale-up and targeting of interventions under the CSP?	<ul style="list-style-type: none"> Evidence of adaptation of government approaches to targeting and coverage as a result of WFP interventions (seen in rice fortification; school meals; IC-VGD; mother-child benefit) Evidence of changes/adaptations to approaches to coverage, targeting and scale-up, based on evidence, over evaluation timeframe Evidence of cost-effectiveness analysis applied to coverage, scale-up and targeting Coverage and targeting data for school feeding, VGD, CBT in Cox's Bazar, Rangpur, Khulna and Chittagong Hill Tracts (CHT) Evidence of gender and social inclusion analyses informing targeting, scale-up and coverage 	<p>Document/Literature review</p> <p>Portfolio analysis</p> <p>Qualitative analysis of KII and/or FGD data</p> <p>Strategy and context analysis</p> <p>GESI analysis of coverage, scale-up and targeting approaches</p> <p>WFP quantitative data analysis</p>	<p>KIIs/FGDs with WFP staff (activity-level, management, VAM, etc.), government officials, WFP partners.</p> <p>Secondary documentation, including: Bangladesh Country Strategic Plan (2017–2020), WFP monitoring data and reports, ACRs, programme evaluations, guidance documents, evaluation and assessment reports, etc.</p>
EQ2. What is the extent and quality of WFP 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?	<ul style="list-style-type: none"> Robustness of output to outcome M&E data Level to which CSP delivered on anticipated results in the CSP and CRF Implementation challenges effecting delivery (e.g. financing, externalities, capacity gaps) Measures taken to adapt/revise/introduce activities to deliver on strategic outcomes Reasons for changes in indicators 	<p>Strategy and context analysis</p> <p>Portfolio analysis review</p> <p>Qualitative analysis of KII and/or FGD data</p> <p>Analysis of corporate quantitative data sets</p> <p>Triangulation with national nutritional and food security data</p> <p>GESI analysis</p>	<p>KIIs/FGDs with WFP staff (management, activity-level, M&E, etc.), government officials, WFP partners.</p> <p>Secondary documentation, including: ACRs, activity reports, evaluations and assessments</p> <p>Quantitative data from COMET</p>
2.2. To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles,	<ul style="list-style-type: none"> Evidence of participation of women, men, girls and boys and other vulnerable groups in decision-making affecting implementation of strategic outcome/activities Evidence of data from feedback mechanisms taken up and applied to 	<p>Strategy and context analysis</p> <p>Portfolio analysis</p> <p>Document/literature review</p> <p>Qualitative analysis of KII and/or FGD data</p>	<p>KIIs/FGDs with WFP staff, government officials, WFP partners, other United Nations agencies, donors, engagement with assisted populations.</p> <p>Focus on gender and cross-cutting roles.</p>

Evaluation questions/sub questions	Indicators and judgment criteria	Analysis methods /triangulation	Data sources/triangulation
protection, accountability to affected populations, gender equality and other equity considerations)?	<ul style="list-style-type: none"> design and implementation of CSP activities Measures taken to adjust or strengthen approaches to implementing cross-cutting issues 	GESI analysis to review interventions taken to address gender, both standalone and mainstreamed Community engagement assessments	Secondary documentation, including: ACRs, activity reports, WFP guidance and policy documents, research reports, evaluations and assessments, REVA reports, VAM assessments, call centre reports, etc. Quantitative data from COMET
2.3. To what extent have the achievements of the CSP ensured connectedness and are likely to be sustained?	<ul style="list-style-type: none"> Measures taken to address connectedness and sustainability of interventions Evidence that gender sensitivity and social inclusion has been integrated into measures taken to address connectedness and sustainability Evidence of institutional take-up of intervention by government and other partners Evidence of policy/regulatory reforms supported by WFP being implemented Evidence of complementarity and reinforcement between activities/projects to support connectivity 	Strategy and context assessment Portfolio analysis Document/literature review Qualitative analysis of KII and/or FGD data Community engagement data Capacity strengthening assessment Nutrition-sensitive social protection thematic deep dive GESI analysis	KIIs/FGDs with WFP staff (all levels, focus on related activities), government officials, WFP partners, other United Nations agencies, donors. Secondary documentation, including: ACRs, activity reports, evaluations, and assessments, etc.
EQ3. To what extent were WFP systems, structures and resources marshalled efficiently in support of CSP outputs and strategic outcomes?			
3.1 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?	<ul style="list-style-type: none"> Extent to which country office analysed donor priorities and developed a funding strategy to leverage funds Percentage of financial coverage of planned activities Planned budget requirements for outputs against actual resources raised Percentage of finances deployed or raised to support cross-cutting issues (e.g. gender equality) Challenges to financial mobilization and WFP responses Changes in, and type of relationships with donor partners Evidence of generation of private sector funds Evidence of contingency planning 	Portfolio analysis Document/literature review Qualitative analysis of KII and/or FGD data Timeline analysis of financial flows by strategic outcome including mapping timeline of resource inputs and allocations Review of funding strategies and proposals Analysis of quantitative corporate data sets	KIIs/FGDs with WFP staff (mostly senior management) Secondary documentation, including: ACRs, budget revisions, financial reports, etc. Quantitative data from COMET, IRM and FACTORY.
3.2 How well have WFP oversight mechanisms, leadership and accountability supported implementation and achievement of the CSP?	<ul style="list-style-type: none"> WFP staff feedback on changes in leadership and support for CSP development and implementation Extent of senior manager awareness, commitment, accountability and incentives for the CSP approach including: <ul style="list-style-type: none"> Measures taken to increase efficiency over time e.g. achieving strategic results within the intended time frame Measures taken to manage risk Measures taken to mainstream protection issues (PSEA and data protection) within the CSP Measures taken to review and revise systems and 	Portfolio analysis Document/literature review Qualitative analysis of KII and/or FGD data Lesson learned assessment of country portfolio Timeline analysis – changes in oversight and accountability over time	KIIs/FGDs with WFP staff (HR, senior management, middle management, sub-office staff etc.) Secondary documentation, including: WFP policies and internal guidance documents, organigrams, ACRs, etc.

Evaluation questions/sub questions	Indicators and judgment criteria	Analysis methods /triangulation	Data sources/triangulation
	<ul style="list-style-type: none"> ○ structures aligned with HQ directives and guidelines ○ Measures taken to address ongoing lesson learning on gender mainstreaming and transformational strategies ○ Measures taken to improve accountability to aid recipients ○ Measures taken to coordinate output activities and manage delivery across strategic outcomes ○ Changes in systems/mechanisms for internal coordination/reporting, cross-disciplinary/sub-office collaboration ○ Challenges and significant changes to country office management systems and processes 		
<p>3.3. How well did WFP address internal capacity gaps and align its organizational structures and systems to deliver the CSP?</p>	<ul style="list-style-type: none"> • Measures taken to assess capacities and fill the gaps including staffing review • Follow-up from staffing review – changes made or anticipated • Changes in the type of capacity building/skills development provided (e.g. online, direct, guidelines - country office and HQ) • Evidence of changes in staffing profiles to deliver against strategic outcomes and cross-cutting issues • Challenges to recruitment, retention at country office, sub-office and Cox's Bazar (cross-referenced with EQ5 for CXB) – measures taken to address the challenges • Measures taken to strengthen staff capacities to address GESI and other cross-cutting issues • WFP feedback on internal capacities • Training and capacity gap assessment 	<p>Document/literature review Qualitative analysis of KII and/or FGD data Timelines analysis of changes made in systems and structures to support delivery of strategic outcomes, outputs and cross-cutting issues Review of HR responses and staffing structures over the period of the evaluation GESI</p>	<p>KIIs/FGDs with WFP staff (including HR, senior and middle management, sub-office staff).</p> <p>Secondary documentation, including: WFP policies and internal guidance documents, organigrams, ACRs, staffing structure documents etc.</p>
<p>3.4. To what extent were alternative, more cost-effective measures considered to deliver against the strategic outcomes?</p>	<ul style="list-style-type: none"> • How economic was the provision of [common] logistics services? • Comparative cost-effectiveness of CBTs and in-kind transfers 	<p>Document/literature review Qualitative analysis of KII and/or FGD data Quantitative analysis of WFP corporate data sets Nutrition-sensitive social protection deep dive</p>	<p>KIIs and/or FGDs with WFP staff (including logistics cluster staff, activity-level staff, heads of programming etc.)</p> <p>Secondary documentation, including: ACRs, cost-effectiveness analyses, evaluations, etc.</p> <p>Quantitative data from COMET, IRM, LESS</p>
<p>EQ 4. What were the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</p>			
<p>4.1. To what extent did WFP analyse or use existing data on hunger challenges, the food and security and nutrition issues to develop and deliver the CSP?</p>	<ul style="list-style-type: none"> • Extent to which choices made in the CSP were influenced by the performance and results of past interventions? • Extent to which monitoring data, assessments and activity evaluations have led to changes in CSP strategic outcome delivery • Evidence that WFP analysed – or applied other analyses of – the nutrition and food security situation among vulnerable populations to support decisions over time on the design of interventions 	<p>Strategy and context analysis Portfolio analysis Document/literature review Qualitative analysis of KII and/or FGD data GESI</p>	<p>KIIs and/or FGDs with WFP staff (including activity-level staff, management, VAM & M&E), government officials, WFP partners, etc.</p> <p>Secondary documentation, including: ACRs, cost-effectiveness analyses, evaluations, monitoring and assessment reports, other</p>

Evaluation questions/sub questions	Indicators and judgment criteria	Analysis methods /triangulation	Data sources/triangulation
	<ul style="list-style-type: none"> Measures taken to ensure that the design of interventions considered aid recipient's perspectives disaggregated by sex, age or other factors Evidence of remaining critical evidence gaps in design interventions Evidence that WFP was using VAM, REVA and other relevant data to inform implementation of cross-cutting issues Measures taken to analyse and apply information on protection issues in strategic decision-making Measures taken for WFP to analyse and apply information on gender equality and women's empowerment in support of strategic decision making How, if at all, did WFP address known data gaps? 		<p>relevant documents relating to hunger, food security and nutrition from government, donors and other stakeholders</p>
<p>4.2 To what extent did WFP operationalize the intended shift towards capacity strengthening of government partners?</p>	<ul style="list-style-type: none"> Evidence of changes in the policies as a result of WFP influence and activities Progress made towards the sustained provision of services through national institutions and capacities (rice fortification, IC-VGD, school feeding) Evidence that pilot interventions of CSP have been taken up by government or other sustainable partners for scale-up (e.g. school meals programme, IC-VGD programme, forecast-based financing) Evidence of systematic analysis and implementation strategies addressing political, institutional and organizational factors affecting capacity strengthening Evidence of increased budget allocation by government (seen in VGD, school meals, rice fortification) Evidence in increased effectiveness of government supply changes and logistics as a result of WFP activities and technical assistance Evidence of changes in government systems for targeting, implementing and monitoring VGD programme, mother and child benefits, school feeding as a result of WFP technical assistance and support Evidence supporting the sustaining of assets created by WFP assistance 	<p>Document/literature review Qualitative analysis of KII and/or FGD data Capacity strengthening analysis Strategy and context analysis Nutrition-sensitive social protection</p>	<p>KIIs and/or FGDs with WFP staff (including activity-level staff, management), government officials, WFP partners, donors, etc.</p> <p>Secondary documentation, including: ACRs, monitoring and assessment reports, external documentation of government programming, etc.</p> <p>Quantitative data from COMET</p>
<p>4.3 To what extent did the CSP enhance WFP ability to leverage and sustain strategic partnerships which positively influenced performance and results?</p>	<ul style="list-style-type: none"> Clarity of understanding of CSP's objectives, and the means of achieving them, by key partners? How strategic was WFP in selecting its partners to complement its own comparative advantages? Selection of priority programme activities guided by analysis of the strengths, expectations and capacities of the partners (including government partners) Strength, functionality and effectiveness of key partnerships during CSP implementation (coordination, non-duplication of efforts, delineation of roles and responsibilities) Gender as a criterion to guide partner selection and management of 	<p>Strategy and context analysis Document/literature review Qualitative analysis of KII and/or FGD data Timeline analysis of changes in activities, approaches, monitoring and assessment of partners by strategic outcome/activity Capacity assessment analysis GESI analysis</p>	<p>KIIs and/or FGDs with WFP staff (including activity-level staff, management, external relations), government officials, WFP partners, donors other United Nations agencies, etc.</p> <p>Secondary documentation, including: ACRs, WFP guidance documents, monitoring and assessment reports, etc.</p>

Evaluation questions/sub questions	Indicators and judgment criteria	Analysis methods /triangulation	Data sources/triangulation
	<ul style="list-style-type: none"> relations Evidence that GESI considerations had been included in WFP activities and partnerships 		
4.4 To what extent was WFP able to shift focus towards strategic linkages and partnerships between humanitarian operations and longer-term development and where appropriate peace work, considering changing contexts and political directions, national capacities and priorities?	<ul style="list-style-type: none"> What tensions or trade-offs exist between WFP corporate policies and alignment with government strategies and systems? How are the tensions between maintaining respect for humanitarian principles and working under the auspices of the government-managed interventions? What are the measures taken to influence policy on zero hunger, livelihoods, food security, nutrition, gender and respect for humanitarian principles, and how effective are they? 	Strategic and context analysis Portfolio analysis Document/literature review Qualitative analysis of KII and/or FGD data GESI analysis Capacity strengthening assessment Timeline analysis	KIIs and/or FGDs with WFP staff (including activity-level staff, management, external relations), government officials, WFP partners, donors other United Nations agencies, etc. Secondary documentation, including: ACRs, WFP guidance documents, monitoring and assessment reports, etc.
EQ5: To what extent were the operational modalities (structures; systems, and processes) the right ones to allow WFP to respond effectively to the level three emergency in the context of a CSP?			
5.1 Did the CSP implementation modalities allow WFP to rapidly scale up and down the level three emergency with WFP food assistance and protection programming and in alignment with humanitarian principles?	<ul style="list-style-type: none"> Extent to which WFP was able to scale up operations within the level three response in line with WFP Activation Protocol for L3 and L2 Extent to which WFP has sustained an emergency response since 2017 Extent to which WFP has maintained adherence to humanitarian principles of humanity, neutrality, impartiality, and independence Functionality of systems and processes supporting GESI and protection Extent to which WFP has coordinated response with United Nations and other humanitarian actors Effectiveness of measures taken to align operations with humanitarian principles and ensure PSEA How well did the CSP appropriately balance and combine humanitarian and development approaches? 	Document/literature review Portfolio analysis Qualitative analysis of KII and/or FGD data Strategy and context analyses Community engagement data Timeline analysis – changes in systems, structure and processes	KIIs and/or FGDs with WFP staff (including activity-level staff, management, emergency coordinator CXB), government officials, RRRC, WFP partners, donors other United Nations agencies, community members Secondary documentation, including: ACRs, WFP guidance documents, monitoring and assessment reports (REVA, SCOPE, COMET, hotline reports), joint response plans etc.
5.2 Did the CSP's implementation modalities allow WFP to rapidly establish and sustain IASC-mandated coordination responsibilities for food security, logistics, and emergency telecommunications for the L3/L2?	<ul style="list-style-type: none"> Extent to which WFP leadership of the food security cluster/sector working group for the L3 has been effective Extent to which WFP leadership of the logistics cluster/sector working group for the L3 has been effective Extent to which WFP leadership of the emergency telecommunications cluster/sector working for the L3 has been effective 	Document/literature review Qualitative analysis of KII and/or FGD data Strategic and context analyses Community engagement data WFP quantitative data	KIIs and/or FGDs with WFP staff (including activity-level staff, management, emergency coordinator CXB), government officials, RRRC, WFP partners, donors other United Nations agencies, cluster members, community members Secondary documentation, including: ACRs, WFP guidance documents, monitoring and assessment reports (REVA, SCOPE, COMET, hotline reports), joint response plans etc.

Table 3: Rationale for revised evaluation matrix

ORIGINAL TERMS OF REFERENCE EVALUATION QUESTIONS	ADJUSTED EVALUATION QUESTIONS – INCEPTION REPORT	RATIONALE
<p>EQ1: To what extent is the WFP strategic position, role and specific contribution based on country priorities and appropriately aligned to people's needs as well as on WFP strengths?</p> <p>1.1. To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?</p> <p>1.2. To what extent did the CSP address appropriately the needs of the most vulnerable people in the country to ensure no one is left behind?</p> <p>1.3 To what extent has WFP 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?</p> <p>1.4 To what extent is the CSP coherent and aligned with the wider United Nations and other humanitarian stakeholders and include appropriate strategic and operational partnerships based on the comparative advantage of WFP?</p>	<p>EQ1: To what extent is the WFP strategic position, role and specific contribution based on country priorities and appropriately aligned to people's needs and rights as well as on WFP strengths?</p> <p>Relevance and coherence:</p> <p>1.1 To what extent has the design of the CSP remained relevant, appropriate and coherent with national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals, given the changing context, national capacities and needs, including those of humanitarian operations in Cox's Bazar?</p> <p>1.2 To what extent is the CSP coherent and appropriately aligned with the wider United Nations and other humanitarian stakeholders based on the comparative advantage of WFP in the country?</p> <p>Coverage and inclusion:</p> <p>1.3 To what extent did the CSP address appropriately: a) the needs and rights of the most vulnerable people in the country and, b) the risks of exclusion and inclusion to ensure that no one is left behind?</p> <p>1.4 How effective were WFP approaches to coverage, scale-up and targeting of interventions under the CSP?</p>	<p>Questions were raised to two broad categories and reordered – relevance/coherence, and coverage/inclusion – in order to focus the data-collection and presentational aspects of the final report</p> <p>EQs 1 & 3 combined to enable an analysis of changes over time before and during implementation of the CSP</p> <p>EQ1.4 renumbered and reworded. Assessment of partnership integrated with EQ 4.1</p> <p>EQ1.3 reworded to allow for data collection and analysis to focus on and capture changes, if any, in the approaches adopted by WFP under the CSP to position itself strategically across humanitarian-development and peace work</p> <p>Additional EQ 1.4 on coverage etc. moved from EQ2 to: a) capture the relevance and coherence of the WSP approach in the national and subnational context, and b) enhance integration of GESI into data collection and analysis</p>
<p>EQ2: What is the extent and quality of WFP contribution to CSP strategic outcomes in Bangladesh?</p> <p>2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?</p> <p>2.2 To what extent did WFP contribute to the achievement of cross-cutting aims, humanitarian principles, protection, accountability to affected populations, gender equality and other equity inclusions?</p> <p>2.3 To what extent has the achievement of the CSP ensured connectedness and to what extent is it likely to be sustainable?</p> <p>2.4. In humanitarian contexts to what extent did the CSP facilitate more strategic linkages between humanitarian – development and, where appropriate – peace work?</p>	<p>EQ2: what is the extent and quality of the specific WFP contribution to CSP strategic outcomes in Bangladesh?</p> <p>2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?</p> <p>2.2 To what extent did WFP contribute to the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?</p> <p>2.3 To what extent have the achievements of the CSP ensured connectedness and likely to be sustainable?</p>	<p>EQ 2 considered less of a priority for assessment by country office</p> <p>EQs 2.1, 2.3, and 2.3 were retained, ensuring accountability requirements of the ToR were met</p> <p>E.Q 2.4 revised and moved to EQ4 (E.Q 4) to enable a focus on performance and the extent to which WFP achieved this type of strategic shift under the CSP</p>

ORIGINAL TERMS OF REFERENCE EVALUATION QUESTIONS	ADJUSTED EVALUATION QUESTIONS – INCEPTION REPORT	RATIONALE
<p>EQ3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</p> <p>3.1 To what extent were outputs delivered within the intended time frame?</p> <p>3.2 To what extent was coverage, scale-up and targeting on interventions appropriate?</p> <p>3.3 To what extent were WFP activities agile and cost-efficient in delivery of WFP assistance?</p> <p>3.4 To what extent were alternative, more cost-effective measures considered?</p>	<p>EQ3: To what extent were WFP systems, structures and resources marshalled efficiently in support of CSP outputs and strategic outcomes?</p> <p>3.1 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP's strategic outcomes and outputs?</p> <p>3.2 How well have WFP oversight mechanisms, leadership and accountability supported the achievement of the CSP?</p> <p>3.3 How well did WFP address internal capacity gaps and align its organizational structures and systems to deliver the CSP?</p> <p>3.4. To what extent were alternative, more cost-effective measures considered to deliver against the strategic outcomes?</p>	<p>Original questions reframed in terms of the extent to which systems, structures and resources developed where efficiently mobilized to support achievement of the CSP's strategic outcomes. The reframing reflects a priority of the country office, agreed with the OEV, identified during the inception phase, to focus the evaluation on structures and processes underpinning the CSP.</p> <p>The new 3.1 moved from EQ4 to address issues of financial flows; original 3.1 subsumed</p> <p>3.2. introduced to allow exploration of internal WFP systems for supporting efficient use of resources</p> <p>Each of the evaluation subquestions were reviewed in relation to what was done and what this led to in terms of the approach, relevance to context (EQ1), results (EQ2) and performance (EQ4)</p> <p>Questions on timeliness, agility and cost-efficiencies covered within the issues explored under the subquestions</p>
<p>EQ 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP</p> <p>4.1. To what extent did the WFP analyse or use existing evidence on the hunger challenges and the food security and nutrition issues in the country to develop the CSP?</p> <p>4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?</p> <p>4.3. To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?</p> <p>4.4. To what extent did the CSP provide greater flexibility in the dynamic operational context and how did it affect results?</p> <p>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?</p>	<p>EQ 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP</p> <p>Use of data and analytics:</p> <p>4.1 To what extent did WFP analyze or use existing data on hunger challenges, the food and security and nutrition issues to develop and deliver the country strategic plan?</p> <p>Capacity strengthening and partnerships:</p> <p>4.2. To what extent did WFP operationalize the intended shift towards capacity strengthening of government partners?</p> <p>4.3 To what extent did the CSP enhance WFP ability to leverage and sustain strategic partnerships that positively influenced performance and results?</p> <p>Connectedness –cross humanitarian-development-peace linkages:</p> <p>4.4 To what extent was WFP able to shift focus towards strategic linkages and partnerships between humanitarian operations and longer-term development and, where appropriate, peace work considering changing contexts and political directions, national capacities, and priorities?</p>	<p>EQ4 is dependent on data generated from EQs 1 and 3 and to a lesser extent EQ 2. It focuses on three broad areas: data use; capacity strengthening and partnership and, connectedness in order to focus data collection and analysis. Other factors affecting performance and the extent to which it has made the strategic shift expected by the CSP were generated through triangulation of findings from EQs 1 and 3 and data collection from the context analysis and the thematic deep dives</p> <p>Sub-EQ 4.2 subsumed into resource questions under EQ3</p> <p>Sub-EQ 4.3 addressed through EQs 2 and 3</p> <p>New question EQ 4.4 adapted from EQ 2.4 and reworded to allow for data collection and analysis to focus on, and capture changes in, if any, the approaches adopted by WFP under the CSP to shift its focus and position itself strategically across humanitarian-development and peace work</p>

ORIGINAL TERMS OF REFERENCE EVALUATION QUESTIONS	ADJUSTED EVALUATION QUESTIONS – INCEPTION REPORT	RATIONALE
<p>Additional Evaluation Question</p> <p>EQ5: To what extent did the implementation modalities (structure, systems and processes) of the CSP allow WFP to respond effectively to the scale-up and -down of the L3 emergency in Cox's Bazar?</p>	<p>EQ5: To what extent were the operational modalities (structure, systems and processes) the right ones to allow WFP to respond effectively to the level 3 emergency in the context of a country strategic plan?</p> <p>5.1 Did the CSP implementation modalities allow WFP to rapidly scale up and down the level 3 emergency with WFP food assistance and protection programming and in alignment with humanitarian principles?</p> <p>5.2 Did the CSP's implementation modalities allow WFP to rapidly establish and sustain IASC-mandated coordination responsibilities for food security, logistics, and emergency telecommunications for the L3/L2 response?</p>	<p>The addition of EQ5 was agreed in principle between the evaluation team, country office and OEV. The aim was to assess the operational utility of the systems and structures governing the scale-up to L3 and the subsequent scale-down to L2 under a CSP in order to provide lessons for future L3s</p> <p>It also addresses the extent to which WFP was able to adhere to humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations under an L3/L2 complex operation. The data and findings generated will compliment and strengthen existing WFP data (VAM, Sphere, livelihood base lines with host communities)</p>

ANNEX 3.2: Community Engagement Methodological Implementation Report

INTRODUCTION

47. This methodological implementation report outlines the methods and summarized results of the community engagement component of the CSPE. The community engagement work was carried out in partnership with a locally hired NGO, *Jargo Nari Unnayan Sangstha (JNUS)*, which has previous experience conducting participatory research with adults and youth for international research organizations in Cox's Bazar both in the camps and with host communities. Data collection was overseen, and quality controlled, by the evaluation team's senior protection specialist.

48. One key purpose of the community engagement component is to complement the findings of the REVA, which cover protection only superficially and with no prominent gendered analysis. The tools here therefore specifically focusing on voice and accountability, inclusion (and exclusion), and safeguarding issues.

Adapted participatory interest group discussion and community scorecard approach

49. The evaluation team used an adapted participatory interest group discussion (PIGD) approach, using a community scorecard (CSC) tool. The PIGDs are strictly gender- and age-disaggregated focus group discussions (hence "interest groups"). The community scorecard is an interactive monitoring tool usually used to increase accountability of service providers by soliciting perceptions of different groups of primary stakeholders on the quality, accessibility and relevance of various public services. For this evaluation, the community scorecard was adapted to ask questions related to WFP funded/supported agencies, focusing on issues of access, including access to information, targeting, inclusion, participation accountability and PSEA. The community scorecard is described as a "mixed method" tool because it generates both quantitative and qualitative data and analysis. The quantitative data comprise perception scores, across a five-point scale, for each question asked.

50. Based on the differing levels of child protection experience necessary for interacting with younger children, the minimum age for participation was set at 15 years old and a youth group (15-25 as per United Nations definitions) was created. Hence, the evaluation team established four groups: a) women over the age of 25; b) older adolescent girls and young women aged 15-25; c) men over the age of 25; d) older adolescent boys and young men aged 15-25.

51. A total of 68 PIGDs, with approximately 10 participants per PIGD, were conducted. In total, 688 participants across 27 camps and 5 host communities were reached with this tool.

Table 4: Final sample for participatory interest group discussions

Group	# groups	# participants	% total
Girls and young women aged 15-25	19	206	30%
Women over the age of 25	16	165	24%
Boys and young men aged 15-25	16	148	22%
Men over the age of 25	17	169	25%
Refugee		586	83%
Host		120	17%
Total		688	

52. The evaluation team conducted training on Sunday January 12, 2020 with 16 field researchers from JNUS, plus JNUS senior management. Training consisted of: rapid orientation on PSEA; FGD/PIGD methodology training;

and discussion of questions, refinement, and translation of tools into appropriate local language (Chittagong). PIGDs started on Tuesday January 14, 2020 with each team (four teams) working to a schedule of two PIGDs per day across an equal number of demographic groups and in different camps and host communities. Maheen Sultan observed teams 1 and 2 on Tuesday January 14 and Katie Tong observed groups 3 and 4 on Wednesday January 15, 2020. Feedback was provided to JNUS in writing with a follow-up discussion on Thursday January 16, 2020.

53. Specific questions asked within the PIGD were:

- What are the main challenges here? – What has been going well?
- What do you know about WFP? – What do they do? How much do they help you?
- How much have you participated in the way food is provided? – How involved were you in the project design, implementation, and monitoring? How equally were different members of the community (men, women, boys, girls, people with disabilities etc.) involved in the project design?
- How easy is it to feedback to WFP and partners? – Can you tell me the different ways you can provide feedback to the organization? Have you provided any feedback or made any complaints? How equally do different members of the community (men, women, boys, girls, people with disabilities etc.) give feedback?
- If you have provided feedback, what has been the response? Have changes been made to the project as a result of the feedback provided by the community? – How was the response given to you? Did the response/action taken satisfy your question/complaint? How equally do you think questions/complaints from all members of the community are listened to?
- How safe do you feel with WFP and partner humanitarian staff? – Do you feel safe with WFP and other humanitarian staff? Do you know how to make a complaint if you feel someone working for a humanitarian organization has treated you inappropriately? How easy do you think it is to make a complaint if you feel someone working for a humanitarian organization is acting inappropriately? How confident are you that, if you made a complaint about a humanitarian staff member, it would be dealt with properly?

54. There were two major challenges faced during implementation of the PIGD. Firstly, JNUS were unable to provide a gender-balanced team of researchers– 11 men and 5 women only. This was despite a balanced team being requested. Therefore, adaptations were implemented, and the training was undertaken with the proviso that the women would be allocated across each team, so that each team had a woman to lead on the protection question. Secondly, it was anticipated that PIGD participants would be chosen based on sampling criteria including refugee status; length of time since arrival in the camps; families with a person with disability; and more. This preferred sampling methodology was based on the REVA sampling stratum to ensure complementarity with WFP in-country systems. However, the reality was that the JNUS team were able to ensure an adequate sex and age balance but access to different camps was based on access, distance, and safety considerations.

Participatory interest group discussions results

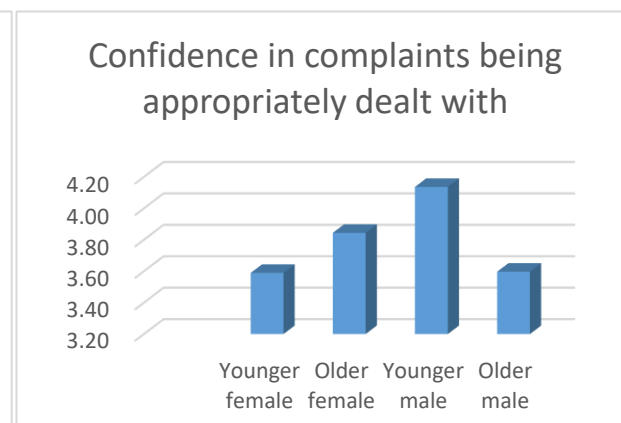
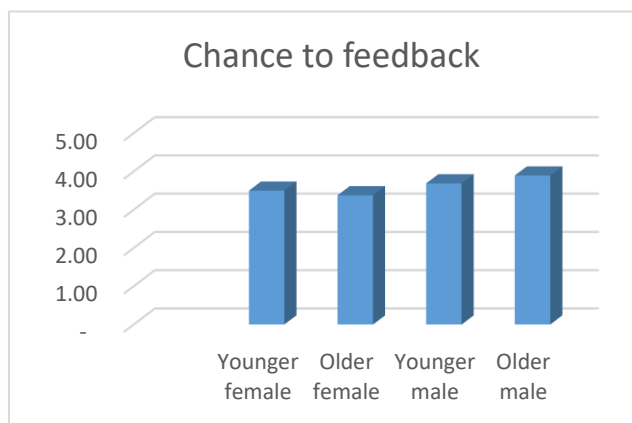
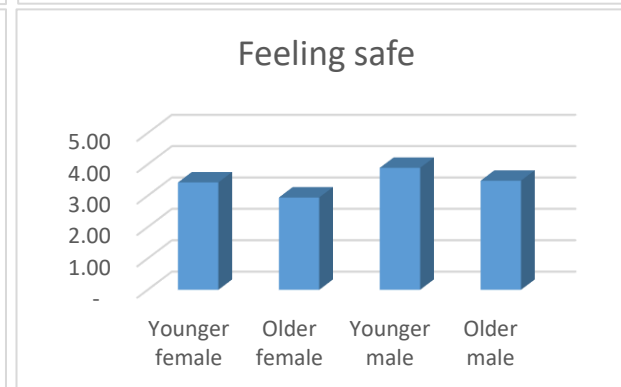
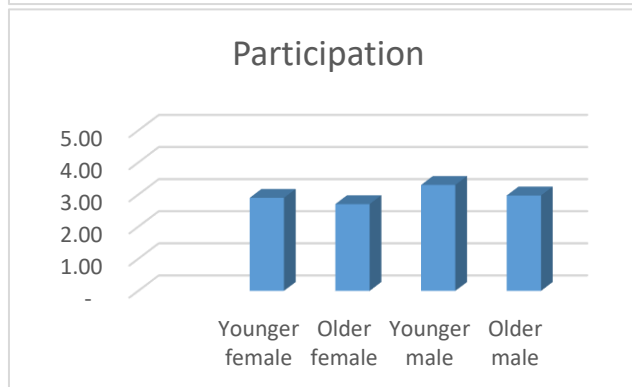
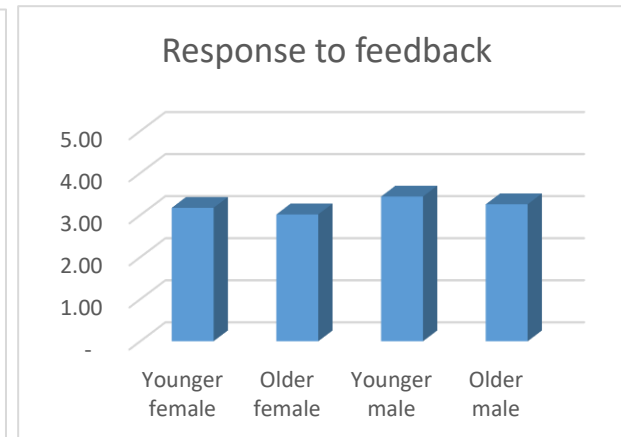
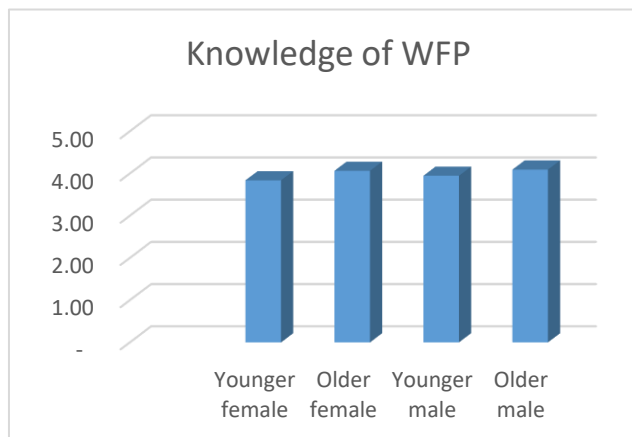
	Girls and young women aged 15-25	Women over the age of 25	Boys and young men aged 15-25	Men over the age of 25
Right to information: Knowledge of WFP and knowledge of entitlements				
Right to participation: involvement or inclusion in programme design, implementation and monitoring				
Right to feedback and complaints: Being able to directly feedback on issues and problems with services, and getting a response to that feedback				

55. The table above shows that, in terms of community engagement, WFP are performing well in ensuring participants' right to information. In terms of ensuring participants' right to participation and right to feedback and complaints, the results show that WFP is performing less well. Interestingly, boys and young men feel their rights in these areas are being met more than all other groups.

