



# Decentralized evaluation for evidence-based decision making

WFP Office of Evaluation

## Decentralized Evaluation Quality Assurance System (DEQAS)

### Terms of Reference

Final | February 2021

## WFP Contribution to Market Development and Food Systems in Southern Africa A thematic Evaluation [January 2018 to March 2021]

### WFP Regional Bureau Johannesburg

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# 1. Introduction

1. These Terms of Reference (TOR) are for a thematic evaluation of WFP Supply chain and Market development activities in **six selected countries** in Southern Africa (Lesotho, Madagascar, Zimbabwe, Mozambique, Malawi and Tanzania). This evaluation is commissioned by WFP Regional Bureau Johannesburg (hereafter RBJ) and will cover the period from January 2018 to March 2021. The evaluation will take place from **January to July 2021**.
2. With close to 60 years of experience in delivering food assistance to the most remote and difficult places in the world, WFP has extensive expertise in optimizing supply chains to ensure food reaches the most in need. Whether complexities are due to natural conditions (mountainous and difficult places to reach e.g. Lesotho) or conflict areas with access and security issues (e.g. DR Congo), WFP supply chain expertise enables the agency to get assistance where it is needed. When this expertise is applied to strengthening local markets and food systems to enable provision of food assistance through Cash-Based Transfers (CBT) or to strengthening capacities of national institutions and infrastructure, there is potential for WFP to not only meet food and nutrition needs of targeted people, but also contribute to development of local markets and economies and supporting governments to strengthen national food systems as well as social protection systems. However, ***in some of the areas where WFP implements food assistance interventions, the markets are usually weak and fragmented***. In this regard, one of WFP Supply Chain's vision is to ***help create sustainable markets required to achieve zero hunger by removing market inefficiencies to improve Price, Quality & Service***. Working with market actors and implementing market development and systems strengthening activities provides an opportunity for WFP to contribute to development of local economies while achieving its primary objective of providing food assistance to vulnerable populations.
3. Market development activities include training of retailers, issuing WFP contracts that carry some security that can be used to access credit facilities to enhance inventory management and cash flow; enhancing relationships with Banks to offer financial literacy and business skills trainings; cash injection into the local economies; provision of WFP contracts where retailers have contractual obligation to comply with national Tax and appropriate levies which can contribute to enhancing government tax collection; supporting formation of buying clubs where appropriate; supporting rehabilitation of national supply chain infrastructures and capacitating efficient functioning of such infrastructure<sup>1</sup>. (see section 3.2.8 for details). These market development activities, which are led by WFP Supply chain teams at the country offices and implemented with other functions including programme and with support of RB (and HQ where applicable) are the subject of this evaluation.
4. **Definitions<sup>2</sup>** For the purposes of this evaluation, the following are the key working definitions:
  - **Market Functionality** is assessed along seven dimensions: availability, price, trader stock capacity, supply chain resilience, competition, quality and instore infrastructure.<sup>3</sup> Two additional dimensions that relate to implementation of WFP interventions are Service and access/protection [see MF reports for selected countries]
  - **Market efficiency** is defined by the extent to which a market is functional along the seven dimensions
  - **Market development activities (MDAs)** are any interventions intended to address/improve market functionality along any of the seven dimensions.
  - **National Supply Chain infrastructure** refers to network of physical, informational, institutional and human resources involved in distribution of goods and services within a country
  - **Food System** is a complex web of activities involving food production, processing, transport, and consumption. Issues concerning the food system include the governance and economics of food production, its sustainability, the degree to which we waste food, how food production affects the natural environment and the impact of food on individual and population health.<sup>4</sup> See Annex 11 for a conceptual framework of food system and its drivers.
5. These TOR were prepared by RB based on document review and consultation with stakeholders and following the WFP standard template for decentralised evaluations. This being an innovative thematic evaluation across several countries, the purpose of the TOR is threefold. First, to provide pertinent background information about Supply chain market development activities across the 6 case study countries; Second, to provide key information to the evaluators and guide them throughout the evaluation process; and third to provide key information to stakeholders about the evaluation process, steps and deliverables and their role in the process.

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<sup>1</sup>This last activity is the focus of the Tanzania case study. The other 5 country case studies will focus on CBT

<sup>2</sup>Supply chain staff to reflect on these and see if they capture the essence of what MDAs are and suggest any revisions. By having the definitions upfront, even those not familiar with MDAs and food systems will understand what is being evaluated

<sup>3</sup>The Market Functionality Index Fact Sheet, <https://docs.wfp.org/api/documents/WFP-0000111432/download/>

<sup>4</sup> <https://www.futureoffood.ox.ac.uk/what-food-system>

## 2. Reasons for the Evaluation

### 2.1. Rationale

6. Because WFP programmes in the past have not included explicit objectives, indicators and targets related to market development activities (except general capacity development and technical support outputs)<sup>5</sup>, past evaluations of WFP work have not assessed in any depth contribution of WFP beyond meeting food and nutrition needs. This leaves an evidence gap as to how WFP contributes to market development and food systems strengthening (**towards achieving the supply chain vision stated above**), what lessons WFP is learning and most importantly how these lessons can be applied to enhance such contributions. This evaluation will contribute to filling this evidence gap.
7. This evaluation is needed at this time as WFP is significantly increasing use of CBT including in urban areas as well as focusing on supporting national social protection systems, as the COVID-19 crisis deepens food insecurity in most countries. The strategic role of supply chain in this regard cannot be overestimated. As some countries (Tanzania and Zimbabwe) enter the penultimate year of the first generation CSP and start designing the second generation CSP and other countries revise their CSPs occasioned by changing contexts, completing this evaluation within the first half of 2021 will inform how to reflect future Market Development activities in new CSPs and/or in revisions of ongoing existing CSPs and how to integrate them in programme designs and deliver processes.
8. **Who will use the results of this evaluation?** First and foremost, the findings and recommendations from this evaluation will be used by the RBJ and the country offices across the region to enhance design and implementation of market development and system strengthening activities. Second, the WFP HQ Supply Chain and CBT teams may use the findings to review and enhance the CBT business model in relation to market development activities. Third, the Corporate Planning and Performance (CPP) division may use the findings and recommendations to inform the next Corporate Results Framework (CRF) in relation to outputs and indicators related to market development in particular and supply chain in general. Finally, the findings may also be used by other market actors that WFP works with to enhance their engagement and partnerships with WFP and other stakeholders.

### 2.2. Objectives

9. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.
  - **Accountability:** The evaluation will assess and report on the implementation of market development activities as per the CBT business model presented in Annex 3 and the CO supply chain strategies. It will assess the results from these activities and their contributions to market development in the respective countries.
  - **Learning:** The evaluation will determine the reasons why certain activities led to certain results or not to draw lessons, derive good practices and pointers for further learning. It will provide evidence-based findings to inform operational and strategic decision-making in relation to future WFP market development activities. Findings will be actively disseminated, and lessons will be incorporated into relevant knowledge management systems.
10. As stated in paragraph 6 above, the main objective of this evaluation is to contribute to filling the gap in evidence of WFP's contribution to market development. The evaluation will put more emphasis on learning because as stated, performance and monitoring systems that have underpinned past evaluations have not had specific objectives, indicators and targets related to this area of WFP work. The evaluation will provide recommendations on how to better reflect MDAs in WFP CSPs, programme designs, delivery mechanisms and relevant performance monitoring systems and frameworks.
11. As WFP is committed to enhancing Gender Equality and Women's Empowerment (GEWE) through all its work, another objective of this evaluation will be to assess whether market development opportunities provided by WFP engagement are equally accessible to men and women as well as other groups such as people with disabilities and if not, what the barriers are and for whom, and most importantly what could be done to break these barriers and enhance inclusion.
12. As discussed in section 3.2, each country case study presents specific opportunities for learning.

### 2.3. Stakeholders and Users

13. In addition to RBJ and CO supply chain and programme teams who are the main internal stakeholders for this evaluation, a number of other stakeholders both inside and outside of WFP have interests in the results of the evaluation. They will be involved in the process based on their interests and stake in the subject. Annex 1 provides a preliminary stakeholder analysis showing who the stakeholders are, what their interests are and their likely uses of the evaluation. This analysis will be deepened by the evaluation team during the Inception phase.

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<sup>5</sup>See the WFP Corporate Results Framework (CRF) on page 21; [Revised Corporate Results Framework \(2017–2021\) \(wfp.org\)](https://www.wfp.org/publications/corporate-results-framework-2017-2021)

14. The main/primary users of the evaluation results are WFP staff across the organisation who are involved in Market development activities and their partners. This includes Supply chain and programme/CBT staff, Government Ministries, UN Agencies, Men and women market actors and donors.
15. To ensure accountability to affected populations, WFP is committed to including beneficiaries as key stakeholders in all its work including evaluations. In this evaluation, beneficiaries of WFP work are the men and women market actors that participate in market development activities, and the WFP beneficiaries who access their food assistance through these market actors. This evaluation will ensure their participation and consultation.
16. The findings and lessons from this evaluation will be integrated into implementation of ongoing CSPs and in the design of new CSPs to enhance results over the medium and long term. They will also be included in evidence analysis and knowledge management processes and systems to contribute to organisational learning.

### 3. Context and subject of the Evaluation

#### 3.1. Context and effects of COVID-19 Crisis

17. According to [World Bank's](#) Poverty and Shared Prosperity 2020 report, 5 out of the 10 most unequal countries are in Southern Africa (Lesotho, South Africa, Botswana, Namibia and Zambia). The region is characterised by high levels of inequality, exacerbated by variable climate with increasing frequency of droughts and floods. As shown in the table below, the countries selected for this thematic evaluation have high levels of malnutrition/stunting (24% to 42%), high levels of undernourishment (19% to 42%) and high prevalence of poverty (31% to 78%).

Context Factor	Lesotho (LMIC)	Malawi (LIC)	Mozambique (LIC)	Madagascar (LIC)	Zimbabwe (LIC)	Tanzania (LIC)
Population in Millions	2.1	19.4	29	27	14.5	58.6
% of urban population	29%	17.4%	37.1%	38.5%	32.2%	35.2%
Population below International poverty line [ <b>\$1.9/PPP day</b> ] <sup>6</sup>	30.5%	69.3%	63.7%	77.7%	50.4%	49.3%
Population below International poverty line [ <b>\$3.2/PPP day</b> ]	50.3%	89%	82.4%	97.3%	73.5%	76.8%
Infant mortality rate [deaths per 1,000 children]	42	40	65	38	30	36
HIV/AIDS Prevalence	23.1%	9.5%	12.1%	0.2%	13.4%	4.9%
Life expectancy at birth	53 years	63.8 years	60.2 years	66.7 years	61.2 years	63.9
Prevalence of chronic malnutrition [stunting] <sup>7</sup>	33%	39% (2018)	42.3%	41.6%	23.5%	31.8%
Prevalence of undernourishment <sup>8</sup>	32%	18.8%	32.6%	41.8%	32.6%	25%
Number of food insecure people as of October 2020 <sup>9</sup>	582,169 (40%)	2.62 million (14%)	2 million (7%)	554,000 (2%)	5.45 million (38%)	488,600 (1%)
Literacy rate	85%	62% (69.8% male; 55.2% female)	60.7% (73% male; 50% female)	75% (77% male; 72% Female)	86.5% (88.5% male; 84.6% female)	77.9% (Male 83.2%; Female 73.1%)

18. Within each country, there are **National development frameworks, policies and strategies as well as United Nations Assistance frameworks** within which WFP food assistance is provided. The COVID-19 crisis has affected the countries in different ways. The next sections describe the context in each country.

##### 3.1.1. Lesotho

19. The National Strategic Development Plan (NSDP 2019-2023) promotes inclusive and sustainable economic growth and private sector led job creation, with a focus on strengthening human capital, building enabling infrastructure and strengthening national governance and accountability systems to address unemployment, poverty, gender inequalities and HIV and AIDS. The United Nations System supports these national priorities through the UNDAF (2019-2023) which defines the focus of the UN assistance in the country.
20. The COVID-19 crisis has impacted negatively on food availability and accessibility especially in urban areas. Income from unskilled/informal work and remittances have been heavily impacted. Government COVID-19 respond plan

<sup>6</sup> [https://www.worldbank.org/en/publication/macro-poverty-outlook/mpo\\_ssa](https://www.worldbank.org/en/publication/macro-poverty-outlook/mpo_ssa)

<sup>7</sup> <https://globalnutritionreport.org/resources/nutrition-profiles/africa/>

<sup>8</sup> <http://www.fao.org/faostat/en/#data/FS/visualize>; 3-year average

<sup>9</sup> Food and Nutrition Security Bulletin, Southern Africa, Issue No. 3, November 2020 [FNSWG \(arcgis.com\) \[Annex 2\]](#)

focuses on horizontal expansion of social protection/assistance through provision of cash-based transfers to the most vulnerable households and provision of take-home rations to school children. While the country enjoyed a good crop year, the latest Integrated Phase Classification (IPC) analysis shows close to 0.6 million people (about 40%) severely food insecure across the country, much of it linked to effects of COVID-19.

### 3.1.2. Malawi

21. The Malawi Growth and Development Strategy (MGDS 2017-2022) and the Malawi National Social Support Programme II (MNSSP II 2018-2023) seek to develop routes out of poverty for the most vulnerable. The United Nations System supports these national priorities through the UNDAF (2019-2023) which defines the focus of the UN assistance in the country.
22. Malawi is beginning to experience the adverse effects of COVID-19 crisis, with localised food insecurity due to access constraints and limited labour opportunities.

### 3.1.3. Mozambique

23. The national Agenda 2025 prioritises access to food with a view to improving living conditions and developing human capital. The Basic Social Security II (2016-2024) aims to improve management and coverage of social security programmes, including during emergency response and recovery. United Nations system supports these national priorities through the UNDAF (2017-2020).
24. The destruction caused by back to back disasters and the impact of COVID-19 crisis is exacerbating already alarming food and nutrition security situation in Mozambique. This is putting pressure on the Government to scale up its social assistance interventions.

### 3.1.4. Madagascar

25. The National Development Plan (NDP 2015-2019) aims to value and protect Madagascar's natural capital through strong growth and inclusive services for equitable and sustainable development for all. The country also has a National Social Protection Policy (2015) which aims to improve access to basic social protection services and protect groups at risk. The United Nations system supports these national priorities through the UNDAF (2015-2019).
26. Between April and July 2020, 554,000 people in drought-affected Southern part of the country were vulnerable to acute food insecurity due to failed rains and effects of COVID-19 on livelihoods, markets and jobs.