56. A mixed methods analysis of the qualitative and quantitative data was used to assign a color category in the above table as follows: red = poor; amber = medium; green = good.

Key for charts on right hand side:

1 = Low; 5 = High



Youth peer-to-peer survey

57. A peer-to-peer survey is participatory research that is steered and conducted by people with lived experience of the issue being studied. It has the potential to empower young people to participate in research by minimizing power imbalances between researchers and participants; this may reduce bias and promote improved understanding to inform policy and practice.

58. The methodology had three components:

- A one-day workshop with selected refugee youth (aged 10-15), partnering with JNUS, to provide training (and, secondarily, capacity building)
- Youth using a questionnaire, partially pre-designed but finalized during the workshop, to each interview 5-10 other youth in camps (= approx. 50-150 youth responses)
- A one-day validation analysis workshop with youth facilitators.

59. The youth peer-to-peer survey was conducted by young men and women who collected data on 16 pre-determined questions focused on access to information, accountability and protection in relation to food assistance. The youth researchers both collected and analysed the data, enriching and adding an extra dimension to the data collected through the community scorecard.

60. There were a number of limitations met by the evaluation team and JNUS when implementing this tool. Firstly, given the constraints of youth moving between camps at Cox's Bazar, it was decided that the youth survey would only be implemented in Camp 9. Secondly, the training was compromised by lack of electricity and PowerPoint presentation facilities, the limited literacy and understanding of the youth, the inappropriateness of having two JNUS colleagues, who were men, engaging in the young women group discussion, and the limited English translation available. These difficulties in providing a minimum level of training and ensuring an understanding by the youth of the purpose and process of the exercise meant that while some youth did undertake some surveys with peers, the results from these were not based on a clear understanding of the activity. Therefore, the results were not considered credible and have not been included in the analysis.

Annex 4: Thematic Deep Dive: Nutrition-Sensitive Social Protection

Introduction

61. During the country visits for the inception phase of the CSPE the evaluation team discussed with the country office and Office of Evaluation the requirements for a thematic deep dive assessment to be incorporated into the final report. The CSPE has two key objectives that are defined around accountability of results and assessing lessons learned for developing the next country strategic plan.

62. The country strategic plan has 14 activities (increased from the original 9 to cater to the level three emergency response) and due to the size and breadth of WFP activities it was considered necessary to identify a select number of programme areas for an in-depth deep dive analysis. In this context, given WFP support for social safety net activities over the years in Bangladesh, the evaluation team proposed to explore social protection as a broad thematic area.

63. The purpose of this thematic deep dive therefore was to assess WFP nutrition-sensitive social protection (NS-SP) interventions, while examining the connections to the specific outcomes of the country strategic plan, in relation to how this supports the Government's strategic direction. Covering the current country strategic plan period, WFP refers to two specific social protection programmes¹² in Bangladesh as being nutrition-sensitive. These are the vulnerable group development (VGD) programme, and the mother and child benefit programme (MCBP). In consultation with the country office and the Office of Evaluation it was agreed that the deep dive should focus on these two programmes.

64. Whereas the origins of key aspects of these programmes pre-dates the current country strategic plan period, both have considerable relevance to the overall direction of NS-SP in the country. The thematic deep dive will also explore linkages to assess the extent to which WFP NS-SP capacity strengthening activities were coherent with their aims and strategic outcomes.

65. The structure of the deep dive will provide a brief discussion on the relevant aspects of the Government's social protection policy background in Section 2. The origins of NS-SP will be presented in Section 3 followed by analysis of the two social protection flagship programmes. There is a section providing a brief overview of other nutrition-sensitive social safety net programmes that WFP support in Section 3. Section 4 will draw some conclusions and assess the lessons learned, while Section 5 will put forward a number of recommendations to inform the development of the next country strategic plan.

Background policy context

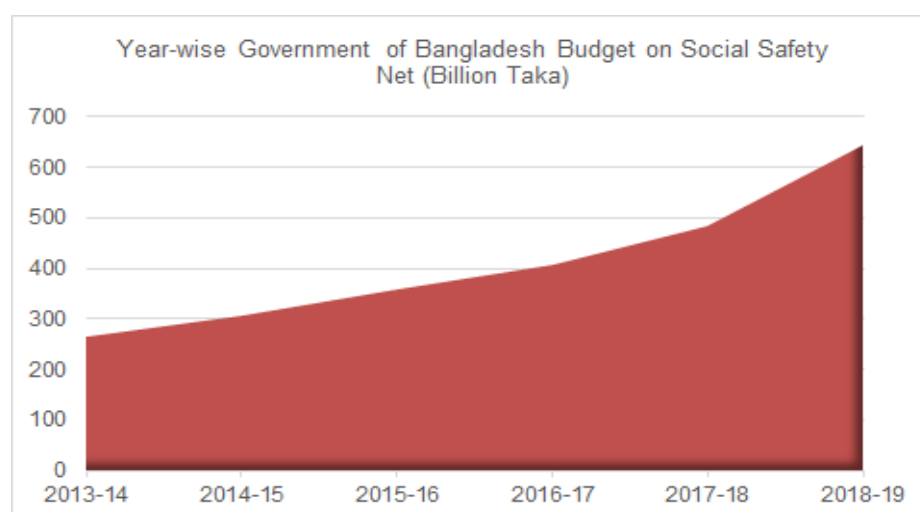
66. The 2015 National Social Security Strategy (NSSS) sets out the Government's basis for reform of the social protection (SP) and social safety net (SSN) sector. The key policy context of NSSS aims to reduce the number of social protection programmes – there are over 130 programmes defined as SP/SSN – to a core group of programmes framed within a life-course approach. This envisages programme interventions including pregnancy and early childhood development, school age support, working age support, and support to the elderly. The Government's budgetary allocations to social safety net programmes have increased year-on-year since 2013, with expenditure reaching 2.58 percent of Bangladesh's gross domestic product (GDP) and 14.1 percent of its total budget in financial year 2019–2020.¹³ Simultaneously, the national coverage rose to 58.1 percent in 2019 compared to 24.6 percent in 2010.¹⁴

¹² WFP Bangladesh, 2019. *Nutrition-Sensitive Social Safety Nets*, September 2019.

¹³ Government of Bangladesh, 2020. *Social Security Policy Support (SSPS) Programme*. With GED and Planning Commission. <http://socialprotection.gov.bd/social-safety-nets-in-bangladesh-budget/>

¹⁴ National Budget of 2019-2020, Bangladesh.

Figure 4: Government of Bangladesh investments in social safety nets 2013–2017¹⁵



67. Approximately a quarter of the population of Bangladesh – 40 million people - are food insecure, and 11 million suffer acute hunger with an undernourishment rate of 15.2 percent. Wasting affects 2.2 million children. Over 30 percent of children under 5 (5.5 million) are stunted, and among the poorest population quintile living in slums, 50 percent of under-5s are affected. The Bangladesh Country Investment Plan (CIP), first launched in 2011, now focuses on nutrition-sensitive food systems and the community-based element emphasizes nutritional support for children through safety net interventions including school feeding programmes.¹⁶ The Government's Seventh Five-Year Plan (2016-2020) articulates sector action plans in relation to supporting interventions to achieve SDG 2.¹⁷ Key relevant priorities include consolidation of safety nets in line with the NSSS to enhance food access and utilization, and implementation of the nutrition policy with a view to reducing stunting among children under 5 from 36 percent to 26 percent, and underweight children from 32 percent to 20 percent by 2020.

68. WFP Country Strategic Plan (2017-2020) is guided by several strategic outcomes. Strategic outcome 1 has a predominate focus on SDG 2. It has a particular emphasis on nine output areas that envisage technical support to the Government's targets by 2020 for minimizing all forms of malnutrition and a reduction of stunting, and micronutrient deficiencies. In summary the country strategic plan nine outputs are:

- 1) The national vulnerable group development programme delivers enhanced food security and nutrition outcomes
- 2) The new national child benefit and vulnerable women benefit programmes take into account nutrition sensitivity, urban coverage and responsiveness to shocks
- 3) Through Government systems, reliable data on the food security and nutrition outcomes of national social protection programmes are available
- 4) Support to the Government and partners improves national nutrition-sensitive and nutrition-specific interventions in rural and urban areas
- 5) Enhancing complementary feeding practices becomes the focus of increased collaboration among the main stakeholders
- 6) Targeted groups receive nutrition messages
- 7) Demand and supply of post-harvest rice fortification¹⁸ are scaled up
- 8) A nutrition-sensitive national school feeding policy is adopted and implemented

¹⁵ Government of Bangladesh, 2020. *Social Security Policy Support (SSPS) Programme*. With GED and Planning Commission. <http://socialprotection.gov.bd/social-safety-nets-in-bangladesh-budget/>.

¹⁶ *The Bangladesh Second Country Investment Plan 2017-2021*.

¹⁷ Ending hunger, achieving food security and improved nutrition.

¹⁸ Fortified rice delivers essential vitamins and minerals missing in many peoples' diets and contains vitamin A, vitamin B1, vitamin B12, folic acid, iron and zinc.

9) The national school feeding programme is scaled up in poverty-prone rural and urban areas.

69. The findings from the county programme (2012-2016) (CP200243)¹⁹ and the 2016 WFP Strategic Review of Food Security and Nutrition in Bangladesh²⁰ helped shape and influence the country strategic plan direction in the context of linking NS-SP interventions. The strategic review highlighted that although there has been an increase of social protection coverage over the years - the proportion of the population covered by social safety nets in 2005 was 13 percent compared to 24 percent in 2010 - a number of on-going challenges still exist. These include: the impact of social safety nets is weakened by stretching the thin resources that are available, a situation compounded by a diversion of those resources to non-poor households; an insufficient allocation of transfer value to enable poor households to cope with shocks; and, an under investment of social safety net provision in urban areas. However, despite the Government reforms and restructuring of the social protection sector, the coverage of social safety net programmes rose to 58.1 percent²¹ by 2019.

70. The WFP portfolio has shifted in recent years to institutional capacity development and a gradual reduction in direct operational delivery. In this context, WFP is shifting towards a more advisory role to assist government efforts to achieve SDG 2. The underpinning theme running throughout the WFP country strategic plan is the emphasis on the provision of technical assistance (TA) to support capacity strengthening of government systems. Strategic outcome 1 activities 1 to 4 focus particularly on technical assistance support to the Government. The WFP country strategic plan states that it underpins its technical assistance support through several programmes with a particular emphasis on: policy engagement; programme reform; advocacy and evidence; and, capacity building. This technical assistance support to the Government aims to enhance national nutrition actions, design nutrition-sensitive safety net programmes, promote consumption of fortified rice and, facilitate the implementation of the school meals policy to improve nutrition indicators in line with national nutrition targets by 2020.

The origins of nutrition-sensitive social protection

71. A World Bank study in 2013 defined nutrition-sensitive²² development efforts as interventions that aim to improve the underlying determinants of nutrition, such as improving adequate food access and health services, or at least ensure that interventions avoid harm, especially among the most nutritionally vulnerable population groups. This approach builds upon the Lancet Nutrition series in 2013²³ which estimated that scaling up 10 proven effective nutrition-specific interventions would reduce stunting globally by 20 percent. It highlighted specifically a need to address the core determinants of under nutrition through social protection programmes.

72. Pursuing this approach, WFP organized a webinar²⁴ in October 2019, which contributed to shaping dialogue that stated “to enable social protection to achieve better food security and nutrition outcomes, it is vital that the barriers which prevent households from utilizing transfers and improve their livelihoods and well-being, including food and nutrition are better understood and analysed”. Furthermore, this policy advisory note suggested that “these barriers must be addressed, namely through cash-plus interventions, or additional services with investments needed to enable individuals and households to make the most out of the support provided”. WFP proposed a number of NS-SP interventions recommendations. These included:

- Advocate for the inclusion of nutrition-related objectives, actions, and/or goals into national social protection programmes
- Orient transfer programmes targeting towards identifying the most nutritionally insecure populations
- Design and implement transfer programmes to pursue a cash-plus model

¹⁹ In particular component 4 of the country programme (CP200243 2012-2016) that stated: “enhance nationally owned safety net programmes addressing hunger and house hold food security”.

²⁰ Osmani, S.R. et al., 2016. *Strategic Review of Food Security and nutrition in Bangladesh*

²¹ Government of Bangladesh National Budget, 2019-2020.

²² Nutrition-sensitive: A term that refers to interventions or development efforts that, within the context of sector-specific objectives, also aim to improve the underlying determinants of nutrition (adequate food access, healthy environments, adequate health services, and care practices), or aim at least to avoid harm to the underlying or immediate causes, especially among the most nutritionally vulnerable populations and individuals. (World Bank, 2013. *Improving Nutrition Through Multi-Sectoral Approaches*).

²³ The Lancet, 2013. *Maternal and Child Nutrition* <https://www.thelancet.com/series/maternal-and-child-nutrition>.

²⁴ Social Protection, n.d. *The knowledge-sharing platform on social protection* <https://Socialprotection.org>.

- Set transfer values that are sufficient to achieve nutrition and health-related objectives
- Support other sectoral interventions' designs to become more nutrition-sensitive
- Enhance cross-sectoral cooperation as part of the implementation of more NS-SP
- Incorporate NS-SP interventions into regional humanitarian responses.

73. Against this nutrition-sensitive social protection policy background context, WFP has been pursuing a partnership with the Government through the country strategic plan to support a number of key social safety nets. The sections below will explore what role WFP has played in shaping and influencing two of the Government's flagship social protection programmes.

4.1 VULNERABLE GROUP DEVELOPMENT PROGRAMME

74. The vulnerable group development programme is the largest and oldest social safety net in Bangladesh. It was first established following the country's independence in the early 1970s in response to the famine in 1974. The aim of the programme is to build sustainable economic improvements to ultra-poor households. Currently, the vulnerable group development programme targets around 1 million women participants across the country.²⁵ Vulnerable group development beneficiaries receive a monthly food ration of 30kg of rice for the household and a development support package for a cycle of 24 months including:

- Training on income-generating activities (IGAs), including entrepreneurship, for 63 hours²⁶
- Training on life skills for 63.5 hours²⁷ to help improve their livelihoods
- A compulsory savings scheme requiring vulnerable group development beneficiaries to contribute Bangladesh Taka (BDT) 40 per month over 24 months.

75. To ensure sustainability of development results and to provide women with opportunities to further improve their livelihoods, vulnerable group development participants are mainstreamed into regular non-governmental organization development programmes after completing the two-year cycle. The programme strives to uplift the socio-economic conditions of poor and destitute women in the rural areas of Bangladesh. Although according to government officials the programme has had little success in reducing poverty. WFP association with the vulnerable group development programme goes back to the earliest implementation phases of the programme in 1975.

76. Between 2013 and 2017, through the support of Strengthening Government Social Protection Systems for the Poor (SGSP),²⁸ WFP managed two key work streams: 1) providing technical assistance to Ministry of Women and Children's Affairs for reforms to the vulnerable group development programme by piloting a cash grant trial and fortified rice into transfer systems; and 2) capacity building of Bangladesh Bureau of Statistics (BBS) to establish panel survey of their Household Income & Expenditure Survey (HIES). WFP involvement in implementing these work streams provided a sound foundation for bringing lessons to the design and implementation of the current country strategic plan.

77. **The investment component for the vulnerable group development (IC-VGD) programme** – In 2017, an investment component was added to vulnerable group development during the implementation of the SGSP programme.²⁹ IC-VGD is implemented within the overall vulnerable group development programme and serves as a cash-plus intervention to complement the existing vulnerable group development. The IC-VGD component, following the conclusion of the pilot phase in 2018, and with the second phase approved in 2019, now benefits approximately 100,000 women in 64 districts.³⁰ Beneficiaries are selected from within the overall vulnerable group development programme cohort. The IC-VGD is targeting the most vulnerable women in all unions covered under the 64 selected *upazilas* (administrative region) of all 64 districts. These 64 *upazilas* were selected based on poverty and vulnerability and in consultation with the WFP vulnerability analysis and mapping unit. There is also a drive towards introducing digital facilities and capabilities in selective administrative centres to enroll beneficiaries. As the

²⁵ Includes the round of entrants in 2017 data.

²⁶ Training is spread over 21 days during 2-year scheme cycle.

²⁷ Training is spread over 21 days during 2-year scheme cycle.

²⁸ Strengthening Government Social Protection Systems for the Poor (SGSP) programme, funded by DFID.

²⁹ IC-VGD was first introduced as part of the Strengthening Government Social Protection Systems for the Poor (SGSP) programme, funded by DFID, with the Netherlands Embassy in Dhaka provided funds for the rice fortification component.

³⁰ WFP, 2019. *WFP Briefing Report*, Sept 2019.

evaluation team observed during interviews with officials, while there are attempts to locate these digital centres in remote rural areas these locations are subject to poor connectivity issues. However, whether this approach is leading to exclusion of the extreme poor is not clear. but there have been delays in roll-out to these 64 districts, which was due to start in January 2020. The core components and aims of the IC-VGD programme include:

- Provision of 30.3kg of fortified rice, aimed at providing additional food nutrition benefits
- A cash grant of BDT 15,000 per beneficiary as a start-up of a micro enterprise
- Income-generating training provided by government officials as specialist trainers
- A compulsory savings plan of BDT 200 per beneficiary per month.

Vulnerable group development reform plan - 2018

78. In order to shape the reform of social safety nets in Bangladesh a series of diagnostic studies, as part of the DFID-funded SGSP, were commissioned to assess specific strategic social protection programmes.³¹ The SGSP-commissioned diagnostic study³² in March 2017 recommended a number of reforms for the vulnerable group development programme. The recommendations are underlined below and, where appropriate, comments have been added to highlight WFP engagement in these key areas:

- Improve programme design: With the aim of addressing issues of sustainability, including shifting the programme emphasis from food distribution to creating an economic enabling environment through training.
- Improve eligibility criteria of vulnerable group development: This is outdated and has not changed since the programme started. Targeting and selection of beneficiaries needs to be aligned to poverty and nutrition insecurity indicators and not as per current allocation of set numbers per union. The eligibility conditions are not followed methodically, and geographical targeting is not based on the realities in the local context, resulting in inclusion errors. In addition, the selection of beneficiaries is amenable to political interference, and there is no mechanism to address exclusion criteria. **Comment:** The country strategic plan strategic outcome 1 activity 1 puts strong emphasis on WFP continued technical assistance to the Bangladesh Bureau of Statistics (BBS) to optimize the targeting of food security social safety net programmes. In 2018 WFP, in partnership with the International Food Policy Research Institute (IFPRI) and the Bangladesh Bureau of Statistics, supported the vulnerable group development programme to revise the selection criteria that the Ministry of Women and Children's Affairs has since adopted for beneficiary selection in the 2019 and 2020 vulnerable group development selection cycles.
- Ensure that the selection of non-governmental organization partners for the vulnerable group development programme includes capability indicators: **Comment:** WFP are working on IC-VGD performance indicators for non-governmental organization partners. WFP sub-contract non-governmental organizations to implement vulnerable group development programme activities. During the evaluation team's field work the Ministry of Women and Children's Affairs commented that the accountability mechanisms at the *upazila* level are not adequately in place.
- Training and capacity-building support: The nutrition training component is inadequate for generating awareness amongst beneficiaries of the importance of fortified rice pertaining to nutrition.
- Income generating activity support for beneficiaries: This does not cover in any adequate detail issues on financial literacy, access to credit, and local non-governmental organizations are not supported by government specialists with skills to facilitate relevant income-generating activities.
- Savings plan mechanisms: These are not adequately understood by beneficiaries or are insufficient to enable any sustainability of income-generating activities with no provision for government co-contributions to these savings plans or support on access to insurance schemes.

³¹ The Strengthening Public Finance Management for SP Project (SPFMSP) is a component of the SGSP; Maxwell Stamp were responsible for commissioning a series of diagnostic studies to support the reform agenda. WFP received GBP 2.5m support from the SGSP to manage two work streams: 1) TA to MoWCA for reform to the VGD programme, piloting cash grant trial & fortified rice into transfer systems; 2) capacity building of Bangladesh Bureau of Statistics to establish a panel survey of household income & expenditure survey.

³² Reform Plan of the Vulnerable Group Development Programme, Maxwell Stamp plc, approved by MoWCA in March 2017. The report as part of SGSP analysis for reform of SPs/SNNs.

- Food distribution of fortified rice: This should be available to all vulnerable group development beneficiaries. Previously only beneficiaries enrolled on the IC-VGD programme received fortified rice. **Comment:** By 2019 WFP successful advocacy efforts contributed to the distribution of fortified rice under the Government's food friendly programme and the vulnerable group development programme through 220 subdistricts,³³ which reach over a million people. WFP has been providing technical guidance to several private sector companies in collaboration with the Government and Nutrition International to produce fortified rice kernels, with a capacity of 1,200 mt per year.
- Monitoring and performance reporting: Multiple monitoring formats exist, and most are never used for reporting. Whatever monitoring was undertaken is largely input-based, no monitoring of, and reporting on, outputs, outcomes and impacts. **Comment:** WFP quarterly monitoring and annual reporting both experience similar challenges. For example, there is little correlation between reporting on the Government's vulnerable group development implementation objectives and the WFP reports, which in turn only have a narrow focus on selective activities with limited narrative analysis assessing on-going underlying critical challenges related to the country strategic plan's outputs.
- Grievance redressal mechanisms: Existing grievance redressal mechanism only addressed the selection process issues, there are no mechanisms prescribed for redressing grievances regarding the support provided by the non-governmental organizations, food distribution, trainings, and income-generating activity support.
- Capacity and institution-building to enhance the administration of the programme: The capacity and level of institution development at the Ministry of Women and Children's Department for Women's Affairs is not adequate for effectively administering the vulnerable group development programmes. A number of recommendations were proposed, including that: capacity development programmes for top management should be undertaken; the management information system (MIS) for vulnerable group development beneficiaries should be developed; beneficiary data should be digitized on the management information system as soon as the selection of beneficiaries takes place so that ineligible persons may be removed from the list of beneficiaries before the start of the programme; workload assessment of the existing staff should be undertaken; and recruitment and training of staff needs to be an ongoing process based on specific needs. **Comment:** WFP have been supporting the Department of Women's Affairs to address some of these areas. For example, WFP provided temporary technical assistance working directly with the Ministry of Women and Children's Affairs to set up a management information system (for the Ministry of Women and Children's Affairs's programmes and facilitated training in management information systems. WFP also provided guidance to the Ministry of Women and Children's Affairs to establish a non-governmental organization resource pool to support programme implementation, and WFP have contributed to capturing data and assessments related to payment grievance issues.

79. As a result of these reforms, the IC-VGD is now funded predominately by the Government (95 percent), and there are plans through the NSSS recommendations to merge the allowance for widowed, deserted and destitute women programme with the vulnerable group development programme and transform these two into a new vulnerable women benefit programme with the aim of reaching 3.2 million vulnerable women by 2025.

³³ WFP, 2019. *Annual Country Report*.

4.2 REFORM OF THE MATERNAL ALLOWANCE AND LACTATING MOTHERS ALLOWANCE, DEVELOPMENT OF THE MOTHER AND CHILD BENEFIT PROGRAMME

CONTEXT OF PREVIOUS PROGRAMMES

80. As part of ongoing reforms to address nutritional deficiencies, the NSSS mandated the Ministry of Women and Children's Affairs to establish a new programme prioritizing support to young children (0-4 years). The NSSS issued the following directions:

- Priority must be given to the first 1,000 days of a newborn child
- Focus should be on nutrition and cognitive development of children
- Targeted approach to the poor and vulnerable pregnant women and health service linkages must be strengthened and ensured for mother and children
- The coverage of the programme should gradually be increased to cover up to 7.5 million beneficiaries, going by the principle of "leaving no one behind"

81. The mother and child benefit programme is an amalgamation of two existing programmes: maternal allowance (rural areas) and the lactating mothers allowance (urban areas). These are briefly described below.

Maternal allowance programme

82. The maternal allowance (MA) programme was introduced as a national programme in 2007 to provide financial assistance to 45,000 poor pregnant women in 300 union *parishads* in rural Bangladesh to improve the health and nutritional condition of both the mother and the baby. Through the training component of the programme, pregnant women are sensitized on a number of health and nutrition concerns related to pregnancies and newborns, progression of pregnancy and danger signs, delivery of baby and other social developmental aspects. The programme identifies poor mothers at the local level in order to enrol a fixed number of poor women in the programme each year. The number of new beneficiaries to be included in the programme is pre-defined at the central level for each union. The programme provides an allowance of BDT 500 per month and each beneficiary receives BDT 12,000 over a fixed one-time two-year period. In its first four years of implementation the actual number of beneficiaries remained less than 100,000. In 2017 the target coverage was 500,000 beneficiaries following pre-defined national level figures.

Lactating mothers allowance programme

83. The lactating mothers allowance (LMA) programme is a similar income transfer initiative but targeting poor working women in urban areas of Bangladesh. Poor working women pregnant and/or with small infants are eligible to participate in the programme, provided that a number of other eligibility conditions are satisfied. As with the maternal allowance, women in the lactating mothers allowance programme also receive an allowance of BDT 500 per month for a total of 24 months. In the lactating mothers allowance programme as well, poor working women can participate in the programme only once in their lifetime.

84. The lactating mothers allowance programme started in 2013 initially with 67,500 beneficiaries. By 2014 the programme reached 85,000 women and in 2017 the programme had rapidly expanded to enroll over 180,000 beneficiaries. Similar to the maternal allowance programme the lactating mothers allowance programme has experienced challenges in accurate monitoring and reporting. The SGSP diagnostic study³⁴ calculated that if formal sectors are targeted, the maximum eligible women would be 102,000 in a year. However, as the targets are significantly higher it is assumed the programme must be enrolling women who are not in formal sector employment and/or are not poor.

85. The 2017 diagnostic study³⁵ of the maternal allowance and lactating mothers allowance suggested that each year the number of beneficiaries entering the programme achieved the pre-defined criteria specific target areas, although the quotas defined by the programme are not consistent with the number of eligible women available in

³⁴ In May 2017, the Finance Division (FD) conducted a diagnostic study on the maternity allowance programme (MAP) under the Strengthening Public Financial Management for Social Protection (SPFMSP) project.

³⁵ SPFMSP, 2017. *Diagnostic Study on Vulnerable Group Development (VGD) Programme of Ministry of Women and Children's Affairs*. Strengthening Public Financial Management for Social Protection (SPFMSP) Project under Finance Division, Ministry of Finance, Government of People's Republic of Bangladesh.

rural Bangladesh for the maternal allowance programme. This suggests the programme does not strictly adhere to its own enrolment criteria. The study raised the following concerns:

- The annual enrolment process of the programme leads to exclusion of many women who became pregnant after the annual enrolment had already taken place
- The selection process was subjective and inefficient
- The twice-yearly transfer of benefits was inadequate and inefficient and sufficient available funds for the purchase of quality food could not be ensured
- The distance from the banks, travel and opportunity costs made it inconvenient for women to access the funds
- Absence of quality nutrition training prevents the programme from having a sustained impact on nutrition outcomes.

The study recommended programme-wide reforms to improve programme quality, ensure efficiency in operation systems and a transparent and objective selection process.

Mother and child benefit programme

86. The mother and child benefit programme (MCBP), officially launched in July 2019, has a core emphasis on nutrition-sensitivity through behaviour change communication (BCC) on nutrition, health and antenatal and postnatal care. The programme is currently being implemented in 26 *upazilas*, with plans to scale up to 64 poverty-prone areas in the 2020 cycle and gradually expand to 491 *upazilas* by 2025. Approximately 7.5 million children will be provided with a cash allowance to meet health and nutritional needs. According to WFP briefing notes,³⁶ it is providing support to the Ministry of Women and Children's Affairs to improve the programme design in terms of establishing an efficient and transparent enrolment and transfer process and generating access to information on nutrition and early childhood development. WFP are currently engaged with helping the Department of Women's Affairs in verifying beneficiaries for the MCBP, enhancing the capacity of health workers to deliver nutrition advice, and supporting mass awareness campaigns on nutrition for pregnant and lactating mothers.

87. According to WFP 2018 annual country report,³⁷ in supporting the roll out of the mother and child benefit programme, WFP technical assistance ensured linkages with the online management information system database, Government-to-People (G2P) modality, and integrated social and behaviour change communication on nutrition and early childhood development care. A qualitative assessment of the MCBP, undertaken by the Ministry of Women and Children's Affairs and WFP between April and September 2019, did not specifically highlight any innovative steps that were being considered on how nutrition-sensitive issues aimed to be addressed through this programme to achieve the expected outcomes. The recommendations of that assessment focused mainly on the efficiency and effectiveness of the implementation process and did not flag any nutrition-related concerns, which is surprising considering the specific focus of the programme and the fact that the programme is operating in areas with known nutritional deficiencies.

88. WFP have been supporting various government ministries with the aim of making policies and programmes more nutrition-sensitive. A study published in 2019³⁸ aimed to explore the knowledge attitudes and practices that influence dietary behaviours of pregnant and lactating women, adolescents and mothers of older children. The findings informed the development of social behaviour change communications and, although training modules have been finalized, the public awareness campaigns could not be implemented due to a lack of funds.³⁹

89. With regards to inputs to support interventions related to the maternal allowance, the lactating mothers allowance and MCBP, there are conflicting claims of attribution made by development partners. According to the DFID SGSP annual review dated September 2019, the Strengthening Public Finance Management Systems of Social Protection Project (SPFMSP) management information system team was coordinating with the access to information (team to conduct maternal allowance-lactating mothers allowance management information system data entry training. This training covered over 1,000 staff from the Department of Women's Affairs central management information system unit as well as staff from different *upazilas* across the country. The review states that this helped the Department of Women's Affairs to digitize over 660,000 maternal allowance beneficiaries and

³⁶ NS-SSN briefing note, Sept 2019.

³⁷ WFP, 2018. *Annual Country Report*.