### 3.1.5. Zimbabwe

27. The Zimbabwe Agenda for Sustainable Social-Economic Transformation (2013-2018) envisaged an empowered society and a growing economy through food security and nutrition, infrastructure development, nutrition policy and legislation and improved social services and eradication of poverty through human capital development, empowerment, employment and gender mainstreaming. The UN system supported these national priorities through the ZUNDAF (2016-2020). The new National Development Strategy (2021-2025) builds on this and identifies food security and nutrition as one of the key pillars.<sup>10</sup> A new UN corporation framework is under development to align to the NDS (2021-2025).
28. Zimbabwe has endured a combination of extreme natural shocks and persistent economic challenges, leading to a growing humanitarian and food security crisis. The number of food insecure people reached 7.7 million in the first quarter of 2020, and WFP projects 8.6 million people to be food insecure by the end of 2020 (3.3 million in urban areas). The COVID-19 pandemic has increased exposure to economic shocks (mostly loss of income and reduced remittances) and stretched the coping capacity of vulnerable communities.

### 3.1.6. Tanzania

29. The Second Five Year Development Plan (FYDP II 2016/17-2020/21) implements the Tanzania Development Vision (TDV 2025) which aspires to have Tanzania transformed into a middle income and semi-industrialised nation by 2025 with high quality and sustainable livelihoods, peace, stability and unity, good governance and the rule of law, an educated and learning society, and a strong and competitive economy. The UN in Tanzania is supporting these national development priorities through the United Nations Development Plan (UNDAP II 2016-2021).

### 3.1.7. Gender, Empowerment and Equity Dimensions

30. As noted above, some of the national development plans (e.g. Zimbabwe, Lesotho) make explicit commitments to gender mainstreaming. However, countries continue to experience gender inequalities which affect food security of men and women. A recent report measured gender equality along four dimensions namely Self-sufficiency, decision-making ability, freedom from violence and Unpaid labour in a number of countries.<sup>11</sup> In Lesotho there were relatively small differences between women and men across most of the empowerment items, with the greatest

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<sup>10</sup> [http://www.zimtreasury.gov.zw/index.php?option=com\\_phocadownload&view=category&id=64&Itemid=789](http://www.zimtreasury.gov.zw/index.php?option=com_phocadownload&view=category&id=64&Itemid=789)

<sup>11</sup> <https://www.wfp.org/publications/power-gender-equality-food-security>

gap being in unpaid labour dimension (women more affected). Women reported lower levels of empowerment in the financial self-sufficiency dimension (owning a bank account and/or having savings), with women being less likely than men to have a bank account, money saved or to own property. This is of relevance to this evaluation because for implementation of CBTs, this provides both a challenge (of ensuring women are not marginalised) and an opportunity (to contribute to catalysing women access to financial services).

31. The Southern Africa Development Community (SADC) monitors the progress made by SADC Member States towards achieving the targets and goals of the SADC Protocol on Gender and Development.<sup>12</sup> Most countries have institutional arrangements and mechanisms for addressing gender issues.<sup>13</sup> However, the report notes several gaps that affect food and nutrition security of men and women.
32. **Lesotho and Malawi** still uphold customary law in such ways that could violate women's rights in relation to marriage and family, pregnancy, death and inheritance, despite equality clauses in their constitutions and ratification of laws that encourages gender equality of women and men. On Disability, Lesotho Constitution makes provision for the rehabilitation, training, social resettlement of persons with disabilities but the country does not yet have national legislation on disability rights.
33. The gender context in **Malawi is diverse**. In patrilineal communities in the northern parts of the country, women can only access customary land through their husbands and brothers-in-law. The main ethnic group in the south of the country is matrilineal, however, and while this does not translate directly into ownership of land and other resources, it does recognize a different role and recognition of women than the patrilineal system which is common throughout most of the region.
34. In **Mozambique**, the family Law gives to women the right to inherit property in case of divorce and declares the rights of joint property ownership for both civil and traditional marriages and for couples living together for more than one year. In case of separation or divorce, the goods are divided by the two parties instead of being the man who automatically receives the goods. But in practice this does not happen, and normally in case of separation or death of the husband, the wife loses the property to a male member of the family.

## 3.2. Subject of the evaluation and WFP response to COVID-19

### 3.2.1. WFP CSPs, Cash-Based Transfers, Lean Season and COVID-19 Responses

35. Within the food and nutrition security and national context outlined in section 3.1, WFP work is anchored within a 4 or 5-year Country Strategic Plan (CSP). WFP has designs food assistance interventions to address food insecurity situation within each country context. Some of the interventions use in-kind food assistance while others are using Cash-based Transfers (CBT). The market development activities implemented as part of the CBT interventions are the subject of this evaluation. The details are summarised in the table below, with information as at February 2021.

	Lesotho	Malawi	Mozambique	Madagascar	Zimbabwe	Tanzania
CSP period and date approved	2019-2024 (June 2019)	2019-2023 (Feb 2019)	2017-2021 (June 2017)	2019-2024 (June 2019)	2017-2021 (Feb 2017)	2017-2021 (June 2017)
Original Beneficiaries	632,500	4,851,715	932,285	3,093,885	1,082,656	591,331
Original Budget	<b>\$110,748,948</b>	<b>\$619,800,513</b>	<b>\$167,656,459</b>	<b>\$297,424,041</b>	<b>\$272,281,372</b>	<b>\$343,236,882</b>
%of CBT	<b>47%</b> (\$52,507,262)	<b>49%</b> (\$270,676,586)	<b>22%</b> (\$36,191,462)	<b>30%</b> (\$88,705,517)	<b>25%</b> (\$67,426,471)	<b>25%</b> (\$85,160,400)
Revised Beneficiaries	No changes	No changes	4,876,894	No revision	<b>4,582,656</b>	<b>1,118,157</b>
Revised Budget	<b>\$118,329,934</b>	\$621,084,843	\$805,876,566	No revision	<b>\$646,700,952</b>	\$356,755,759
%of CBT	<b>46%</b> (\$55,006,110)	<b>49%</b> (\$304,003,049)	<b>25%</b> (\$199,813,656)	No revision	<b>20%</b> (\$132,087,354)	<b>18%</b> (\$63,835,404)
%funded (amount received)	<b>33.24%</b> (\$39,332,733)	<b>35.55%</b> (\$220,802,476)	<b>54.68%</b> (\$440,634,370)	<b>23.39%</b> (\$75,513,529)	<b>81.5%</b> (\$525,435,364)	<b>51.78%</b> (\$184,712,824)
%Achievements <sup>14</sup> [2019 #of Bens]	<b>56%</b>	<b>87%</b>	82%	<b>46%</b>	148%	79%
%Achievements [2019 food]	<b>35%</b>	45%	53%	34%	75%	130%

<sup>12</sup> [https://www.sadc.int/files/8415/0340/7935/SGDM\\_2016\\_ENGLISH.pdf](https://www.sadc.int/files/8415/0340/7935/SGDM_2016_ENGLISH.pdf)

<sup>13</sup> **Lesotho** has Ministry of Gender Youth and Sports; **Malawi** has Department of Gender Affairs under Ministry of Gender, Children, Disability and Social Welfare; **Madagascar**=Directorate for the Promotion of Women under the Ministry of Population Affairs, Social Protection and Promotion of Women; **Mozambique**= National Directorate of Gender under Ministry of Gender, Child and Social Action; **Zimbabwe**= Ministry of Women Affairs, Gender and Community Development.

<sup>14</sup> As per 2019 Annual Country Reports (ACRs)

%Achievements [2019 CBT]	26%	61%	39%	0%	45%	0%
<b>Top ten sources of funding</b>	UN funds (26.6%), Flexible funding (20.5%), Japan (14.4%), EC <sup>15</sup> (12.8%), Lesotho Government (8.1%), UN CERF (5.6%), China (4.9%) and USA (3%).	USA (25.3%), UN other funds (24.3%), EC (10%), Flexible funding (7.4%), Norway (6.8%), Germany (4.5%), UN CERF (4.5%), Resource Transfer (4.1%) UK (3.1%).	USA (31.8%), UK (12.2%), Mozambique Government (11.8%), EC (7%), Flexible funding (6.7%), Germany (5.6%), UN CERF (4.1%), private donors (4.1%), Japan (4.4%), China (3.3%)	USA (33.1%), Flexible funding (17.1%), Republic of Korea (9.25), UN other funds (8.5%), Resource Transfer (6.5%), EC (5.5%), Germany (5.4%), France (3.3%), UN CERF (3.2%), private donors (2.2%).	USA (49%), UK (10.1%), Flexible funding (8.2%), UN CERF (6.2%), UN other funds (5.9%), Japan (3.9%), China (3.2%), EC (3%), Switzerland (2.6%), Germany (2.4%)	USA (39%), UK (14%), EC (11%), Flexible funding (5%), Resource Transfer (5%), Germany (5%), Canada (3%), UN CERF (3%), Ireland (3%),

36. Within Southern Africa, the lean season is generally **between October and March**, the period where rural households that depending on own production have depleted their harvest and rely on the markets. For vulnerable people in rural areas with limited resources to access food from the market, this is a period of heightened household food insecurity. In urban areas, the context is different as populations mainly rely on the markets throughout the year. Effects of lean season may therefore be related to increases in food prices. WFP and other actors design interventions to assist vulnerable households during this period. If there are functional markets and WFP has funding in cash, assistance is provided through CBTs otherwise in-kind food is provided. WFP uses different approaches in implementing CBTs based on country context. The nature of market development activities is determined by the approaches adopted in each country. Each country provides opportunities for WFP to learn and enhance future engagement, which is why this evaluation emphasises the learning objective.
37. The next sections briefly explain the CBT programming in the CSPs, WFP COVID-19 and lean season assistance responses and the learning opportunity provided by this evaluation in each country.

### 3.2.2. Lesotho

38. CBT was planned under CSP Strategic Outcome one (SO 1) that *“Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis”*. Under this SO WFP planned to reach up to 283,000 beneficiaries at a total budget of \$67,234,609 (about 61% of the total CSP budget). This outcome is to be achieved through delivery of food and cash-based assistance to people identified as severely food-insecure by the Lesotho vulnerability assessment committee (LVAC). The CSP notes that WFP will leverage its supply chain expertise in providing demand-driven support and capacity strengthening to the Government and to transporters and traders in order to address delivery challenges in remote markets. It further indicates that the choice of transfer modality will be based on cost efficiency and feasibility. A macrolevel assessment of supply chains that takes gender issues into consideration and assessments in targeted areas will determine market functionality and capacity to meet additional demands associated with use of cash-based transfers.
39. As part of support to COVID-19 response plan, WFP distributed, **through retailers**, 3 months of super cereal rations to households targeting pregnant and lactating women. In addition, WFP is distributing cash to up to 34,000 beneficiaries in vulnerable households in urban areas as part of horizontal expansion of the Government Public Assistance Programme (PAP). About 11,774 participants continued to be assisted through the public works programme in 6 districts of Mafeteng, Mhales’ Hoek, Quthing, Berea, Maseru and Botha-Bothe.
40. WFP uses small scale retailers (for commodity vouchers) as well as mobile money (for unrestricted cash) to deliver cash. In 2019/2020 lean season assistance, **286 retailers** were involved while in 2020/2021 up to **92 retailers** will be involved through commodity vouchers in rural districts. The CO implemented the Market functionality Index (MFI) and the Retailer micro assessment (ROC) tools developed by WFP HQ for CBT interventions. RBJ supply chain and CO have put together a Retailer Performance Monitoring Tool (RPME) to be used for the 2020/2021 lean season. This will be done through quarterly joint monitoring by M&E and Supply Chain staff.
41. **Opportunities for learning** from Lesotho include Government participation, collaboration in MDAs, linkages with national social protection systems and strengthening of markets through support to buying clubs.

### 3.2.3. Mozambique

42. CBT was planned under CSP activity 2 (*Provide technical assistance to the Government in making social protection programmes shock-responsive and hunger-sensitive*) and Activity 3 (*Provide cash and/or food transfers to vulnerable households affected by crisis*). Combined, these activities had a total of 568,000 beneficiaries. The CSP notes that

<sup>15</sup> European Commission

regular monitoring of markets will inform decisions on CBT programming, which will be based on market prices and adjusted to account for price fluctuations.

43. In response to COVID-19, WFP is supporting the Government to scale up social assistance through unconditional cash transfers using mobile money to the most vulnerable households living in urban and peri-urban areas. This is in addition to providing assistance to most food insecure households in rural areas including scaling up take-home rations for school children, expanding nutrition and HIV support for treatment and prevention of malnutrition and supporting Internally Displaced Persons (IDPs).
44. WFP is implementing value vouchers in 4 provinces and commodity vouchers in 5 provinces. CO Supply chain team is working with local authorities to create mobile shops and local markets to ensure CBT programming goes on uninterrupted and as an exit strategy to leaving sustainable markets when WFP is not providing CBT Lean season assistance anymore. Assessing how this is working and what lessons are emerging would be useful in documenting lessons and finding out whether this approach is effective and sustainable.
45. **Opportunities for learning from Mozambique** include contribution of MDAs to resilience building and sustainability beyond emergency/lean season assistance as well as comparison of different CBT modalities (value voucher, commodity voucher, unrestricted cash) and their effects on effectiveness of MDAs.

#### 3.2.4. Malawi

46. CBT was planned under CSP activity 1 (*Provide cash and/or food transfers to refugees, malnourished people and the most vulnerable populations affected by seasonal shocks*); CSP Activity 3 (*Provide nutritious meals to schoolchildren in food-insecure areas*) and CSP Activity 5 (*Provide resilience-building support, education and systems-strengthening services to smallholder farmers and value chain actors*). The combined beneficiaries for these activities are 4,308,295. The CSP notes that WFP will use cash and voucher transfers wherever they are most effective and appropriate, cognizant of their varying impact on women and men. The choice between in-kind assistance and CBTs will be informed by market and sectoral assessments considering seasonality, price trends, food supply and availability, cost efficiency and effectiveness and gender analyses. WFP will continue to draw on its local and global expertise in CBTs, as demonstrated by its leadership in initiatives in Malawi such as the social cash transfer programme. WFP will develop retail sector interventions that increase beneficiaries' access to food and purchasing power when CBTs are used.
47. On COVID-19 response, WFP in Malawi is supporting the Government in harmonising urban cash COVID-19 response and the lean season assistance in rural areas, leveraging the national social protection system to the extent possible.
48. On CBTs, WFP has been providing monthly cash transfers in Dzaleka Camp through bank transfers which is withdrawn via MyBucks—a Financial Service Provider in the camp—at participants' own convenience. About 78% of assistance is through Cash transfers, mostly unrestricted cash.
49. **Opportunities for learning from Malawi** include CBT impact on local economies within a refugees setting and in enhancement of livelihood opportunities and options for designing MDAs where unrestricted cash is used.