³⁸ WFP, 2019. *Nutrition matters: Qualitative study on drivers of dietary behaviour in Bangladesh*. Dhaka: WFP.

³⁹ WFP, 2019. *Annual Country Report*.

over 250,000 lactating mothers allowance beneficiaries. It goes on to suggest that through technical assistance provided by the SPFMSP project, the Department of Women's Affairs (Ministry of Women and Children's Affairs) became the first line ministry to successfully rollout the G2P payment system to more than 700,000 beneficiaries in 486 *upazilas* across Bangladesh for two of their flagship schemes, namely maternal allowance and lactating mothers allowance. As a result, the Department of Women's Affairs was able to pay out social transfers to over 700,000 beneficiaries of maternal allowance-lactating mothers allowance through G2P in June 2019. The evaluation team learned in an interview with Department of Women's Affairs staff that, under their own initiative and in cooperation with the Ministry of Finance, the Department of Women's Affairs piloted the G2P payment mechanism. Against this context, and given the lack of details in WFP reporting, it is difficult to accurately assess the specific attribution made by WFP towards strengthening the Ministry of Women and Children's Affairs's management information system and G2P payment systems in 8 *upazilas*.

4.3 WFP SUPPORT TO OTHER KEY NUTRITION-SENSITIVE SOCIAL PROTECTION PROGRAMMES

90. The school meals/feeding programmes and the fortified rice intervention are an integral part of the Government's social safety net and social protection programme portfolio with a nutrition focus.

School feeding strategy

91. Over the years, WFP has played a vital role in supporting the Government's school feeding strategy and its policy development. For example, the WFP school feeding project in Gaibandha District, catering to 148,000 children in 602 schools, was handed over to the Government in December 2017. Lessons learned from this experience contributed towards the national school feeding policy being approved by the Government in 2019 with WFP providing technical support.

92. WFP continues to provide technical assistance to the Ministry of Primary and Mass Education (henceforth, Ministry of Education) to design and implement the national school feeding programme in poverty-prone areas. The programme assists over 2.7 million school children across 94 subdistricts.⁴⁰ Under the country strategic plan WFP have transferred to the Government school feeding programmes benefiting 224,000 school children from Gaibandha, Dhaka, Bamna and Islampur.

School meals programme

Starting as a WFP pilot project in two *upazilas* in 2013, the cooked school meals programme provides school children with hot meals of fresh vegetables, lentils and micronutrient-fortified rice and oil. WFP has played a key role in supporting the roll out of the Government's hot meals programme. WFP have been instrumental in supporting the Ministry of Education in the drafting and introduction of the school meals policy, which was endorsed in March 2019. Demonstrating that the pilot project was a cost-effective approach to combating micronutrient deficiency, the Government in 2019 invested USD 20 million to expand the programme to reach 410,238 children in 2,166 schools across 16 *upazilas*. In 2020 it is expected that this will reach 100 of the poorest *upazilas*. The WFP support involves providing assistance in the area of procurement, service contracting and quality control. The coverage of the national school feeding programme increased significantly over the duration of the current country strategic plan.

93. In the Chittagong Division, the WFP school meals programme is a particularly relevant intervention in areas bordering with Rakhine State in neighboring Myanmar as these areas experience excessive poverty, high food insecurity, and a lack of available nutritious food for children. The WFP intervention of making sure one nutritious meal was available for children each day has contributed to an increase in school attendance and a decrease in drop-out rates. A critical multiplier effect is that this intervention has created opportunities for poor local women to earn an income through selling vegetables to schools, complemented with fortified rice and oil, ensuring the required nutrition and micronutrients for children. A critical factor is that this intervention also ensured the inclusion of all ethnic minorities, even the poorer members of the mainstream Bengali population within the programme.

4.4 LESSONS LEARNED AND CONCLUSIONS

⁴⁰ WFP, 2019. *Annual Country Report*

Relevance and coherence

94. Leading up to and during the current country strategic plan implementation period, WFP had gained experience of the NSSS reform agenda through its involvement with key components of the SGSP. The NSSS provided WFP with a tangible set of prepared policy and programme areas to link into in order to achieve coherence between its NS-SP aims and the objectives in the country strategic plan. Most of the WFP NS-SP proposed and stated interventions in support of the Government's nutrition-sensitive policy framework had been well established and designed prior to the current country strategic plan timescale. Therefore, on the one hand there was limited scope and opportunity to engage with government partners to shape the overall policy approach of these interventions to make them more nutrition-sensitive. On the other hand, however, the focus of the WFP approach, set out in the country strategic plan, required the country office to adapt from its previous implementing role through the SGSP towards a new set of challenges to influence other development partners and existing government programme implementation processes. Given the long-standing experience of WFP in the country on food security issues, this provided an opportunity to engage in stakeholder discussions at the Cabinet Division level, which was a relatively new area of operation. This relationship has not been without its problems. According to interviews conducted by the evaluation team, government officials expressed views that suggest that the technical capacity of WFP needs to be enhanced to rise to the challenges of a fast-moving policy environment. While support to the strategic social protection policy engagement with the Government may not be a particular strong area of competence for many WFP staff, WFP have enjoyed success in other technical areas. In this regard WFP technical assistance to strengthen the Ministry of Education's capacity has had a significant influence in shaping the school meals policy that was approved in 2019.

95. Another key success area in the context of the NS-SP agenda was the engagement with the Government on establishing the supply and demand of fortified rice and introducing this commodity into existing NSSS programmes. This was deemed to be an effective and strategic approach. The production of fortified rice is set to increase as currently there are five companies producing kernels with a further five companies in the pipeline, and the Government now procures the majority of the fortified rice.

96. WFP country strategic plan NS-SP interventions were attributed more towards achieving social protection operational objectives rather than focusing specifically on delivering robust nutritional benefits. As noted earlier, in order to engage with the social protection sector WFP was required to work with existing social safety net systems and programmes that also involved influencing multi-government ministry policy processes. This required a different technical approach to that which WFP had traditionally been renowned for, i.e., from a technical hands-on approach to a shift towards negotiating and influencing. There are existing challenges in gathering evidence-based lessons and matching this with practical opportunities to guide and enhance the nutrition element of existing social protection programmes whose target approach and coverage still presents strategic obstacles to achieving WFP country strategic plans objectives.

Policy engagement

97. WFP has not adequately grasped or understood the political operational landscape of the social protection sector. WFP is pitching inputs at the activity implementation level, operating mainly through subcontracted non-governmental organizations. While perhaps this is working to their strengths and experience, the Government NS-SP environment has altered radically in recent years and WFP have not adapted to this changing policy context. In order to effectively engage with the Government at policy level WFP staff will need to embrace a different influencing approach and adapt the specific skillset of its technical specialist staff in order to act as interlocutors and successfully negotiate with government counterparts and other development partners in this sector. The social protection and nutrition policy environment in Bangladesh is a crowded space at present. WFP will need to reflect on the successes of its specific programme and policy influence through its well established traditional operational areas and learn lessons from this to determine if the skills and expertise of the current staffing structure is relevant in the context of the current and future scenario planning of the NS-SP landscape.

Coverage and inclusion

98. In the context of whether WFP has been able to address issues of coverage and inclusion in the country strategic plan, there are mixed lessons. WFP, the Ministry of Women and Children's Affairs and IFPRI have been working together to improve targeting in the child benefit and IC-VGD programmes. Through IC-VGD in general terms, coverage and reach is still a challenge. WFP have been influential in rolling out IC-VGD in some high-profile areas through non-governmental organizations (in particular the Nubon programme in Cox's Bazar). However,

several years after the SGSP diagnostic studies flagged up that inclusion and exclusion errors exist in most of the NS-SP programmes, it is unclear what influence WFP has been able to bring to the broader discussions with the Government to address these concerns.

Use of data and analytics

99. The MCBP emphasizes nutrition-sensitive issues through behaviour change communication on nutrition, health and antenatal/postnatal care interventions. However, as the 2016 nutrition review highlighted, this behaviour change communication messaging on its own is not sufficient without other interconnected components to support beneficiaries including links to services, access to adequate transfer values, and better nutrition advice to social protection programme recipients. As many of the NS-SP programmes are operating in high poverty-prone areas, the interconnectivity of services in these locations is an ongoing challenge and relevant strategies are required. The debate through multiministerial interaction should be informed by accurate monitoring data and evaluation evidence to shift policy thinking. It is not clear what contributions WFP has made by working with other United Nations agencies in this area of engagement with the Government.

100. Through the SGSP implementation period, in which WFP was a key partner, WFP commissioned Helen Keller International to undertake a baseline and end-line survey of the socio-demographic characteristics of vulnerable group development & IC-VGD beneficiaries. A clear recommendation from that study in 2016 was the need to ensure beneficiaries are connected to local community leaders in order to enhance programme outcomes, particularly with regard to implementing nutrition and livelihood aspects and facilitating better access to services including financial management support. The findings of this evaluation reinforce the opinions expressed in the 2016 nutrition review. While some aspects of the 2016 recommendations are perhaps beyond the traditional area of technical operational expertise of WFP it should nevertheless provide the basis from which to utilize the evidence generated in order to influence and advocate for more effective support systems as vulnerable group development beneficiaries exit these programmes.

Capacity strengthening and partnerships

101. WFP reporting (quarterly reports, annual reports) against its alignment to supporting capacity strengthening and partnerships through the NSSS and the country strategic plan is not clearly set out in a coherent fashion. WFP reports focus primarily on repetitive quantitative data issues such as number of people attending meetings/workshops, people trained etc., but there is a lack of any qualitative analysis on what outcomes or impacts were achieved as a result of the related interventions. This presents a challenge for WFP managers to apportion attribution, either directly or indirectly, of how WFP technical capacity strengthening claims can be assessed. In an interview with the Ministry of Women and Children's Affairs it was observed that WFP technical assistance support in the past has included assessments, training module development and arranging exposure visits related to the vulnerable group development programme. In addition the Ministry of Finance noted that WFP is not in compliance with financial reporting requirements to the Government on issues related to technical assistance inputs for capacity building. Despite this issue being raised at the highest level in WFP, the Government complain they are left out of communication issues regarding funding allocations to support WFP technical assistance interventions.

102. The country annual reports and quarterly reports do not elaborate on specific details about what capacity building interventions WFP can demonstrate they have delivered and how they have been achieved. This is particularly pertinent in relation to the vulnerable group development and IC-VGD programmes where in effect the SGSP programme reform and diagnostic studies, and the changing policy commitment, had established a clear road map of areas that needed support. The stakeholder interviews also threw into question what particular capacity building competences WFP bring to the specific requirements of the Government's NS-SP approach to meet is policy targets. Through an extensive process of interviews some government officials commented that "WFP are not particularly skilled at engagement with government officials, or relationship management and partnership with government bodies". This is an area, it has been mentioned, where WFP could learn lessons and collaborate with other donors and development partners who, according to government officials, are more successful in supporting relevant interventions.

103. The country strategic plan reporting mechanisms struggle to clearly articulate and demonstrate adherence to strengthening linkages between nutrition-sensitive interventions within existing social protection programmes. The country strategic plan was developed after the Government's NSSS and other key nutrition policy objectives were formalized and there were missed opportunities to adjust existing social protection programmes (VGD, IC-VGD, MCBP) to be explicitly nutrition-sensitive in their focus. In the context of efforts to address the underinvestment in

NS-SSNs in an urban context, apart from reporting on the amount of high energy biscuits that have been distributed through school feeding activities, there is little evidence of WFP engagement with the broader debate on reforming NS-SP programming to meet the challenges of the urban environment.

104. Out of the 14 activities stated in the country strategic plan, 7 have particular focus on capacity strengthening. Strategic outcomes 1 and 4 (which encompasses 6 activities) have a direct correlation with technical assistance related to advocacy and policy advise. These activities represent a significant element as a portion of the overall country strategic plan programme budget. Several interviews with Ministry of Women and Children's Affairs staff point out that the Ministry and WFP do not conduct any joint planning on these advocacy and policy issues. It is also problematic to triangulate this information with WFP reporting as the format for quarterly reporting has changed over recent years. However, there is a problem reporting on any qualitative aspect of activities, and this presents a traceability issue in assessing the institutional timeline for how WFP interventions have contributed to the country strategic plan's key expectations. The Ministry of Women and Children's Affairs comments that it is unclear about the WFP role in capacity building. The Government (as revealed in interviews) is of the view that this capacity building is confined to training of service delivery aspects of specific programmes, while other programme partners – World Bank, DFID and the European Union for example – are leading on key strategic issues of digitization of the transfer system. The Ministry of Food (interviews) are more candid and state that the Economic Resource Division is not aware of any capacity strengthening interventions that WFP have undertaken with the Government, and if WFP claims they have done any they are certainly not visible. Furthermore, it is alleged that Economic Resource Division is yet to see any documentation or agreements of the projects that WFP is working on with government line ministries.

Advocacy and evidence

105. It is not evident that WFP has adequately learned lessons from its involvement with the SGSP or how specifically this influenced or informed its overall advocacy approach. WFP was successful in shifting responsibilities to the Government for the delivery of school feeding and embedding fortified rice into existing feeding programmes. This is a particular niche area for WFP that they have effectively managed. However, with regards to advocacy on ensuring that current social protection programmes are more focused on nutrition-sensitive interventions there isn't much evidence to demonstrate this was an area where WFP had strong success. This is surprising because WFP had accrued a significant amount of experience through the vulnerable group development programme and, according to government sources, since WFP has nutrition as its global focus, it needs to be more visible in nutrition-related interventions and research in Bangladesh. Engagement with the Bangladesh Bureau of Statistics under SGSP to reform and re-focus the Government's data collection and analysis should have enabled WFP to work more closely with the Government to develop better nutrition-sensitive indicators within existing social protection programmes where they have influence. More broadly, WFP has commissioned studies to shape its nutrition-sensitive approach, but it is not evident in the reporting if these findings and analysis are being put into practical programme implementation strategies.

4.5 RECOMMENDATIONS – ISSUES TO REFLECT UPON GOING FORWARD

106. In the context of the lingering country strategic plan 2020 targets (under strategic outcome 1, the 9 output areas) it is difficult to judge what can be achieved in the remaining implementation time available. WFP will need to reassess and prioritize what areas are achievable in the remaining country strategic plan period, with the budget that is available, and re-evaluate what are the core areas for the next phase of country strategic plan planning. In order to assess the linkages and synergies between the current country strategic plan strategic outcome1 output areas there could be added value if a theory of change analysis is undertaken to inform the expected outcome scenarios and the underlying assumptions that need to be considered. However, it is recommended that a theory of change is undertaken when considering support to NS-SP interventions in the next phase of the country strategic plan.

107. It should be acknowledged that WFP has made a crucial investment in vulnerable group development programmes. However, as there are several ongoing existing challenges related to the vulnerable group reform agenda on a broad range of issues, (including grievance redress, capacity & institutions building, monitoring and performance reporting, and support to the income-generating activity component) WFP should develop a road-map to set out what areas it intends to focus on to stay engaged with the vulnerable group development programme, particularly in the context of the WFP shifting emphasis on policy influencing.

108. There is a need to support and strengthen the current NS-SPs linkages within the Government programme areas. WFP NS-SP objectives and interventions need to be stronger aligned to the NSSS and Country Investment Plan 2, and other strategic NS-SP policy pillars. WFP will need to invest more time to find out what other social protection development partners are doing on NS-SP-related areas and determine how they can complement and collaborate with partners on these issues. There may be a case for WFP to withdraw from some traditional areas and reposition itself if it intends to stay engaged with the NS-SP agenda. WFP should develop a strategy of how it proposes to work closer with the World Bank and other United Nations agencies and social protection development partners (such as the European Union) to strengthen linkages between nutrition-sensitive and adaptative shock responsiveness aspects of existing social protection programmes.

109. WFP needs to reflect and assess what it is doing to support NS-SP interventions in urban areas. The challenges are broader than meeting the supply and demand for high energy biscuits. For the next country strategic plan phase WFP will need to consider how it intends to engage with NS-SP issues in an urban poverty and food insecure environment context. WFP should develop an urban NS-SSN plan of action and cooperation strategy with other development partners and government counterparts and consider what attributes they would bring to the partnership.

110. The country strategic plan emphasis on WFP providing technical assistance support to the Government's aims in order to enhance national nutrition actions across a range of NS-SP interventions was an ambitious undertaking. WFP will need to re-evaluate and assess what this technical assistance achieved in terms of clear outcomes and definable impacts. Going into the next phase of planning for the country strategic plan WFP will need to assess several issues, namely: What WFP is doing to support the Government's NS-SP strategic policy direction? What technical skills sets will WFP require to address and support this agenda? How can relevant and appropriately qualified technical WFP staff be deployment to engage in meaningful and constructive dialogue with government bodies on policy and programme reform informed by evidence and data? In conjunction with the above recommendations WFP will need to undertake a skills audit of the specific technical expertise it requires in order to position itself to lobby and advocate for NS-SP critical issues with the Government related to its mandate.

111. There is a need to improve WFP evidence, monitoring and reporting mechanisms. WFP is well positioned to develop an NS-SP evidence base strategy to support the Government's policy and programmatic interventions. Current structures of monitoring and reporting do not provide the basis for tracking institutional changes that WFP has contributed towards. The country strategic plan was understated in setting out how it will monitor specific areas of NS-SP interventions. It is recommended that WFP develop a monitoring, evaluation, accountability and learning (MEAL) framework in order to facilitate decisions based on evidence and share learning with development partners and government policymakers in the context of nutrition-sensitive interventions.

Summary Of WFP achievements and challenges related to strategic outcome 1 key output areas

Strategic outcome 1 key output areas	Policy engagement	Programme reform	Advocacy and evidence	Capacity building
<p>The national VGD programme delivers enhanced food security and nutrition outcomes</p>	<p>WFP successfully influenced the introduction of fortified rice across the VGD programme</p> <p>WFP should commission and published evidence to assess how WFP influence through the VGD has enhanced significantly food and nutrition outcomes</p>	<p>Introduction of IC-VGD programme in high food insecure areas presents an opportunity for WFP to use its agency to ensure shock-responsive aspects are introduced into the IC-VGD programme reform agenda</p>	<p>There is generic information and messaging on briefing notes produced; but there is a lack of detail on research interventions to generate and promote evidence to inform the VGD programme. There is scope to use recently commissioned WFP publications on nutritional behaviour to promote government action through the IC-VGD</p>	<p>MoWCA and the Government Cabinet suggest WFP has provided limited input to building technical capacity of VGD. Although there could be differences in interpretation on what the WFP role is on promoting technical capacity of nutrition-sensitive interventions as the rice fortification has made a key contribution to nutritional outcomes through the VGD programme</p>
<p>The new national child benefit and vulnerable women benefit programmes take into account nutrition-sensitivity, urban coverage and responsiveness to shocks</p>	<p>As a policy design intervention there is reference to NS factors being incorporated into the MCBP. There has been engagement across the Government to raise these issues. There is little documentary evidence in current WFP reports to demonstrate any particular meaningful developments on policy formulation to address the challenges in an urban context. Given more broad global WFP experience on shock responsive social protection interventions it is surprising that there is limited</p>	<p>WFP support of cash-based transfers in response to the forecast-based financing (FBF) programme is an encouraging initiative. WFP is best placed to use its influence to engage with the government ministries to establish how lessons learned from FBF can be incorporated into the planning and anticipating NS related shock responsive aspects of the MCBP in urban areas</p>	<p>Qualitative assessments of MCBP were undertaken in 2019; these do not comment on NS issues, but praise reform in targeting of the MCBP in 8 <i>upsalas</i></p> <p>Nutrition Matters report published in 2019, 15 modules on social behaviour change communication developed. However, budgeting allocation issues have prevented a roll-out of the key awareness campaign</p>	<p>WFP provided support to MoWCA to improve programme components including an efficient and transparent enrolment and transfer process and generating information on nutrition and early childhood development</p>

	reference to initiatives undertaken in this area			
Through government systems reliable data on the food security and nutrition outcomes of national social protection programmes are available	The CSP activities do not provide specific information to track or suggest WFP had any influence on advising on government policy decisions and reporting on NS indicators	Not clear what support WFP has provided to BBS within the CSP timescale to revise and develop data sets beyond what was achieved during the implementation of Workstream 2 component of the SGSP, which concluded in 2017. However, WFP have provided technical support to strengthen the MoWCAs MIS mechanisms	WFP reporting on gender analysis, in terms of disaggregate data information, does not receive a high enough profile. Across the social protection programmes there is an absence of documentation to indicate specific advocacy and evidence activities related to gender factors and nutritional outcomes	WFP had previously supported BBS to revise and update the SP module in the Household Income and Expenditure Survey (HIES). BBS officials trained on data analysis, development and mainstreaming of the HIES online portal, and data analysis for the VGD panel survey
Support to the Government and partners improves national nutrition-sensitive and nutrition-specific interventions in rural and urban areas	WFP participates in the Bangladesh National Nutrition Council on implementation of NPAN2. WFP engagement with the Bangladesh National Nutrition Council (BNNC) is contributing to strengthening capacity in nutrition-sensitive programme planning and facilitating linkages and collaboration among different ministries	WFP engages with NGOs in policy dialogue and coordination. WFP initiated and supported a working group through the BNNC to set minimum nutrition standards for school meals. This resulted in endorsement by the Ministry of Health and Family Welfare, and these standards are included in the National School Feeding Policy (NSFP.) However, there is a lack of documentation and reporting available to indicate what specific activities are associated with urban areas	Contrary to WFP reporting, UNICEF, as a BNNC member, observe that WFP does not have an active involvement in the area of advocacy and evidence	WFP TA incorporated major reforms in the maternity allowance programme in rural areas and the lactating mothers allowance programme in urban localities
Enhancing complementary feeding practices becomes the focus of increased	WFP ACRs do not provide a sufficient level of detail to make an assessment on what policy influence attributions can be	The CSP activity 2 states that WFP will undertake a situational analysis of complementary feeding as the	WFP, through the Global Alliance for Improved Nutrition (GAIN) co-facilitated the launch of the Scaling Up Nutrition	WFP introduced a training module for frontline workers of health and family planning under MCBP. However, the

collaboration among the main stakeholders	adequately reported	basis to collaborate with major stakeholders. The evaluation team did not have sight of any set documentation	(SUN) Business Network. The complementary feeding situational analysis was to produce evidence to inform stakeholder on the optimum means of maximizing the quality of complementary feeding practices	Bangladesh Ministry of Health has an extensive programme and delivers its training with its own manuals
Targeted groups receive nutrition messages	WFP ACRs and monitoring reports refer to quantifiable numbers of people/stakeholders having received training or tools that were developed. However, these reports offer limited information to demonstrate how and where WFP had any influence on NS policy decisions in the context of specific programmes	WFP produces BCC messages for several SP programmes	CSP nutrition strategy and engagement plan developed	WFP ACRs do not provide sufficient information to assess and analyse how interventions are strengthening government ministries capacity to integrate nutritional advice into programme implementation
A nutrition-sensitive national school feeding policy is adopted and implemented	Successfully supported the Government to endorse national school meals policy in 2019	A number of WFP implemented school feeding programmes handed over to the Government. Further work required on speeding up roll-out and implementation	WFP successful in advocating for the policy approval	WFP facilitated inter-ministerial study visits on school feeding models in India and Brazil to build capacity of government officials and increase buy-in for the school feeding model. WFP technical expertise contributed to the Government now having adequate capacity to run these schemes
The national school feeding programme is scaled up in poverty-prone rural and urban areas	WFP providing technical assistance to the Ministry of Education for implementation of school feeding programme in poverty-prone areas. However, given the challenges	WFP supported Ministry of Education development of the development project proposal (for 2020) to scale up the programme	WFP successful in advocating for scale up in poverty-prone areas based on poverty mapping. Limited information available to assess to what level of scale-up has been achieved	WFP technical expertise contributed to the Government now having adequate capacity to run these schemes

	in urban areas it is unclear from WFP ACR reporting what interventions and policy decisions have resulted in this engagement with the Ministry of Education		in urban areas	
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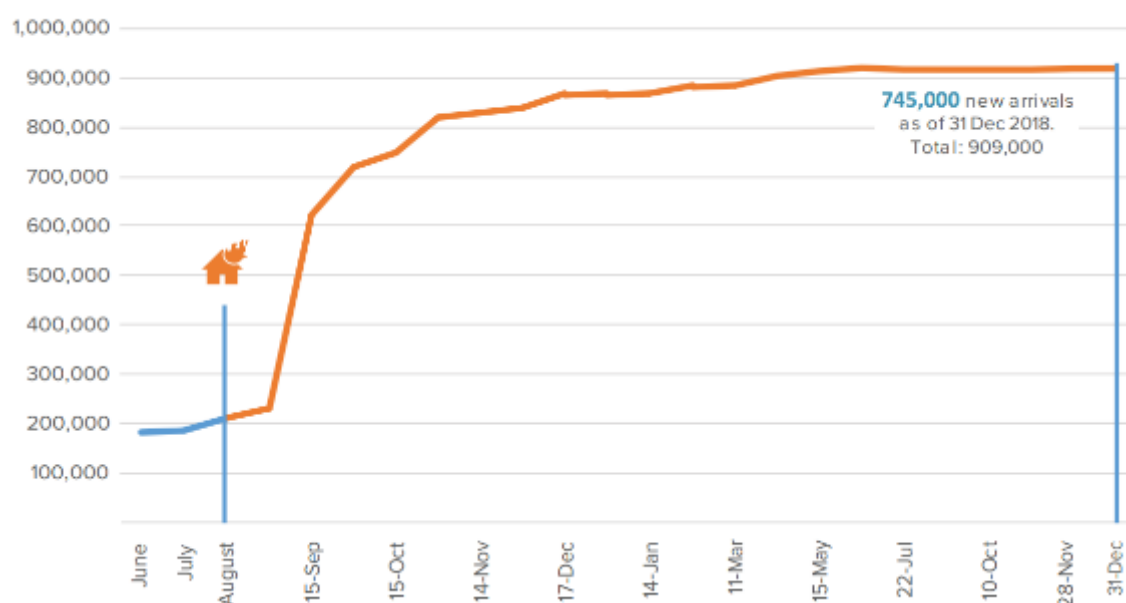
Annex 5: Thematic Deep Dive: Common and Inter-Agency Services in Cox's Bazar

Introduction

112. Under strategic outcome 5 of the country strategic plan, WFP upheld its commitment to ensure access to reliable common services for logistics, emergency telecommunications and food security to help address the scale and complexity of the humanitarian response. However, the humanitarian cluster system was not formally activated, but sectors were underpinned by the principles of the cluster approach. In addition to its formal commitments, WFP supported other inter-agency services that were of significant benefit to the humanitarian community working in Cox's Bazar during the Rohingya refugee crisis (Figure 5). This annex discusses findings and developments associated with these services, covering four sectors: 1) food security; 2) logistics; 3) emergency telecommunications; and 4) emergency preparedness and response.

Figure 5: Rohingya refugee population in Bangladesh (June 2017–Dec 2018)⁴¹

Cumulative Rohingya Refugees - Including pre-influx population



Source: 2019 Joint Response Plan for Rohingya Humanitarian Crisis⁴²

5.1 FOOD SECURITY SECTOR

113. WFP co-led with FAO inter-agency coordination efforts for the food security sector (FSS) in Cox's Bazar.⁴³ There were over 30 members of the food security sector (United Nations agencies, NGOs -both national and international, and Red Crescent Society). Within the sector, the livelihoods working group focused on activities for

⁴¹ Ibid.

⁴²

https://reliefweb.int/sites/reliefweb.int/files/resources/2019%20JRP%20for%20Rohingya%20Humanitarian%20Crisis%20%28February%202019%29.compressed_0.pdf

⁴³ When the FSS was established a local organization Mukti Cox's Bazar was initially also involved as co-lead. Food security cluster, n.d. *Rohingya Crisis*. https://fscluster.org/rohingya_crisis.

Bangladesh host communities affected by the crisis, including resilience, socio-economic initiatives, life skills and technical trainings, and cash for work-related activities.⁴⁴

114. Information generated through vulnerability analysis and mapping was foundational to making informed decisions for WFP refugee influx response programming in Cox's Bazar. Three REVA studies tracked vulnerability and sought to understand the needs of men, women and children from both refugee and host communities.⁴⁵ The first REVA was done rapidly at the start of the crisis followed by a second assessment conducted with the Bangladesh Institute of Development Studies (BIDS) and the International Food Policy Research Institute (IFPRI). The analysis⁴⁶ regarding wage rates in greater Chittagong caused serious concerns with the Government and put WFP in a difficult position⁴⁷ because the authors were not cognizant of various sensitivities. Other agencies⁴⁸ attempted multi sector needs assessments but the WFP approach that focused on using VAM/REVA was regarded as a strength.⁴⁹

115. WFP made good progress in developing local market capacity for the Rohingya response. Following a market analysis conducted by vulnerability analysis and mapping, in support of the food security sector, WFP worked with partners to establish good quality shops and standard operating procedures with selected retailers. Training was provided on retail activities and on food storage management. Contracted suppliers were primarily large wholesale businesses, not local retailers, due to issues of capacity and cash-flow. There were 13 locations allocated for retail shops (with more than one shop in each location⁵⁰). While prices were fixed for food items, retailers competed on service and product quality.

116. Market data were visualized and shared publicly on Tableau.⁵¹ Data have served several purposes, including acting as an alert system for price changes and volatility, as a measure of market functioning and integration, and as a reference for organizations as they design their cash and voucher-based activities and initiatives. Analysis carried out by vulnerability analysis and mapping ensured that WFP targeted those who are the poorest and the most vulnerable and identified negative coping strategies – such as recipients selling rice to cope with cash needs.

117. At the end of 2019, approximately 55 percent of food needs were covered through the retail mechanism, reaching a total of 845,000 beneficiaries. The target (for 2020) was to serve 95 percent of the refugee population, with only 5 percent of assistance provided via in-kind food distributions. Together with vulnerability analysis and mapping and the food security sector, the retail team conducted various supply chain evaluations and found that national food supply chains are generally robust and that national markets are well integrated.⁵² Since the start of crisis, the food security sector strategy for the retail sector (in the camps) has been to try to engage mostly the local population, for example, to encourage the setting up of a farmers' market directly with local farmers.

118. The technical "multi-wallet" capability of SCOPE has significantly improved since 2017 and was used as a "common service". Record deduplications⁵³ were handled more efficiently, and the system more stable. However, retailers did not always understand how to correctly use the point of sale (POS) devices issued to them, which

⁴⁴ Over 250,000 host community individuals engage in livelihoods activities mainly in Ukhiya and Teknaf subdistricts.

⁴⁵ VAM – vulnerability analysis and mapping. REVA – refugee-influx emergency vulnerability assessment. The WFP VAM unit supported the food security sector.

⁴⁶ IFPRI, October 2018, *Economic Activities of Forcibly Displaced Populations: An Analysis of Enterprises in Southern Bangladesh* Discussion Paper 01763.

⁴⁷ Based on key informant interviews.

⁴⁸ iMMAP (an international organization providing information management services) also collected lot of visualization of data to support livelihoods programming.

⁴⁹ The REVA was valuable to determine how LPG (gas) has impacted communities within the camps.

⁵⁰ There were approximately 29 shops in the refugee camps. The Asian Development Bank (ADB) pledged funding to the local government engineering department to build a further seven shops.

⁵¹ See Hossein, S.Y., n.d. *FSS WFP Market Monitoring, Cox's Bazar*.

<https://public.tableau.com/profile/wfp.vam.cxb#/vizhome/FSS-MPM-VAM-CXB/Story1>.

⁵² It was estimated that approximately 13 million metric tons of excess rice was available at the end of 2019, but there had been a major shortage of onions (from India) and prices increased from 18 to 250 Bangladesh Taka/kg.

⁵³ WFP Bangladesh was the first country office to implement record deduplication in the field. There is a global agreement between HCR and WFP on data sharing (Sept. 2018). A local level memorandum of understanding (MoU) was signed in Cox Bazar, which was another first for the country office. A Blockchain technology pilot was planned for 2020 (based on WFP retail experience in Jordan). This would enable beneficiary transactions to be conducted more quickly and without the need for a physical SCOPE card but instead the use of biometric identity. However, WiFi / mobile data connectivity would be essential, hence the need for the ETS to re-establish a reliable mobile internet service in the camps.

caused challenges for the WFP retail team.⁵⁴ Originally about twenty food items were supplied through shops, but by the end of the evaluation period there was far greater food choice available with up to 40 food items for sale. (12 items are mandatory, including rice, lentils, salt etc.). IOM set up the distribution of liquid petroleum gas (LPG) (cooking gas⁵⁵) and used the SCOPE system to issue this.⁵⁶ UNICEF provides soap via the SCOPE voucher⁵⁷/wallet through WFP retail shops. Additional partners can be added.⁵⁸

119. To help coordinate the scaling up and monitoring of cash-based assistance, the Cox's Bazar cash working group was activated in November 2017 to provide a technical platform for collaboration, harmonization of appropriate and efficient cash and voucher programming, and the dissemination of learning.⁵⁹ The cash working group was supported by the national cash working group that was formed to strengthen collaboration for both disaster preparedness and response across Bangladesh. In the Rohingya refugee context, the Government of Bangladesh was extremely concerned⁶⁰ about the use of, and even the term, 'cash' and so the cash working group became known as the 'transfers working group'. WFP provided leadership for the group within the Inter-Sector Coordination Group (ISCG) and then handed over to World Vision.

120. A significant achievement has been the activation of the safe access to fuel and energy (SAFE) project, which WFP, FAO and IOM jointly lead. A solution to cooking fuel demand was required due to the massive influx of refugees and issues regarding local deforestation and associated protection concerns. Based on the REVA (assessments) it was also determined that people were selling food to get cash to buy commodities including cooking fuel. Initially, FAO developed a fuel supply chain for kerosene and rice husks, but it was later decided that gas (LPG) was the most sustainable solution. Bottled LPG supply to refugee households was started (using the SCOPE card system) in late 2018 and by the end of 2019 coverage was 95 percent, which has been seen as a significant achievement.⁶¹ SAFE also supports a reforestation programme and solar streetlighting, funded by the Asian Development Bank (ADB) and World Bank. Mini solar grids also provide power to schools and a mosque.

Figure 6: Logistic sector map



5.2 LOGISTICS SECTOR

121. In Cox's Bazar, the logistics sector (LS) has been led by WFP; inter-agency logistics issues that could not be solved locally were raised with the national logistics cluster (see Section (2) evaluation question 5.2) based in Dhaka, but otherwise, the logistics sector operated separately; activities and services being designed only to fill gaps in the supply chain and supplement the response of the humanitarian community.

122. Overall, the logistics capacity available in Bangladesh is stronger than many emergency-prone countries. Aviation and road transport sectors are generally well developed,

⁵⁴ Long queues at help desk areas had been reported but by the end of the evaluation period these had reduced significantly. Nevertheless, WFP was able to implement the retail mechanism quickly and efficiently, but there were issues with card/beneficiary duplication and there were occasions when manual data transfer processes had to be used.

⁵⁵ LPG is supplied by Total Petroleum.

⁵⁶ Beneficiaries can redeem e-vouchers for gas and soap, as well as for food, that have been added to their SCOPE card.

⁵⁷ At the end of 2019 the SCOPE voucher value was about USD 9 per person per month.

⁵⁸ Key informants interviewed were concerned that WFP ensure data privacy and also that collaborating organizations would be sensitive to the relationship of WFP with the Government.

⁵⁹ ISCG, May 2018. *Addressing customer due diligence obligations for Rohingya financial inclusion, due diligence*, (accessed Feb 2020), cash working group, ISCG.

⁶⁰ Cash delivery through digital systems can be challenging and is conditional upon satisfying "Know Your Customer" (KYC) and customer due diligence requirements often established at a national level. Rohingya refugees are unable to satisfy KYC requirements either due to their status or because they do not have the required documentation.

⁶¹ Kils acknowledged that the LPG distributions should have started earlier, and more effort could have been made to convince the Government of the merits of implementing the supply. (The gas cylinders have been found to be very safe even if burned as they don't explode). In 2019, SAFE distributed gas to 190,000 households and did 1.4 million bottle refills. It is the largest humanitarian LPG distribution project in the world.

and local markets could generally meet emergency needs, though not at the volume and speed required for the refugee influx in 2017. According to key informants, there were challenges in obtaining some medical supplies and other products such as heavy machinery and telecommunications equipment. Non-food relief items could usually be obtained from local markets, but the importation of food commodities was needed to supplement the supply of emergency food stocks loaned by the Government to the WFP operation.

123. The main logistical challenge facing the wider humanitarian community was the limited availability of storage facilities within the Cox's Bazar district. This was exacerbated by the lack of available land on which to erect temporary facilities, such as mobile storage units (MSUs) close to Kutupalong makeshift camps to support the pipeline of relief items. The logistics sector initially established a logistics hub at the Ukhiya Degree College where sixteen mobile storage units⁶² were erected, and at the end of 2017 a new long-term logistics hub was set up in Teknaf. At the start of the response, the Bangladesh army⁶³ quickly constructed a "military road" to and through the "mega camp", which provided important access.

124. At this time, the logistics sector facilitated operations level civil-military liaison between humanitarian logistics actors and the army, which initially played a central role in the management of the refugee camps. For example, the use of overloaded and oversized trucks in camps was a recurring problem (Figure 7). Road safety was a frequent concern, with a number of deaths caused due to accidents. To help resolve the situation, and improve road conditions, the logistics sector worked with the army to introduce payload restrictions for heavy vehicles stipulating that trucks entering camps should not be above 5mt during dry seasons and 3mt during wet seasons.⁶⁴

125. Protection in logistics has not been a major consideration, nor has PSEA. The logistics sector advised the evaluation team that it has been difficult to monitor subcontractors' activities but that there were few clauses about PSEA in contracts. It is unclear to what extent this matter has been addressed.

126. Space has been a major issue in the camps, so commonly used storage was important; the evaluation team learned that the logistics sector's common warehouse⁶⁵ service has been well regarded and valued by partners.⁶⁶ The logistics sector predominantly engaged in logistics information sharing, including commodity pipeline updates and geographic information (such as for road access⁶⁷) and the provision of free-of-charge common warehousing services.⁶⁸ The sector posted updates on the global logistics cluster website⁶⁹ and most non-governmental organizations attended regular coordination meetings.⁷⁰

Figure 7: Oversized truck



⁶² Seven for logistics sector partners' cargo storage, seven for the Government and two used by WFP for general food stocks. The LS also maintained a contingency stock of mobile storage units and prefabricated offices for loan to organizations requiring additional storage space.

⁶³ Several donors objected on principle to the army being contracted by UNHCR to build 14,000 latrines (using the military should be the last resort), when there is a dynamic private sector, with numerous WASH specialists, that could have been employed.

⁶⁴ WFP, 2018. *Report - Logistics Sector cargo limit recommendations inside camps* (accessed January 2020), WFP Cox Bazar.

⁶⁵ This included cold storage in shipping six containers.

⁶⁶ Common warehousing also included long-term storage: three warehouses containing general non-food items and one for MSUs, generators, lights etc as preparedness/contingency stocks for the cyclone season (April/May and then Oct/Nov).

⁶⁷ The LS developed comprehensive road maps of all tracks and roads in the camps for the ISCG, WFP and other stakeholders. For this a new tool was piloted, which will have global utility. The Physical Road Access Constraints (PRAC) tool uses the latest GIS technology to identify and report on roadblocks particularly during monsoon season.

⁶⁸ In 2019 this service was used by 34 organizations for cargo in Ukhiya, Teknaf (managed by HI/Atlas), Mudhurchara and Baluhari.

⁶⁹ Logistics cluster, n.d. Bangladesh, Logistics Sector, <https://logcluster.org/sector/bang17>.

⁷⁰ Not all agencies have been interested in logistics cooperation. Medecins Sans Frontieres (MSF) has operated at a large-scale, with 200 international staff and 30 logisticians and initially did not participate in logistics sector meetings. There has been a lack of national NGO participation, but the LS tried to improve this with increased verbal and written translations of information.

127. Agencies initially faced challenges in complying with customs regulations⁷¹ and the clearance of some commodity shipments was delayed. With support from the global logistics cluster standby partner the logistics emergency team (LET),⁷² many of these issues were resolved, leading to a limited demand for a customs focal point within the logistics sector. During 2019 the logistics sector supported medical logistics coordination and training on health logistics (in collaboration with IOM, UNHCR, WFP and WHO). Non-food item procurement for partner agencies was also supported.

128. Key informants reported challenges in finding qualified national logistics personnel to work in Cox's Bazar as it was not regarded as a desirable location; often the solution was to recruit international staff. To augment capacity, ATLAS Logistique⁷³ played an important role in managing one of the logistic sector's common warehouse hubs in Teknaf. Warehousing was also provided by Atlas Logistique to eight non-governmental organizations including free trucking services and a kitting area.⁷⁴

129. Support provided by WFP to the logistics sector in Cox's Bazar has generally been positive, enabling effective assistance to the humanitarian community, which in turn provided positive feedback for the services provided.⁷⁵ Once operations stabilized during 2018, the task of the logistics sector became relatively straightforward as it was essentially only required to focus on a single location within the country. Having WFP representatives within most sectors active in the response has also been a positive enabler to the provision of common logistics services.

130. A review of logistics sector operations in 2018⁷⁶ found that there was a need to: develop a prioritization system to guide action plans; advocate for simplified documentation and regulatory requirements to help increase the agility of humanitarian agencies; together with local authorities, identify bottlenecks to help direct logistics efforts; and increase preparedness plans to mitigate impediments to the response. This led to a strengthening of preparedness activities during 2019. Training and simulation exercises have been organized with the participation of the national logistics cluster.

131. The logistics sector in Cox's Bazar was seen by donors to provide a good overview of logistics for the Rohingya crisis response. However, key informants indicated that there appears to have been little donor coordination concerning logistics challenges and limited scrutiny to ensure that the best use of partner logistics capacity has been made. The logistics sector was well-funded compared to most other sectors; there are two main donors: DFID and USAID. The evaluation team found that cost-effectiveness for the logistics cluster has not been given a high priority but is recognized by WFP as being important under the new country strategic plan.

132. As at the end of 2019, the logistics sector did not have in place a transition or exit plan. Neither did it have any plans to introduce cost recovery processes to off-set the cost of providing a common warehousing service. While the logistics sector was initially regarded by users as a good short-term mechanism to fill gaps, it has become apparent that the services provided were needed for a longer period to more closely support emergency preparedness and response efforts.

5.3 SITE MAINTENANCE (OR MANAGEMENT) ENGINEERING PROJECT

133. Civil engineering was seen as a critically important function and a valuable complement to the logistics sector's responsibilities due to the acute need to improve road access to the camps. While the Bangladesh army was responsible for constructing the main access road (known as the military road) other critical engineering initiatives were supported remotely by the WFP headquarters engineering department. The initial focus was to build river fords and small bridges, and to construct over 13 km of roads.

⁷¹ The Government maintains an approved, very limited, list of products that can be imported. The country office supply chain team lobbied the Ministry of Finance to relax regulations to allow additional items to be imported. Overall, the Government policy is to discourage agencies from importing goods.

⁷² The logistics emergency team (LET) comprises four global logistics and transportation companies: UPS, A.P. Moeller Maersk, Agility and DP World. The World Economic Forum facilitated the establishment of the LET partnership with WFP

⁷³ A subsidiary of the international NGO Humanity and Inclusion.

⁷⁴ Atlas Logistique's services in support of the logistics sector have been well regarded by several key informants interviewed.

⁷⁵ LS user satisfaction rate was 90% as reported both in ACR 2017 and 2018.

⁷⁶ UN, 2019. *Joint Response Plan for Rohingya Humanitarian Crisis January-December*.

134. Due to the scale and complexity of the humanitarian response, the ISCG recognized that an inter-agency common engineering service in Cox's Bazar was essential. WFP subsequently implemented, under strategic outcome 5, technical support for engineering in February 2018. In collaboration with IOM and UNHCR, the site maintenance (or management)⁷⁷ engineering project (SMEP) developed⁷⁸ with the aim to “reduce the risk of losing lives during the monsoon and cyclone seasons.”⁷⁹ SMEP became a service provider and focused on complex engineering works with local contractors. WFP took on responsibility for heavy engineering (roads, bridges, etc.), IOM undertook light engineering tasks (centred on material for emergency repairs around the camps) and UNHCR provided additional support (mainly financial and staffing) as required.

135. Access to and within the Kutupalong “mega-camp” was extremely difficult with few roads to the interior.⁸⁰ Extensive use of porters was required, and families often had to walk for hours to reach services. During the evaluation period, SMEP expanded significantly as a practical and innovative means to support the Government not only for the response but also in terms of emergency preparedness. For example, WFP: cleared and strengthened primary drainage channels, ensuring better road access; repaired and extended emergency roads; and installed pipes, container culverts and modular bridges (see Figure 88) to improve camp access and reduce flooding risks.⁸¹

Figure 8: Mabey Modular Bridge: a rapid-build, pre-engineered modular bridge

136. **WFP preparedness efforts under SMEP ensured that the 2018 monsoon season passed by without causing major damage.**⁸² It supported the relocation of refugees from high-risk landslide and flood-prone areas by, at the request of the Refugee Relief and Repatriation Commissioner, extending the Kutupalong–Balukhali expansion site.⁸³ (Much of the mega-camp was built on unstable ground and the Government, with WFP engineering support, levelled and stabilized many areas to reduce the risk of landslides). Later the same year, the Bangladesh army withdrew its engineering support,⁸⁴ leaving only WFP and IOM with the equipment and manpower needed to support camp maintenance needs. Partly as a result of this, “SMEP 3.0” started in 2019.



137. The evaluation team found that there was a positive focus on “simple” projects⁸⁵ that required basic materials and the use of refugee labour. In addition to on-going maintenance work an element of SMEP was dedicated to managing the construction of retail/e-voucher shops⁸⁶ and the expansion of disaster risk reduction

⁷⁷ For the acronym SMEP, the words ‘maintenance’ and ‘management’ have been used interchangeably in various reports.

⁷⁸ WFP engineer Mick Ryan is remembered as the main initiator behind the SMEP project. He sadly died in the Ethiopian Airlines plane crash in early 2019.

⁷⁹ Initially, for pragmatic reasons, this project emerged as an informal joint venture and there was no legally binding agreement or memorandum of understanding among the parties involved.

⁸⁰ By the end of 2019, the logistics sector has mapped a total of 154 km of roads that would be integrated into the mapping tools used by partners in the planning of their activities. IOM built a “porter highway” to improve access into the interior of the camp. Bamboo is the primary construction material in the camps as no permanent structures are permitted by the Government. A total of 150 km of pedestrian paths and over 500 bamboo bridges were built. Risk mitigation efforts helped significantly to make the camps safer, with 25 km of canals dredged and 400,000 m² of slope stabilized.

⁸¹ The first major bridge was supplied by Mabey Bridge (UK) and installed with the WFP engineering/SMEP team.

⁸² Key informants and ACR 2018.

⁸³ WFP engineers, heavy machinery and casual labour were mobilized to enlarge the campsite by over 56.7 hectares. At one stage WFP had almost 100 bulldozers operating.

⁸⁴ The army switched efforts to constructing a camp boundary fencing. The fence may cause additional risk if there is a cyclone or floods and the wire mesh could cause injuries. Concerns were raised with the RRRRC/Government.

⁸⁵ The Camp in Charge (CiC) or RRRRC approve projects in the camps.

⁸⁶ The construction of seven retail outlets/shops was funded by the Asian Development Bank. SMEP monitored the standard of contractors’ work. By the end of 2019, four shops were completed.

initiatives. This promoted capacity development and cash-for-work opportunities. The evaluation team noted that cash-for-work may be switched to e-vouchers for work.⁸⁷

138. SMEP projects engaged cooperating partners⁸⁸ with work coordinated by site management in each camp, and partners selecting labourers. Each activity recognized the need for gender diversity⁸⁹ and hence targeted between 20 percent and 30 percent as women labourers, with labour groups changed every 15 days. This caused a challenge, in terms of the constant training need, but also an opportunity for continuous capacity development.

139. Through SMEP, WFP supported collaboration with the subdistrict roads and highways authority to help strengthen their capacity. As such, the host community in Cox's Bazar benefitted from employment opportunities and training in the operation of heavy machinery. As at the end of 2019, several plans existed for the creation of projects to work on cost efficient and environmentally friendly engineering solutions, such as the production of mud bricks for shelter construction.

140. **SMEP demonstrated what can be achieved through pragmatic collaboration among United Nations agencies.**⁹⁰ However, while the primary concern of WFP has been food access, and while the evaluation team learned that had there been earlier agreement among key stakeholders to form SMEP, a more efficient and cost-effective means of supporting the refugees could have been achieved. Given that initial arrangements made were informal, it has not been possible to gather evidence of this. It has been recognized that there were potential liability issues, which further exacerbated inefficiencies. For example, IOM staff can only use IOM equipment and facilities.

141. Key donors to SMEP have been UNHCR, DFID and USAID, with further funding from the World Bank and ADB. A formal exit plan had not been developed by the end of 2019 but ultimately the programme and all engineering resources are likely to become the responsibility of the Government's roads and highways authority. WFP with SMEP partners has worked with the local government division⁹¹ on plans for ADB- and World Bank-funded road projects in the camps and in 2021 will focus on further requirements.

5.4 Emergency Telecommunications Sector

142. To quickly enable inter-agency emergency telecommunications services at the start of the L3, WFP, as lead of the emergency telecommunications cluster (ETC), deployed staff and equipment to Cox's Bazar. Under the ISCG, the emergency telecommunications sector (ETS) was later established. This approach differed from the typical, more technically orientated, emergency telecommunications sector deployment in that a key component of the emergency telecommunications sector included communications with communities⁹² and access to information through coordination, advocacy, and a needs-based provision of information and communications technology (ICT).

143. The Humanitarian Response Plan launched in October 2017 appealed for USD 650,000 to enable the emergency telecommunications sector to support 45 organizations with inter-agency communications services. The emergency telecommunications sector "Services for Communities" (S4C) was deployed as a common feedback mechanism, which included a call centre for affected populations. Although the communications with communities working group focused on content and messaging, further radio coverage assessments for security telecommunications developed.

144. A foundation to the approach taken by the emergency telecommunications sector in responding to the crisis was an information needs assessment conducted in collaboration with internews.⁹³ This surveyed approximately 570 people in both Rohingya refugee and host communities. The assessment also engaged telecommunications, local media and humanitarian organizations to identify communications with communities-needs. The assessment

⁸⁷ SMEP key informants reported that beneficiaries would be happier with e-vouchers than with cash but there is no evidence to support this position.

⁸⁸ To facilitate operational alignment and quality, SMEP attempted to use the same partners for the majority of projects.

⁸⁹ Based on key informant interviews.

⁹⁰ There were over 15 field-level agreements with partners. To facilitate operations, SMEP attempted to use predominantly the same partners to maintain alignment. Due to lessons learned exercises the process was found to be streamlined and helped to deliver integrated activity processes under activity 5.

⁹¹ Ministry of Local Government, Rural Development and Cooperatives

⁹² ETC had previously (2016 in Iraq) developed the term "Service for Communities" (S4C) to explore the use of ICT to support people receiving relief and development assistance.

⁹³ <https://internews.org>

used a random sampling methodology to provide a picture of the information habits and gaps in the humanitarian ecosystem in Cox's Bazar.⁹⁴

145. The "Services for Communities" approach was not widely recognized within WFP and other coordination mechanisms.⁹⁵ This clearly presented a challenge to the emergency telecommunications sector team as the "ETC Connect" app⁹⁶ had been developed to enable better communication between Rohingya refugees and humanitarian organizations in Cox's Bazar. More successfully, work was also undertaken to increase telecommunications capacity for the cyclone preparedness programme⁹⁷ and to increase the broadcast coverage of a community radio station that supported social cohesion public awareness campaigns.

146. The emergency telecommunications sector played an important role in coordinating stakeholders including mobile network operators (MNOs), internet service providers (ISPs) and humanitarian organizations to assist in matching needs with technical solutions. Critically, proactive contact with the Bangladesh Telecommunication Regulatory Commission (BTRC) in the early stages of the response helped to resolve outstanding equipment importation issues such as for very high frequency (VHF) radios. (Any device that included a SIM slot and all broadcasting equipment required prior approval). As a risk mitigation measure, the emergency telecommunications sector ensured that the security radio infrastructure covered all of Cox's Bazar, the Kutupalong-Balukhali expansion site and all other camps.

147. The context highlighted the risks and vulnerabilities of WFP reliance on mobile data technologies for information management and the SCOPE platform.⁹⁸ In September 2019 the BTRC issued an order to the four mobile network operators⁹⁹ providing services in Cox's Bazar to take immediate action to prevent the use of their mobile subscriber networks by Rohingya refugees. The move came after BTRC officials visited refugee camps and found many Rohingyas using Bangladeshi SIM cards even though the companies were not permitted to sell mobile connections to anyone who does not have an authentic national identity card. This action immediately caused significant challenges for all stakeholders reliant on the 3G and 4G mobile networks.

148. Although at the end of 2019 the emergency telecommunications sector was the most comprehensively funded of all sectors operating in Cox's Bazar, having requested and received USD 1.1 million¹⁰⁰ from donors, under the 2020 Joint Response Plan (JRP) a budget of USD 5.1 million was submitted to enable the implementation of the "Chata connectivity project", which aimed to provide critical ICT/WiFi services to mitigate the loss of mobile data connectivity within the refugee camps.

⁹⁴ Internews, 2017. *Information Needs Assessment in Cox's Bazar - Bangladesh*, November 2017, <https://internews.org/resource/information-needs-assessment-coxs-bazar-bangladesh>

⁹⁵ Based on key informant interviews.

⁹⁶ The ETS piloted an innovative mobile application "ETC Connect", which linked humanitarian organizations with affected communities. ETC Connect enabled the logging of information requests and issues on a mobile device. The requests were automatically sent to a central database where they could be answered by a qualified member of the communications with communities team. The app was not successful due to funding shortages and the initiative ended in mid-2019.

⁹⁷ ISCG, 2018. *Situation Report*, September 2018 (accessed January 2020).

⁹⁸ SCOPE is the WFP beneficiary information and value transfer management platform.

⁹⁹ According to ISCG Update September 2019 the operators receiving the order were Grameenphone, majority owned by Norwegian telecoms group Telenor; Robi Axiata; Telecom Ventures' Banglalink; and state-owned Teletalk.

¹⁰⁰ ISCG, 2019. *Joint Response Plan for Rohingya Humanitarian Crisis, January to December*. (accessed January 2020), ISCG.

5.5 Emergency Preparedness And Response

149. WFP has played a strong role in developing and coordinating emergency preparedness and response (EPR) activities both internally and with other agencies. To manage this function effectively, a new internal position was created in 2018 and also a WFP staff member was seconded to the inter-agency emergency preparedness working group (EPWG)¹⁰¹ hosted by the ISCG, which was created in early 2018. The emergency preparedness working group brought together key stakeholders to prevent loss of life during cyclones and flooding and to strengthen preparedness and risk reduction work among the humanitarian community in Cox's Bazar, in coordination with the Government, which supported the establishment of an emergency operations centre.

150. The WFP emergency preparedness and response focus was mainly to assure the availability of contingency stocks of food, information management and SMEP contingency planning. In collaboration with other agencies non-food stockpiles of supplies are also maintained. (See Figure 99). The logistics and emergency telecommunication sectors played an important part in emergency preparedness and response activities as they provided key services and support. The emergency telecommunications sector worked to ensure reliable connectivity for communications within the camps. Simulation exercises were needed to address challenges, caused by Government cuts to mobile phone/data networks, in order to test radio connections using the emergency mobile kit/radio antenna.

151. In alignment with the Government, WFP has supported EPR/DRR activities in host communities at district and union level, such as the rehabilitation of cyclone shelters, in terms of construction but also of training for people to manage shelters and community mobilization during an emergency, for example, to ensure school safety and evacuation procedures.¹⁰² This work has been a replication of similar successful activities undertaken in the refugee camps.

152. Key informants advised that the added advantage of the forum has been improved early warning, emergency response efficiency and speed. Previously many agencies were performing similar emergency preparedness and response work with much overlap. The added value of the emergency preparedness working group was for a more coordinated approach. For example, during flooding in Teknaf the emergency response went smoothly because of good coordination and because people knew each other and understood where they could add value. A gap identified, however, was the need for better civil-military coordination (through the logistics sector) to prepare for cyclone responses when rapid access to the camps is needed.

Figure 9: Emergency preparedness and response stockpiles, Teknaf, July 2018



¹⁰¹ The role of WFP is regarded as largely neutral as it operates in all camps in a very practical manner. It is therefore best positioned to act in a coordinating role. There has been discussion regarding changing the structure of the emergency preparedness working group to enable it to take on a more decision-making function for EPR. Emergency preparedness working group, n.d. *Emergency Preparedness Working Group*. <https://www.humanitarianresponse.info/en/operations/bangladesh/emergency-preparedness-working-group>.

¹⁰² OFDA, ECHO and DFID expressed interest in this aspect of EPR in order to extend the focus to the wider government. DFID has funded elements of rapid response capability.

Annex 6: Gender Equality and Social Inclusion Technical Note

153. As described in the methodology ([Annex 2](#)), the evaluation team's gender equality and social inclusion (GESI) approach combines gender equality and Women's empowerment (GEWE) with social inclusion to assess the extent to which the country strategic plan addressed the rights and needs of all vulnerable groups including all women, the most disadvantaged social groups and people with disabilities. Given the specific operational context of WFP in Bangladesh, particularly the emergency response to the sudden influx of Rohingya refugees, protection against sexual exploitation and abuse (PSEA) and accountability to affected populations (AAP) was embedded in the methodology. This technical note presents the results of the evaluation team's GESI analysis, which consisted of secondary document review and analysis of interviews and focus group discussion data.

Background: The Bangladesh country strategic plan and WFP gender framework

154. The Bangladesh country strategic plan was developed under WFP Gender Policy (2015-2020), which seeks to contribute to a transformation of gender relations and social structures to ensure equality. The WFP Gender Action Plan (GAP), approved in January 2016, provides guidance and markers to enable country strategic plans to convert the policy's goal into "concrete and measurable actions and accountabilities". The Gender Action Plan has two layers: 1) driving gender equality programming results, and 2) programme processes and organizational change.

155. This section considers the extent to which the country strategic plan responds to the core tenets of this framework, and identifies aspects of the Bangladesh context that have enabled or challenged WFP gender and social inclusion objectives.

Layer one: Driving gender equality programming results

156. The WFP corporate results framework defines four key cross-cutting priorities which country offices must consider. These are: accountability to affected populations; protection; gender; and environment. Relatedly, the country strategic plan seeks to pursue four cross-cutting results: 1) affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences; 2) affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity; 3) improved gender equality and women's empowerment among WFP-assisted population; and 4) targeted communities benefit from WFP programmes in a manner that does not harm the environment.

157. The corporate results framework provides mandatory cross-cutting indicators against which country offices are required to report. Under the Bangladesh country strategic plan, only 3 of the 14 activities report against cross-cutting indicators and evaluability across them is low because of inconsistencies in reporting and because disaggregation is done at different levels each year. This reporting depends on the nature of their programmes; in the Bangladesh context reporting against indicators on accountability to affected populations, on protection and gender issues are only mandatory for interventions involving household transfers. As such, WFP Bangladesh only reports against cross-cutting indicators in 3 of its 14 activities (5, 7, and 8). The country strategic plan does not have any corporate results framework-mandated environment data collection requirements. This is only required for food assistance for assets (FFA) interventions jointly managed with other United Nations agencies. However, the annual country reports in 2017 and 2018 make an effort to provide qualitative analysis of environment factors.

Layer two: Programme processes and organizational change

Overall

158. **The country strategic plan met its overall gender and age marker (GAM)¹⁰³ score on design and is pending an update on implementation.** The gender and age marker is used by WFP headquarters to assess the extent to which gender and age are incorporated in the design, and is tailored from the Inter-Agency Standing Committee's guidance. In the 2019 annual country report, gender and age marker monitoring results were reported against each country strategic plan activity for the first time since the country strategic plan began. Each activity is allocated a gender and age marker monitoring code, as set out below:

4	Fully integrates gender and age
3	Fully integrates gender
2	Fully integrates age
1	Partially integrates gender and age
0	Does not integrate gender or age

159. The activity-level results of the gender and age marker monitoring in 2019 are mixed. Strategic outcomes 2 and 3 perform well, with all activities either fully integrating gender and age (scoring 4), or fully integrating gender (scoring 3). Activities under strategic outcomes 1 and 5 fail to adequately integrate gender or age, each scoring 1 or 0. For strategic outcome 4, activity 10 scores 0 while activity 11 scores 4. (See Table 5). The annual country report makes no attempt to explain these scores (other than for activity 10, the explanation about which was it “remained a work in progress”) but mentions 2020 plans to strengthen efforts for strategic outcome 1 and engage partners in discussions on how to improve on strategic outcome 5.

Table 5: Country strategic plan gender and age marker results - 2019

WFP gender and age marker		
Strategic outcome	Country strategic plan activity	GAM monitoring code
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	Technical assistance and advocacy to enhance the food security and nutrition impact of selected safety nets	1
	Technical assistance and advocacy for improved nutrition	1
	Technical assistance and advocacy for scaling up post-harvest rice fortification.	0
	Policy advice and technical assistance for scaling up school feeding	0
The most vulnerable populations of Cox's Bazar, the Chittagong Hill Tracts and disaster-affected areas have enhanced food security and nutrition	Deliver an integrated assistance package in Cox's Bazar	3
	Deliver an integrated assistance package in the Chittagong Hill Tracts.	4
	Deliver food assistance in emergencies	4
Innovative approaches to enhance the resilience of food-insecure households exposed to climate-related shocks and stresses are validated by 2020	Implement the <i>Nobo Jatra</i> programme	3
	Evidence creation on innovative approaches to enhance resilience	4

¹⁰³WFP, 2020. *Gender and Age Marker* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

WFP gender and age marker		
Strategic outcome	Country strategic plan activity	GAM monitoring code
The humanitarian response system for large-scale natural disasters in Bangladesh can respond with reduced cost and lead time	Capacity strengthening for emergency response	0
	Lead the logistics cluster and co-lead the food-security cluster	4
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	Coordinate the logistics sector/cluster and provide efficient common logistics services to support the humanitarian community's response	0
	Coordinate the emergency telecommunications sector/cluster and provide efficient common services to support the humanitarian community's response	0
	Site maintenance and engineering project	1

Analysis and data

160. The gender analysis underpinning the country strategic plan identifies several negative effects resulting from women's unequal position in Bangladesh and is useful for targeting. The review highlights prominent manifestations of gender inequality – women and girls reducing their food consumption, early pregnancy, shortcomings in the targeting of social protection schemes – and provides clear links to their implications for Bangladesh's food and nutrition security. It also recognizes where improvements in certain aspects of empowerment – such as greater women's education and economic status – have not resulted in improvement to the country's food and nutritional security. These give a good basis for WFP to target its interventions, which is reflected in the country strategic plan design.

161. Multiple contributors to vulnerability are analysed, but the implications of intersectionality are not. The strategic review makes reference to gender inequality, exposure risks (urban populations and low-lying lands), and, (from an access perspective) demographic factors such as age (both old and young), pregnancy, disability and chronic illness. These are used well to identify key groups for the country strategic plan's targeting. Further analysis of the food and nutrition constraints of people who experience several of these negative conditions may have informed a more nuanced approach for the longer-term development-orientated strategic outcomes in the country strategic plan, although the country office has attempted to explore this further through participatory and qualitative analysis later in the roll-out of the country strategic plan. Similar to other WFP country offices, the use of qualitative information in WFP Bangladesh is less systematic than its quantitative analysis.

162. The strategic review provides very little analysis of the underlying causes of gender inequality. Reference to the underlying causes of women's position in society is very light and kept high level – for example, “male-centric approaches” and “socio-cultural impediments that women traditionally face”. The country strategic plan also recognizes that much more needs to be done “to address social constraints and discriminatory practices that limit women's independent movement in the public sphere”, although concerted efforts to challenge these root causes rather than the effects have been limited. Deeper analysis of the underlying causes may be expected in the design of individual interventions, but the strategy review misses an opportunity to present the major underlying themes in social attitudes towards women. The latter may have allowed the country strategic plan to include more nuance in their use of interventions, especially for behavioural change communication (which could have targeted men as well as, or even rather than, women) and approaches to capacity building with organizations dominated by men.