#### 3.2.5. Madagascar

50. Some CBT was planned under all the 4 CSP activities. The CSP notes that under activity 3 (*Provide nutrition services for populations at risk of undernutrition*), specialized nutritious foods for children aged 6–23 months and pregnant and lactating women and girls will be replaced by CBTs over time, based on the findings of ongoing assessments (with integrated gender and age analyses) of the efficiency, equity and effectiveness of different transfer modalities. Under the same activity, the CSP plans a gradual shift from in-kind assistance to CBTs for school feeding, with the aim of delivering 72 percent of assistance as CBTs in 2023. The choice of transfer modality will be informed by assessments of seasonal food availability in local markets, the availability of financial service providers, accessibility, local food preferences, protection risks, gender considerations and price trends, based on findings from WFP's mobile vulnerability analysis and mapping.
51. To respond to COVID-19 crisis, WFP extended urban social protection assistance using a digital mobile platform to 8 cities in the country as part of a joint social protection programme in urban areas and in support of the government response strategy. From July 2020, WFP – in support to the Government – has been assisting 13,000 orphans and vulnerable children in social centres in Antananarivo and Tamatave (east of the country).
52. Following COVID-19, Madagascar was amongst the first to implement urban cash assistance through the national social protection strategy where cash assistance was provided to 84,000 poor urban households (nearly 420,000 people) economically affected by lockdown measures. The assistance is implemented under the leadership of the Ministry of Population, Social Protection and Promotion of Women and the National Office for Risks and Disasters Management. All CBT in Madagascar is through unrestricted cash in which case there are no direct relationship with specific retailers.



53. **Opportunities for learning from Madagascar** includes effectiveness of urban cash responses in collaboration with the Government and viable options for WFP to develop market development activities to leverage CBT to support strengthening markets and food systems in contexts where unrestricted cash is used as part of a national social protection response.

### 3.2.6. Zimbabwe

54. CBT was planned to be used under CSP Activity 1 (*Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages*), Activity 2 (*Provide unconditional cash and/or food transfers and livelihood support for refugees in camps*) and Activity 7 (*Support the creation and rehabilitation of assets for sustainable food and nutrition security*). The CSP notes that CBTs will become the modality of choice and that eventual mix of modalities will reflect market assessments and evidence-based consensus. Regular market, gender and age assessments will inform CBTs and periodic adjustments of transfer values. Market-based transfers will increase in line with market conditions and funding. Refugees receive CBTs that meet 100 percent of their food requirements. Refugees identified as chronically ill receive a top-up of Super Cereal through camp health facilities. New arrivals will receive a food transfer until they are registered for regular CBT support.

55. WFP switched modalities for CBT due to a change in government regulation. Until June 2020, mobile money was the primary cash disbursement modality in Zimbabwe. However, the government banned bulk mobile money payments in June which forced WFP to switch modalities to continue assistance to beneficiaries. The switch was made to cash through Western Union, and electronic vouchers. WFP established partnerships with over 50 retailers including chain stores and single stores across the country. Despite financial uncertainties and high inflation rates leading to erosion of purchasing power, WFP continues to provide assistance including use of 3 Urban large retail chain stores and single retailers in Peri urban areas. This provides guarantee on the voucher value WFP offers on every distribution cycle. This is through having binding agreements and careful selection of adequately financed retail chain stores.

56. As needs rise in rural areas in Zimbabwe, WFP intended to support 1.8 million people in “crisis” and “emergency” levels of hunger from July through September 2020; 3.5 million from October to December 2020; and 4.5 million between January and April 2021. WFP’s COVID-19 response plan envisages a significant scale up of its urban assistance by more than fivefold, to reach 550,000 people through April 2021. In July, WFP reached 142,000 people in urban areas which was set to scale up to reach 292,865 beneficiaries in August.

57. **Opportunities for learning from Zimbabwe** include effectiveness of implementing urban/peri-urban CBT through a mix of modalities and the opportunities to design and implement MDAs that can have lasting impact.

### 3.2.7. Tanzania

58. The CSP noted that following a pilot in Nyasuru refugees camp in 2016/2017, CBTs for refugees will be increased to reach 220,000 beneficiaries, which has potential to benefit traders and host communities including in fostering good relations between the refugees and host communities. However, only 4.5% of the planned \$5,920,200 in 2018 was distributed as use of cash was suspended in August 2017 at the request of the Government. This suspension continued into 2019/2020.

59. Beyond intentions to use CBT however, WFP Tanzania had a broader supply chain strategy quite different from WFP traditional supply chain activities. This was planned under CSP Activity 08 *“Provide supply chain and IT capacity, expertise and services to partners”*. A number of achievements from implementation of that strategy have been reported:

- By promoting the Tanzania transport Corridor, WFP was able to inject an additional USD 21 million in the Tanzanian economy that provided important foreign exchange for the country. The cargo throughput from Tanzania corridor reached 200,000 MT in 2017 from 75,000 MT in 2016. Plans to set up infrastructure for maize fortification in WFP-patronized mills were set in motion by 2017. This is in addition to national capacity strengthening, including through conducting a national Logistics Capacity Assessment and support to Tanzania Railways Limited and the National Food Reserve Agency (NFRA).
- A major achievement in 2018 was WFP lead in the reopening of the rail-ferry-rail corridor to Uganda across Lake Victoria, which had laid dormant for ten years. The reopening of the corridor saved money and transport time and showed considerable potential to attract investment by the private sector.
- In 2019, WFP continued to invest in improving supply chain performance by providing capacity support to the Tanzania Railways Corporation and the Lake Victoria Corridor and by nurturing strategic public private partnerships. **WFP invested USD 600,000 of internal funding in the rehabilitation of 40 rail wagons** to help build commercial interest in transport by rail and lower the cost of moving food in the region. Across WFP’s operations in East Africa, this initial investment has to date reduced such costs by USD 2 million. Almost 200,000 metric tonnes of food were transported during the year for WFP’s food assistance programmes in Tanzania

and neighbouring countries, resulting in an injection of over USD 43 million into the national economy. Twenty thousand metric tonnes were locally purchased, at a cost of USD 8.9 million.

- In partnership with the University of Dar es Salaam, WFP trained 1,000 commercial truck drivers on HIV, nutrition, gender and Ebola awareness, as well as operational and accounting matters. **Several trucking companies confirmed that their drivers' productivity increased as a result of the training.** The government plans to make this training available to all Tanzanian drivers through the University's network.

60. In the face of COVID-19, WFP continues life-saving activities in support of refugees. It is more than doubling its crisis response requirements, including Cash transfers to cover the food gap for nearly 500,000 urban food poor in the 10 highest COVID-19 risk regions; and Nutrition support to 45,000 nutritionally vulnerable women and children. WFP continues to Support National Responses through utilizing WFP's platforms and networks (m-health, community radios, and SUN business network) to communicate messages on COVID-19 and nutrition, providing supply chain, logistics and telecommunications service support to humanitarian community and intensifying remote household surveys, real-time food security monitoring systems, and trader surveys.
61. The Country office commissioned a Mid-term Review of the CSP (2017-2021) in 2020. The report which was finalised in December recommended a decentralised evaluation of *"WFP's contributions to and opportunities for improving Tanzania's food systems"*. Inclusion of Tanzania in this thematic evaluation is a response to this recommendation.
62. **Opportunities for learning from Tanzania** include strategic position and value-addition of WFP supply chain interventions within wider national development strategies including working with private sector actors.

### 3.2.8. Market Development Activities and Monitoring Arrangements

63. According to WFP CBT business model (See Annex 3), all WFP programmes that utilise CBTs go through four phases (intervention design, setup, delivery and closure). One of the core role of Supply chain during **intervention design** phase is to develop Supply Chain CBT Strategy and Operational Plan, defining Supply Chain opportunities MDAs & retail engagement based on the market inefficiencies identified by the market and sectoral assessments during the set up phase and/or supply chain mapping, and prioritized/selected in line with the country's strategic plan (CSP) and ability to influence. The Supply chain CBT strategy should include:

- Identified inefficiencies to which the MDAs is responding to
- Methodology to be used for the capacity building activities
- Precise objectives or targets for each activity
- Required budget and team resources, to be approved by the CO Management
- Timeline to implement the activities and to review its performance
- Indicators and measurement tools to be used to monitor progress. Some of the indicators used for monitoring retailers include: Price (affordability), quality (food and environment), assortment (availability and variety) and Services;
- A focal point responsible for follow-up on implementation and performance improvements.

64. Some examples of MDAs include:

1. **Price reduction:** Encourage bulk purchasing to reduce unit cost by purchasing in larger quantities. Help owners of small shops negotiate better wholesale deals based on their total aggregated purchases (e.g. [buying clubs and/or preferred wholesaler agreements](#)). This also helps small shops become more resilient.
2. **Quality improvement:** Optimize food procurement processes to preserve and ensure good quality is delivered to customers. Train retailers on Food Safety and Quality (FSQ) to protect customers' rights.
3. **Assortment improvement:** Provide training sessions on assortment management, food handling and storage to support retailers in better managing their inventories, purchasing stocks and arranging transport and storage.
4. **Operational compliance:** Provide training sessions on shop management, in line with WFP procedures included in the contract.
5. **Training Retailers** on negotiation, assortment planning, basic accounting, demand forecasting, customer service, as well as coaching, mentoring or partnerships. For more sustainability, it is recommended to ultimately transfer skills and responsibilities for doing these trainings to the local government or to community to ensure continuity (and expansion to cover other actors over time for larger impact).
6. **Incentivising retailers to meet statutory requirements** such as business and tax registration: In many rural areas, small businesses operate without some required statutory documents. The potential to engage with WFP acts as an incentive for them to seek and acquire these documents, which in turn can have impact on Government revenue collection as well as retailers' access to services including credit (see next point).
7. **Supporting Access to credit facilities:** Contracted retailers are issued with WFP Retailer Contract indicating the maximum number of beneficiaries they will serve, the total contract amount and the duration of the intervention. From business perspective, this contract is potential collateral. For example, RBJ supply chain

has discussed with Lesotho on supporting retailers by approaching Lesotho Post Bank on a credit facility arrangement with retailers to enhance inventory management and cash flow.

**8. Supporting establishment of buying clubs to aggregate demand** Where 1) retailers encounter unfavourable prices/terms; 2) retailers in rural areas with high costs of transportation; or 3) retailers in urban areas competing with larger chains or retailers in refugees' camps with limited access. For example, in Lesotho, the COVID-19 restrictions resulted in scarcity of food commodities and retailers struggled to source adequate quantities. Retailers who were part of a buying club could still procure and continue their businesses. WFP facilitates set up of buying clubs, coordinates between retailers and suppliers and provides trainings for both groups on the mutual benefit of buying clubs. Buying clubs hold the potential as a market solution including for Government social protection programmes with several benefits including:

- Lower buying prices for retailers which could be passed to customers including WFP beneficiaries;
- Assurance of availability and quality of food;
- Improved assortment;
- Reduced costs by sharing services (transport, warehouse etc);
- Improved market information (assortment, quantities, prices);
- Efficiency gains for suppliers that service buying clubs from dealing with one entity.

65. The objective of these MDAs is to help market actors improve their performance, so that they are able to offer better access, price, quality and service to their customers. They aim at ensuring that involved market actors can sustain the gains after the end of WFP's interventions and that they continue to provide the best possible customer value. By sharing supply chain knowledge, expertise, and assets (including sourcing, storing, and delivery capacity), WFP contribute to removing inefficiencies identified in the supply chain, with the objective of supporting the development of the retail sector and helping to create markets that are sustainable and can contribute to Zero hunger.

66. During **delivery phase**, Supply chain teams implement the identified MDAs and monitor markets and retailers/ Financial Service Providers performance.

67. MDAs are usually targeted at main supply chain actors: generally, retailers, traders, and wholesalers, but also other relevant players, such as governments or beneficiaries. MDAs generally require limited investment, but strong and regular WFP staff involvement. They tend to be particularly efficient when precisely targeted and designed so that their effects can last in the long run.

68. Once specific activities are implemented, a second performance evaluation assessment is conducted. Objectively comparing the current performance with the baseline to determine whether/what improvements in the retailers' performance have occurred. In case no or insufficient improvement is recorded, further actions/interventions should be put in place. If after the third performance assessment the performance is still unsatisfactory and recommendations of further action is deemed not feasible, the contract can be terminated. In unrestricted cash contexts, the risks arising from the unsatisfactory performance would need to be escalated and further mitigated.<sup>16</sup>

## Monitoring and Reporting

69. The WFP corporate results framework does not have indicators and targets for MDAs other than two outputs on:

- Number of retailers participating in cash-based transfer programmes
- Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholders' capacities.

70. There is therefore no coherent logical framework or theory of change related to MDAs. Noting this gap, WFP HQ Supply chain CBT and markets team has identified below Key Performance Indicators (KPIs) to be measured as a standard across all COs from 2020 (see full methodology in Annex 7). These are:

- **Price:** measured by whether the Price of selected food basket in *WFP contracted shops* are **aligned or lower** than other stores in the same market; (*can be "WFP engaged shops" in an unrestricted cash environment*)
- **Availability:** measured by the percentage of selected food basket that is **in stock** during monitoring visits;
- **Quality:** measured by Food quality **score** of WFP "engaged" shops increases over time (score from RPME);
- **Service:** measured by Service **score** of WFP "engaged" shops increases over time (score from RPME).

71. For the year 2020, HQ priority was to focus on the Price. However, COs were free to choose to measure other KPIs that are most relevant to their operations. As such, the availability of data for these KPIs will be varied from country to country until the monitoring approach is fully developed and implemented across the organisation.

72. For the Tanzania Supply chain activities, a draft theory of change (see annex 4) was developed in 2019 during a mission by RB staff (Programme, Supply chain and evaluation). The intention was to identify a structured way of monitoring and reporting on WFP supply chain activities in ways that can facilitate evaluations in future.

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<sup>16</sup> The evaluators will need to speak to supply chain to understand why unrestricted cash is different

73. This evaluation will, during the inception phase, use available information including that provided in annexes 4 and 6 and discussions with stakeholders (particularly Supply chain staff at RB and CO levels) to reconstruct a theory of change applicable to WFP MDAs and supply chain activities. This reconstructed theory of change will be used as a guide to conduct the evaluation, within different country contexts.