163. The strategic review contains ambivalence on the purpose of gender empowerment. Although there is reference to women's equality as a matter of justice and as a valuable objective in-and-of-itself, this does not form the core basis of the analysis. On balance, the strategic review does consider gender inequality from the perspective of women's food and nutrition security and treats this with importance. However, almost as prevalent is the treatment of women's empowerment as a delivery vehicle for the food and nutrition security of future generations, either directly in the first 1000-days, or indirectly, in their role as “change agents” for household behaviours or

agricultural practices. The analysis of gender considerations in future trends in Bangladesh is almost exclusively treated in this way. The effects of climate change are linked to greater salt consumption and directly to a risk of pre-eclampsia in pregnant women which “aggravates the problem of low birthweight and malnutrition of babies”. Other implications of climate change, such as the greater stress it places on women’s agricultural duties and their greater exposure to natural hazards, are not mentioned. Similarly, the effects of women entering the labour force as Bangladesh urbanizes are considered from their mixed effects on the nutritional outcomes of children, and not the health implications for the woman from an increased workload. Other benefits or threats to women from preparing, sourcing or eating food in an urban context are not considered. Although women’s role in inter-generational nutrition is important, the risk of focusing heavily on their ability to support the food and nutrition security of others are twofold: first, programmes may neglect their experience and overburden them with women-focused interventions (which happened initially with the women-only SCOPE cards in the Rohingya response); secondly, the role of men as positive change agents for women and children can be overlooked, as it is in the strategic review.

164. The strategic review provides good reflection on the strengths and limitations of the main actors in supporting gender empowerment. A detailed assessment considers how various social protection systems treat women and other marginalized groups, explaining the support the systems offer and issues with targeting and delivery. The analysis provides a good starting point for WFP to approach capacity strengthening with gender equality in mind. The review notes the strengths of non-governmental organization gender approaches in Bangladesh as well as dominance by men in the agricultural extension system, both of which should give a broad direction to the types of partnership WFP could pursue on the country strategic plan.

165. The REVA assessments identify, in a new population, the characteristics of the refugee groups most in need of support but have limited analysis on their specific conditions. The 2018 report highlights that households headed by women are significantly more likely to have an unacceptable diet than those headed by men, and a significantly worse Reduced Coping Strategy Index score, signaling that food insecurity has a greater impact on such women. However, as the group was identified early, an opportunity was lost by the fact the 73 percent of respondents to the second REVA were men and 82 percent from households headed by men. Purposefully over-sampling from women and households headed by women may have allowed for discreet and deeper analysis on the situation of highly vulnerable groups.

166. Although it was intended that REVA have gender and protection modules, the report only details on protection issues. The 2018 report had data within the section on protection on: how women and girls of different age groups were being affected by sexual harassment (19 percent compared to 2 percent for men); physical violence and abuse (26 percent compared to 3 percent for men); abduction (37 percent for those under 18 years of age); and general feelings of being unsafe (10 percent compared to 3 percent for men). However, in both REVA reports the analysis of coping; food consumption; nutrition; and access to other essential needs does not elaborate on the gender differences within households and between women-headed and other households. Furthermore, certain components of the REVA lack gender analysis – such as the market access analysis.

167. The REVA studies were able to track the vulnerability of different groups and how women and children were being affected by the provisions of food and other assistance. The refugee groups were segregated according to their time of arrival and assessments carried out based on demographic characteristics. The gender team in Cox’s Bazar expressed concern about the prevalence of gender-based violence (GBV) among women and girls in the camps (the extent of which was picked up by REVA and other studies) but the WFP programme does not specifically and visibly address it to the point of seeing any tangible results.

168. While the evaluation team found that the REVA is very well perceived by WFP stakeholders, it is unclear how REVA has informed WFP programming relating to cross-cutting issues. The report provides confidence in the broad targeting approach and, via the 2019 update, a general sense that the response is registering an overall effect. However, beyond this, as mentioned below, many of the decisions related to the WFP work in Cox’s Bazar appear to be based on the knowledge and experience of the staff, as well as their involvement in humanitarian planning goods.

Cross-cutting results monitoring

169. The importance of collecting quantitative data on women and aspects of protection is widely recognized by WFP staff, but achievements in this area overshadow a lack of depth in understanding gender. A number of staff interviewees from the country office and Cox’s Bazar responded to the evaluation team’s question on GESI in terms of disaggregated information relating to men and women, or particular vulnerability groups, and only recognize

limitations in the extent of its application. As mentioned above, quantitative analysis is important for targeting, but cannot explain how women and excluded groups experience refugee settings, work norms, food support, market access, family and social relations, and how these factors affect their food insecurity. This was recognized by one WFP staff member who explicitly focused on gender. On this issue the country office was not helped by the inadequate corporate results framework indicators for GEWE, PSEA and inclusion, which are largely quantitative indicators and, in some instances, not valid outcome level indicators (such as PSEA implementation being monitored by a number of people trained on disaggregation by sex). The data collected are insufficient to support WFP in assessing whether programmes were genuinely ensuring positive protection, gender transformative or inclusive of outcomes for vulnerable populations.

170. The WFP corporate results framework and the Bangladesh country strategic plan track the integration of gender through cross-cutting indicators and their regular reporting. The benefits to addressing gender equality concerns are not observed directly as the monitoring system does not have gender indicators that are directly related to the activities being carried out by the programme. It is difficult to make the linkages between direct programme activities and cross-cutting indicators, which becomes a disincentive to reporting against them.

171. Gender is not explicitly mentioned in the country strategic plan's strategic outcomes. A few of the programmes explicitly target women, such as the activities through the Ministry of Women and Children Affairs and the integrated assistance package for women in the Chittagong Hill Tracts and the Cox's Bazar refugee and host communities.

Strategy, guidance and the programme cycle

172. The country strategic plan strategic outcomes refer to "vulnerable groups" rather than specific groups. This is in line with WFP nomenclature and avoids locking the country office into working with particular groups. However, the strategic review and description in the country strategic plan are clear that girls and women face a range of systemic threats and constraints (as well bringing many advantages for food and nutrition responses) and therefore designing a strategic outcome directly targeting GEWE issues would seem to be low risk. Doing so would have made a clear strategic statement about WFP work in this area. The country strategic plan does not take up the recommendation to pursue a rights-based approach; however, doing so could have risked the WFP humanitarian mandate and therefore the advocacy and technical assistance approaches are more suitable.

173. WFP has taken practical measures to reduce the access issues that particular groups face, but better analysis could have allowed earlier action. These practical measures include; women-only collection lines with women distributors; breast-feeding corners at the distribution points; porter systems to transport food to the elderly, women with children, pregnant women, and people with disabilities; wheelchair access ramps in retail shops; and providing SCOPE cards to both men and women. It is not possible to assess the impact of these interventions because the perspectives of recipients are not captured, but the measures are widely recognized in interviews with partners and WFP staff as being positive changes. A number of these actions were taken after challenges were observed in their preceding approaches, and, in at least one case, a year had elapsed before the necessary change.

174. Whilst the changes demonstrate that WFP staff have the skills to recognize gender and inclusion issues, and are active in the multi-purpose women's centres and the humanitarian gender planning fora (as recognized by partners), it shows a limitation in the ability of WFP to analyse the experience, rather than the number, of people with particular vulnerabilities. The case of issuing SCOPE cards to men and women demonstrates well the limitations of quantitative targeting for gender, as, prior to its introduction, only women collected the cards, and being the sole responsible person in the household was found to place psychological stress on them. Existing gaps in understanding the use of the ration within a household are recognized by interviews. Furthermore, it was mentioned that when maternity benefit payments are made on a monthly basis (rather than a six-month or yearly basis) it may reduce spending on non-food items and increase the nutritional intake of women. The challenge of understanding the gender implications from the interventions themselves was recognized as a wider problem of the United Nations response in Cox's Bazar by senior United Nations representatives.

175. The country office has benefited from headquarters and RBB guidance on gender, and passed these on to partners, but results of the support are so far largely at the output level. The country office has good coverage of GEWE and inclusion trainings and workshops for itself and its partners. These includes remote communications, providing guidance documents such as the 2018 Gender Transformation Programme Office Guide and the WFP Gender Marker Guidance document. Although these are appreciated by staff, it is apparent from interviews that they have not converted into a culture of prioritizing GEWE. Application remains process-focused; meeting WFP internal requirements for country strategic plan design and reporting, rather than routine practice or

contextualization to meet the needs of women and girls in Bangladesh. In some senses, the women-focused initiatives undermine the equality and empowerment agenda because they target and give good quantitative results for women's engagement, which was referenced by staff. The challenge is going beyond women's participation to understanding challenges in access, control etc.

176. Accountability to affected populations mechanisms are in place and functioning, but are closer to being alert mechanisms rather than a means to incorporate people's views. The WFP strategy on accountability centres around information provision, consultation and complaints and feedback mechanisms. A dedicated hotline is in place with a call centre based within the monitoring and evaluation unit of the country office. The free-to-call hotline number allows members of affected populations to raise grievances with WFP. According to the call centre annual report for 2019, a total of 3635 calls were received that year, 45 percent of which related to the *Nobo Jatra* programme and 37 percent of which concerned a cash transfer delay. The vast majority of grievances (2973) were responded to immediately at the country office-level; a smaller proportion (567) required a sub-office or programme-level response; and a number (40) are awaiting response. However, the extent to which the "target populations" views are taken into account while developing programmes is less clear. Various programmes were designed through different processes and in some cases beneficiary views were taken on board (for example, consultants involved in the design of the EFSN project did carry out such consultations). A participatory study with women was conducted by the Cox's Bazar sub-office in December 2019, which shows an impressive undertaking to gather women's views across 20 groups. The outputs of these appear to have been quantified to test change rather than used as analysis for rich programming information; nevertheless, the report does offer actions for programme adjustments.

177. The principle of protection against sexual exploitation and abuse is seen by WFP Bangladesh as core to the humanitarian principles and both personnel training and complaints procedures have been introduced. Several senior internal and external interviews explain the importance of ensuring security issues in the humanitarian response, and the data camp residents' exposure to a number of risks show that this was a valid concern in need of a concerted focus. A number of these interviewees also spoke about the pressure they faced because of the public attention given to high-profile security breaches outside of Bangladesh. As one senior respondent mentioned "you don't have to fight to get protection on the table", which contrasts with the views on GEWE. Compared to GEWE, PSEA focuses on immediate risks and far less on root causes. PSEA results are easier to present via quantitative information. There is however a lack of complaints coming in, which could be due to various factors such as: a lack of confidence in the complaint mechanisms; power hierarchies between the "beneficiaries" staff making it difficult to complain; and a lack of knowledge about how to complain.

Human resources

178. WFP response on protection and gender has benefited from the initiatives of individual staff members, but has yet to form an institutional approach. Internal and external interviewees recognize the role played by key individuals who understand the importance of these issues and progressed the agenda, using personal observations, knowledge and networks. These individuals are credited with a number of WFP protection and gender activities in Bangladesh. Internal and external respondents also recognized that, beyond these key people, other staff-focused gender remits often lack influence because of the juniority of their positions and/or because of prevalent men-dominated norms in Bangladesh. The absence of women in senior WFP positions in Bangladesh provides an indication of the challenges faced in this regard, but more concerning is the impression given by a number of interviewees that gender issues require active championing at higher levels rather than being the routine practice of all.

179. Missing also was an enabling environment and organizational culture conducive to implementing WFP GEWE, PSEA and inclusion commitments and accountabilities. Understaffing of the gender and inclusion unit, no dedicated budget, weak lines of accountability, and limited corporate guidance on how to operationalize GEWE, PSEA and inclusion at the country level all meant that, in a dynamic operating environment, the country office did not have the skills, time or incentives to address and integrate the full range of WFP gender protection and inclusion objectives into working practices. Translating WFP GEWE, PSEA and inclusion global and policy commitments into clear, practical actions tailored to the country strategic plan and each of its strategic outcomes needs dedicated resources and valid outcome-level indicators against which staff are held accountable. However, there is a high risk that, until WFP secures the necessary resources (both financial and human), ensuring the commitments and accountabilities are upheld will remain a challenge.

180. The country office and Cox's Bazar have the formal positions in place for GEWE, however PSEA human resourcing seems more action-orientated. Persons responsible for gender have been nominated in both the

country office and the Cox's Bazar offices and regular training was being provided to staff and partners as well as respectful workplace advisors. Both the country office and Cox's Bazar have grievance mechanisms with PSEA volunteers and there is a staff counsellor in the regional bureau. Human resources is also a point for grievances and counselling. There is a protection whistle blower's mechanism in place. Management in Cox's Bazar has emphasized respect, dignity and equality in all meetings. Programme heads arrange sessions on the code of conduct for their staff and partners. While the disability inclusion adviser was a welcome short-term addition to the WFP staff in Cox's Bazar, and the disability workshop was very well received, there is less coherence about how disability inclusion should be taken forward in the future.

181. A phenomenon particular to the Cox's Bazar operation was the conservative backlash against women aid workers and Rohingya women volunteers by Rohingya men. The men see the women as being "bad" as they do not follow the conservative social norms of the Rohingya community and they go out and mix with foreigners. This also creates conflicts in the women's families. There has also been criticism of non-governmental organizations hiring young women staff who are college students and thereby disrupting their education. SMEP has not been able to recruit an adequate number of women because of the conservatism in the Rohingya community and the nature of the work (heavy work). But the SMEP unit is headed by an international woman engineer and also Bangladesh women engineers are working there.

WFP assistance in Bangladesh

182. WFP assistance to Bangladesh began in 1974 as a welfare relief operation focused on general food distribution. Since then, it gradually evolved as a development intervention. The transition from relief to rehabilitation and then to development happened in accordance with the evolving socioeconomic scenario in Bangladesh. Although food assistance remains a central component of intervention, the WFP portfolio has shifted since 2011 to institutional capacity strengthening and a gradual reduction in direct operational delivery.

183. This shift is exemplified by: WFP support to the Ministry of Women and Children's Affairs in enhancing their national vulnerable group development (VGD) programme; technical assistance for the Ministry of Primary and Mass Education (henceforth, Ministry of Education) to support its national school feeding programme; and contributions to building the Government's capacity to produce and process fortified rice.

184. The focus of WFP in Bangladesh can broadly be categorized into five areas: humanitarian assistance; capacity strengthening for improved nutrition; resilience building; capacity strengthening for emergency preparedness; and logistics and emergency telecommunications common services.¹⁰⁴

185. From 2012 to 2016, WFP Bangladesh operated through its country programme (CP200243) structure, which aimed to improve the food security and nutrition of the ultra-poor households, thereby assisting four million people over the duration of the programme. The four objectives of the country programme were to: (i) reduce the undernutrition among women and children under 5; (ii) increase access to (pre-)primary education for children; (iii) enhance the resilience of vulnerable communities and (iv) enhance the nationally owned safety net programmes that address hunger and food insecurity.¹⁰⁵

186. At the same time, WFP implemented the protracted relief and recovery operation (2014-2017, PRRO 200673) which assisted Rohingya refugees living in Kutupalong and Nayapara camps in the Cox's Bazar district by providing food assistance to registered refugee households through an e-voucher system. This was accompanied by a nutrition safety net intervention for treating and preventing undernutrition among pregnant and lactating women and children, as well as a school feeding programme to encourage school attendance while reducing hunger.¹⁰⁶ In total, WFP reached 32,770 beneficiaries.¹⁰⁷

187. In 2015, also within the country programme timeframe, WFP implemented the immediate response emergency operation (IR-EMOP 200896) in response to heavy rainfalls and the cyclonic storm Komen that led to landslides and flooding in the Cox's Bazar district, affecting 1.2 million individuals. The immediate response included the distribution of micronutrient fortified biscuits to the 30,000 most vulnerable households. The follow-up response focused on restoring food security in the affected households by giving unconditional cash transfers.¹⁰⁸

188. With the introduction of WFP Strategic Plan (2017-2021)¹⁰⁹ and the Integrated Road Map to Zero Hunger,¹¹⁰ WFP Bangladesh started its country strategic plan. Table 6 provides an overview of how the activities laid out in the country strategic plan correspond and complement the projects that existed before.

¹⁰⁴ Logistics, emergency telecommunications and food security (with FAO).

¹⁰⁵ WFP Bangladesh, 2011. *Bangladesh Country Programme (2012-2016)*.

¹⁰⁶ WFP Bangladesh, 2013. *Protracted Relief and Recovery Operation - Bangladesh 200673*.

¹⁰⁷ WFP Bangladesh, 2016. *Assistance to Refugees from Myanmar - Standard Project Report 2016*.

¹⁰⁸ WFP Bangladesh, 2015. *Immediate Response Emergency Operation Bangladesh Ref. Number 200896*.

¹⁰⁹ WFP, 2013. *Strategic Plan (2014-2017)*.

¹¹⁰ WFP, 2016. *Integrated Road Map: Positioning WFP For A Changing World*.

Table 6: Country strategic plan activities and corresponding projects (January-March 2017)¹¹¹

CSP activity		Corresponding project (January – March 2017)
Activity 01	Technical assistance and advocacy to enhance the food security and nutrition impact of selected safety nets	Trust Fund 200642
Activity 02	Technical assistance and advocacy for improved nutrition	CP 200243
Activity 03	Technical assistance and advocacy for scaling up post-harvest rice fortification	Trust Fund 200649
Activity 04	Policy advice and technical assistance for scaling up school feeding	CP 200243
Activity 05	Deliver an integrated assistance package in Cox's Bazar	PRRO 200673 and CP 200243
Activity 06	Deliver an integrated assistance package in the Chittagong Hill Tracts	CP 200243
Activity 07	Deliver food assistance in emergencies	IR-EMOP 200896 CP 200243
Activity 08	Creation of evidence related to innovative approaches to enhancing resilience	CP 200243 Trust Fund 200728 Trust Fund 200951
Activity 09	Nobo Jatra	Trust Fund 201026
Activity 10	Capacity strengthening for emergency response	Trust Fund (Forecast based Financing)
Activity 11	Lead the logistics cluster and co-lead the food security cluster	Trust Fund 200728 Trust Fund 200951
Activity 12	Coordinate the logistics sector/cluster and provide efficient common logistics services to support the humanitarian community response	New activity
Activity 13	Coordinate the emergency telecommunications sector/cluster and provide efficient services to support the humanitarian community response	New activity
Activity 14	Coordinate implementation of site maintenance engineering project to improve and maintain access to the camps for humanitarian aid to the Rohingya refugees.	New activity

¹¹¹ Table adapted from WFP, 2017. *Annual Country Report 2017*. The relative weight of new activities can be seen by comparing this table with budgetary allocations per activity in [Annex 11](#).

Annex 8: Country Strategic Plan Indicator Reporting

Annex 8.1 Output Indicators

This annex provides a tabulated presentation of WFP Bangladesh's progress against the country strategic plan's output indicators. The table is structured by strategic outcomes, activities, and country strategic plan outputs. Only indicators for which data were available have been included here, and indicators which are included in the country strategic plan logframe but for which no indicator data were available have not been included.

Data sources: WFP, 2017. Annual Country Report 2017; WFP, 2018. Annual Country Report 2018; WFP, 2019. Annual Country Report 2019. Some output indicators have been revised during the country strategic plan period. In some instances, different but very similar indicators have been combined. This is made clear in the 'Output indicator' column, which provides indicator wording for different years, where they changed.

Percentage Achievement: Targets for output indicators are set annually (as opposed to having a cumulative country strategic plan end target, which outcome indicators have). Progress against each output indicator is thus presented as a percentage value, based on the progress made that year towards the annual target. Percentage figures are accompanied by a colour rating system (more detail in the key below).

Key:

Key	
	No data available
	90% achievement or higher
	50-89.9% achievement
	0-49.9% achievement
*	Inadequate disaggregation for one or more years (as per Indicator Compendium)

Output	Output indicator	Unit	2017			2018			2019			L
			Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	
Strategic Result 2 – No one suffers from malnutrition												
Strategic outcome 01: 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)												
Activity 01: Technical assistance and advocacy to enhance the food security and nutrition impact of selected safety nets												
The national VGD programme delivers enhanced food security and nutrition outcomes for its beneficiaries	Number of training sessions/workshop organized	training session	15	15	100%	22	22	100%	2	1	50.0%	
	Number of people trained (2017-2018)/Number of government/national partner staff receiving technical assistance and training (2019)	individual	300	353	118%	221	221	100%	100	33	33.0%	*
	Number of technical support activities provided	activity	8	10	125%	7	9	129%				
	Number of tools or products developed	unit							3	3	100.0%	
The new national child benefit and vulnerable women benefit programmes take into account nutrition sensitivity, urban coverage and responsiveness to shocks	Number of training sessions/workshop organized	training session				6	6	100%	10	10	100.0%	
	Number of people trained (2018)/Number of government/national partner staff receiving technical assistance and training (2019)	individual				120	111	93%	600	590	98.3%	*
	Number of technical support activities provided	activity				3	3	100%				
	Number of tools or products developed	unit							7	7	100.0%	
Reliable data on the food security and nutrition outcomes of national social protection programmes are available from the Bangladesh Bureau of Statistics	Number of training sessions/workshop organized	training session	2	2	100%							
	Number of technical support activities provided (2017)/Number of technical assistance activities provided (2019)	activity/unit	3	3	100%				2	0	0%	
	Number of people trained (2017) / Number of government/national partner staff receiving technical assistance and training (2019)	individual	50	50	100%				100	103	103.0%	
	Number of tools or products developed	unit							2	5	250.0%	

Output	Output indicator	Unit	2017			2018			2019			H
			Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	
Activity 02. Technical assistance and advocacy for improved nutrition												
Improved national nutrition-sensitive and nutrition-specific interventions are scaled up by the Government and its partners in rural and urban areas	Number of policy reforms identified/advocated	number				1	2	200%				
	Number of technical assistance activities provided	unit							20	23	115.0%	
	Number of tools or products developed	unit							11	3	27.3%	
Enhancing complementary feeding practices becomes the focus of increased collaboration among the main stakeholders	Number of policy reforms identified/advocated	policy				1	2	200%				
	Number of partners supported	partner							4	4	100.0%	
	Number of technical assistance activities provided	unit							3	0	0%	
	Number of tools or products developed	unit							1	0	0%	
Targeted groups receive nutrition messages	Number of people reached through SBCC approaches using mass media (i.e. national TV programme)	individual							25000000	0	0%	*
	Number of government/national partner staff receiving technical assistance and training	individual							60	69	115.0%	
	Number of tools or products developed	unit							6	3	50.0%	
Activity 03. Technical assistance and advocacy for scaling up post-harvest rice fortification												
The demand for and supply of post-harvest rice fortification are scaled up by public- and private-sector entities	Number of policy reforms identified/advocated	policy	1	1	100%	1	1	100%				
	Number of training sessions/workshop organized	training session							10	17	170.0%	
	Number of government/national partner staff receiving technical assistance and training	individual							160	600	375.0%	
	Number of tools or products developed	unit							5	8	160.0%	
Activity 04. Policy advice and technical assistance for scaling up school feeding												
The national school feeding programme is scaled up in poverty-prone rural and urban areas	Number of training sessions/workshop organized	training session	14	18	129%	30	36	120%	20	88	440.0%	
	Number of people trained (2017-2018)/Number of government/national partner staff receiving technical assistance and training (2019)	individual	16882	16872	100%	1290	1392	108%	1200	3318	276.5%	*
	Number of technical support activities provided	activity	9	11	122%	14	14	100%				
	Number of tools or products developed	unit							15	22	146.7%	

Output	Output indicator	Unit	2017			2018			2019			H
			Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	
A nutrition-sensitive national school feeding policy is adopted and implemented	Number of policy reforms identified/advocated	policy	2	2	100%	1	2	200%				
	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	number							1	1	100.0%	
Strategic Result 1 – Everyone has access to food												
Strategic outcome 02: The most vulnerable populations of Cox's Bazar, the Chittagong Hill Tracts and disaster-affected areas have enhanced food security and nutrition												
Activity 05. Deliver an integrated assistance package in Cox's Bazar												
The most vulnerable households in refugee camps and makeshift camps in Cox's Bazar receive food assistance, primarily through e-vouchers/national nutrition-sensitive and nutrition-specific interventions are scaled up by the Government and its partners in rural and urban areas	Number of retailers participating in cash-based transfer programmes	retailer							8	8	100.0%	
	Number of beneficiaries reached as a result of WFP contribution to the social protection system	individual							845305	905408	107.1%	*
WFP-targeted communities in camps and host communities in Cox's Bazar receive an integrated assistance package of livelihood/self-reliance support for vulnerable women, a nutrition safety net, disaster risk reduction implemented through a Food for Assets programme and school feeding	Number of schools assisted by WFP (2018)/Number of institutional sites assisted (2019)	School/site				2409	2409	100%	30	32	106.7%	
	Number of training sessions for beneficiaries carried out (livelihood-support/agriculture farming/IGA)	training session							3849997	3854217	100.1%	*
	Quantity of fortified food provided	mt							126	126	100.0%	
	Quantity of specialized nutritious foods provided	mt				10985.64	10985.64	100%	16857	16720	99.2%	
	Number of assets built, restored or maintained by targeted communities	number							371	375	101.1%	¹¹²

¹¹² Disaggregation by type is missing

Output	Output indicator	Unit	2017			2018			2019			H
			Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	
	Number of people exposed to WFP-supported nutrition messaging (2017-2018) / Number of people reached through interpersonal SBCC approaches (2019)	Individual (male)	24145	20222	84%	854001	854001	100%				
		Individual (female)	217311	202332	93%				37000	37444	101.2%	
	Number of people receiving WFP-supported nutrition counselling	Individual (male)	54159	52854	98%	172578	172578	100%				
		Individual (female)	94556	91905	97%							
	Number of targeted caregivers (men and women) receiving three key messages delivered through WFP-supported messaging and counselling	Individual (male)	47354	38925	82%	250456	250456	100%				
		Individual (female)	74896	61565	82%							
	Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)	days							22	20	90.9%	
Feeding days as percentage of total school days	%							100	94	94.0%		

Activity 06. Deliver an integrated assistance package in the Chittagong Hill Tracts

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	Number of schools assisted by WFP (2018) / Number of institutional sites assisted (2019)	school/site				1115	1143	103%	4160	4074	97.9%		
	Number of women-headed households that receive food assistance	individual				61338	61338	100%					
	Number of beneficiaries reached as a result of WFP contribution to the social protection system	individual							93162	91554	98.3%	*	
	Quantity of fortified food provided	mt				853.52	704.96	83%	1073	894	83.3%		
	Quantity of specialized nutritious foods provided	mt				13.29	9.46	71%					
	Number of people reached through interpersonal SBCC approaches	number (male)											
		number (female)								12000	9539	79.5%	
Feeding days as percentage of total school days	%							100	81	81%			

Activity 07: Deliver food assistance in emergencies.

Output	Output indicator	Unit	2017			2018			2019			h
			Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	
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	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	individual										
	Quantity of food provided	Mt										
	Total amount of cash transferred to targeted beneficiaries	USD										
Strategic Result 4 – Food systems are sustainable												
Strategic outcome 03: 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)												
Activity 08. Creation of evidence related to innovative approaches to enhancing resilience												
Evidence as to the effectiveness of WFP-piloted innovative approaches to enhancing resilience is collected and disseminated	Number of commercially viable financial products and services developed	unit				1	1	100%				
	Number of food-insecure and nutritionally vulnerable people accessing financial products and services	individual				4000	3380	85%				
	Number of coordination/implementation tools developed	tool							1	1	100.0%	
Activity 09: Nobo Jatra												
Beneficiaries of Nobo Jatra receive cash transfers facilitated by WFP	Number of women-headed households that receive food assistance	individual				105000	94310	90%				
	Number of beneficiaries reached as a result of WFP contribution to the social protection system	individual							12400	12400	100.0%	*
The livelihoods of vulnerable households targeted by Nobo Jatra in southwestern areas are diversified	Number of women-headed households that receive food assistance	individual				35000	69500	199%				
	Number of beneficiaries reached as a result of WFP's contribution to the social protection system	individual							14000	17724	126.6%	*

Output	Output indicator	Unit	2017			2018			2019			H
			Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	
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	Number of training sessions/workshop organized	training session				15	11	73%	14	14	100.0%	
	Number of people trained (2018)/Number of government/national partner staff receiving technical assistance and training	individual				74059	74075	100%	5292	5292	100.0%	*
	Number of technical support activities provided	unit				6	6	100%				
	Number of tools or products developed	unit							5	5	100.0%	
	USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)	USD							729963	640519	87.7%	
	Number of people provided with direct access to information on climate and weather risks	number							75000	86944	116%	
Uptake of successful elements of Nobo Jatra is promoted through policy dialogue with the ministries concerned	Number of policy reforms identified/advocated	policy	2	0	0%							
Strategic Result 5 – Countries have strengthened capacity to implement the SDGs												
Strategic outcome 04: The humanitarian response system for large-scale natural disasters in Bangladesh can respond with reduced cost and lead time												
Activity 10. Capacity strengthening for emergency response												
The emergency supply chain of the Ministry of Disaster Management and Relief is optimized	Number of training sessions/workshop organized	training session	5	3	60%	4	4	100%				
	Number of people trained (2017-2018)/Number of government/national partner staff receiving technical assistance and training (2019)	individual	195	75	39%	205	231	113%	50	8	16.0%	*
	Number of technical support activities provided (2017)/Number of technical assistance activities provided (2018)	activity	3	3	100%	4	4	100%				
	Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	number							7	0	0%	
	Number of tools or products developed	unit							2	1	50.0%	

Output	Output indicator	Unit	2017			2018			2019			h
			Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	
	USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)	USD							210000	0	0%	
A humanitarian staging area is established	Number of engineering works completed, by type	unit							5	2	40.0%	
	Number of infrastructure works implemented, by type	unit							3	0	0%	
Activity 11. Lead the logistics cluster and co-lead the food security cluster												
Emergency coordination mechanisms for logistics and food security are enhanced	Number of national coordination mechanisms supported	unit	15	18	120%	16	43	269%	9	9	100.0%	
	Logistics, supply chain and common services: Number of government/national partner staff receiving technical assistance and training	individual							5	7	140.0%	
	Number of WFP-led clusters operational	unit							2	2	100.0%	
	Number of partners supported	partner							75	60	80.0%	
	Number of training sessions/workshop organized	training session							23	10	43.5%	
	Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	number							8	7	87.5%	
	Number of government/national partner staff receiving technical assistance and training	individual							300	347	115.7%	
	Number of tools or products developed	unit							15	13	86.7%	
Strategic Result 8 - Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs												
Strategic outcome 05: 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												
Activity 12. Coordinate the Logistics Sector/Cluster and provide efficient common logistics services to support the humanitarian community response												
Crisis-affected populations benefit from common emergency logistics services to humanitarian and development partners	Logistics, supply chain and common services: Number of government/national partner staff receiving technical assistance and training	individual							8666	12382	142.9%	

Output	Output indicator	Unit	2017			2018			2019			H
			Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	
	Number of WFP-led clusters operational	unit							1	1	100.0%	
Activity 13. Coordinate the emergency telecommunications sector/cluster and provide efficient services to support the humanitarian community response												
Crisis-affected populations benefit from enhanced emergency telecommunication coordination mechanisms	Number of emergency telecoms and information and communications technology (ICT) systems established	system				4	6	150%	60	88	146.7%	
	Number of WFP-led clusters operational	unit				1	3	300%	1	1	100.0%	
Activity 14. Coordinate implementation of Site Maintenance Engineering Project to improve and maintain access to the camps for humanitarian aid to the Rohingya refugees												
Coordinate implementation of site maintenance engineering project to improve and maintain access to the camps for humanitarian aid to the Rohingya refugees	Number of camps and sites installed/maintained	site							18	18	100.0%	
	Number of infrastructure works implemented, by type	unit							13	14	107.7%	

Annex 8.2 Outcome Indicators

This annex provides a tabulated presentation of WFP Bangladesh's progress against the country strategic plan's outcome indicators. The table is structured by strategic outcomes and activities, and progress is presented annually and gender disaggregated (where applicable and possible). Only indicators for which data were available have been included here, and indicators which are included in the country strategic plan logframe but for which no indicator data were available have not been included.

Data sources: WFP, 2017. Annual Country Report 2017; WFP, 2018. Annual Country Report 2018; and WFP, 2019. Annual Country Report 2019. Where possible, data gaps in the annual country reports have been filled by referring to COMET-extracted reporting data.

Annual progress and annual targets: For each indicator line in the table, the annual target is in the row below. A colour rating (details in the key below) is assigned to each data point to reflect whether or not the annual target was met.

Country strategic plan end targets: For each indicator line, the country strategic plan end target data are taken from the data of the most recent annual country report from which data were available for that line. There are some discrepancies between data sources in the country strategic plan end target figures.

Country strategic plan achievement: This column of the table intends to provide an indication of the progress WFP has made in the achievement of its outcome indicators, based on the country strategic plan end targets. This is presented as a percentage value alongside a colour rating (details in the key below). Unless specified otherwise (in footnotes), these figures are the result of calculating the percentage difference between the most recent total (i.e. not male/female disaggregated) figure and the country strategic plan end target (again, the total figure). Note that due to the timing of the commissioning of this country strategic plan evaluation, this assessment of achievement does not reflect 2020 figures and so does not reflect progress across the entire country strategic plan implementation period. For some indicators introduced in 2019, there may be cases where achievements relating to the indicator were made in 2017/2018 but were not captured as the indicator was not yet in place.¹¹³

Consistency: This column of the table uses a colour rating to provide an indication of how consistent the data reporting for the indicator line is across the three reporting years. (See details of colour rating in the key below).

Key:

Annual progress and country strategic plan end target columns key	
	Met/surpassed annual target
	Did not meet annual target
	No data available
	Data for indicator available but not disaggregated

Country strategic plan achievement column key	
	90% achievement or higher
	50-89.9% achievement
	0-49.9% achievement

Consistency column key	
	Data available for all years
	Data missing from one year
	Data missing from two or more years
	* Inadequate disaggregation for one or more years (as per Indicator Compendium)

¹¹³ The ET has been made aware by the country office that this is the case for (at least) the following indicators: Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new); Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (new).

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Strategic Result 2 - No one suffers from malnutrition																
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)																
Activity 01: Technical assistance and advocacy to enhance the food security and nutrition impact of selected safety nets																
Zero Hunger Capacity Scorecard – All pathways (Full CCS portfolio)		%	-	-	38	-	-	31				-	-	100	34.5% ¹¹⁴	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 1 (Policies and legislation)		%	-	-	54	-	-	-				-	-	100	54.0% ¹¹⁵	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 2 (Intuitional accountability)		%	-	-	38	-	-	39				-	-	100	38.5%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 3 (Strategic planning and financing)		%	-	-	19	-	-	26				-	-	100	22.5%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 4 (National programme design and delivery)		%	-	-	54	-	-	0				-	-	100	27.0% ¹¹⁶	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 5 (Engagement and participation of non-state actors)		%	-	-	0	-	-	67				-	-	100	33.5% ¹¹⁷	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)		number							-	-	3	-	-	8	37.5%	

¹¹⁴ Unit of measurement for Zero Hunger Capacity Scorecard is percentage of process milestones completed. CSP achievement for this and all subsequent Zero Hunger Capacity Scorecards are calculated using an average to produce the average proportion of process milestones completed i.e. in this case 2017 progress + 2018 progress divided by 2.

¹¹⁵ 2017 figure used to calculate CSP achievement as it is unclear whether the score in 2018 was measured.

¹¹⁶ As the 2018 figure was reported as '0' rather than a blank space or '-', it is understood that zero process milestones were achieved. The CSP achievement (here being the average) was calculated with this in mind i.e. (54+0)/2.

¹¹⁷ Same approach as outlined in the previous footnote.

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Annual targets									-	-	3	-	-	-	-	-
Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening (new)		number							-	-	20000	-	-	20000	100.0%	
Annual targets									-	-	20000	-	-	-	-	-
Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (new)		USD							-	-	0	-	-	7200000	0.0%	
Annual targets									-	-	7000000	-	-	-	-	-
Activity 02: Technical assistance and advocacy for improved nutrition																
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)		number							-	-	1	-	-	5	20.0%	
Annual targets									-	-	4	-	-	-	-	-
Activity 03: Technical assistance and advocacy for scaling up post-harvest rice fortification																
Zero Hunger Capacity Scorecard – All pathways (Full CCS portfolio)		%	-	-	20	-	-	38				-	-	100	29.0%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 1 (Policies and legislation)		%	-	-	22	-	-	76				-	-	100	49.0%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 2 (Intentional accountability)		%	-	-	19	-	-	42				-	-	100	30.5%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 3 (Strategic planning and financing)		%	-	-	37	-	-	66				-	-	100	51.5%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 4 (National programme design and delivery)		%	-	-	13	-	-	0				-	-	100	6.5%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 5 (Engagement and participation of non-state actors)		%	-	-	24	-	-	76				-	-	100	50.0%	

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)		number							-	-	2	-	-	3	66.7%	
Annual targets									-	-	2	-	-	-	-	-
Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening (new)		number							-	-	8200000	-	-	≥3500000	100.0%+	
Annual targets									-	-	≥2500000	-	-	-	-	-
Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (new)		USD							-	-	5500000	-	-	23000000	23.9%	
Annual targets									-	-	5500000	-	-	-	-	-
Percentage increase in production of high-quality and nutrition-dense foods		%							-	-	249.09	-	-	≥212.5	100.0%+	
Annual targets									-	-	≥249.09	-	-	-	-	-
Activity 04: Policy advice and technical assistance for scaling up school feeding																
Zero Hunger Capacity Scorecard – All pathways (Full CCS portfolio)		%	-	-	12	-	-	67				-	-	100	39.5%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 1 (Policies and legislation)		%	-	-	6	-	-	46				-	-	100	26.0%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 2 (Intuitional accountability)		%	-	-	9	-	-	64				-	-	100	36.5%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 3 (Strategic planning and financing)		%	-	-	10	-	-	80				-	-	100	45.0%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Zero Hunger Capacity Scorecard – Pathway 4 (National programme design and delivery)		%	-	-	15	0	20	81				-	-	100	48.0%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Zero Hunger Capacity Scorecard – Pathway 5 (Engagement and participation of non-state actors)		%	-	-	33	-	-	33				-	-	100	33.0%	
Annual targets			-	-	25	-	-	25				-	-	-	-	-
Number of teachers/educators/teaching assistants in target schools who demonstrate use of new and quality teaching techniques or tools		number										-	-	90	Foot note ¹¹⁸	
Annual targets												-	-	-	-	-
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)		number							-	-	2	-	-	6	33.3%	
Annual targets									-	-	2	-	-	-	-	-
Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (new)		USD							-	-	76000000	-	-	212000000	35.8%	
Annual targets									-	-	76000000	-	-	-	-	-
SABER School feeding national capacity (new)		index							-	-	2.25	-	-	3.5	64.3%	
Annual targets									-	-	3	-	-	-	-	-

¹¹⁸ According to WFP, 2018. *Annual Country Report 2018*: “Data on the indicator ‘Number of teachers/educators/teaching assistants in target schools who demonstrate use of new and quality teaching techniques or tool’ were collected in September 2018 for the first time and are therefore entered as baselines. Reporting on the latest follow-up values is expected in 2019.” As the table shows, no data was reported for this indicator in 2019. The country office report on this indicator separately for USDA supported school feeding programme but this is not captured in the ACR and so not shown here.

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Strategic Result 1 - Everyone has access to food																
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																
Activity 05: Deliver an integrated assistance package in Cox's Bazar																
Moderate acute malnutrition (MAM) treatment default rate	Host community	%				3.65	3.65	3.65				<15	<15	<15	100.0%+	
	New Influx	%				15.83	15.83	15.83				<15	<15	<15	94.8%	
	Refugee camp	%				26.71	26.71	26.71				<15	<15	<15	56.2%	
	Unspecified	%							-	-	2.5	-	-	<15	100.0%+	*
Annual targets						<15	<15	<15	<15	<15	<15	-	-	-	-	-
MAM treatment mortality rate	Host community	%				0.05	0.05	0.05				<3	<3	<3	100.0%+	
	New influx	%	-	-	0.11	0.12	0.12	0.12				<3	<3	<3	100.0%+	*
	Refugee camp	%	-	-	0.1	0	0	0				<3	<3	<3	100.0%+	*
	Unspecified	%							-	-	0.1	-	-	<3	100.0%+	*
Annual targets			<3	<3	<3	<3	<3	<3	<3	<3	<3	-	-	-	-	-
MAM treatment non-response rate	Host community	%	6.7	8.41	7.69	3.74	3.74	3.74				<15	<15	<15	100.0%+	
	New influx	%				7.35	7.35	7.35				<15	<15	<15	100.0%+	
	Refugee camp	%	-	-	7.4	12.8	12.8	12.8				<15	<15	<15	100.0%+	*
	Unspecified	%							-	-	4.6	-	-	<15	100.0%+	*
Annual targets			<15	<15	<15	<15	<15	<15	<15	<15	<15	-	-	-	-	-
MAM treatment recovery rate	Host community	%	80.85	80.67	80.75	-	-	93				≥85	≥85	≥85	100.0%+	*
	New influx	%				-	-	77				≥75	≥75	≥75	100.0%+	*
	Refugee camp	%	-	-	50.7	-	-	60				≥75	≥75	≥75	80%	*
	Unspecified	%							-	-	92.9	-	-	≥85	100.0%+	*
Annual targets			≥85 host community ≥75 new influx & refugee			≥85 host community ≥75 new influx & refugee			-	-	≥85	-	-	-	-	-
Minimum dietary diversity – Women	Host community	%	-	-	47							-	-	≥60	78.3%	

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
	New influx	%				-	-	18.1				-	-	≥30	60.3%	
	Unspecified	%							-	-	56.2	-	-	≥30	100.0%+	
Annual targets			-	-	≥40	-	-	≥25	-	-	≥30	-	-	-	-	-
Food Consumption Score / Percentage of households with Acceptable Food Consumption Score	Host community	%	-	98	-							-	85	-	-	
	New influx	%	-	-	68	90.6	87.2	89.5				70	70	70	100.0%+	
	Northern areas of Bangladesh	%	-	85.86	-							-	85	-	-	
	Unspecified	%							-	-	39.8	-	-	≥70	56.9%	
Annual targets			85 host community 70 new influx 85 northern areas			≥70	≥70	≥70	-	-	≥70	-	-	-	-	-
Food Consumption Score/Percentage of households with Borderline Food Consumption Score	New influx	%	-	-	29	8	11.7	9.1				≤20	≤20	≤20	100.0%+	
	Northern areas of Bangladesh	%	-	13.82	-							-	10	-	-	
	Unspecified	%							-	-	55.9	-	-	≤25	44.7%	
Annual targets			20 new influx 10 northern areas			≤20	≤20	≤20	-	-	≤25	-	-	-	-	-
Food Consumption Score/Percentage of households with Poor Food Consumption Score	New influx	%				1.4	1.2	1.3				≤10	≤10	≤10	100.0%+	
	Unspecified	%							-	-	4.2	-	-	≤5	100.0%+	
Annual targets						≤10	≤10	≤10	-	-	≤5	-	-	-	-	-
Food Consumption Score – Nutrition / Percentage of households that consumed Hem Iron rich food daily (in the last 7 days)	New influx	%				19.3	10.3	16.4				25	25	25	65.6%	
	Unspecified	%							-	-	0	-	-	≥20	0.0%	
Annual targets						25	25	25	-	-	≥20	-	-	-	-	-
Food Consumption	New influx	%				80.9	65.5	76				85	85	85	89.4%	

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Score – Nutrition / Percentage of households that consumed protein rich food daily (in the last 7 days)	Unspecified	%							-	-	31.4	-	-	≥80	39.3%	
Annual targets						85	85	85	-	-	≥80	-	-	-	-	-
Food Consumption Score – Nutrition / Percentage of households that consumed vit A rich food daily (in the last 7 days)	New influx	%				96.5	96.7	96.6				98	98	98	98.6%	
	Unspecified	%							-	-	28.4	-	-	≥35	81.1%	
Annual targets						98	98	98	-	-	≥30	-	-	-	-	-
Food Consumption Score – Nutrition / Percentage of households that never consumed Hem Iron rich food (in the last 7 days)	New Influx	%				4.2	4.9	4.5				4	4	4	88.9%	
	Unspecified	%							-	-	67.5	-	-	≤4.5	6.7%	
Annual targets						4	4	4				-	-	-	-	-
Food Consumption Score – Nutrition / Percentage of households that never consumed protein rich food (in the last 7 days)	New influx	%				1.2	0.9	1.1				0	0	0	94.8%	footnote ¹¹⁹
	Unspecified	%							-	-	0.8	-	-	≤1.1	100.0%+	
Annual targets						0	0	0	-	-	≤4.5	-	-	-	-	-
Food Consumption Score – Nutrition / Percentage of households that never consumed vit A rich food (in the last 7 days)	New influx	%				0.7	1.4	0.9				2	2	2	100.0%+	
	Unspecified	%							-	-	0.7	-	-	≤0.9	100.0%+	
Annual targets						2	2	2	-	-	≤0.9	-	-	-	-	-

¹¹⁹ As the CSP end target for this indicator is 0, the CSP achievement was calculated differently. The % achievement was calculated using the following formula =100x(baseline-actual)/baseline.

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed Hem Iron rich food (in the last 7 days)	New Influx	%				76.5	84.8	79.1				75	75	75	100.0%+	
	Unspecified	%							-	-	32.5	-	-	≥75.5	43.0%	
	Annual targets					75	75	75	-	-	≥75.5	-	-	-	-	-
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed protein rich food (in the last 7 days)	New influx	%				17.9	33.6	22.9				40	40	40	57.3%	
	Unspecified	%							-	-	67.8	-	-	≥20	100.0%+	
	Annual targets					40	40	40	-	-	≥20	-	-	-	-	-
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed vit A rich food (in the last 7 days)	New influx	%				2.8	1.9	2.5				5	5	5	50.0%	
	Unspecified	%							-	-	70.8	-	-	≥73	97.0%	
	Annual targets					5	5	5	-	-	≥70	-	-	-	-	-
Proportion of children 6–23 months of age who receive a minimum acceptable diet	Host community	%	-	-	29							-	-	≥70	41.4%	
	Unspecified	%							-	-	44	-	-	≥70	62.9%	
	Annual targets		-	-	70				-	-	≥50	-	-	-	-	-
Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base		%							-	-	98.25	-	-	>95	100.0%+	*
	Annual targets								-	-	>90	-	-	-	-	-
Proportion of target population that participates in an adequate number of distributions (adherence)		%							-	-	100	-	-	≥100	100.0%	
	Annual targets								-	-	≥100	-	-	-	-	-

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Proportion of eligible population that participates in programme (coverage)	Teknaf and Ukhiya upazillas	individual	-	-	69	0	0	34.1				-	-	75	45.5%	*
	Moheshkhali	individual										-	-	75	0%	
	Unspecified	individual							-	-	49.7	-	-	≥75	66.3%	*
Annual targets			-	-	75	0	0	75	-	-	≥75	-	-	-	-	-
Consumption-Based Coping Strategy Index (Average)		average index				5.25	5.1	5.2	-	-	5	≤4	≤4	≤4	80.0%	
Annual targets						≤4	≤4	≤4	-	-	≤4	-	-	-	-	-
Livelihood-Based Coping Strategy Index/Percentage of households not using livelihood-based coping strategies		%							-	-	5.7	-	-	≥10	57.0%	
Annual targets									-	-	≥10	-	-	-	-	-
Livelihood-Based Coping Strategy Index/Percentage of households using crisis coping strategies		%							-	-	36.4	-	-	≤30	82.4%	
Annual targets									-	-	≤30	-	-	-	-	-
Livelihood-Based Coping Strategy Index/Percentage of households using emergency coping strategies		%							-	-	1.7	-	-	≤5	100.0%+	
Annual targets									-	-	≤5	-	-	-	-	-
Livelihood-Based Coping Strategy Index/Percentage of households using stress coping strategies		%							-	-	56.1	-	-	≤25	44.6%	
Annual targets									-	-	≤25	-	-	-	-	-
Enrolment rate	Host community	%							11.11	12.1	11.62	-	-	≥10	100.0%+	
Annual targets									≥10	≥10	≥10	-	-	-	-	-

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Attendance rate (new)	Host community	%	78	80	79	80	84	82	82	88.3	85.2	≥85	≥85	≥85	100.0%+	
	Refugee camp	%	74.67	69.87	71	83	83	83				≥80	≥80	≥80	100.0%+	
Annual targets			85 host community 80 refugee camp			≥85 host community ≥80 refugee camp			≥85	≥85	≥85	-	-	-	-	-
Retention rate	Host community	%	89	92	91	90	93	91	89.62	92.94	91.36	≥98	≥98	≥98	93.2%	
Annual targets			94	94	94	≥98	≥98	≥98	≥98	≥98	≥98	-	-	-	-	-
Percentage of students who, by the end of two grades of primary schooling, demonstrate ability to read and understand grade level text (new)	Host community	%							-	-	28	-	-	≥35	80.0%	*
Annual targets									-	-	≥35	-	-	-	-	-
Activity 06: Deliver an integrated assistance package in the Chittagong Hill Tracts																
Minimum Dietary Diversity – Women		%							-	-	50.39	-	-	≥45	100.0%+	
Annual targets									-	-	≥40	-	-	-	-	-
Food Consumption Score/Percentage of households with Acceptable Food Consumption Score		%							-	-	66.41	-	-	≥70	94.9%	
Annual targets									-	-	≥70	-	-	-	-	-
Food Consumption Score/Percentage of households with Borderline Food Consumption Score		%							-	-	32.81	-	-	≤25	76.2%	
Annual targets									-	-	≤25	-	-	-	-	-
Food Consumption Score / Percentage of households with Poor Food Consumption Score		%							-	-	0.78	-	-	≤5	100.0%+	
Annual targets									-	-	≤5	-	-	-	-	-

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Food Consumption Score – Nutrition/Percentage of households that consumed Hem Iron rich food daily (in the last 7 days)		%							-	-	8.59	-	-	≥10	85.9%	
Annual targets									-	-	≥10	-	-	-	-	-
Food Consumption Score – Nutrition/Percentage of households that consumed protein rich food daily (in the last 7 days)		%							-	-	48.83	-	-	≥50	97.7%	
Annual targets									-	-	≥50	-	-	-	-	-
Food Consumption Score – Nutrition/Percentage of households that consumed vit A rich food daily (in the last 7 days)		%							-	-	57.42	-	-	≥69	83.2%	
Annual targets									-	-	≥69	-	-	-	-	-
Food Consumption Score – Nutrition/Percentage of households that never consumed Hem Iron rich food (in the last 7 days)		%							-	-	1.95	-	-	≤1	51.3%	
Annual targets									-	-	≤1	-	-	-	-	-
Food Consumption Score – Nutrition/Percentage of households that never consumed protein rich food (in the last 7 days)		%							-	-	0.39	-	-	≤1	100.0%+	
Annual targets									-	-	≤1	-	-	-	-	-
Food Consumption Score – Nutrition/Percentage of households that never consumed vit A rich food (in the last 7 days)		%							-	-	0	-	-	≤0.4	100.0%+	
Annual targets									-	-	≤0.4	-	-	-	-	-
Food Consumption Score – Nutrition/Percentage of households that sometimes consumed Hem Iron rich food (in the last 7 days)		%							-	-	89.45	-	-	≥89	100.0%+	
Annual targets									-	-	≥89	-	-	-	-	-
Food Consumption Score – Nutrition/Percentage of households that sometimes consumed protein rich food (in the last 7 days)		%							-	-	50.78	-	-	≥50	100.0%+	
Annual targets									-	-	≥50	-	-	-	-	-

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Food Consumption Score – Nutrition/Percentage of households that sometimes consumed vit A rich food (in the last 7 days)		%							-	-	42.58	-	-	≥31	100.0%+	
Annual targets									-	-	≥31	-	-	-	-	-
Consumption-Based Coping Strategy Index (Average)		average index							-	-	1.99	-	-	≤2	100.0%+	
Annual targets									-	-	≤2	-	-	-	-	-
Livelihood-Based Coping Strategy Index/Percentage of households not using livelihood-based coping strategies		%							-	-	77.34	-	-	≥50	100.0%+	
Annual targets									-	-	≥50	-	-	-	-	-
Livelihood-Based Coping Strategy Index/Percentage of households using crisis coping strategies		%							-	-	5.86	-	-	≤10	100.0%+	
Annual targets									-	-	≤10	-	-	-	-	-
Livelihood-Based Coping Strategy Index/Percentage of households using emergency coping strategies		%							-	-	0.39	-	-	≤2	100.0%+	
Annual targets									-	-	≤2	-	-	-	-	-
Livelihood-Based Coping Strategy Index/Percentage of households using stress coping strategies		%							-	-	16.41	-	-	≤15	91.4%	
Annual targets									-	-	≤15	-	-	-	-	-
Enrolment rate		%							1.6	1.26	1.45	≥5	≥5	≥5	29.0%	
Annual targets									≥5	≥5	≥5	-	-	-	-	-
Attendance rate (new)		%				84	85	84	90	91	91	≥85	≥85	≥85	100.0%+	
Annual targets						≥85	≥85	≥85	≥85	≥85	≥85	-	-	-	-	-
Retention rate		%				93	96	95	94.68	95.57	95.16	≥96	≥96	≥96	99.1%	
Annual targets						≥98	≥98	≥98	≥96	≥96	≥96	-	-	-	-	-
Activity 07: Deliver food assistance in emergencies																
No outcome indicator available for activity 7																

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
Strategic Result 4: Food systems are sustainable																
Strategic outcome 3: Innovative approaches to enhance the resilience of food-insecure households exposed to climate-related shocks and stresses are validated by 2020																
Activity 08: Creation of evidence related to innovative approaches to enhancing resilience																
Number of innovative approaches to enhance resilience tested		number				-	-	1	-	-	1	-	-	2	50.0% ¹²⁰	
Annual targets						-	-	1	-	-	1	-	-	-	-	-
Consumption-Based Coping Strategy Index (Average)		average index				0	0.34	0.34				-	≤5	≤5	100.0%+	
Annual targets						≤0	≤5	≤5				-	-	-	-	-
Food Consumption Score/Percentage of households with Acceptable Food Consumption Score		%				0	80	80	-	-	60	-	-	≥70	85.7%	
Annual targets						≤0	≥70	≥70	-	-	≥70	-	-	-	-	-
Food Consumption Score/Percentage of households with Borderline Food Consumption Score		%				0	20	20	-	-	37	-	-	≤25	67.6%	
Annual targets						≤0	≤20	≤20	-	-	≤25	-	-	-	-	-
Food Consumption Score/Percentage of households with Poor Food Consumption Score		%				0	0	0	-	-	3	-	-	≤5	100.0%+	
Annual targets						≤0	≤10	≤10	-	-	≤5	-	-	-	-	-
Activity 09: Implementation of Nobo Jatra																
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks		%				-	-	50	-	-	100	-	-	100	100.0%	
Annual Targets						-	-	50	-	-	100	-	-	-	-	-
Strategic Result 5 - Countries have strengthened capacity to implement the SDGs																
Strategic outcome 4: The humanitarian response system for large-scale natural disasters in Bangladesh can respond with reduced cost and lead time																
Activity 10: Capacity strengthening for emergency response																

¹²⁰ 50% achievement assigned under the assumption that the one innovative approach reported as having been tested in 2018 is the same one tested in 2019.

Outcome indicator	Target group (where relevant)	Unit	2017			2018			2019			Country strategic plan end target			Country strategic plan achievement (by end 2019)	Consistency
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	
User satisfaction rate		%				-	-	87				-	-	≥90	96.67%	
Annual targets						-	-	90				-	-	-	-	-
Activity 11: Lead the logistics cluster and co-lead the food security cluster																
User satisfaction rate		%				-	-	87	-	-	90	-	-	≥90	100.0%	
Annual targets						-	-	90	-	-	≥90	-	-	-	-	-
Strategic Result 8 - Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs																
Strategic outcome 5: Humanitarian and development partners in Bangladesh have access to reliable services in the areas of supply chain, emergency telecom and the site maintenance and engineering project crises																
Activity 12: Coordinate the LS/C and provide efficient common logistics services to support the humanitarian community's response																
User satisfaction rate		%							-	-	92.5	-	-	≥90	100.0%+	
Annual targets									-	-	≥90	-	-	-	-	-
Activity 13: Coordinate the ETS/C and provide efficient common services to support the humanitarian community response																
No outcome indicator available for activity 13																
Activity 14: Site maintenance and engineering project (SMEP)																
No outcome indicator available for activity 14																

Annex 8.3 Cross-Cutting Indicators

This annex provides a tabulated presentation of WFP Bangladesh's progress against the country strategic plan's cross-cutting indicators. The table is structured by cross-cutting area, i.e. accountability to affected population, protection, and progress towards gender equality. Progress against indicators is presented annually. Only indicators for which data were available have been included here, and indicators that are included in the country strategic plan logframe but for which no indicator data were available have not been included. For example, for the fourth area (environment), no indicator data was collected or reported, and so nothing can be reported here.

Data source: WFP, 2017. Annual Country Report 2017; WFP, 2018. Annual Country Report 2018; and WFP, 2019. Annual Country Report 2019.

Country strategic plan achievement: This column of the table intends to provide an indication of the progress WFP has made in the achievement of its cross-cutting indicators, based on the country strategic plan end targets. This is presented as a percentage value alongside a colour rating (details in the key below). These figures were produced by taking an average or total (depending on the indicator) of the values from 2017-2019 and calculating the percentage achievement towards the country strategic plan end target.

Consistency: This column of the table uses a color rating to provide an indication of how consistent the data reporting for the indicator line is across the three reporting years. (See details of color rating in the key below).

Keys:

Annual progress and country strategic plan end target columns key	
	No data available
-	Data for indicator available but not disaggregated

Country strategic plan achievement column key	
	90% achievement or higher
	50-89% achievement
	1-49% achievement
-	Gender disaggregation not possible or applicable

Consistency column key	
	Data available for all years
	Data missing from one year
	Data missing from two or more years
*	Inadequate disaggregation for one or more years (as per Indicator Compendium)

Cross-cutting indicator	Activity (target group; modality)	2017 progress			2018 progress			2019 progress			CSP end target			CSP achievement			Consistency
		Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
Accountability to affected populations																	
Cross-cutting result: Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences																	
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance) (%)	5 (Cox's Bazar - All; Food)							-	-	96	100	100	100			96.0%	*
	5 (Cox's Bazar - New influx; Food)				99.5	100	99.7				100	100	100	99.5%	100.0%	99.7%	
	5 (Cox's Bazar - New influx; value voucher)				78.9	79.5	79.1				100	100	100	78.9%	79.5%	79.1%	
	5 (Cox's Bazar - Refugee camp; food)	81.7	82.1	82	99.5	100	99.7				100	100	100	90.6%	91.1%	90.9%	
	7 (Northern areas of Bangladesh; cash)	100	100	100							100	100	100	100.0%	100.0%	100.0%	
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements (%)	5 (Cox's Bazar - All; food)							-	-	100	-	-	100	-	-	100.0%	
	4,5,7,8,9 (Overall Bangladesh; cash, commodity voucher, food, value voucher)	-	-	67							-	-	100	-	-	67.0%	
Protection																	
Cross-cutting result: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity																	
Proportion of targeted people accessing assistance without protection challenges (%)	5 (Cox's Bazar- New influx; food value voucher)	98.4	93.3	96.2	99	99	99				100	100	100	98.7%	96.2%	97.6%	
	7 (Northern areas of Bangladesh; cash)	100	100	100							100	100	100	100.0%	100.0%	100.0%	

Cross-cutting indicator	Activity (target group; modality)	2017 progress			2018 progress			2019 progress			CSP end target			CSP achievement			Consistency
		Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
Proportion of targeted people receiving assistance without safety challenges (new) (%)	5 (Cox's Bazar - All; food)							-	-	99.9	-	-	≥90	-	-	111.0%	
	7 (Bangladesh - All)							-	-	91.7	-	-	≥90	-	-	101.9%	
	8 (Bangladesh - All)							-	-	100	-	-	100	-	-	100.0%	
Proportion of targeted people who report that WFP programmes are dignified (new) (%)	5 (Cox's Bazar - ALL; value voucher)							-	98	98	-	-	≥90	-	-	108.9%	
Proportion of targeted people having unhindered access to WFP programmes (new) (%)	5 (Cox's Bazar - All; food)							-	-	88.1	-	-	100	-	-	88.1%	
	7 (Bangladesh - All)							-	-	91.7	-	-	100	-	-	91.7%	
	8 (Bangladesh - All)							-	-	100	-	-	100	-	-	100.0%	
Progress towards gender equality																	
Cross-cutting result: Improved gender equality and women's empowerment among WFP-assisted population																	
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers/Decisions made jointly by women and men (%)	5 (Cox's Bazar - All; food)							-	-	15.6	-	-	≥50	-	-	31.2%	
	5 (Cox's Bazar - New influx; food)				-	-	46.6				-	-	≥50	-	-	93.2%	
	5 (Cox's Bazar - New influx; value voucher)				-	-	47.1				-	-	≥50	-	-	94.2%	
	7 (Northern areas of Bangladesh; cash)	-	-	38.3				-	-	45.8	-	-	≥50	-	-	84.1%	
	8 (Bangladesh - All)							-	-	50	-	-	≥50	-	-	100.0%	
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers/Decisions made by men (%)	5 (Cox's Bazar - All; food)							-	-	61.2	-	-	≤25	-	-	40.8%	
	5 (Cox's Bazar - New influx; food)				-	-	29.9				-	-	≤25	-	-	83.6%	
	5 (Cox's Bazar - New influx; value voucher)				-	-	19.6				-	-	≤25	-	-	127.6%	

Cross-cutting indicator	Activity (target group; modality)	2017 progress			2018 progress			2019 progress			CSP end target			CSP achievement			Consistency
		Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
	7 (Bangladesh – All)							-	-	27.5	-	-	≤25	-	-	90.9%	
	8 (Bangladesh – All)							-	-	18	-	-	≤25	-	-	138.9%	
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers/Decisions made by women (%)	5 (Cox's Bazar - All; food)							-	-	23.2	-	-	≤25	-	-	107.8%	
	5 (Cox's Bazar – New influx; food)				-	-	23.5				-	-	≤25	-	-	106.4%	
	5 (Cox's Bazar – New influx; value voucher)				-	-	33.3				-	-	≤25	-	-	75.1%	
	7 (Bangladesh – All)							-	-	22.5	-	-	≤25	-	-	111.1%	
	8 (Bangladesh – All)							-	-	32	-	-	≤25	-	-	78.1%	
Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women (%)	5 (Cox's Bazar – Refugee camp; food, value voucher)	-	-	50	-	-	41.5				-	-	≥50	-	-	91.5%	
	7 (Bangladesh – All)							-	-	22.5	-	-	≥50	-	-	45.0%	
	8 (Bangladesh – All)							-	-	32	-	-	≥50	-	-	64.0%	
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity ¹²¹	5 (Cox's Bazar - All; food)							48	52	100	50	50	100	96.0%	96.2%	-	

¹²¹ According to the revised Indicator Compendium (2017-2021), this indicator is included in COMET logframe and reported as: “Proportion of people receiving compensation for participation in WFP activities.”