## 4. Evaluation Approach

### 4.1. Scope

74. **Timeframe:** The period covered by this evaluation is 2018-2021.
75. **Activities:** This evaluation will cover MDAs and supply chain activities implemented during the stated period. It will **not evaluate the direct outcomes (food consumption, nutrition status etc ) on beneficiaries** of WFP food assistance neither the overall market systems in the selected countries. The former is covered by several decentralised evaluations in the respective countries while the latter is beyond the scope of this evaluation (except analysis of markets from a contextual perspective and contribution of WFP). Furthermore, the entire CSPs will be evaluated during the penultimate year (Zimbabwe, Mozambique and Tanzania evaluations already underway).
76. **Geographical scope:** The evaluation will cover 6 countries that have been discussed in section 3. It will cover urban, peri-urban and rural areas where CBTs and other supply chain activities have been implemented (see Annex 10 with list of districts for each country). In Tanzania it will cover areas that have been affected by the implementation of the supply chain activities. Detailed scoping and sampling will be done during inception phase.
77. **Target Groups:** This thematic evaluation is focused on three groups depending on the nature of WFP CBT programming and delivery approach in each country:
- **Restricted Cash with specific MDAs linked to specific market actors** (Lesotho, Mozambique, Zimbabwe): The target group is the recipients of MDAs (see section 3.2.8), who include men and women retailers and female and male staff of partnering banks, mobile money companies and other actors. Other target groups include Government officials in Ministries such as small business development who are involved in supporting market actors to meet statutory requirements as well as to develop/expand their businesses. The evaluators will consider during inception how to select/sample retailers depending on what MDAs were implemented in each country. They will also explore the possibility of **reaching some beneficiaries** to answer specific questions related to expected changes in the services they receive from the market actors that are beneficiaries of MDAs.
  - **Unrestricted Cash with/without specific MDAs (Malawi, Madagascar):** The target group is the beneficiaries/recipients of assistance through CBTs and some retailers within the markets where beneficiaries use the cash. During inception phase, the evaluators, working closely with the CO team will determine how best to select/reach beneficiaries, following appropriate COVID-19 protocols.
  - **No CBT, only system strengthening (Tanzania):** The target group is the government officials, private sector staff and other actors working within the supported institutions/sectors. The evaluators will build on the work done by the RB Joint mission in 2019, and work with CO to determine sampling of actors.

### 4.2. Evaluation Criteria and Questions

78. The overarching question that this evaluation seeks to answer is *“What is WFP’s contribution to market development and food systems and how can such contribution be enhanced to contribute towards Zero hunger?”*. The evaluation will apply the international evaluation criteria of Relevance/appropriateness, Effectiveness, Impact and Sustainability. Under each criterion, the evaluation will answer a number of key evaluation questions. Collectively, the questions should answer the overarching evaluation question. The evaluation should identify key lessons, which could inform future strategic, programming and operational decisions. Gender Equality and empowerment of women should be mainstreamed throughout. The evaluators will, during inception phase, further develop sub-questions under each key question, including on questions that mainstream GEWE dimensions across all the 4 criteria.

**Table 1: Criteria, evaluation questions and proposed methods**

Criteria	#	Key Evaluation Questions	Proposed Methods
Relevance/ Appropriateness	1	To what extent are market development activities and related supply chain interventions informed by market inefficiencies <sup>17</sup> identified during relevant multi-sector assessments and country contexts?	Content analysis of retail assessment reports, Supply chain MDA plans, Supply chain strategy, Analysis of quantitative data etc

<sup>17</sup> See Working definition of Market efficiency and Market Development Activities in the introduction section

Effectiveness	2	To what extent are identified MDAs implemented and achieve their objectives for men and women in the target groups?	Content analysis of retail monitoring and performance reports; KIIs, FGDs
	3	What factors are affecting implementation of MDAs and achievement of objectives (negatively or positively) in different country contexts?	Interviews with Key informants, including WFP staff, recipients of MDAs and other stakeholders
Impact/ Contribution	4	To what extent are WFP MDAs contributing to improving market efficiencies in different country contexts?	Qualitative Impact Protocol (QuiP) along the 7/9 dimensions of market functionality
	5	Have WFP contracted men and women retailers improved their resilience (increased profit/savings, access to capital/ credit, better relationship with suppliers etc) and if so, what is WFP's contribution? <sup>18</sup>	Qualitative Impact Protocol (QuiP)
	6	How do CBT activities (cash injection into the local economies and associated activities that enable beneficiaries access the assistance <sup>19</sup> ) combine with supply side activities (supporting market actors and opportunities offered by engaging with WFP) contribute to positive change and What combination of activities contribute the most? <sup>20</sup>	Content analysis of results of QuiP, Quantitative data analysis and interviews with key stakeholders to seek explanations
	7	What factors are affecting WFP contribution to market development (negatively or positively) in different country contexts?	Interviews with Key informants, including WFP staff, retailers and other stakeholders; and triangulation of different sources of data
	8	Are there unintended (positive or negative) effects of WFP Market Development Activities in different country contexts?	
	Sustainability	9	Are the results of WFP contribution sustainable i.e. continuing or likely to continue after WFP's interventions?
10		What factors affect sustainability of WFP MDAs and are these factors different for different actors (men, women, youth, rural, per-urban, urban) and country contexts etc?	
Lessons	11	What lessons are emerging from country experiences and different approaches and how can WFP enhance MDAs to increase WFP contribution to market development and food systems?	Facilitated Stakeholder reflections on the answers to questions 1 to 10, through meetings and focus group discussions and learning workshop

### 4.3. Data Availability

79. As mentioned earlier, the corporate results framework does not have indicators and targets for MDAs. As such, there is no systematic data in corporate reporting systems on market development. However, the level of CBT implementation and other activities are reported in the Annual Country Reports (ACRs). Specific countries conduct baselines, mid-lines and end lines for learn season assistance, with post distribution monitoring also conducted.

80. WFP has implemented a Market functionality Index<sup>21</sup> (MFI) and Retailer micro assessments through a Retail onboarding and contracting (ROC) tool. Data is collected at both market and trader levels. While not all COs have implemented the MFI, the retailer assessment is mandatory for all COs implementing CBT through retailers. The MFI tool helps COs assess the status and health of local markets for CBT interventions, and informs the transfer modality selection. To do this, the MFI captures indicators that may impact the operability of markets including local production, security issues, government/travel restrictions or climatic impacts that may reduce availability of products and access to markets. Whether or not the data collected through MFI and ROC is disaggregated by sex of market actors will be confirmed during inception phase. **The evaluators will review in detail the MFI reports for each country and other assessment reports.**

81. For the selected countries, the following data will be available:

- **Lesotho:**

- a. VAM/Supply chain Market Functionality Assessment (September 2020)
- b. Retailer Assessment (ROC)
- c. List of retailers by location, period of engagement and contact details
- d. M&E/Supply Chain Retailer Performance evaluation (October 2020)

<sup>18</sup> Note that what elements to assess will be informed by discussions during inception phase and the type of interventions done in each country

<sup>19</sup> These activities such as financial inclusion (supporting beneficiaries acquire sim cards, bank accounts etc

<sup>20</sup> Here the evaluation should look at the value addition of Value/commodity vouchers versus the preferred modality of unrestricted cash

<sup>21</sup> <https://analytics.wfp.org/t/Public/views/MFIDashboardV6/MFIOverview?>

- e. RBJ Oversight Mission Reports (3)
- f. CBT Maturity Matrix
- g. Annual Country Reports (2019, 2020)

- **Zimbabwe**

- a. Retail Assessment data
- b. Post Distribution Monitoring (PDM) data
- c. List of retailers by location, period of engagement and contact details
- d. M&E/Supply Chain Retailer Performance evaluation (October 2020)
- e. Point of Sale (POS) data for 3 large chain stores; SCOPE
- f. RBJ Oversight Mission Reports
- g. ACRs (2017,208,2019, 2020)

- **Mozambique**

- a. Retail Assessment data
- b. M&E/Supply Chain Retailer Performance evaluation (planned)
- c. Retailer Assessment (ROC) – planned
- d. List of retailers by location, period of engagement and contact details
- e. VAM/Supply chain Market Functionality Assessment (September 2020)
- f. ACRs (2017,2018,2019, 2020)
- g. COVID-19 market impact survey (April 2020)

- **Malawi**

- a. VAM Market Assessments
- b. Baseline, mid-line, end line and outcome monitoring for lean season assistance
- c. Post Distribution Monitoring Reports
- d. RBJ CBT Oversight Mission (Maturity Matrix)
- e. Secondary data from Livelihood partners in the camp
- f. ACRs (2019, 2020)

- **Madagascar**

- a. Retail Assessment data/VAM/Supply Chain
- b. Market Functionality report 2020
- c. Post Distribution Monitoring Reports
- d. Secondary Data
- e. ACRs (2019, 2020)

- **Tanzania**

- a. Supply chain reports at CO level
- b. Brief on the RB 2019 Mission
- c. ACRs (2017,2018,2019, 2020)

82. To ensure quality and credibility while making maximum use of existing and collected data, evaluators should:
- Assess data availability and reliability as part of the inception phase expanding on the information provided above. This assessment will be reflected in the evaluation matrix and inform primary data collection.
  - Prepare an **analysis plan for all the existing data and planned primary data** to ensure maximum use of the data (**principle:** if you will not use it, do not collect it. Same principle applies for evaluation matrix and data collection tools: if you will not analyse it, do not ask it. In line with this principle, only the minimum required sub-questions should be added in the evaluation matrix under each main evaluation question);
  - systematically check accuracy, consistency and validity of data and acknowledge any limitations/caveats in drawing conclusions using the data. The evaluation report will have a section on limitations and how/whether they affected answering of the evaluation questions listed in table one.

#### 4.4. Methodology

83. Based on the data situation discussed in section 4.3, there are two evaluation design questions that will be answered through detailed methodological design discussions with evaluators, evaluation manager and the country office staff during the inception phase:

**Question 1:** How to analyse the retail assessment and monitoring data already collected and use that to decide whether to collect another around of data to capture any variable changes during the duration of the LSA. COs will confirm whether the MFI data is available at individual retailer level.

**Question 2:** Does the way initial market assessments and selection of retailers is done allow identification of a comparison group to assess impact of WFP MDAs? For example, where more retailers assessed as meeting the criteria than the number that was contracted due to the number of beneficiaries to be served?

84. Given the focus on learning (see section 3.2 on learning opportunities in each country), this evaluation will follow a Utilisation-Focused Evaluation (U-FE) approach and systematically apply mixed methods. The evaluation team should review the U-FE check list in preparation for the start of the inception phase. To apply this approach, the evaluation will:
- Engage stakeholders in designing the evaluation during inception phase [*steps 1-12 of UFE framework*]. The evaluators will hold a meeting with RB and each CO, discuss the evaluation objectives and seek to understand what each CO would like to learn from this evaluation.
  - Analyse qualitative and quantitative data that is collected as part of MFI, retailer assessment and onboarding as well as monitoring data collected over the course of the implementation period. [*steps 13 and 14 of UFE framework*]. Identify the extent to which that data can already answer some of the evaluation questions.
  - **Assess contribution** using the Qualitative Impact Protocol (QuiP) approach to answer the impact/contribution questions (see Annex 9 on QuiP). The use of QuiP is justified by the fact that while MDAs are targeted actions intended to improve specific market functionality aspects as outlined in Annex 6 for which it should be possible to assess impact, the design/targeting of the interventions does not involve randomization that would allow traditional assessment of impact. The evaluation will collect data from purposively sampled retailers and other actors in each country, putting into consideration diversity issues such as men and women, people living with disabilities, age of retailers etc. The data will be used to develop casual maps that will show how WFP MDAs are perceived to contribute to any observed/reported changes. [*steps 13-14 of UFE framework*]. One of the core concept of QuiP is “knowledge domains” along which data collection tools are designed. The 7-9 dimensions of market functionality will form the knowledge domains for this evaluation.
  - Conduct key informant interviews to seek explanations of results from analysis of quantitative data and the casual maps produced through QuiP.
  - Use the WFP standard evaluation report template to draft the findings and conclusions from the evaluation and engage stakeholders (through review and commenting on the drafts as well as a stakeholder learning workshop) to finalise the report and recommendations based on findings and conclusions (*step 15 of UFE framework*);
  - The 6 country offices and RB team will prepare a management response to the recommendations indicating the actions that will be taken to implement them. These will be tracked until they are all implemented. They will also be reflected in evidence analysis and knowledge management systems (*steps 16 and 17 of UFE framework*).
85. The above methodology, which will be developed further by the evaluation team during the inception phase should:
- Employ the relevant evaluation criteria as indicated in table 1
  - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources. The selection/sampling of retailers and other stakeholders will be transparent and demonstrate impartiality.
  - Ensure triangulation of sources of information and methods of analysis and logical link between evidence and conclusions/recommendations. Triangulation should be at three levels:
    - **Source triangulation:** data and information should be compared from different sources e.g. secondary data and primary data from QuiP, KIIs and FGDs. Conclusions should then be made based on this.
    - **Method triangulation:** use of a mix of methods to analyse data and information collected e.g. causal maps, content analysis of documents and thematic analysis of KIIs/FGDs results.
    - **Using evaluation framework that logically** identify key findings and conclusions, and link these to recommendations. It should be very clear where each conclusion/answer to the evaluation question is emanating from. Likewise, each recommendation should have a rationale by linking it to findings.
  - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, budget and timing constraints. The matrix should include a minimum number of sub-questions under each evaluation question such that by answering those sub-questions, the main question will be answered. It should avoid including excessive number of sub-questions.
  - Ensure that women and men from different stakeholder groups participate and that their different voices are heard, and their views are considered when making conclusions and recommendations.
  - Mainstream GEWE throughout the process including in the analysis of findings and conclusions and in the recommendations. This will include analysis of unintended impact on GEWE.
86. **Ensuring independence and impartiality:** The evaluation will be managed by the Regional Evaluation Officer (REO) who is not involved in the design or implementation of the interventions. It will be governed by the Evaluation Committee and an Evaluation Reference Group, both chaired by the Deputy Regional Director.
87. The following potential risks have been identified and will need to be mitigated to ensure a credible evaluation process and product.
1. **Access restrictions:** The COVID-19 pandemic and associated restrictions will be an ongoing concern throughout this evaluation. The contracted company has the duty of care for all those involved in this evaluation to ensure that their involvement does not expose them to undue risks of infection. The inception report should detail how this will be ensured. The design should have a contingency plan for virtual engagement in cases where physical

engagement is not possible. As engagement of retailers including observations at the shops is a critical part of the methodology, the enumerators engaged for the data collection should be, to the extent possible, from within the localities with ability to reach the sampled retailers while observing all national COVID-19 protocols. In cases where such contact is not at all possible, WFP has phone contacts of retailers and the interviews will be done remotely. Limitations will be noted in the evaluation report.