Annex 9: Findings to Recommendations Matrix

Findings	Conclusions	Recommendations
<p>Finding 1.1: The design of the country strategic plan was (and remained) relevant, appropriate and coherent to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals.</p> <p>Finding 4.3: Throughout the country strategic plan, WFP engaged many partners in its work, positively influencing the country offices' performance. However, the extent to which partnerships can be deemed "strategic" is unclear.</p>	<p>247. The country strategic plan was intended to result in more effective partnerships spanning both the humanitarian and development contexts through advocacy and awareness raising, capacity strengthening and field implementation. The country office did not start off with a shared institutional understanding of what strategic partnerships entailed, both in whom to partner with and what roles, responsibilities and contributions partners brought to a partnership arrangement. The specific modalities for establishing the partnership approach for country strategic plan implementation were not adequately set out. In order to identify country strategic plan partners, a number of strategies could have been deployed. Once the country office has established its priority focus thematic areas, it is important that the country strategic plan identifies its key stakeholders. This is useful both in terms of prioritizing the primary stakeholders, the aid recipients, and for identifying funding sources, the donors.</p> <p>249. WFP could have made a more concerted effort to select its partners relevant to its thematic areas and based on an assessment of the specific country context in relation to the WFP comparative advantage. This might have included, for example, engaging programmatically with existing partners to draw on, and capitalize from, the technical expertise of organizations such as UNICEF, Save the Children, Global Alliance for Improved Nutrition, and Nutrition International in designing and implementing nutrition-specific/sensitive interventions that link both humanitarian and development interventions.</p> <p>248. While some progress was made, partnerships were largely in relation to field implementation and advocacy and awareness raising. In a process that was, in the initial stages of the country strategic plan implementation, more about learning-by-doing, it would have been appropriate for WFP to have developed guidance for its own internal ways of working on how to engage with government counterparts and development partners in the context of its catalytical role of influencing and facilitating change.</p>	<p>Recommendation 1: Enhance strategic partnerships. WFP should:</p> <p>1.1 enhance and strengthen planning processes for developing the next CSP and actively engage with key stakeholders in shaping the strategic direction of the CSP.</p> <p>1.2 ensure that staff across the country office actively participate in the development of the next CSP by identifying and understanding the roles and operational parameters of key partners.</p>

Findings	Conclusions	Recommendations
<p>Finding 1.2a: The country strategic plan did not set sufficient strategic direction for WFP on how it should align with the United Nations and other humanitarian actors</p> <p>Finding 3.1a: WFP struggled to maintain a resource mobilization strategy with adequate and flexible resources to finance the entire country strategic plan, reducing its ability to enact the strategic shift envisioned by the country strategic plan.</p> <p>Finding 2.1b: Beyond corporate indicators, WFP has made progress and experienced successes in delivering its expected country strategic plan strategic outcomes, though some activities have progressed more than others.</p>	<p>245. The implementation of the country strategic plan in Bangladesh has required changes to the WFP operating model. This includes reassessing the organization's strategic position in terms of its long-standing relations with government counterpart ministries. There were aspects and areas of the Government's national strategic environment where the country strategic plan was not able to maximize opportunities to influence and shape the agenda. In this context WFP did not fully utilize or explore the scope of setting, establishing, and embedding nutrition targets (SDG 2) adequately within its programme implementation areas.</p> <p>231. The country strategic plan was established with the intention of generating unrestricted funds to finance strategic outcomes across the WFP portfolio of support to the Government's larger cross-cutting programmes. During the initial phase of the country strategic plan implementation in Bangladesh underfunding was an issue that overshadowed the strategic direction of the country strategic plan. This affected the country office's ability, particularly in the context of multiple WFP development programme activities, to channel support to achieve its strategic aims of focusing on capacity strengthening objectives. In addition, the focus of resource allocation at a lower activity level in the country strategic plan restricted flexibility to redirect funding to higher strategic-level interventions where and when it was required.</p> <p>250. The process for getting the country strategic plan right, as a new and effective strategic partnership framework tool, may take a few years to gradually settle in and gain acceptance both within WFP and among its external stakeholder partners. It is important therefore that WFP country office learn lessons through this process and reflect on those observations when considering design iterations in subsequent country strategic plans. The WFP country office approach will need to be guided and steered by the changing political economy</p>	<p>1.3 develop a clear operational strategy that sets out how the next CSP will sustain government efforts to achieve SDG targets, focusing on:</p> <ul style="list-style-type: none"> a. United Nations reform efforts through the United Nations Development Assistance Framework to set clear targets for 2030; and b. strengthening and supporting government governance and institutional reform systems engagement. <p>1.4 identify financial resources and development partners willing to invest in multi-year development interventions and resilience building efforts with communities affected by humanitarian crisis.</p> <p>1.5 assess experiences and lessons learned from other country offices on CSP design processes to achieve the most effective strategic outcomes.</p>

Findings	Conclusions	Recommendations
<p>Finding 3.4b: Country office supply chain and logistics services have been as cost-effective as feasible given the challenges present.</p> <p>Finding 1.2b: WFP has a clear comparative advantage, (in the context of the refugee response,) as being an 'honest broker' and being able to operate at scale.</p> <p>Finding 4.4c: WFP was able to integrate humanitarian-development interventions in Cox's Bazar through collaboration with others. However, it was not able to bring these collaborations to a programmatic level or to a national scale-up.</p> <p>Finding 2.3a: WFP has sought connectedness and sustainability through implementation of its country strategic plan emergency response outputs and activities. However, it is not clear that the country strategic plan enhanced WFP's ability to achieve this.</p> <p>Finding 5.2e: Support provided by WFP to the logistics sector in Cox's Bazar has generally been positive, enabling effective assistance to the humanitarian community, which in turn</p>	<p>the country is likely to experience in the coming years as Bangladesh aims to consolidate its middle-income status.</p> <p>234. The changes to the country strategic plan/L3 modalities contributed to a disruption in the strategic direction of the country strategic plan, which had an impact on the country strategic plan's ongoing development initiatives. Although the design of the country strategic plan recognized the probability of sudden onset emergency assistance, there was a disconnect between an effective strategy and operational systems for scaling up and integrating into government and United Nations agency collaborative actions. While the country strategic plan did not adversely impact on the speed and scale-up of the WFP response to the Rohingya crisis, the systems and structures in place at the time were not optimal. Nevertheless, strong leadership in Cox's Bazar and the country office meant WFP was able to navigate through the weaknesses in the system without compromising its reputation.</p> <p>233. Given Bangladesh's exposure to disaster risk scenarios the country strategic plan was primarily designed to strengthen the linkages between humanitarian and development interventions. These systems structures and processes often require extensive lead-in time to secure and maintain appropriate resource flows, while also necessitating a different way of engaging and securing investments with donor supported inputs.</p> <p>246. The WFP move towards supporting government interventions and partner needs, and away from direct implementation, required different monitoring and reporting frameworks. In this regard, it was difficult to track issues of cost-effectiveness, largely due to information scattered across programme activities with no coherent reporting lines. However, the country strategic plan was better at assessing cost-effectiveness of supply chain logistics and services in response to the Rohingya crisis through national coordination mechanisms.</p>	<p>Recommendation 2: Improve the effectiveness of emergency preparedness, readiness, and response mechanisms. WFP should:</p> <p>2.1 ensure that an additional strategic outcome area is retained within the CSP for anticipating and mobilizing supplementary resources for immediate response to emergencies, including large-scale (Level 3) sudden-onset emergencies</p> <p>2.2 actively engage with the Government to promote implementation of appropriate shock-responsive climate adaptation systems within national social protection programming and use WFP leverage to facilitate cooperation among stakeholders to sustain linkages between humanitarian-development programme interventions and emergency response mechanisms.</p> <p>2.3 invest further financial and human resources in supporting and complementing the work of the Government, other United Nations agencies and non-governmental organization networks on embedding global standards on protection, accountability to affected populations and gender in emergency response mechanisms.</p>

Findings	Conclusions	Recommendations
<p>provided positive feedback for the services delivered.</p> <p>Finding 4.4a: The introduction of the country strategic plan has brought into sharp focus the need for WFP to pursue its dual mandate of humanitarian and development work.</p> <p>Finding 3.2a: WFP oversight mechanisms are inadequate to support implementation of the country strategic plan and were not adequately adapted in the face of the emergency refugee response.</p> <p>Finding 1.4a: The WFP approach to increasing the coverage and scale of interventions with the Government was broadly successful.</p>	<p>235. In the context of worst-case climate change scenarios, food insecurity among an increasing number of vulnerable people is likely to be a recurring problem in Bangladesh. WFP is well placed to continue in its role as a trusted agency with capable fast response mechanisms in place while also supporting, enhancing and strengthening government national development programmes to mitigate against the long-term impact of disasters on vulnerable groups.</p> <p>232. A key challenge for the country office during the country strategic plan implementation was the absence of a clear vision for how activities under strategic outcome 1 – the primary focus on supporting government social safety net programmes – would contribute to the intended outcome. The country strategic plan places emphasis on the approach being one that provides technical assistance, engages with policy processes, advocates for change to optimize efficiencies and effectiveness of national initiatives aimed at enhancing food security and nutrition of the most vulnerable people. In the context of technical assistance there has been a focus on capacity building per se and not on how the results of capacity building interventions would enhance national systems and actions to improve government nutrition indicators. WFP did not fully embrace opportunities to best position its support to system change of national NS-SP interventions.</p>	<p>2.4 develop ready-to-apply plans anticipating responses to disaster events, both in the current context and for future scenarios.</p> <p>Recommendation 3: Strengthen support for nutrition-sensitive social safety net programmes. WFP should:</p> <p>3.1 re-evaluate its added value and contribution to the Bangladesh social protection and nutrition arena, assessing strategic opportunities with relevant government ministries to complement the development of the national social protection policy framework mapping for the next phase of the national social security strategy.</p>

Findings	Conclusions	Recommendations
<p>Finding 3.4a: Measures were taken to consider, pilot and implement more cost-effective means of delivering activities under strategic outcome 1.</p> <p>Finding 1.4a: The WFP approach to increasing the coverage and scale of interventions with the Government was broadly successful</p> <p>Finding 4.4a: The introduction of the country strategic plan has brought into sharp focus the need for WFP to pursue its dual mandate of humanitarian and development work.</p> <p>Finding 4.2a: The design and direction of the country strategic plan continues to move WFP Bangladesh away from operational delivery and towards capacity strengthening, but as a new approach it is not yet fully embedded into the WFP work planning culture.</p>	<p>255. The WFP country office is a long-standing partner in supporting and strengthening NS-SP linkages of government safety net programme areas. As a forward projection, the WFP country office's NS-SP objectives and interventions need to be stronger aligned to the Government's NSSS and CIP 2, and other strategic NS-SP policy pillars. The WFP country office has not invested sufficient resources to investigate, and align with, what other social protection development partners are doing in NS-SP-related areas. This is important to determine how WFP can complement and collaborate in partnership on these issues for maximum leverage. On reflection of its experience, and taking on board shifting priorities, there may be a case for the WFP country office to reconsider some of its traditional social protection areas, re-prioritize and reposition itself if it intends to stay engaged with the NS-SP agenda at a strategic level.</p> <p>243. The absence of a strategic vision on capacity strengthening at different levels of government action, both through policy dialogue with relevant ministries, and engagement with local government delivery mechanisms, hindered WFP effectiveness as a key government partner. The WFP default in supporting government institutional strengthening has been on training and exposure visits as standard technical assistance packages, with little attention being placed on broader policy discussions on enhancing and embedding nutrition into existing social safety net programmes.</p> <p>242. Despite its best efforts to bring capacity strengthening into the country strategic plan design, there are clear challenges concerning the ability of WFP to embark on this organizational shift. In this regard the RBB and headquarters could have provided greater clarity and guidance to enable the country office to operate at a strategic level in support of government capacity strengthening strategic needs. The evidence also suggests that the roll-out approach in the country office has been inconsistent. This is largely as a result of ineffective communication to staff of the underlying strategic shift on the purpose of capacity strengthening, which is yet to be effectively institutionalized or embedded into the country office's organizational culture.</p>	<p>3.2 improve strategic relationships with key government actors to consolidate its role in promoting nutrition-sensitive interventions through national social safety net programmes.</p> <p>3.3 enhance, develop and implement a monitoring and evaluation strategy to facilitate evidence-based decisions for sharing with government policymakers and development partners.</p> <p>3.4 develop and strengthen partnership ties with key social protection development partners to enhance linkages between nutrition-sensitive and adaptive shock responsiveness aspects of existing social protection programmes.</p> <p>Recommendation 4: Enhance capacity strengthening strategy and interventions. WFP should:</p> <p>4.1 ensure that the country capacity strengthening strategy is aligned with the revised corporate capacity strengthening strategy, underpins all CSP strategic outcome areas and effectively links up with other operational focus areas.</p>

Findings	Conclusions	Recommendations
<p>Finding 3.3a: Managing the capacity of staff to implement the country strategic plan, while adapting to the human resources needs to respond to the Rohingya refugee crisis, presented some operational challenges.</p> <p>Finding 4.2b: WFP has carried out activities dedicated to capacity strengthening, with some successes at the national and subnational level. However, adherence to a viable definition of capacity strengthening is missing.</p> <p>Finding 1.3a: The country strategic plan design was appropriate to the immediate needs of the most food-insecure people, but inadequately considered rights or risks of exclusion/inclusion based on gender, disability, or other disadvantaged groups.</p>	<p>244. A collective understanding, across the office, of who are the WFP key partners and their capacity support needs requires greater investment. This highlights a key capacity concern that country office staff require additional relevant skills deemed essential to complement and support institutional systems strengthening of government counterpart ministries effectively and strategically.</p> <p>239. The WFP country office will need to prioritize the significant amount of work that is required to address the gender equality and social inclusion challenges that are evident. Critical aspects of embedding gender equality and social inclusion into programme planning processes have been neglected over the years due to a range of differing circumstances.</p> <p>240. While the country office may have overlooked these issues, the absence of sufficiently experienced senior staff to promote this approach means that a gender lens requires more internal advocacy. However, institutionalizing gender equality and social inclusion as a key responsibility</p>	<p>4.2 ensure that the country office receives technical support for effectively linking programme operations and compliance with WFP global policy directives; this support should include::</p> <ul style="list-style-type: none"> a. a training and development programme for selected staff tasked with implementing capacity strengthening objectives that takes into consideration WFP’s niche areas and technical comparative advantage; and b. skills audits to determine the specific competency requirements for key staff for effectively and strategically engaging with government partners. <p>4.3 reassess and evaluate the principles of the country capacity strengthening strategy to ensure clarity of purpose regarding how to effectively engage with the Government to support its capacity strengthening strategic goals in line with SDG commitments.</p> <p>Recommendation 5: Strengthen gender equality and social inclusion interventions. WFP should:</p> <p>5.1 fully integrate gender into thematic programming and CSP design to form the basis of a strategy to engage with partners and stakeholders to ensure that WFP’s</p>

Findings	Conclusions	Recommendations
<p>Finding 3.2c: At headquarters level there are robust policies and guidance in place related to accountability, but there is limited evidence of systematic reporting on gender mainstreaming across the country strategic plan.</p> <p>Finding 1.3b: A range of strategies to address inclusion/exclusion were adopted in the country strategic plan. These appear to have been effective in reaching the poorest and targeting women, but are less focused on other disadvantaged groups.</p> <p>Finding 2.2b: Accountability to affected populations mechanisms are in place, but function more as an alert mechanism than as a means to incorporate beneficiaries views.</p>	<p>for all staff, the country office could learn from the speed and consistency by which new protection measures were rolled out. Gender equality and social inclusion and PSEA are linked but not analogous; the latter appears to have benefited from internal and external pressure to implement; this learning approach could be transferred to bolster efforts for gender equality and social inclusion.</p> <p>241. At a global level, WFP is committed to ensure that its strategies for achieving a world of zero hunger needs to be gender transformative. It also realizes its intention to deliver on the obligation under the 2030 Agenda – to leave no one behind. The challenge for WFP at the country office level has been to translate these commitments into realizable and practical actions, particularly in the context of the United Nations reform commitments.</p> <p>236. The country strategic plan rightly identifies the key cross-cutting linkages, gaps, and challenges to guide the process for developing support for government targets and strategic commitments. The challenge facing the WFP country office is that the approach to support cross-cutting activities appears to be reduced to a theoretical construct rather than a concerted effort to mainstream commitments and obligations across the full range of interventions.</p> <p>238. The country strategic plan defined a clear operational focus on engaging with and reaching the most vulnerable women, men and children, but this was not consistent across all country strategic plan activities and strategic outcome areas. The country strategic plan did not adequately consider sector-wide linkages and best practices in the context of international humanitarian policy architecture and protection. However, during implementation of the country strategic plan WFP established a close working relationship and coherence with other humanitarian actors. This was due largely to the country office proactively repositioning WFP based on its comparative advantage in logistics and supply chain management. Responding to the Rohingya crisis, WFP was effective in reaching the poorest refugees and demonstrated a clear comparative advantage able to support emergency interventions and operate at scale in</p>	<p>position on gender is effectively communicated.</p> <p>5.2 strengthen the design, implementation and qualitative monitoring of gender equality and social inclusion, including by commissioning studies, to shift the focus from quantitative aspects of gender, equity and social inclusion mainstreaming to a set of transformative actions embedded in activities and tracked across strategic outcomes.</p> <p>5.3 ensure that gender advisers and support units fully embed the principles and policy obligations that underpin WFP's global position on gender transformation commitments in the CSP design process.</p> <p>5.4 build sufficient technical capacity in the gender, VAM and monitoring and evaluation units to support programme teams in operationalizing and mainstreaming gender considerations throughout the CSP period.</p>

Findings	Conclusions	Recommendations
<p>Finding 2.2a: Within WFP, there is a high level of awareness of, and commitment to, the cross-cutting priorities. However, it is not clear that the mechanisms in place to operationalize them are adequate.</p> <p>Finding 2.1a: Country office progress towards achieving outputs has varied by strategic outcome and by year. Achievement of country strategic plan outcomes is low for most activities.</p> <p>Finding 4.1b: Knowledge and information coordination processes are not sufficiently established; this has impacted on the effective utilization of data in delivering the country strategic plan.</p>	<p>critical areas. There was a trade-off between going to scale and including the coverage of the poorest through its approach. It was noted that WFP may not have always paid adequate attention or given sufficient consideration to the rights and gender implications in order to fully assess the risks of exclusion of its interventions.</p> <p>237. Unless cross-cutting issues are sufficiently institutionalized, through appropriate job descriptions, with valid outcome indicators (not just percentage of staff receiving training), and until WFP staff are held to account, then there will be a continuous reliance on individuals' interest and the commitment of staff rather than a country office-wide response to which all staff are expected to align.</p> <p>230. Due to the separation of activities in the country strategic plan related to what these were intended to achieve as a measure of progress against an envisaged strategic outcome, WFP was unable to capture the full extent of how the results of its interventions contributed to progress on the various Strategic Development Goals. This disconnect also meant it was challenging to identify where the country strategic plan could have adapted to a changing external context; specifically, in order to adapt activities to ensure the country strategic plan maintained alignment and coherence towards supporting government efforts at meeting SDG 2 and SDG 17 targets. Through the country strategic plan ,WFP needed to ensure they had adequate resources to support government counterpart ministries to be able to develop a clear pathway for tracking and monitoring progress against targets, specifically in the context of the WFP niche area of nutrition-related food security. To underpin this support, it was essential for WFP to establish a lead role in facilitating and defining partnerships with clear roles of responsibility and lines of accountability with government counterparts and other key stakeholders.</p>	<p>5.5 revisit recruitment and training strategies for redressing gender imbalances and ensure that adequate training is part of induction processes and continuous job performance and appraisal.</p> <p>Recommendation 6: Strengthen performance management strategy, processes, and systems. WFP should:</p> <p>6.1 develop a performance and knowledge management strategy to promote evidence-informed intervention design and implementation across CSP strategic outcome areas. The strategy should aim to build on best practice principles of the WFP monitoring, evaluation, accountability and learning approaches; the research assessment and monitoring model; and the three-pronged approach.</p>

Findings	Conclusions	Recommendations
<p>Finding 3.3b: Through the country strategic plan, WFP pays more attention to knowledge and information management but the processes to capture data require further development.</p> <p>Finding 4.1a: The country strategic plan design was informed by data on relevant issues, but during implementation there was limited focus on applying lessons from evidence across strategic outcomes, with the Rohingya response being a key exception.</p> <p>Finding 2.1c: Linkages between logframe data and the results chain are unclear, resulting in missed opportunities to fully capture the country office's contributions to country strategic plan strategic outcomes.</p>	<p>254. Establishing the corporate results framework reporting framework led to an additional burden of workload in the Cox's Bazar office on top of the need to respond to the Rohingya crisis. A situation not helped by the challenge of initially compiling data on the Rohingya crisis manually until receiving technical support to develop new systems. These challenges only compound the difficulty of extrapolating information across differing indicators in order to facilitate evidence-based decisions.</p> <p>251. The country strategic plan demonstrates the value of beginning with a shared institutional understanding of what strategic partnerships entail and how these issues relate to the envisaged organizational theory of change. It would have worked to the advantage of the country office, if senior management had involved government officials more in setting and defining collectively the country strategic plan strategic outcomes. To better manage performance and track results, future country strategic plans would benefit from an overarching theory of change that is regularly revised, to determine the causal pathways and assumptions that underpin proposed country strategic plan interventions.</p>	<p>6.2 encourage closer integration of the monitoring and evaluation, VAM and programme units to better capture lessons across CSP strategic outcomes and enhance field-level staff functions to go beyond distribution and process monitoring to provide contextual information (design) and connection to beneficiary experience (monitoring and evaluation).</p> <p>6.3 enhance qualitative research to inform nutrition-sensitive evidence generation and develop monitoring and evaluation cross-cutting mechanisms – including strategies for engaging with and promoting the voices of poor and vulnerable groups in decision making – to inform policy and programmatic planning and to influence processes in dialogue with government partners.</p> <p>6.4 ensure that all CSP activities are underpinned by specific theory-of-change methodologies, which should be regularly reviewed and used to inform programme interventions.</p>

Annex 10: Country Strategic Plan Alignment to the Government's Nutrition-Related Policies

Nutrition-related Policies	Year	Focus	Alignment with WFP Country Strategic Plan
National Food Policy (NFP)	2006	A comprehensive and integrated approach to food security, including the availability, access, and utilization dimension of food security. A 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	Strategic outcome 1 is designed to attribute towards the goals and objectives of NFP, 2006. Specific outputs relevant are: IC-VGD; mother and child benefit programme; rice fortification; support to scale up/implementation of FFPs; school feeding/meals programme; and dissemination of nutrition message, particularly for pregnant and lactating mothers Strategic outcome 3, particularly the <i>Nobo Jatra</i> being aligned with objective ii and iii of NFP, 2006
National Nutrition Policy (NNP)	2015	Improving the nutritional status of the population in general and children, adolescent girls and pregnant and lactating women in particular; enhancing dietary diversity; scaling up nutrition-specific and nutrition-sensitive activities; and strengthening the multisectoral approach and coordination among relevant stakeholders	Strategic outcome 1 is aligned with the NNP, 2015 and complementary to the Government's initiative of minimizing all forms of malnutrition in line with its targets for the reduction of stunting, underweight and micronutrient deficiencies. Specific outputs of strategic outcome1 relevant to NNP, 2015 include: mother and child benefit programme; technical assistance to the Government in scaling up of nutrition-specific and nutrition-sensitive activities; awareness raising on complementary feeding practices; dissemination of nutrition message, particularly for pregnant and lactating mothers; rice fortification programme; EFSN programme
National Strategy for Prevention and Control of Micronutrient Deficiencies in Bangladesh (NSPCMD)	2015	Prevention and alleviation of micronutrient deficiencies, and thereby improving the overall health, nutritional status, survival, growth, development and productivity of the population through policy, guidelines and legislation; intervention programmes; partnership and coordination; capacity building; advocacy and communication; and monitoring, evaluation and research	Overall, the activity 3 of the CSP, i.e. "Technical assistance and advocacy for scaling up post-harvest rice fortification" is directly contributing towards achieving the outcomes of NSPCDM, 2015

Nutrition-related Policies	Year	Focus	Alignment with WFP Country Strategic Plan
National Social Security Strategy (NSSS)	2015	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. The envisaged programmes to support children and vulnerable women have significant potential as vehicles for achieving food security and nutrition outcomes	The nutrition-sensitive social safety net approach of WFP CSP is designed to support the Government in implementation of NSSS. Specifically, the activities and outputs of strategic outcome 1 and strategic outcome 3 are directly relevant, although activities under other strategic outcomes also have indirect relevance with objectives and outcomes of the NSSS.
Second National Plan of Action for Nutrition (NPAN2)	2016	Addressing the current and emerging nutrition problems of all citizens, especially those of children under 5 (with special focus on the first 1,000 days), women of child-bearing age (including pregnant and lactating mothers), and adolescent girls. Prioritizes nutrition-specific and nutrition-sensitive interventions with a view to: achieving healthy diets and implementing nutrition-sensitive programming in social protection; achieving women's empowerment and disaster management; and obtaining evidence, multisector collaboration and enhancement of data management systems	WFP is one of the members of the multistakeholder committee formed under BNNC to implement NPAN2. Among others, activity 2 of CSP, i.e. "Technical assistance and advocacy for improved nutrition" is designed to directly contribute to the effective implementation to NPAN2
National School Meal Policy	2019	Aims to ensure that children aged between 3 and 12 years and studying in primary and pre-primary schools get 30 percent of the calorie intake they need daily from school meals	Activity 4 under strategic outcome1 was designed to facilitate the development of draft policy and support in the subsequent approval from the Government's Cabinet

Annex 11: Country Strategic Plan Funding Overview

This annex provides a tabulated financial overview of the country strategic plan from 01/01/2017 to 31/12/2019.

Data sources: Needs based plan, available resources, and expenditures from: ACR5-A_-_Annual_Country_Report_v12_2017; ACR5-A_-_Annual_Country_Report_v12_2018; ACR5-A_-_Annual_Country_Report_v12_2019 (all extracted from IRM Analytics on 21/05/2020). Available of need and resource utilization: calculated by evaluation team.

Column definitions:

- **Needs-based plan:** Latest annual approved version of operational needs as of December of the reporting year. WFP needs-based plans constitute an appeal for resources to implement operations that are designed based on needs assessments undertaken in collaboration with government counterparts and partners (WFP definition)
- **Available resources:** Represents the annualized values, which consist of the unspent balance of allocated contributions carried forward from previous year, new allocated contributions, locally generated funds and other income and outstanding advances from internal lending facilities. Allocated contributions include all multilateral and directed multilateral contributions (programmed and unprogrammed) with an exception of those contributions that are stipulated by donor for use in future periods (i.e. contributions stipulated by donor for use in 2020 will not be reported in 2019 available resources) (WFP definition)
- **Expenditures:** Cumulative monetary value of goods and services received and recorded within the reporting period (WFP definition)
- **Available of need:** Amount of annual requirements (needs-based plan) covered by amount of annual available resources, expressed as a percentage value (evaluation team definition)
- **Resource utilization:** Expenditures expressed as a percentage value of available resources (evaluation team definition)

Strategic Result	Strategic Outcome	Activity	2017						2018						2019					
			Needs Based Plan	Available resources	Expenditures	Available of need	Resource utilization	Needs Based Plan	Available Resources	Expenditures	Available of need	Resource utilization	Needs Based Plan	Available Resources	Expenditures	Available of need	Resource utilization			
SR 2. No one suffers from malnutrition (SDG Target 2.2)	SO1: The most vulnerable populations of Cox's Bazar, the Chittagong Hill Tracts and disaster-affected areas have enhanced food security and nutrition	Act 1	3,009,637	1,573,162	1,006,514	52%	64%	2,800,990	1,327,610	1,275,484	47%	96%	4,443,050	1,983,617	1,040,688	45%	52%			
		Act 2	1,373,879	257,423	175,974	19%	68%	1,628,102	458,219	371,479	28%	81%	1,662,371	495,390	253,555	30%	51%			
		Act 3	1,145,277	1,874,213	455,995	164%	24%	1,512,868	2,976,142	2,376,437	197%	80%	1,516,022	1,940,403	1,679,075	128%	87%			
		Act 4	8,847,751	13,959,749	7,643,988	158%	55%	7,592,024	12,957,067	4,765,238	171%	37%	2,581,901	8,416,998	4,521,595	326%	54%			
	Subtotal Strategic Result 2			14,376,544	17,664,548	9,282,471	123%	53%	13,533,984	17,719,037	8,788,638	131%	50%	10,203,344	12,836,408	7,494,913	126%	58%		
SR 1. Everyone has access to food (SDG Target 2.1)	SO2: 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	Act 5	43,270,012	67,850,434	22,093,100	157%	33%	232,377,159	244,991,270	134,177,385	105%	55%	240,707,797	273,839,448	146,860,717	114%	54%			
		Act 6	2,064,588	2,296,272	596,288	111%	26%	4,767,046	4,214,033	2,132,060	88%	51%	4,454,822	5,173,618	2,997,655	116%	58%			
		Act 7	4,896,343	2,527,673	2,140,390	52%	85%	4,801,863	1,070,231	490,859	22%	46%	5,315,927	1,472,502	1,323,833	28%	90%			
		Non-Activity Specific	0	3,820,801	0		0%	0	3,363,008	0		0%	0	1,371,578	0		0%			
	Non-SO Specific	Non-Activity Specific										0	1,045,481	0		0%				
Subtotal Strategic Result 1			50,230,943	76,495,180	24,829,778	152%	32%	241,946,068	253,638,542	136,800,303	105%	54%	250,478,547	282,902,628	151,182,205	113%	53%			
SR 4. Food systems are sustainable (SDG Target 2.4)	SO3: Innovative Approaches to Enhance the Resilience of Food-Insecure Households Exposed to Climate-Related Shocks and Stresses Are Validated by 2020	Act 8	2,224,982	595,627	119,092	27%	20%	3,329,361	1,026,230	440,577	31%	43%	2,517,062	3,095,685	1,486,039	123%	48%			
		Act 9	7,533,014	8,247,466	2,098,812	109%	25%	7,057,875	14,554,535	9,320,226	206%	64%	5,313,380	7,950,615	6,907,225	150%	87%			
		Non-Activity Specific	0	313,000	0		0%					#DIV/0!								
	Subtotal Strategic Result 4			9,757,996	9,156,093	2,217,903	94%	24%	10,387,236	15,580,765	9,760,803	150%	63%	7,830,443	11,046,300	8,393,264	141%	76%		
SR 5. Countries have strengthened capacity to implement the SDGs (SDG Target 17.9)	SO4: The Humanitarian Response System for Large-Scale Natural Disasters in Bangladesh Can Respond with Reduced Cost and Lead Time	Act 10	2,075,976	1,720,498	62,781	83%	4%	6,942,236	1,834,657	312,577	26%	17%	2,657,934	1,498,519	148,673	56%	10%			
		Act 11	314,887	481,563	59,865	153%	12%	759,625	698,222	258,157	92%	37%	276,824	434,798	260,374	157%	60%			
	Subtotal Strategic Result 5			2,390,863	2,202,060	122,646	92%	6%	7,701,861	2,532,879	570,734	33%	23%	2,934,758	1,933,317	409,047	66%	21%		
SR 8. Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)	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.	Act 12	1,865,693	2,423,986	920,598	130%	38%	3,697,232	2,940,872	1,225,009	80%	42%	3,072,601	3,051,923	1,785,370	99%	58%			
		Act 13	371,663	750,008	0	202%	0%	1,511,060	1,181,219	678,643	78%	57%	1,078,845	597,021	417,359	55%	70%			
		Act 14	-	-	-			13,997,177	14,121,193	9,448,456	101%	67%	13,616,094	15,757,701	8,472,413	116%	54%			
		Non-Activity Specific	0	419,720	0		0%						0	28,169	0		0%			
	Subtotal Strategic Result 8			2237355.53	3,593,714	920597.7	161%	26%	19,205,469	18,243,284	11,352,108	95%	62%	17,767,540	19,434,814	10,675,141	109%	55%		
Non-SO Specific			0	3,534,153	0		0%	0	3,081,758	0		0%	0	1,171,008	0		0%			
Total Direct Operational Cost			78,993,701	112,645,748	37,373,396	143%	33%	292,774,618	310,796,265	167,272,586	106%	54%	289,214,632	329,324,475	178,154,570	114%	54%			
Direct Support Cost (DSC)			3,910,672	5,456,753	1,998,400	140%	37%	10,528,183	14,540,473	3,245,465	138%	22%	11,252,488	18,901,428	9,678,258	168%	51%			
Total Direct Costs			82,904,373	118,102,501	39,371,796	142%	33%	303,302,801	325,336,738	170,518,052	107%	52%	300,467,120	348,225,902	187,832,828	116%	54%			
Indirect Support Cost (ISC)			5,803,306	7,523,510	7,523,510	130%	100%	19,714,682	14,687,240	14,687,240	74%	100%	19,530,363	12,678,609	12,678,609	65%	100%			
Grand Total			88,707,679	125,626,011	46,895,306	142%	37%	323,017,483	340,023,978	185,205,291	105%	54%	319,997,483	360,904,511	200,511,437	113%	56%			

Annex 12: List of People Consulted

Institution	Position	Name
WFP Bangladesh country office		
WFP	Former Deputy Country Director	Dipayan Bhattacharya
WFP	Former Deputy Head, External Relations and Communications	David J Petersen
WFP	Country Director (CD)	Richard Regan
WFP	Deputy CD – Programmes	Piet Vochten
WFP	Deputy CD – Operations	Alpha Bah
WFP	Food Security Cluster Coordinator	Dr. Guy Onambele
WFP	Head of Social Safety Net Programmes and Policies	Rezaul Karim
WFP	Head of Field Operations	Hafiza Khan
WFP	International Programmes Policy Adviser	Joyti Hingra
WFP	Head of Nutrition Unit	Monique Beun
WFP	Head of Supply Chain & Emergency Response & Preparedness	Syed S Arefin
WFP	Head of M&E	Ezaz Nabi
WFP	VAM Officer	Din Ara Wahid
WFP	Head External Affairs & Communications	Jane Rose Alvers
WFP	Head of Unit Resource Management	Nafi Zaman
WFP	Microinsurance and Livelihoods Analyst	Norul Amin
WFP	Rice Fortification Programme Policy Adviser	M. Mahbobor Rahman
WFP	Programme Officer (VGD Reform)	Masring Newaz
WFP	Programme Officer (Resilience, Innovation)	Niges Dil Nabas
WFP	National Coordinator – Nobo Jatra	Anwarul Kabir
WFP	Programme Policy Officer, School Feeding	Katelyn Runyan-Gless
WFP	Activity Manager, School Feeding	Farzana Akter
WFP	Programme Policy Officer, School Feeding	Abdullah Al Hamun
WFP	Programme Policy Officer, School Feeding	Sneha Lata
WFP	National Logistics Cluster Officer (Humanitarian Cluster)	Malik Kabir
WFP	Programme Policy Officer (Field Operations)	Iqbal Hossain
WFP	Programme Policy Officer (Capacity Support)	Abdus Sobhan
WFP	Programme Policy Officer (Capacity Strengthening, VGD)	Mamunur Rashid
WFP	Programme Policy Officer	Tuba Khan
WFP	Logistics Officer	Aktharul Islam
WFP	Budget & Programming Officer	Nafiuzzaman Bhuiyan
WFP	M&E Process Monitoring Officer	Wzior Rahaman
WFP	Officer M&E Unit (JPO)	Antonia Battista
WFP	Gender, Protection, Accountability and Disability Inclusion Officer	Sharmin Afroz
WFP	HR Officer, Recruitment and Payroll	Bulbul Ahmed
WFP	Programme Associate, M&E	Asif Istiak
WFP	Programme Associate, School Feeding Capacity Strengthening	Shazadul Islam
WFP	Consultant G2P	Kavim Bhatnagar
WFP	Consultant Rice Fortification/FFP	Ataur Rahman
WFP	Coordinator ETS	Habib Shashti
WFP Bangladesh Cox's Bazar office		
WFP	Emergency Coordinator (Head of Office, Cox's Bazar)	Peter Guest
WFP	Head of Programme	Kojiro Nakai
WFP	Head Vulnerability Analysis and Mapping (VAM) Cox's Bazar	Geophrey Sikei
WFP	Deputy Emergency Coordinator	Zeff Kapoor
WFP	Former Logistics Sector Coordinator	Otavio Costa
WFP	Food Security Sector Coordinator	Martina Iannizzotto
WFP	Former Disability Inclusion Advisor	Tarryn Brown
WFP	Protection Officer	John Adakai
WFP	Multi-Wallet Officer	Jessica Kim
WFP	Programme Officer (GFD in-kind)	SK Rakibul Alam
WFP	Programme Policy Officer (Knowledge & Info Management)	Adrienne Uselman
WFP	Programme Officer (DRR)	Tanveer Bhanger

Institution	Position	Name
WFP	Programme Officer (Livelihood)	Aline Dormesson
WFP	Partnership Officer (Livelihood)	Louis Tran Van Lieu
WFP	Programme Officer (Nutrition) (Refugee Camp)	Mohammad Ashikullah
WFP	Emergency & Preparedness Officer	Phillipine d'Alverny
WFP	SCOPE Officer	Gloria Kiriri
WFP	Budget and Programming Officer	Bahodur Khodjaev
WFP	Information Management Officer, Food Security Sector/IMAP	Louis Parker
WFP	Information Management Officer, Logistics Sector	Priya Pradhanang
WFP	Logistics Officer (Fund Management)	Prakash Shakya
WFP	Logistics Sector Coordinator	Cameron Kiss
WFP	Retail Officer	Ahmed Tariq
WFP	Procurement Officer	ANM Kaiser
WFP	Procurement Officer	Mark Rutayisire
WFP	Communications Officer	Gemma Snowden
WFP	Log Officer (LESS/Commodity)	Aziza Mohammad
WFP	Gender Officer	Rimu Bayadya
WFP	Engineer SMEP	Consolacion Castro
WFP	Engineer SMEP	Rohit Pokharel
WFP	HR Officer	Caroline Nafula Batanda
WFP	HR Business Support Assistant	Shanta Dey
WFP	VAM Consultant	Marie Enlund
WFP	GIS Officer & IM focal point (Logistics)	Sahand Tahir
Other sub-offices in Bangladesh		
WFP	Head, WFP Khulna sub-office	Mahfuz Alam
WFP	Programme Associate - Capacity Strengthening	Jesmin Nahar
WFP	Programme Associate - Capacity Strengthening	Tasnim Tabassum
WFP	Programme Associate	Md. Mahfuzul Huq
WFP	Programme Policy Officer	Pronob Kumar Dey
WFP	Head, WFP Rangpur sub-office	Bithika Biswas
WFP	Finance & Admin Associate	Golam Soroar Joarder
WFP	Programme Associate	Momataz Begum
WFP	Head, WFP Rangamati sub-office	Elora Chakma
WFP	Operational Support Officer (Logs)	Ashim Shrestha
WFP	Field Monitoring Assistant	Khing Khing Pru
WFP regional bureau		
WFP	Former Regional Director	David Kaatrud
WFP	Regional Director	John Aylieff
WFP	Former Deputy Head of External Relations and Communications (now with RBB)	David Petersen
WFP	Head of Programmes (Senior Government Partnership Officer)	Kimberley Deni
WFP	Senior Government Partnership Officer	Janne Suvanto
WFP	Senior Regional Strategic Human Resources Officer	Sunjata Tyagi
WFP	Regional Communication Officer	Kun Li
WFP	Regional Emergencies Officer	Jeppe Anderson
WFP	Regional Monitoring and Evaluation Officer	Luna Kim
WFP	Regional VAM Officer	Yingci Sun
WFP	Resource Management Officer	Anohanee
WFP	Finance Officer	Kohmei Yamawaki
WFP	Regional Protection, AAP and Inclusion Advisor	Fausto Araya de Santis
WFP	Former Programme Manager (Cash)	Ralphi Ofuyo
WFP headquarters		
WFP	Director of Evaluation	Andrea Cook
WFP	Previous Deputy Country Director Bangladesh (August 2017 - July 2019)	Dipayan Bhattacharya
WFP	Head of Business Management, TECB	Sarah Pedersen
WFP	Supply Chain Department, Field Support Unit	Gaston Sebuogori
WFP	Supply Chain Department, Field Support Unit	Lucy Styles
WFP	Deputy Chief Engineer	Padraig McCarron

Institution	Position	Name
WFP	Programme Officer, Programme, Humanitarian, and Development (PDP)	Johannes Braun
WFP	Programme Officer Conflict Sensitive Programming (Programme, Development, and Humanitarian)	Silvia Biondi
WFP	Programme Officer/Capacity Development Flood Response Bangladesh, PDPIR (Climate and Disaster Risk Reduction Programme)	Jess Mason
WFP	Senior Government Partnership Officer, PGG, Government Partnership Unit	Pasqualina Di Sirio
WFP	Deputy Director of Emergencies, Office of Evaluation	Sheila Grudem
WFP	CBT/Voucher Officer, PDP	Ryan Beech
WFP	Gender Officer	Veronice Saint-Luce
Government ministries and departments		
Cabinet Division	Additional Secretary (Coordination)	Dr. Shahnaz Arefin
MoWCA	Additional Secretary (Development)	Md. Aynul Kabir
MoWCA	Deputy Director, IC-VGD, Deputy Chief (Planning)	S. M. Shakil Akhter
Ministry of Food	Additional Secretary (Procurement & Supply)	Md. Omar Faruque
DG-Food	Director, Supply, Distribution and Marketing	Md. Amzad Hossain
Ministry of Primary and Mass Education	Additional Secretary (Development)	Ratan Chandra Pandit
Ministry of Primary and Mass Education	Joint Secretary (Development)	Md. Ruhul Amin
Ministry of Primary and Mass Education	Assistant Secretary, Planning	Md. Alarddin Bhuijan Jonee
Ministry of Primary and Mass Education	Deputy Chief, Planning	Md. Firoz Uddin
Ministry of Primary and Mass Education	Desk Officer of School Feeding Project	Md. Nururmabi
DPME	Project Director (Joint Secretary), School Feeding Programme in Poverty Prone Areas	MD. Ruhul Amin Khan
DPME	Deputy Project Director	Muhammad Sohel Hasan
ORRRC	Refugee Relief and Repatriation Commissioner (RRRC)	Md. Mahub Alam Talukder
ORRRC	Additional Refugee Relief and Repatriation Commissioner	Mohammad Mizanur Rahman
MoDMR	Additional Secretary (Disaster Management Programme – 1)	Md. Mohsin
MoDMR	Deputy Secretary	Syed Md Nurul Basir
Department of Women's Affairs	Assistant Director, VGD	Al-Amin Bhugan
Department of Women's Affairs	Project Director, Lactating Women	Gamal Uddin Bhulyan
Department of Women's Affairs	Project Director, Women's Allowance	Rubina Ghani
Department of Women's Affairs	Deputy Director, VGD	Sharmin Shahin
Directorate of Primary Education	Deputy Project Director, School Meals	Sohel Hassan
Economic Relations Division	Additional Secretary, Ministry of Finance, GoB	Dr. Nahid Rashid
Economic Relations Division	Joint Chief & National Project Director (Social Security Policy Support Programme), Planning Commission, GoB	Faizul Islam
Bangladesh Bureau of Statistics	Deputy Director	Md. Alamgir Hossen
Sub-national government		
Directorate General of Health Services	Upazila Health and Family Planning Officer	Dr. Md. Asif Feros

Institution	Position	Name
Department of Food	Upazila Food Controller	Abdul Salam Miah
Department of Livestock	Upazila Livestock Officer	Shahab Uddin
Department of Primary Education	Upazila Education Officer	Tapan Kumar Chowdhury
Department of Women's Affairs	Upazila Women Affairs Officer	Mousumi Akhter
GoB	Upazila Nirbahi Officer	Nikaruzzaman Choudhury
Batiaghata Upazila	Upazila Education Officer	Md. Hanibur Ranman
Hill District Council	Counsellor	Kanchan
Chitalmari Government	Union Nirbahi Officer	Md. Maruful Alam
UN Agencies and multilateral development agencies		
FAO	Deputy Country Representative	Nur Ahamed Khondaker
FAO	Sr. Resilience Programme Manager	Peter Agnew
UNICEF	Chief, Nutrition	Piyali Mustaphi
UNICEF	Chief, Cox's Bazar field office	Jean Metenier
UNICEF	Nutrition Officer (Urban)	Monira Parveen
UNHCR	CBP Officer	Adam Nord
UNHCR	Senior Operations Manager	Hinako Taki
UNHCR	Head of Operations, UNHCR	Marin Din Kajdomcaj
UNHCR	Protection Officer / GiHA Co-Chair	Priscilla Tamale
UN Women	Head of Cox's Bazaar sub-office	Flora Macula
UN Women	Gender and Humanitarian Action Programme Specialist	Marie Sophie Petterson
UN Women	Gender Programme Analyst; Programme Officer Gender Focal Point in Food Security Sector	Nadira Islam
UN Women	Programme Officer	Sultana Nasrim
UN Women	Livelihoods and Resilience Officer	Sunee Singh
UNFPA	Programme Officer, Adolescent and Youth Unit	Aramide Odutayo
UNFPA	National Consultant, Adolescent and Youth Unit	Md Ashrafur Rahman
UNFPA	Deputy Country Director, Chair, PMT United Nations Sustainable Development Cooperation Framework (UNSCAF)	Eiko Narita
UNFPA	GBViE Programme Specialist	Fathema Sultana
UNFPA	GBViE Programme Specialist	Marissa Denault
UNFPA	GBV Sub-Sector Coordinator	Mwanjuma Msanji
UNFPA	Information Management Analyst (SRH team)	Nafiul Azim
UNFPA	RH Commodities Specialist	Rifat Sayeed
UNFPA	Maternal Mortality Surveillance Coordinator	Shyamalan Chowdhury
IOM	Head of Humanitarian Assistance and Operations	Clementine Favier
IOM	Site Manager	Lama el Batal
ISCG	PSEA Coordinator	Elisa Cappelletti
ISCG	Gender Hub Head	Tess Dico-Young
ISCG	Energy and Environment Technical Working Group Coordinator	Todd Wofchuck
UN	UN Resident Coordinator	Mia Seppo
Donors		
DFAT	Humanitarian Advisor	Amy Sheridan
DFID	Humanitarian Advisor	Paul O'Hagan
EU	Technical Assistant	Marco Menestrina
EU -ECHO	Head of Office	Daniela D'Urso
EU -ECHO	Programme Assistant	K.M Mokit Billah
EU -ECHO	Risk, Resilience & Anticipation Thematic Expert	Sylvie Montebault
USAID	Team Leader Humanitarian Assistance Cell	Marsha Mishel
USAID	Project Management Coordinator, Office of Food for Peace	Farah Naz Lucky
USAID	Regional Policy Advisor	Naomi Wachs
USAID	Analyst, Office of Food, Disaster and Humanitarian Assistance	Rachel Gallagher
USAID	Senior Advisor, Office of Food, Disaster, and Humanitarian Assistance	Shahnaz Zakaria
USAID	Director Office of Food, Disaster and Humanitarian Assistance	Tom Pope

Institution	Position	Name
KOICA	Deputy Country Director	Ahreum Go
KOICA	Programme Head, Education and Innovation Sector	Minseo Ju
International organizations (non-United Nations)		
Action Against Hunger (ACF)	Grants Coordinator	Faisal Islam
ACF	Divisional Director, Chittagong	Mahadi Mohammed
ACF	Head, DRR and Food Security	Mohammed Abdul Malik
ACF	Senior Finance Manager	Tapash Barua
Action Aid	Country Director	Farah Kabir
Action Aid	Programme Officer, Right to Just and Democratic Governance	Mostahid Zami
Alive & Thrive	Country Manager	Zeba Mahmud
Alive & Thrive	Senior Technical Advisor	Deborah Ash
Concern Worldwide	IYCF Manager	Alimul Islam
Concern Worldwide	IYCF Advisor	Rebecca Isabel Oketcho
ICRC	Economy Security Delegate	Berthe Diomande
ICRC	Head of Office	Sabrina Denuncq
IFPRI	Country Representative, Bangladesh	Dr. Akhter Ahmed
IFPRI	Associate Research Fellow	M. Mehrab Bakhtiar
Relief International	Head of Office	Alejandro Cuyar
Save the Children	Team Leader	David Skinner
Save the Children	Deputy Team Leader, Operations	Maheen Chowdhury
World Vision	Grants Acquisition and Management Manager	Jacquelyn Wanja
World Vision	Nutrition Coordinator	Mohamed Fahimuzzaman
World Vision	Cash Food Security and Livelihoods Lead	Ryan Dominic Belasso
Non-government and civil society organizations		
ASHIKA	Executive Director	Biplob Chakma
ASHIKA	Deputy Executive Director	Coxy Talukder
BIDS	Research Director	Binayak Sen
EKATA	Executive Director	Anowara Begum
GNB	Field Coordinator	Dipok Kumar Das
GNB	Field Facilitator	Gobindha Sharma
GNB	Field Facilitator	Mukut Francis Halder
GNB	Field Facilitator	Protima Rani
GRAUS	Executive Director	Chaing Seing Moug
GRAUS	Field Officer	Dipu Tanchangya
GRAUS	Accounts Officer	Salina Akter
GRAUS	Project Coordinator	Tulu Marma
Grouse	SHG	EFSN group
Nabolok	Executive Director	Kazi Razeeb Iqbal
Nabolok	Assistant Director, M&E	Fahmida Sultana
Nabolok	Executive Director	Kazi Rajeeb Iqbal
Nabolok	UDRRO (Nobo Jatra Project)	Md. Belal Hossain
Nabolok	Project Coordinator, Nobo Jatra Project	Md. Iqbal Hossain
Nabolok	Accounts and Admin Officer	Md. Shahenul Islan
Nabolok	TO- DRR Network	Md. Zinnat Ali
Nabolok	Training and Reporting Expert	Sk. Salim Akter
Nabolok	Monitoring and Reporting Expert, Nobo Jatra Project	Soumar Saha Suzon
NDP	Training Officer - Nutrition	Md. Abdul Hakim
NDP	Programme Coordinator	Md. Mizanur Rahman
NDP	Upazila Coordinator	Md. Rofiqul Islam
NDP	Monitoring and Research Officer	Rahel Islam
NDP	Data Entry Officer	Tajul Islam
RIC	Deputy General Manager, Program Department	Abdur Rashid
RIC	Data Entry Officer	Henry Sabiy
RIC	Upazila Coordinator	Mithun Kumar Swar
RIC	Programme Manager	Muniruzzaman
RIC	Monitoring and Research Officer	Proshanto Chakro Bortty

Institution	Position	Name
RIC	Project Coordinator School Feeding Programme, Ukihya	Sahel Sanjid
RIC	Training Officer	Shikha Konmoka
RRF	Site Director	Arun Sardar
RRF	Project Coordinator, School Feeding Programme, Jashore	Md. Abdul Aziz
RRF	Monitoring and Reporting Officer, School Feeding Programme, Khulna	Md. Jiu Hossain
RRF	Project Coordinator, School Feeding Programme, Jashore	Rabindra Isath Sardez
RRF	Head Teacher, School in Batiaghata Upazila	Samir Kumar Mondal
RRF	School Feeding Programme Officer, Khulna	Simna Mondal
RRF	Project Coordinator, School Feeding Programme, Bagerhat	Tapos Sadhu
SSSCHT	Project Manager	Jan-e-Alam
Interview at Cox's Bazar with WFP partners		
BRAC	Head of Emergency Operations	Mohammed Abdus Salam
BRAC	Director Field Operations	AKM Fakrul
BRAC	Head, Technical Team, Humanitarian Crisis Management Programme	Md. Shah Allam
BRAC	Executive Director	Manzoor Hasan
BRAC	Research Coordinator	Muhammad Badiuzzaman
Concern Worldwide	IYCF Manager	Alimul Islam
Concern Worldwide	IYCF Advisor	Rebecca Isabel Oketcho
SHED	Executive Director	Mohammad Umra
SHED	Programme Coordinator	Ziaur Rahman
Others		
Freelance	Consultant -Bangladesh Case Study Strategic Review pilot CSP	Iqbal Sobhan
Gazalia Headman Para Primary School	SMC Chairman	Mong Kya Ching Marma
Jatrapur Union	Union Parishad Member	Ayub Ali Khan
Jatrapur Union	Union Parishad Chairman	Ayub Ali Sarker
Jatrapur Union	Union Parishad Secretary	Nazmul Hoque

Annex 13: Country Strategic Plan Beneficiary Tables

Table 7: Beneficiaries by gender (2017-2019)¹²²

Year	Planned Male	Planned Female	Planned Total	Actual Male	Actual Female	Actual Total	% Actual v. Planned Male	% Actual v. Planned Female	% Actual v. Planned Total
2017	904,713	1,151,453	2,056,166	890,809	967,909	1,858,718	99%	84%	90%
2018	967,676	1,230,090	2,197,766	725,275	819,836	1,545,111	75%	67%	70%
2019	874,720	1,113,280	1,988,000	838,729	950,370	1,789,099	96%	85%	90%

Table 8: Beneficiaries by residence status (2017-2019)¹²³

Year	Residence Status	Planned	Actual	% achievement
2017	Resident	813,351	1,003,708	123.4%
	Refugee	1,242,815	855,010	68.8%
2018	Resident	1,034,835	997,060	96.3%
	Refugee	1,162,931	548,051	47.1%
2019	Resident	986,058	886,727	89.9%
	Refugee	1,001,952	902,372	90.1%

¹²² Data source: WFP, 2017. *Annual Country Report 2017*; WFP, 2018. *Annual Country Report 2018*; WFP, 2019. *Annual Country Report 2019*.

¹²³ Data source: WFP, 2017. *Annual Country Report 2017*; WFP, 2018. *Annual Country Report 2018*; WFP, 2019. *Annual Country Report 2019*.

Table 9: beneficiaries by gender and age group (2017-2019)¹²⁴

Year	Age Group	Planned			Actual			% achievement		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
2017	Under 5	92375	118902	211277	98549	110148	208697	107%	93%	99%
	5-18 years	553685	698139	1251824	497653	537634	1035287	90%	77%	83%
	18+	258652	334412	593064	294607	320127	614734	114%	96%	104%
	Total	904712	1151453	2056165	890809	967909	1858718	98%	84%	90%
2018	6-23 months	67911	80658	148569	97651	92089	189740	144%	114%	128%
	24-59 months	52966	73186	126152	80964	88226	169190	153%	121%	134%
	5-18 years	510321	642627	1152948	338534	354294	692828	66%	55%	60%
	18+	336478	433619	770097	208126	285227	493353	62%	66%	64%
	Total	967676	1230090	2197766	725275	819836	1545111	75%	67%	70%
2019	0-23 months	42931	53450	96381	97685	103410	201095	228%	193%	209%
	24-59 months	51518	68028	119546	108240	111461	219701	210%	164%	184%
	5-11 years	377589	464821	842410	200916	195370	396286	53%	42%	47%
	12-17 years	138225	185321	323546	74784	75321	150105	54%	41%	46%
	18-59 years	232402	309878	542280	324006	432604	756610	139%	140%	140%
	60+	32055	31782	63837	33098	32204	65302	103%	101%	102%
	Total	874720	1113280	1988000	838729	950370	1789099	96%	85%	90%

¹²⁴ Data source: WFP, 2017. *Annual Country Report 2017*; WFP, 2018. *Annual Country Report 2018*; WFP, 2019. *Annual Country Report 2019*.

Table 10: Beneficiaries by activity and modality (food and cash-based transfers) (2017-2019)¹²⁵

Strategic Result 2: No one suffers from malnutrition									
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									
Act 1. Technical assistance and advocacy to enhance the food security and nutrition impact of selected safety nets									
Year	Planned (Food)	Planned (CBT)	Planned (Total)	Actual (Food)	Actual (CBT)	Actual (Total)	% Actual v. planned (Food)	% Actual v. planned (CBT)	% Actual v. planned (Total)
2017									
2018	0	16000	16000						
2019	8000	8000	16000	0	0	0			
Act 4. Policy advice and technical assistance for scaling up school feeding									
Year	Planned (Food)	Planned (CBT)	Planned (Total)	Actual (Food)	Actual (CBT)	Actual (Total)	% Actual v. planned (Food)	% Actual v. planned (CBT)	% Actual v. planned (Total)
2017	286000	20000	286000	272995	16444	272995	95.5%	82.2%	95.5%
2018	114000	20000	114000	102791	15047	102791	90.2%	75.2%	90.2%
2019	20000	20000	20000	14165	14165	28330	70.8%	70.8%	141.7%
Strategic Result 1: Everyone has access to food									
Strategic outcome 2: The most vulnerable population of Cox's Bazar, the Chittagong Hill Tracts and disaster-stricken areas have enhanced food security and nutrition									
Act 5. Deliver an integrated assistance package in Cox's Bazar									
Year	Planned (Food)	Planned (CBT)	Planned (Total)	Actual (Food)	Actual (CBT)	Actual (Total)	% Actual v. planned (Food)	% Actual v. planned (CBT)	% Actual v. planned (Total)
2017	1357900	157000	1439900	1170424	66400	1236824	86%	42%	85.9%
2018	1771767	1219000	2071767	1513777	423452	1813474	85.4%	34.7%	87.5%
2019	1312494	1116457	2428951	1502917	932881	2239953	114.5%	83.6%	92.2%

¹²⁵ Source: Total figures based on 2017-2019. 2017 data from WFP, 2017. Annual Country Report 2017. Results affected by discrepancies between the 2017 ACR and CM-R002b_-_Annual_Beneficiaries_by_Strategic_Outcome_Activity_and_Modality_(CSP)_v1.1 (extracted from COMET on 28/04/2020), which are present for: a) activity 5 planned Food and planned CBT beneficiaries, and b) activity 7 planned CBT beneficiaries. 2018 data from CM-R002b_-_Annual_Beneficiaries_by_Strategic_Outcome_Activity_and_Modality_(CSP)_v1.1 (extracted from COMET on 28/04/2020) as the 2018 ACR does not disaggregate beneficiaries by activity. 2019 data from WFP, 2019. Annual Country Report 2019. Activity 4 actual food beneficiaries total for 2019 taken to be 14,165 to avoid double counting.

Act 6. Deliver an integrated assistance package in the Chittagong Hill Tracts									
Year	Planned (Food)	Planned (CBT)	Planned (Total)	Actual (Food)	Actual (CBT)	Actual (Total)	% Actual v. planned (Food)	% Actual v. planned (CBT)	% Actual v. planned (Total)
2017	66600	0	66600	64886		64886	97%	0%	97.4%
2018	69600	34200	77100	61338	6240	67578	88.1%	18.2%	87.6%
2019	69600	41700	84600	90566	29467	100566	130.1%	70.7%	118.9%
Act 7. Deliver food assistance in emergencies									
Year	Planned (Food)	Planned (CBT)	Planned (Total)	Actual (Food)	Actual (CBT)	Actual (Total)	% Actual v. planned (Food)	% Actual v. planned (CBT)	% Actual v. planned (Total)
2017	334666	334666	334666	334000	48035	343035	100%	14%	102.5%
2018	334666	20000	334666						
2019	475366	30000	475366	266680	75000	266680	56.1%	250.0%	56.1%
Strategic Result 4: Food systems are sustainable									
Strategic outcome 3: Innovative approaches to enhance the resilience of food insecure households exposed to climate-related shocks and stresses are validated by 2020									
Act 8. Creation of evidence related to innovative approaches to enhancing resilience									
Year	Planned (Food)	Planned (CBT)	Planned (Total)	Actual (Food)	Actual (CBT)	Actual (Total)	% Actual v. planned (Food)	% Actual v. planned (CBT)	% Actual v. planned (Total)
2017	0	20000	20000	0	0	0	0%	0%	0%
2018		20000	20000		16900	16900		84.5%	84.5%
2019	0	20000	20000	0	22070	22070	0	110.4%	110.4%
Act 9. Nobo Jatra									
Year	Planned (Food)	Planned (CBT)	Planned (Total)	Actual (Food)	Actual (CBT)	Actual (Total)	% Actual v. planned (Food)	% Actual v. planned (CBT)	% Actual v. planned (Total)
2017	0	94000	94000	0	82060	82060	0	87.3%	87.3%
2018		94000	94000		169070	169070		179.9%	179.9%
2019	0	59000	59000	0	142365	142365	0	241.3%	241.3%

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Acronyms

AAP	Accountability to Affected Populations
ACF	Action Against Hunger
ACR	Annual Country Report
ADB	Asian Development Bank
ALNAP	Active Learning Network for Accountability and Performance
BCC	Behaviour Change Communication
BDT	Bangladeshi Taka
BBS	Bangladesh Bureau of Statistics
BGD	Bangladesh
BIDS	Bangladesh Institute for Development Studies
BNNC	Bangladesh National Nutrition Council
BRAC	Bangladesh Rural Advancement Committee
BTRC	Bangladesh Telecommunications Regulatory Commission
CBT	Cash-Based Transfers
CERF	Central Emergency Response Fund
CCS	Country Capacity Strengthening
CFM	Complaints and Feedback Mechanism
CHT	Chittagong Hill Tracts
CIP	Country Investment Plan
CD	Country Director
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
CSC	Community Scorecard
CSO	Civil Society Organization
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CRF	Corporate Results Framework
CWG	Cash Working Group
CXB	Cox's Bazar
DFAT	Department for Foreign Affairs and Trade (Australia)
DFID	Department for International Development of the United Kingdom
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DWA	Department of Women's Affairs
EB	Executive Board
ECHO	European Union European Civil Protection and Humanitarian Aid Operations
EFSN	Enhancing Food Security and Nutrition
EQ	Evaluation Question
EQAS	Evaluation Quality Assurance System
EPR	Emergency Preparedness and Response
ETC	Emergency Telecommunications Cluster
ETS	Emergency Telecommunications Sector
FAO	Food and Agriculture Organization of the United Nations
FFA	Food assistance for Assets
FFP	Food Friendly Programme
FFW	Food for Work
FGD	Focus Group Discussion
FLA	Field-Level Agreements
FPMU	Food Planning and Monitoring Unit
FS	Food Security
FSS	Food Security Sector
G2P	Government to People
GAIN	Global Alliance for Improved Nutrition
GAM	Gender and Age Marker

GBV	Gender-Based Violence
GDP	Gross Domestic Product
GED	General Economic Division
GESI	Gender Equality and Social Inclusion
GEWE	Gender Equality and Women's Empowerment
GFA	General Food Assistance
GFD	General Food Distribution
GHI	Global Hunger Index
GNB	Good Neighbours Bangladesh
GoB	Government of Bangladesh
GP	Gender Policy
GRAUS	Gram Unnayan Sangathon
HCT	Humanitarian Country Team
HIES	Household Income and Expenditure Survey
HQ	Headquarters
HR	Human Resource
HRP	Humanitarian Response Plan
HSAP	Harassment, Sexual Harassment and Abuse of Power
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
ICT	Information and Communications Technology
IC-VGD	Investment Component for the Vulnerable Group Development
ISCG	Inter-Sector Coordination Group
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IGA	Income-Generating Activity
IOM	International Organization for Migration
IPHN	Institute of Public Health and Nutrition
IRM	Integrated Road Map
ISP	Internet Service Provider
JNUS	Jargo Nari Unnayan Sangstha
JPO	Junior Professional Officer
JRP	Joint Response Plan
KII	Key Informant Interview
KOICA	Korea International Cooperation Agency
L2	Level Two Emergency Response
L3	Level Three Emergency Response
LESS	Logistics Execution Support System
LET	Logistics Emergency Team
LMA	Lactating Mothers Allowance Programme
LPG	Liquid Petroleum Gas (cooking gas)
LS	Logistics Sector
MA	Maternal Allowance Programme
MAM	Moderate Acute Malnutrition
MCBP	Mother and Child Benefit Programme
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning framework
MIS	Management Information System
MNO	Mobile Network Operator
MoCHTA	Ministry of Chittagong Hill Tracts Affairs
MoDMR	Ministry of Disaster Management and Relief
MoE	Ministry of Education
MoF	Ministry of Food
MoPME	Ministry of Primary and Mass Education
MoWCA	Ministry of Women and Children's Affairs
MSU	Mobile storage unit
MT	Metric Ton

NDP	National Development Programme
NFP	National Food Policy
NFNSP	National Food and Nutrition Security Policy
NGO	Non-Governmental Organization
NPAN	National Plan of Action for Nutrition
NSPCMD	National Strategy for Prevention and Control of Micronutrient Deficiencies in Bangladesh
NS-SP	Nutrition-Sensitive Social Protection
NSSS	National Social Security Strategy
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD-DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
OEV	Office of Evaluation
PDM	Post Distribution Monitoring
PEA	Political Economy Analysis
PIA	Privacy Impact Assessment
PIGD	Participatory Interest Group Discussion
POS	Point of Sale
PRRO	Protracted Relief and Recovery Operations
PSEA	Protection against Sexual Exploitation and Abuse
QA	Quality Assurance
RAM	Research Assessment and Monitoring
RBB	Regional Bureau in Bangkok
rCSI	Reduced Coping Strategy Index
REVA	Refugee influx Emergency Vulnerability Assessment
RIC	Resource Integration Centre
RRF	Rural Reconstruction Foundation
RRRC	Refugee Relief And Repatriation Commissioner's Office
S4C	Services for Communities
SAFE	Safe Access To Fuel And Energy Project
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
SGSP	Strengthening Government Social Protection Programmes for the Poor
SHED	Society for Health Extension and Development
SI	Social Inclusion
SMEP	Site Management (or Maintenance) Engineering Programme
SO	Strategic Outcome
SP	Social Protection
SPFMSP	Strengthening Public Finance Management Systems of Social Protection Project
SPRs	Standard Project Reports
SSN	Social Safety Nets
SUN	Scaling Up Nutrition
TA	Technical Assistance
ToR	Terms of Reference
UK	United Kingdom
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Fund
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VAM	Vulnerability Analysis and Mapping
VGD	Vulnerable Group Development
WFP	World Food Programme
ZHSR	Zero Hunger Strategic Review

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