2. **Data Gaps and heterogeneity of MDA approaches:** Not all COs have adopted the tools for monitoring MDAs including MFI and ROC, and each country has adopted different approaches in implementing CBTs which leads to different MDAs. This may limit country comparisons on specific evaluation questions. To mitigate this, each country will be considered in its own context and lessons drawn. To ensure that the richness of the lessons from each country are not lost in attempts to summarise findings in one evaluation report, the evaluation team will produce a country summary report, which should be useful to the stakeholders in that country. Each summary report will include specific recommendations for the country, focusing on opportunities for enhancing market development. The main evaluation report should be self-contained and follow the standard WFP template, with a focus on common recommendations across all COs, RB and HQ.
3. **Limited COs capacity (time) to engage:** December to March is a very busy period for most COs staff with year-end processes including preparation of Annual Country reports. This is in addition to the peak of the LSA response. Furthermore, all the countries have other ongoing evaluations (CSP evaluations in Zimbabwe, Tanzania and Mozambique; 2 DEs in Mozambique, 2 DEs in Malawi; 1 DE in Lesotho and one Joint evaluation with UNICEF in Madagascar). To mitigate this, the REO will take the bulky of the tasks for coordinating the process and only call on the CO where it is necessarily. She will also travel to the selected COs at critical times to facilitate stakeholder engagement and support to field work, thus relieving CO staff of the burden on coordination.
4. **Lack of/Limited sex and age disaggregated data:** It is not yet clear to what extent the various tools collect disaggregated data. If this data is lacking or limited, it will limit the extent to which the evaluation can mainstream GEWE in the analysis. Efforts will be made to collect disaggregated primary data as appropriate, including in sampling male and female participants for QuiP, KIIs and FGDs.

#### 4.5. Quality Assurance and Quality Assessment

88. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for reviewing quality. DEQAS is based on the [United Nations Evaluation Group \(UNEG\) norms and standards](#) and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best professional evaluation practice.
89. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the all the evaluation products before they are approved.
90. DEQAS includes a set of [Quality Assurance Checklists](#) for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
91. To enhance the quality and credibility of decentralised evaluations, an outsourced quality support (QS) service managed by WFP's Office of Evaluation in HQ provides review of draft TOR, inception and evaluation report. For each draft, the QS provides:
  - a. systematic feedback from evaluation perspective on the quality of the draft;
  - b. recommendations on how to improve the quality of the final TOR, inception and evaluation report.
92. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/evaluation report. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)<sup>[1]</sup>, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
93. This quality assurance process as outlined above does not interfere with the independence of the evaluation, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions and makes recommendations on that basis.
94. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information available in [WFP's Directive CP2010/001](#) on Information Disclosure.

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<sup>[1]</sup>UNEG Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability"

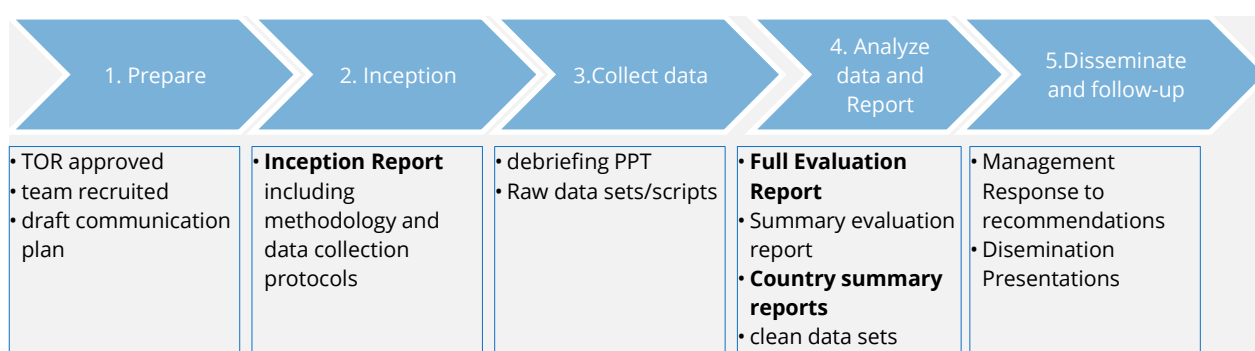


95. Noting that the credibility and quality of the process is as important as the evaluation product, this evaluation will apply the UFE approach, ensuring meaningful engagement of stakeholders and their ownership of process. If the process is credible and seen to be credible, this is likely to enhance the utility of the product.
96. Before submission of draft evaluation products, the evaluation firm must **ensure that they have been quality assured using the firm's internal quality assurance processes**. The team leader must review all the 6 country summary reports to ensure consistency in analysis and treatment of each evaluation question, within the country contexts. The team leader should then ensure consistency between the country summary reports and the main evaluation report.
97. The final evaluation report will be subjected to post hoc quality assessment (PHQA) by an independent entity through a process that is managed by OEV. The overall rating of the report will be published on the WFP website alongside the evaluation reports.

## 5. Phases and Deliverables

98. The evaluation will proceed through the five phases, with milestones and deliverables as summarised in figure 1 and detailed in Annex 5.

Figure 1: Summary Process Map



99. **Preparation phase:** The Evaluation Manager (EM) conduct background research and consult with internal stakeholders to frame the evaluation; prepare the Terms of Reference, finalise provisions for impartiality and independence, quality assure and finalise the Terms of reference, Select the Evaluation Team and Finalise the budget. The EM will prepare library of documents to be shared with evaluation team and draft a Communication and Learning Plan.

***Deliverables:*** *Approved TOR; Evaluation team contract; and draft communication plan; by early February 2021*

100. **Inception phase:** The purpose of this phase is to ensure that the evaluators have a good grasp of the expectations for the evaluation as outlined in the approved TOR in order to prepare a clear plan for conducting it. The phase will include orientation of the evaluation team; desk review of secondary data by the evaluators, initial interaction with the main stakeholders; in-depth discussions with the evaluation committee on the methodological approach and review of the programme design and implementation approach; and detailed design of evaluation, including evaluation matrix, methodology, data collection protocols and field work schedule. Noting the uniqueness of Tanzania case study, the country summary report will be drafted during this phase because there is no lean season assistance for which data collection has to wait until end of March.

***Deliverable:*** *Inception Report with methodology, evaluation matrix, data collection tools, field schedule; stakeholders comments matrix; Draft Country Summary report for Tanzania; By Mid-March 2021.*

101. **Data Collection phase:** The fieldwork will include visits to retailer shops, conducting interviews as outlined in the methodology, interviewing other stakeholders as KIIs and/or conducting FGDs. A debriefing/presentation of preliminary findings will be done at the end the field work or as soon as initial data analysis is concluded.

***Deliverable:*** *Raw data sets; PowerPoint for debriefing/Presentation of Preliminary Findings; By end of March 2021*

102. **Reporting phase:** After analysing the data, the Evaluation team will draft the evaluation report. It will be submitted to the Evaluation Manager for quality assurance. The first draft will be submitted to the independent quality support service, the evaluation team will revise to produce draft 2. Stakeholders will be invited to provide comments on the second draft, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their considerations before the report is finalised. The team work on it until all comments are addressed.

***Deliverables:*** *Approved Evaluation report; 6 Country Summary reports; Comments matrix; By end of June 2021*

103. **Dissemination and follow-up phase:** The final approved evaluation report will be published on the WFP intranet and public website and shared with relevant stakeholders. The RB management and the CO management of case study countries will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. Findings will be disseminated, and lessons will be incorporated into other relevant evidence analysis and knowledge management systems and processes.

**Deliverable: Evaluation report and Management Responses Published; Summary Evaluation Report and other dissemination products as required; By end of July 2021**

## 6. Organization of the Evaluation

### 6.1. Evaluation Conduct

104. The **independent** evaluation team will conduct the evaluation under the direction of its team leader and overall guidance of the **WFP evaluation manager [Grace Igweta, Regional Evaluation Officer]**. The team will be hired following agreement with WFP on required levels of knowledge, skills and experience and in line with appropriate procedures.

105. The **evaluation** team members will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#). They will all sign the code of conduct for evaluators before commencement.

106. The **evaluation** process will unfold as per the detailed schedule in Annex 5.

### 6.2. Team composition and competencies

107. The evaluation team is expected to include 6 team members: **one team leader/lead evaluator, one lead researcher and 4 researchers**. It should have a mix of national and regional/international<sup>22</sup> evaluators. The evaluation team should be gender, geographically and culturally diverse with appropriate skills to assess the subject as well as the gender dimensions of the subject as specified in the scope, approach and methodology sections of the TOR. At least one team member should have experience with WFP evaluations including conducting at least one decentralised evaluation.

108. The evaluation team will be multi-disciplinary and include members who collectively have appropriate balance of expertise and practical knowledge in the following areas:

- Evaluation design and application of different methods;
- Food security in the context of Southern Africa, including the concept of Lean Season;
- Understanding of Supply chain, Market development and the retail sector in Southern Africa Countries;
- Understanding of Government social protection systems in different countries and their relevance to addressing food insecurity in times of crisis;
- Gender expertise/good knowledge of gender issues in food security as well as retail business;
- All team members should have strong analytical and communication skills, evaluation experience and familiarity with the Southern Africa Region;
- The evaluation will be conducted in English and all products initially developed in English. Mozambique and Madagascar final products may be translated to Portuguese and French respectively to enhance uptake.

109. The **Team leader** will have technical expertise in one of the technical areas listed above, preferably with experience conducting WFP evaluation. She/he should have expertise in designing methodology and data collection protocols and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills. She/he must have **in-depth knowledge of the Southern Africa region**.

110. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, reviewing country summary reports, presenting preliminary findings to stakeholders and leading discussions on findings and conclusions and drafting of recommendations; drafting and revising the evaluation report in line with DEQAS. **She/he will work closely with the lead researcher to ensure that the methodology is applied as per the approved inception report.**

111. The team members should bring together combination of the technical expertise required and have a track record of research and written work on similar assignments. It would be desirable that the researcher for each country is familiar with and able to communicate in the language predominantly used in that country for ease of engagement.

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<sup>22</sup> Regional refer to those from within Southern Africa region, and they are preferable as they understand the context

112. The **lead researcher** will lead the methodological design and preparation of data collection and analysis plan, ensuring that protocols are clear, and that the analysis plan covers all the evaluation questions outlined in section 4.2. She/he will ensure that the protocols are applied as intended and any adjustments documented. She will review and provide feedback on all draft country summary reports.
113. **Team members/researchers** will: i) contribute to the methodology based on a document review, data analysis and discussions; ii) conduct field work in their respective countries of focus; iii) participate in team meetings and meetings with stakeholders; iv) Draft country summary report and revise finalise, as appropriate based on feedback; v) contribute to the drafting and revision of the main evaluation report.

### 6.3. Ethical considerations

114. The evaluation will follow [UNEG guidelines on the ethics in evaluation](#). All participants will be fully informed about the nature and purpose of the evaluation and their requested involvement (putting into account the design requirements of QuiP for double blindfolding<sup>23</sup> during the interviews on impact/contribution and then remove the blindfolds for key informative interviews).<sup>24</sup> Only participants who have given consent (in writing or verbal and documented) will be included in the study.
115. The evaluation team will provide a detailed plan on how the following ethical issues will be addressed throughout the process: 1) Respect for dignity and diversity 2) Fair representation; 3) Compliance with codes for vulnerable groups (e.g. women, people with disabilities etc); 4) Redress; 5) Confidentiality; and 6) Avoidance of harm.
116. Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:
- A plan to protect the rights of the respondent, including privacy and confidentiality (critical because this evaluation is dealing with people's businesses/sources of livelihoods which is sensitive)
  - The interviewer or data collector is trained in collecting sensitive information;
  - Data collection tools designed in culturally appropriate ways and do not create distress for respondents;
  - Data collection visits are organized at appropriate times and place minimize risk to respondents and/or avoidable disruption to their lives and businesses. Where applicable, retailers may be consulted to agree on a time that is most conducive for the interviews;
117. This evaluation does not include any invasive data collection activities and is considered as part of WFP programme implementation rather than a research in and of itself. However, the evaluation firm will confirm any ethical approval requirements relevant to such an exercise in each country and ensure adherence to those requirements.
118. Individual researchers or evaluation firm may not publish or disseminate the Evaluation Report, data collection tools or any other data and documents produced from this evaluation without the express written permission and acknowledgement by WFP. Joint publishing and dissemination with WFP may be pursued where applicable.

### 6.4. Security Considerations

119. Security clearance where required is to be obtained from the respective countries before travel. As an 'independent supplier' of evaluation services to WFP, the evaluation firm will be responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation firm do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
120. However, to avoid any security incidents, WFP COs will register the evaluation team members with the Security Officer on arrival in country and arrange a security briefing for them to gain an understanding of the security situation on the ground. The team members should observe applicable UN security rules and regulations – e.g. curfews as well as any national restrictions related to COVID-19.

## 7. Roles and Responsibilities of Stakeholders

121. The **WFP Regional Office, Johannesburg Management (Deputy Regional Director)** will:
- Assign an Evaluation Manager for the evaluation: [*Grace Igweta, Regional Evaluation Officer*].
  - Compose and chair the internal Evaluation Committee (EC) and the Evaluation Reference Group (ERG)
  - Approve the final TOR, inception and evaluation reports.
  - Ensure the independence and impartiality of the evaluation at all stages through use of EC and ERG
  - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
  - Organise and participate in debriefings with internal and external stakeholders

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<sup>23</sup> In simple terms, double blindfolding means neither enumerators nor interviewees know the agency or interventions being evaluated until outcome level questions (i.e. questions on what changed) are completed.

<sup>24</sup> How this will work will be considered during inception phase after QuiP training which will be attended all team members.

- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations.

**122. The Evaluation Manager** will:

- Manage the evaluation process through all phases starting with drafting this TOR;
- Ensure quality assurance mechanisms (EC, ERG, use of QS) are operational and utilised;
- Consolidate and share comments on inception and evaluation reports with the evaluation team;
- Ensure evaluation team uses appropriate templates and checklists and follows DEQAS;
- Ensure that the team has access to all documentation and information necessary to the evaluation;
- facilitate the evaluation team contacts with WFP stakeholders;
- Set up meetings, coordinate field work and logistics support during the fieldwork

**123. The Internal Evaluation Committee** chaired by the DRD will steer the evaluation process to ensure it is impartial and independence (see Annex 6 for more details on the role of the EC).

124. The **Evaluation Reference Group** will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. (see Annex 8 for more details on the role of the ERG).

125. The **Country office Management** will appoint at least two staff members (Supply chain and M&E) to be part of the ERG. These members of the ERG will ensure that the evaluation team understands the specific country context, provide access to all available country level data and engage with the evaluation team as appropriate and organise security briefings for the evaluation team if/as appropriate. The CO management will engage with the evaluation team on strategic discussions on the role of WFP supply chain work in the country, review and comment on the country-specific recommendations and prepare a management response to the recommendations.

126. Some **Regional Bureau Staff (Supply chain, Programme, VAM and CBT)** will be members of the ERG and will review and provide inputs to draft evaluation products. They will attend stakeholder meetings and provide insights from RB perspective.

127. The **WFP HQ Supply chain CBT and Markets team** will be invited to be members of the ERG. They will comment on the evaluation TOR, inception and evaluation reports, as required.

128. Government, NGOs, UN agency staff involved in MDAs will be invited to be members of the ERG. They will comment on the evaluation TOR, inception and evaluation reports, as required.

129. The **Men and women market actors (including retailers)**, who are beneficiaries of MDAs will be involved in the evaluation process through the QuIP process, Key informant interviews and stakeholder meetings to reflect on preliminary findings and conclusions and emerging recommendations.

130. **Beneficiaries (men and women) of WFP food assistance** will be interviewed to provide their views on any changes in services they receive from market actors as a result of implementation of MDAs and what they would like to see improved.

131. The **WFP Office of Evaluation (OEV)**, will advise the Evaluation Manager and provide support to the evaluation process when/as required. It will provide access to the outsourced quality support service for reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It will submit the final evaluation report for PHQA and publish the final evaluation report and the country summary reports.

## 8. Communication and budget

### 8.1. Communication

132. To ensure a smooth and efficient process and enhance learning from this evaluation, the EM and evaluation team should place emphasis on transparent and open communication with all stakeholders. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.

133. The **Evaluation Manager** will be responsible for:

- Sharing all draft products including TOR, inception report, and evaluation report with internal and external stakeholders to solicit their feedback, **specifying date by when feedback is expected and highlighting next steps**;
- Documenting stakeholder feedback systematically, showing how it has been used in finalising the products, ensuring that where feedback has not been used sufficient rationale is provided;
- Informing stakeholders (through the ERG) of planned meetings at least one week before and where appropriate sharing the agenda for such meetings;
- Informing the team leader in advance regarding the people who have been invited for meetings that the team leader is expected to participate and sharing the agenda in advance;

- Sharing final evaluation products (TOR, inception and evaluation report) with all the internal and external stakeholders for their information and action as appropriate.
- Developing a communication and learning plan which should include GEWE responsive dissemination strategies, indicating how findings will be disseminated and how stakeholders interested or those affected by GEWE issues will be engaged, if appropriate.

134. To **evaluation team** will be responsible for:

- Communicating the rationale for the evaluation design decisions, sampling, methodology, tools through the inception report and reflecting discussions held with and feedback from stakeholders;
- Working with the evaluation manager to ensure a detailed evaluation schedule is communicated to stakeholders before field work starts (annexed to the inception report);
- Sharing a brief PowerPoint presentation before the debriefings to enable stakeholders joining the briefings remotely to follow the discussions;
- Including in the final report the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues i.e. excluding any sensitive information and/or names where necessary); and
- Systematically considering all stakeholder feedback when finalising the evaluation report, and transparently providing rationale for feedback that was not used/addressed.

135. The evaluation firm will organise for translation of products as appropriate and as shall be agreed during the inception phase.

136. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the evaluation manager will be responsible for sharing the report and management response and ensuring that they are uploaded to the appropriate systems ([intranet](#) and [public website](#)).

## 8.2. Budget

137. This evaluation is funded from RB Programme Support and Administration (PSA) Budget. The budget was estimated at \$130,000. The actual costs will depend on the team proposed by the evaluation team, their levels and the Long-term agreement rates. The evaluation firm will include in their financial proposal all costs related to this evaluation including international and in-country travel, hiring and transporting of researcher assistants etc. Whether to include the costs for translating Mozambique and Madagascar products will be confirmed before conclusions of the inception phase.

### All Inquiries should be sent to:

- Grace Igweta, Regional Evaluation Officer, [grace.igweta@wfp.org](mailto:grace.igweta@wfp.org)
- Bedan Mbugi, Regional Supply Chain CBT focal person; [bedan.mbugi@wfp.org](mailto:bedan.mbugi@wfp.org)

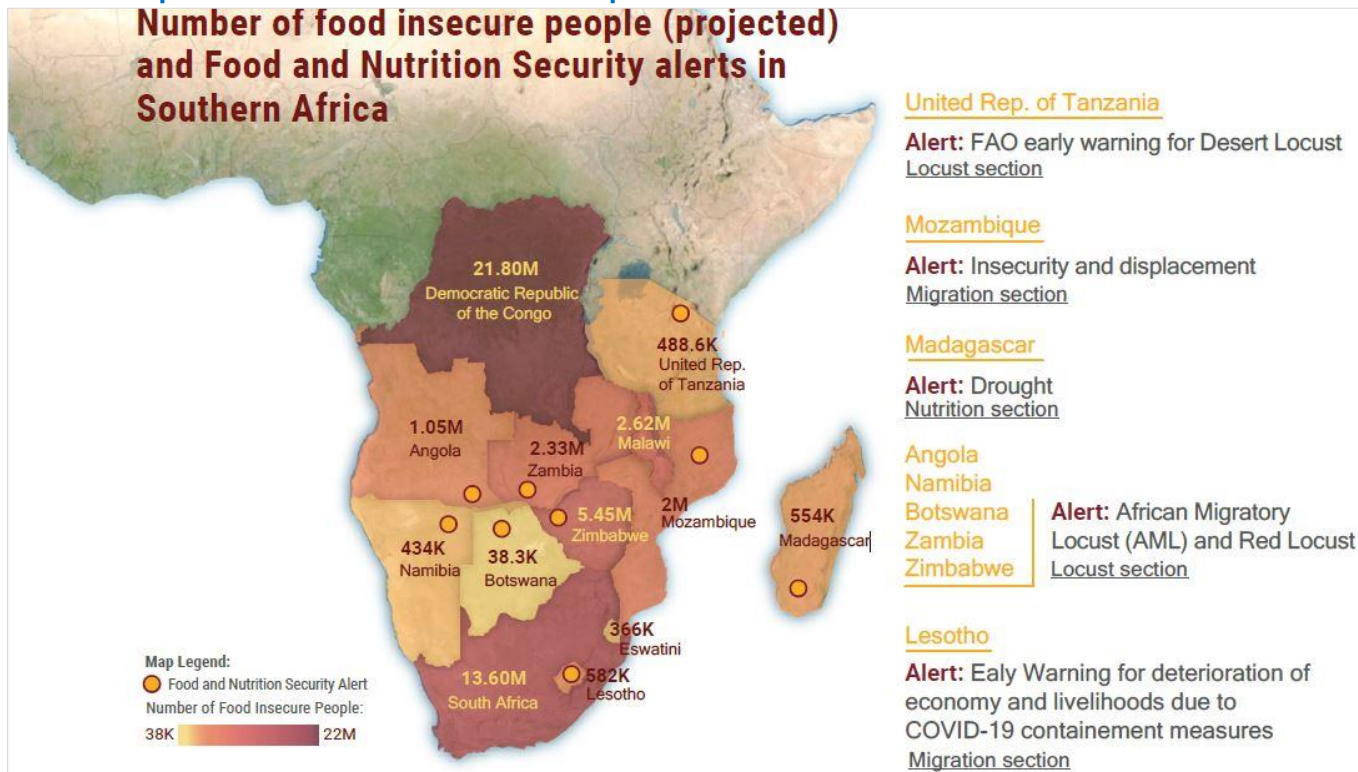
### Annex 1 Preliminary Stakeholder Analysis | Interests and Likely uses

Stakeholders	Interest in the evaluation	Involvement in the evaluation process and likely uses of evaluation
<b>INTERNAL STAKEHOLDERS</b>		
<b>Regional Bureau (RB) [Johannesburg]</b>	Responsible for both oversight of and technical guidance and support to COs to ensure that WFP CBT business model is implemented as expected, the RB supply chain are the primary stakeholders of this evaluation. Collectively, the RB has an interested in learning how well this model is working within the region and what contributions WFP is making towards sustainable and efficient markets. As the commissioning office, the RB has an interest in an independent/impartial account of this contribution as well as in learning from the evaluation and applying this learning to across the region	<b>Involvement:</b> The RB is the commissioning office. The Senior Supply Chain Officer is the head of the commissioning unit, the Deputy Regional Director (DRD) will chair the evaluation committee and the regional evaluation officer (REO) will manage the process.  <b>Likely use:</b> <i>The RB will use the findings and recommendations of this evaluation to enhance the technical support and oversight of CBT and MDAs activities across the region</i>
<b>Country Offices (COs) and Sub/field officers</b> <i>Lesotho, Malawi, Madagascar,</i>	Responsible for country level planning and implementation, the COs have direct stake in the evaluation and an interest in learning from experiences to inform implementation decisions and future designs. The COs are also expected to account internally within WFP as well as to beneficiaries,	The COs will be involved in the evaluation through membership in the evaluation reference group to ensure that the process receives technical inputs and advisory. They will also provide data and information and support the process for further data collection.

Mozambique, Zimbabwe, Tanzania	partners and for performance and results of its operations	<b>Likely uses:</b> The COs will use the findings and recommendations to enhance their actions in implementing the CBT business model in general and market development activities in particular.
<b>WFP HQ technical units</b> [Supply chain CBT and Markets unit; CBT unit]	WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance as well as of overarching corporate policies and strategies. Relevant to this evaluation is the Supply chain CBT and Markets team as well as CBT Team. The former has issued several guidance materials and recently developed KPIs and Methodology for measuring WFP impact on markets. They have an interest in learning how well the guidelines are being applied and how they are working [or not] in different country contexts.	The two units will be invited to be members of the evaluation reference group. In any case they will be consulted throughout the evaluation process.  <b>Likely uses:</b> These divisions may use the findings and recommendations of the evaluation to revise/enhance normative guidelines. They may also enhance their approach to supporting COs on and on the design and implementation of MDAs
<b>Office of Evaluation (OEV)</b>	OEV has a stake in ensuring that all evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various stakeholders as identified in the evaluation policy. Considering that since the launch of the decentralised evaluation function in 2017 majority of decentralised evaluations have been commissioned by country offices and focused on single country, OEV has an interest in seeing how well the normative guidelines for the commissioning and management of decentralised evaluations will work for RB commissioned multi-country evaluation.  The EB has an interest in being informed about the effectiveness of WFP operations, and progress in the implementation of the evaluation policy, including evaluation coverage	OEV will provide the independent quality support service that will review the draft TOR, inception report and evaluation report. In addition, a help desk will be available for the RB and COs for any support required. OEV will ensure that the final evaluation report is subjected to an independent Post Hoc Quality Assessment (PHQA) <b>Likely uses:</b> OEV may use the lessons from this evaluation process to revise/enhance the normative guidelines (DEQAS). While this evaluation will not be presented to the EB, it will contribute to evaluation coverage reported in 2021 annual evaluation report that will be presented to the EB. Its findings may feed into annual syntheses and into corporate learning processes.
<b>WFP Executive Board (EB)</b>		
<b>EXTERNAL STAKEHOLDERS</b>		
<b>Beneficiaries</b> [men and women Retailers and beneficiaries; staff of Government and other institutions targeted by MDAs and other activities]	As beneficiaries of WFP market development activities, men and women retailers and other staff from targeted institutions have an interest in reflecting on how these activities are affecting their businesses and ability to serve their customers and contribute to local economies.  As customers of the retailers, WFP beneficiaries of food assistance have an interest in knowing whether WFP efforts in implementing MDAs are leading to better services by retailers including competitive prices, availability of food etc.	Men and women retailers involved in WFP CBT activities will be consulted during the evaluation process and involved in reflections on the findings and recommendations. Targeted households that are served by these retailers will be consulted to reflect on the impact any improvements on the part of the retailers has had on the services they receive. <b>Likely uses:</b> The retailers may use the findings and recommendations of this evaluation to enhance their access to opportunities provided by WFP market development activities.
<b>Government Ministries and institutions in</b> Lesotho, Malawi, Madagascar, Mozambique, Zimbabwe, Tanzania	In each country, different ministries are involved directly or indirectly in the design and implementation of the food assistance: <ul style="list-style-type: none"> <li>• Ministry of Social Development in <b>Lesotho</b>;</li> <li>• Ministry of Gender, Children and Social Action (MGCAS) in <b>Mozambique</b>;</li> <li>• Ministry of Population, Social Protection and Women's promotion in <b>Madagascar</b>;</li> <li>• Ministry of Gender, Children, Disability and Social Welfare in <b>Malawi</b>.</li> <li>• Tanzania Railway Corporation and National Food reserve Agency in <b>Tanzania</b>.</li> </ul> In addition to these, for market development activities, Ministries that are not traditionally direct WFP partners are involved such as Ministry of Small business Development in Lesotho. These Ministries have a	Some Government staff will be involved through the Evaluation Reference group, and others will be consulted throughout the evaluation process. They will act as key informants as well as being involved in discussions on preliminary findings and recommendations. <b>Likely use:</b> The ministries will use the findings and recommendations to enhance their partnership with WFP and provide inputs to ensure future interventions maximize on the potential to contribute to market development which has a direct impact on economic development. The linkages with national social protection systems is of keen interest to the Government and they may use the findings to enhance their involvement with

	direct interest in knowing whether WFP activities are aligned with national priorities, harmonised with the action of other partners and achieve expected results	<i>WFP and other development partners especially around horizontal and vertical expansions during times of crisis</i>
<b>UN Country teams in</b> <i>Lesotho, Malawi, Madagascar, Mozambique, Zimbabwe, Tanzania</i>	In all the 6 countries, WFP is working closely with other UN agencies to design and implement interventions. In Lesotho, WFP and UNICEF closely works to support national social protection systems; In Mozambique WFP and UNICEF are implementing a COVID-19 response through CBT; These UN agencies have an interest in learning the contribution of these interventions beyond the immediate consumption and how this is contributing to the UN concerted efforts towards supporting achievement of SDGs through contributing to achievement of UNDAF outcomes	Some UN agency staff will be invited to be members of the ERG, and others will be consulted through the evaluation process. They will act as key informant.  <b>Likely use:</b> <i>The agencies may use the results of the evaluation to enhance their partnership with WFP and other relevant stakeholders and depending on the nature of the findings and recommendations, to revise their own interventions and approaches</i>
<b>NGOs</b>	Except in Lesotho where WFP works with the Government and/or direct implementation, WFP works with a number of NGOs to deliver assistance. These have an interest in learning what contribution their work with WFP is making and how this can be enhanced	Partners will be invited to be members of the ERG and will be consulted throughout the evaluation process. <b>Likely use:</b> <i>These NGOs will use the results of the evaluation to enhance their partnership and collaboration with WFP</i>
<b>Donors</b> including USA, UK, JAPAN, Switzerland, EU, GERMANY, and National Governments of the 6 countries	WFP operations are voluntarily funded by a number of donors including the national Governments of those countries. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.	Donors will be consulted during the evaluation process, as appropriate. They will be key informants during data collection and will be invited to stakeholder engagement meetings to reflect on preliminary findings and recommendations. <b>Likely use:</b> <i>Donors may use the findings and recommendations from this evaluation to make future fund allocation decisions</i>
<b>Private sector</b> <i>[Banks, mobile money companies, logistics companies, other Market actors]</i>	WFP delivers CBT through private sector actors including Banks, mobile money companies and retailers. In Tanzania, several private sector actors are involved in the supply chain activities. These have clear business objectives that guide their engagement. They are interested to know how this engagement is working towards achieving their business objectives.	These actors will be involved in the evaluation process as appropriate [to their role] and invited for stakeholder meetings to reflect on findings and recommendations. <b>Likely use:</b> <i>They may use the results to improve their engagement with WFP, including to strengthen any weak areas identified as well as to exploit opportunities identified</i>

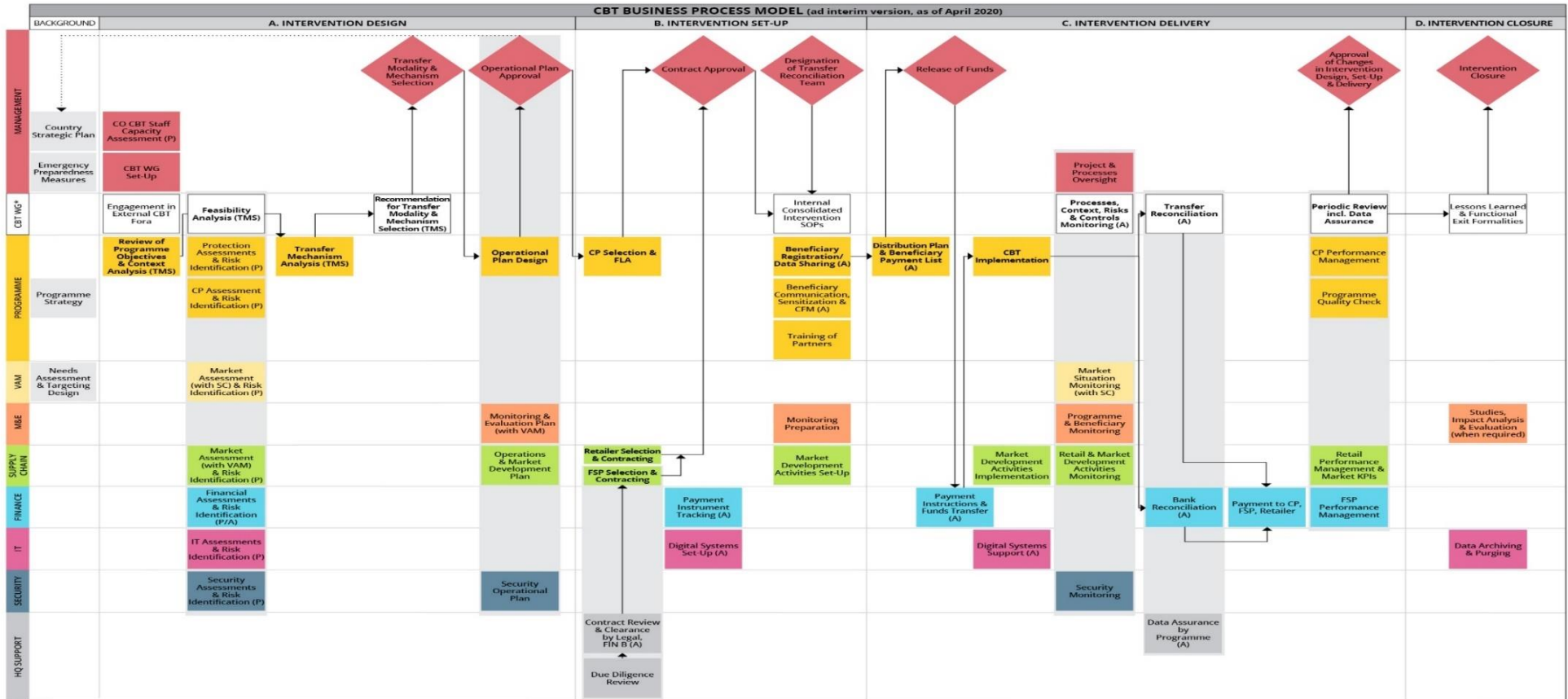
**Annex 2 Map of Number of Food Insecure People Across Southern Africa**



**Source:** Food and Nutrition Security Bulletin, Southern Africa, Issue No. 3, November 2020 [FNSWG \(arcgis.com\)](https://www.fswg.org/)



# Annex 3 WFP CBT Business Model

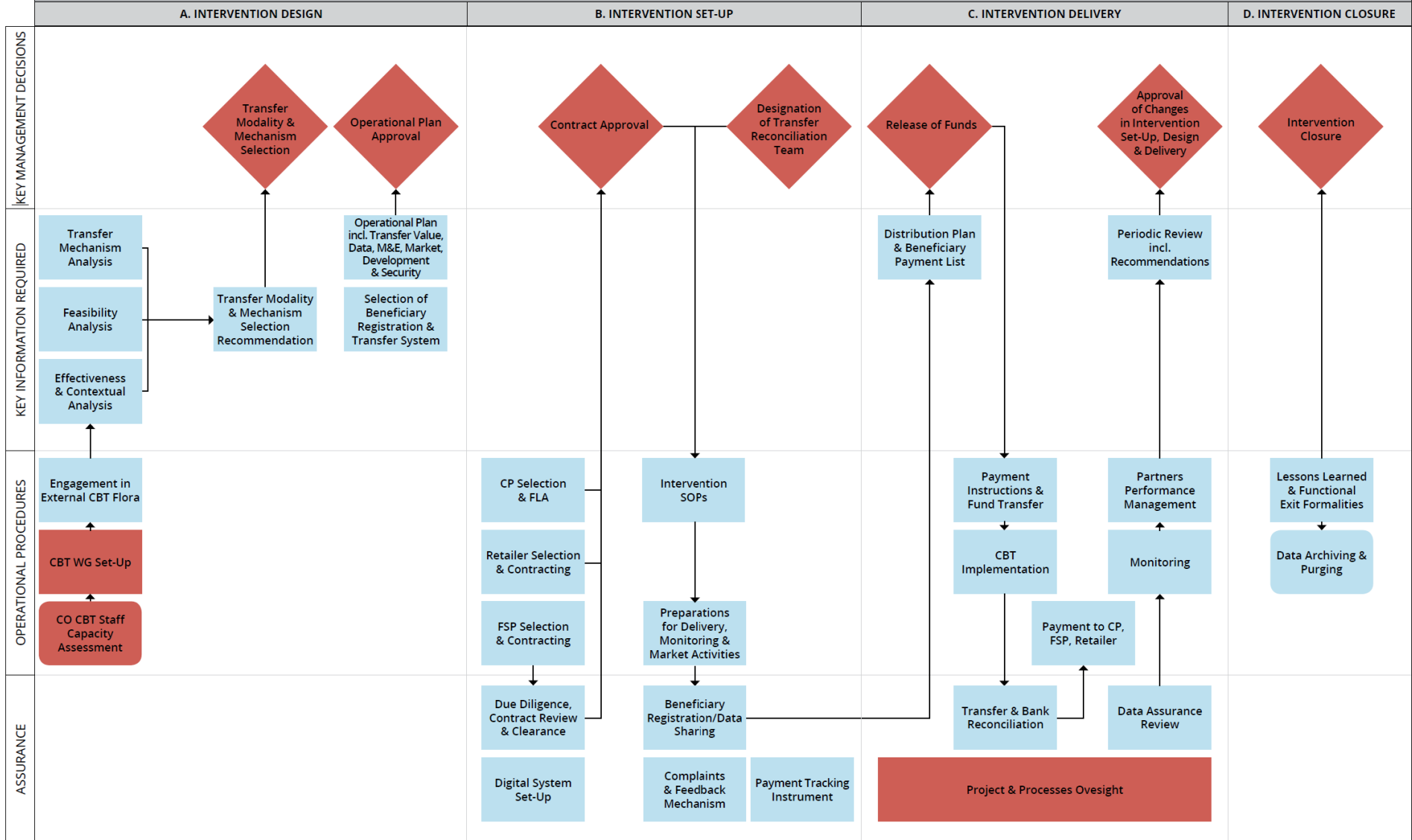


The Business Process Model (BPM) provides an overview of all processes to be carried out for CBT and commodity voucher interventions at the CO level and indicates which functional unit leads each process. The BPM should be read together with the RACI Matrix to understand, for each process, the associated sub-processes and their functional unit leads.

\*The internal WFP CBT Working Group (chaired by CO Management) appoints the responsible unit for conducting multi-functional processes and sub-processes for which responsibility has not yet been defined or is context-specific.

(TMS) Transfer Modality Selection Pillars  
 (P) Preparedness  
 (A) Assurance (detective)  
 ♦ Decisions under CO Management responsibility

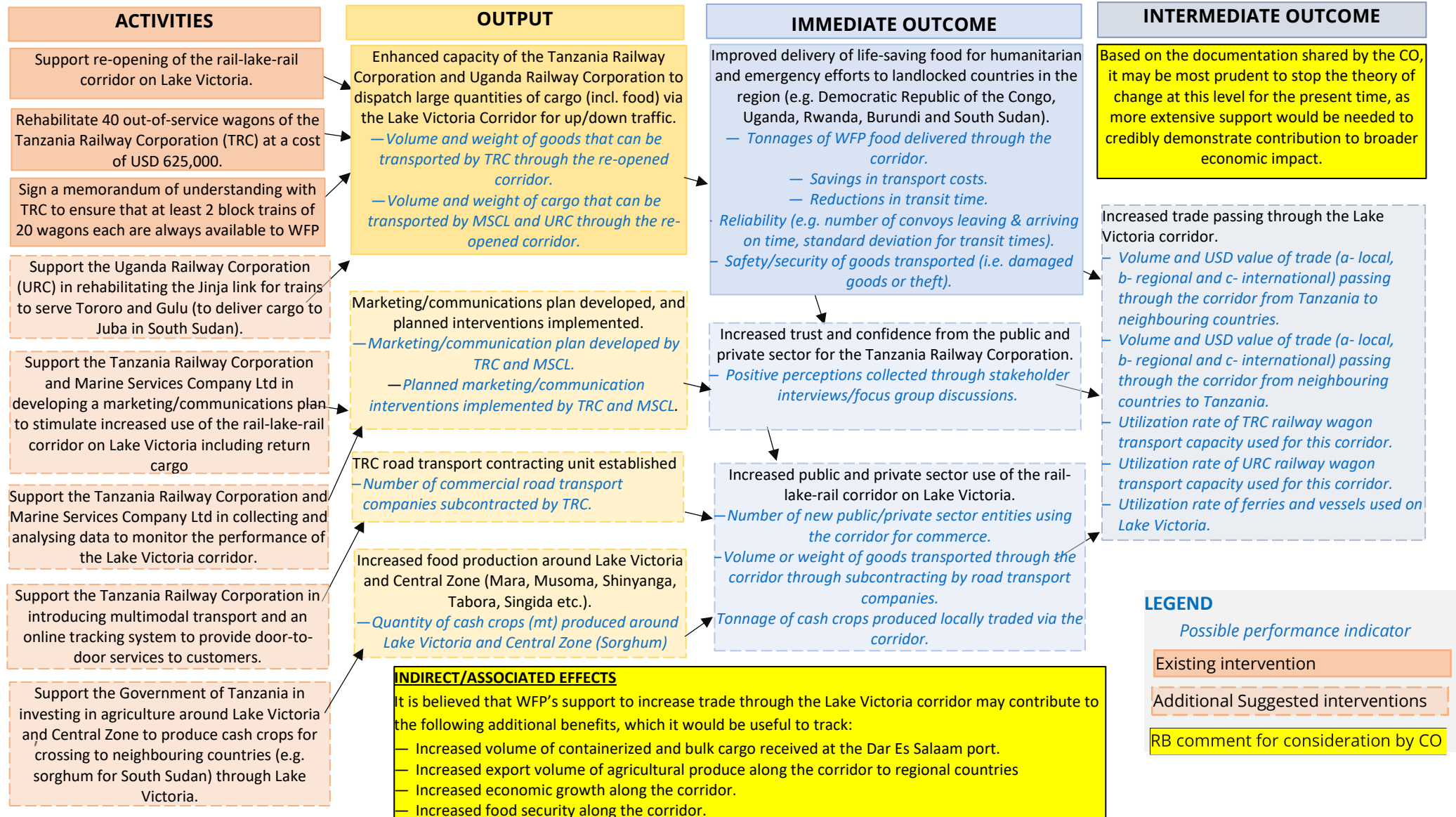
**CBT BUSINESS PROCESS MODEL FOR CO MANAGEMENT** (ad Interim version, as of April 2020)



- Processes and decisions under CO Management responsibility
- Processes under functional units as defined in the CBT BPM and RACI Matrix
- Decisions under CO Management responsibility
- Beginning or end of intervention flow

## Annex 4: WFP Tanzania Late Victoria- Draft Theory of Change

This Theory of Change (TOC) was drafted by RB programme, Supply chain and Evaluation teams during a joint mission to the country office in October 2019. It was intended to trigger discussions on how WFP can better capture the contribution of its supply chain work on the wider economy and generate lessons for Tanzania as well as other countries. The evaluation team will need to reflect on this draft TOC, work with the CO and RB staff to concretise it and then use it to evaluate WFP supply chain work in Tanzania.



## Annex 5 Evaluation Schedule [tentative]

	Phases, Deliverables and Timeline	Key Dates	By Who
<b>Phase 1 - Preparation</b>			
1	Desk review, draft of TOR and quality assurance (QA) using ToR Quality Checklist	October-Dec	EM
2	Sharing of draft TOR with outsourced quality support service (DE QS)	14 <sup>th</sup> -21 <sup>st</sup> Dec	EM
3	Review draft TOR based on DE QS feedback	28 <sup>th</sup> Dec-7 <sup>th</sup> Jan	EM
4	Circulation of TOR for review and comments to ERG members (see Annex 8)	8 <sup>th</sup> Jan	EM/DRD
5	Review and comment on the draft TOR	8 <sup>th</sup> -15 <sup>th</sup> Jan	ERG
6	Review draft TOR based on comments received from ERG	16 <sup>th</sup> -18 <sup>th</sup> Jan	EM
7	Approve final TOR	19 <sup>th</sup> Jan	EC
8	Sharing final TOR with key stakeholders	20 <sup>th</sup> Jan	EM
9	Conclude selection and recruitment of evaluation team	19 <sup>th</sup> Jan <sup>25</sup>	EM/EC
<b>Phase 2 - Inception</b>			
10	Initial Briefing and methodological discussions	11 <sup>th</sup> -25 <sup>th</sup> Jan <sup>26</sup>	EM/SC
11	Review of documents, existing data, stakeholder consultations and drafting of inception report	26 <sup>th</sup> Jan-21 <sup>st</sup> Feb	ET
12	Submit draft 1 inception report (IR) to EM	22 <sup>nd</sup> Feb	TL
13	Share <b>draft 1 IR</b> with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	23 <sup>rd</sup> - 2 <sup>nd</sup> March	EM
14	While waiting for QS feedback, interview stakeholders, conduct further review of documents and draft the <b>Tanzania Country Summary Report</b>	23 <sup>rd</sup> - 2 <sup>nd</sup> March	ET
15	Revise <b>draft 1 IR</b> based on feedback received by DE QS EM and produce <b>draft 2</b>	3 <sup>rd</sup> -7 <sup>th</sup> March	ET
16	Review Tanzania draft Country Summary report and provide feedback	3 <sup>rd</sup> -7 <sup>th</sup> March	RB+CO
17	Submit of <b>draft 2 IR</b> based on DE QS and EM QA	8 <sup>th</sup> March	TL
18	Circulate draft 2 IR for review and comments by ERG Members (See Annex 8)	9 <sup>th</sup> March	EM
19	Review and comment on draft 2 IR	9 <sup>th</sup> -16 <sup>th</sup> March	ERG
20	While Waiting for feedback on inception report, revise the Tanzania Summary report based on stakeholder comments	9 <sup>th</sup> -16 <sup>th</sup> March	ET
21	Consolidate comments and submit to team leader	17 <sup>th</sup> March	EM
22	Revise draft IR based on stakeholder comments received	18 <sup>th</sup> -21 <sup>st</sup> March	ET
23	Submit the final revised IR to EM	22 <sup>nd</sup> March	TL
24	Submit and present the final IR to the internal evaluation committee for approval	23 <sup>rd</sup> March	EM
25	<b>Share of final inception report with key stakeholders for information</b>	<b>24<sup>th</sup> March</b>	<b>EM</b>
<b>Phase 3 – Data collection</b>			
26	Briefing evaluation team by the country office in readiness for data collection <sup>27</sup>	25 <sup>th</sup> March	EM, EC
27	Data collection [Quip, KIIs and FGDs]	26 <sup>th</sup> Mar-8 <sup>th</sup> Apr	ET
28	In-country exit debriefing (s) and/or regional level briefings <sup>28</sup>	9 <sup>th</sup> April	ET
<b>Phase 4 – Data Analysis and Reporting</b>			
29	Draft country Summary and main evaluation reports	10 <sup>th</sup> -25 <sup>th</sup> April	ET
30	Submit the <b>draft 1 ER</b> and draft 1 Country Summary reports to EM	26 <sup>th</sup> April	TL
31	Share <b>draft 1 ER</b> with outsourced quality support service (DE QS) and quality assurance by EM using the ER quality Check List	27 <sup>th</sup> – 5 <sup>th</sup> May	EM
32	Revise <b>draft 1 ER</b> based on feedback received and produce <b>draft 2</b>	6 <sup>th</sup> – 13 <sup>th</sup> May	ET
33	Submit of <b>Draft 2</b> to EM	14 <sup>th</sup> May	TL
34	Circulate <b>draft 2 ER and country summary reports</b> for ERG (see Annex 7)	16 <sup>th</sup> May	EM
35	Review draft 2 ER and country summary reports and provide feedback	17 <sup>th</sup> – 28 <sup>th</sup> May	ERG
36	Consolidate comments and submit to ET	31 <sup>st</sup> may	EM
37	Revise <b>draft 2 ER and country summary reports</b> based on feedback received	1 <sup>st</sup> – 8 <sup>th</sup> Jun	ET
38	Submit of final revised ER	10 <sup>th</sup> June	ET

<sup>25</sup> Engagement with the evaluation firm started in December based on the advanced draft TOR to ensure sufficient time for sourcing evaluators/researchers and their involvement the methodological decisions including use of QuiP

<sup>26</sup> Given the innovative methodology proposed, there will be a discussion with ET before the TOR are approved

<sup>27</sup> To ensure consistency, the team should work on all the products concurrently, dividing the roles as was envisaged in the firms technical proposal. Stakeholders can then see the drafts and provide consistent feedback

<sup>28</sup> Dates might change depending on whether the team is able to travel to all countries and whether they intend to use one QuiP expert for more than one country as was discussed during the orientation meeting

39	Review the final ER and if there issues, revert to Team leader for corrections	11 <sup>th</sup> -15 <sup>th</sup> June	EM/TL
29	Submit and present the final ER to the evaluation committee for approval	7 <sup>TH</sup> June	EC
36	Sharing of final evaluation report with key stakeholders for information	16 <sup>th</sup> June	EM
<b>Phase 5 Dissemination and follow-up</b>			
37	Prepare management response	17 <sup>th</sup> Jun- 30 <sup>th</sup> Jul	COs/RB
38	Share final ER and management response with OEV for publication	1 <sup>st</sup> August	EM
39	Upload the MR to the Management response tracking system	By 5 <sup>th</sup> August	RB MT

## Annex 6 Supply Chain CBT Markets KPIs and Methodology

The below KPIs and methodology have been developed in 2020 by HQ Supply chain and Markets team and is not yet widely applied. This evaluation will be helpful in examining its applicability, lessons from COs have applied it and recommend any areas of enhancement.

KPI	Methodology	Target																									
<p><b>Price</b> Price of selected food basket in <i>WFP contracted shops</i>* are <b>aligned or lower</b> than other stores in the same market</p> <p>* In an unrestricted cash environment, the comparison can be made between WFP "engaged" shops where WFP has a relationship and the market.</p>	<ul style="list-style-type: none"> <li>A <b>Food Basket</b> defined with Programme, classified possibly at SKU level, otherwise at commodity level, together with information on % composition based on consumption;</li> <li>CO will conduct <b>price data collection</b> from WFP stores and rest of the market to measure the average cost of the basket according to the set methodology, on a monthly basis;</li> <li><b>COs will send this information to HQ on a quarterly basis</b> in a pre-defined format (see example below):</li> </ul> <table border="1" data-bbox="454 1025 1082 1272"> <thead> <tr> <th>Basket</th> <th>Vol.</th> <th>% Composition</th> <th>Pr./Kg</th> <th>P. Index</th> </tr> </thead> <tbody> <tr> <td>Tomato</td> <td>5Kg</td> <td>20%</td> <td>2</td> <td>0.4</td> </tr> <tr> <td>Flour</td> <td>10Kg</td> <td>40%</td> <td>1.5</td> <td>0.6</td> </tr> <tr> <td>Potato</td> <td>10Kg</td> <td>40%</td> <td>1.2</td> <td>0.48</td> </tr> <tr> <td>Total</td> <td>25Kg</td> <td>100%</td> <td>18</td> <td>1.48</td> </tr> </tbody> </table>	Basket	Vol.	% Composition	Pr./Kg	P. Index	Tomato	5Kg	20%	2	0.4	Flour	10Kg	40%	1.5	0.6	Potato	10Kg	40%	1.2	0.48	Total	25Kg	100%	18	1.48	<p>Selected basket is aligned or lower than market price.</p>
Basket	Vol.	% Composition	Pr./Kg	P. Index																							
Tomato	5Kg	20%	2	0.4																							
Flour	10Kg	40%	1.5	0.6																							
Potato	10Kg	40%	1.2	0.48																							
Total	25Kg	100%	18	1.48																							
<p><b>Availability</b> The percentage % of selected food basket that is <b>in stock</b> during the visit;</p>	<ul style="list-style-type: none"> <li><b>Field visits need to be conducted before, during, and after WFP distributions</b> to determine which items of the defined food basket were in stock at the time of the visit;</li> <li>In the event that such field visits cannot take place due to workload, random shop visits can be conducted at least once per month;</li> <li>Shops must have <b>at least 1 unit per item in stock</b> to receive a passing score.</li> </ul>	<p>Minimum acceptable target is 75% of assessed shops have the complete basket available during distribution</p>																									
<p><b>Quality</b> Food quality <b>score</b> of WFP "engaged" shops increases over time (RPME);</p>	<ul style="list-style-type: none"> <li>Using the <b>Retail Performance Monitoring and Evaluation tool (RPME)</b>, CO's will baseline their quality score at the beginning of the year;</li> <li>Each month, CO's should calculate their quality score using the RPME.</li> </ul>	<p>Increased Quality score over time, based on initial baseline</p>																									
<p><b>Service</b> Service <b>score</b> of WFP "engaged" shops increases over time (RPME).</p>	<ul style="list-style-type: none"> <li>Using the <b>Retail Performance Monitoring and Evaluation tool (RPME)</b>, CO's will baseline their service score at the beginning of the year;</li> <li>Each month, CO's should calculate their quality score using the RPME</li> </ul>	<p>Increased Service score over time, based on initial baseline</p>																									

## Annex 7 Membership and Roles of the Evaluation Committee (EC)

1. The evaluation committee (EC) is a temporary mechanism established to facilitate the evaluation management process. The overall purpose of the committee is to ensure a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy (2016-2021) and relevant other directives. It will achieve this by:
  - a) Supporting the evaluation manager throughout the process, including resolving any issues that may affect the quality of the evaluation;
  - b) Making decisions on evaluation budget, funds allocation and selection of evaluators;
  - c) Reviewing evaluation deliverables (TOR, inception report and evaluation report) and providing inputs before they are approved by the EC chair;
  - d) Leading the preparation of the management response for implementation of the evaluation recommendations to ensure that the findings of the evaluation inform decision making and learning;
2. The evaluation committee will be composed of:
  1. **Chair:** Margaret Malu, Deputy Regional Director, RB Johannesburg
  2. **Evaluation Manager:** Grace Igweta, Regional Evaluation Officer [EC secretariat]
  3. Christine Mendes, Senior Regional Supply Chain Officer [Alternate chair]
  4. Bedan Mbugi, RB Supply Chain CBT focal person

## Annex 8 Membership and Roles of the Evaluation Reference Group (ERG)

1. The Evaluation Reference Group (ERG) is a temporary mechanism established to facilitate stakeholder's systematic engagement in the evaluation process. The overall purpose of the ERG is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy (2016-2021) and the normative framework for Decentralised Evaluations. It will achieve this by:
  - Providing a systematic mechanism for engaging stakeholders in the evaluation process;
  - Reviewing draft evaluation products and providing feedback;
  - Attending the debriefing sessions to discuss preliminary findings;
  - Attending other dissemination sessions as required; and
  - Supporting use of evaluation findings through implementation of evaluation recommendations.
2. While essentially the ERG should be made up of 5-8 members, this is a regional evaluation that is covering 6 countries, so the ERG is larger to ensure sufficient representation of each country. The evaluation reference group will be composed of:
  - **ERG Chair:** Margaret Malu, Deputy Regional Director, RB Johannesburg
  - **ERG secretariat:** Grace Igweta, Regional Evaluation Officer and Evaluation Manager

**ERG Members:**

  1. Christine Mendes, Senior Regional Supply Chain Officer
  2. Bedan Mbugi, RBJ Supply Chain CBT focal person
  3. Channon Hachandi, Supply Chain CBT Global Coordinator
  4. Tinda Bex, Head of Market Development, Supply Chain & Markets.
  5. Ryan Webb, Programme Policy Officer, Beneficiary Information and Transfer Management
  6. Netsai Dhoru, RBJ VAM Consultant
  7. Riaz Lodhi, WFP Tanzania Supply Chain Officer
  8. Matthieu TOCKERT, WFP Tanzania M&E officer
  9. Franck Aynes, WFP Malawi Supply Chain officer
  10. Maribeth BLACK, WFP Malawi Head of VAM and M&E
  11. Simone Ciccetti, WFP Malawi Cash Based Officer
  12. George Chinseu, Principal Economist, Malawi Vulnerability Assessment Committee (MVAC); Department of Economic Planning & Development
  13. Ms Jane Chidengu, Principal Social Welfare Officer, Ministry of Gender, Children and Social Services [Social Protection Programmes]
  14. Mr Brighton Ndambo, Principal Social Welfare Officer, Ministry of Gender, Children and Social Services [Social Protection Programmes]
  15. Henok Ochalla, UNCHR Malawi
  16. Mr Chesterman, FAO Malawi

17. Eunice Smith, WFP Mozambique Supply Chain officer
18. Sara Mchattie, WFP Mozambique CBT Programme Officer
19. Gina MEUTIA, WFP Mozambique, M&E Consultant
20. Mozambique Government representative (name tbc)
21. Mozambique UN agency representative (name tbc]
22. Matlotliso BAHOLO, WFP Lesotho Supply Chain officer
23. Likeleli PHOOLO, WFP Lesotho VAM/M&E Officer
24. Lesotho Government representative (name tbc)
25. Lesotho UN agency representative (name tbc)
26. Andrew Chimedza, WFP Zimbabwe Supply Chain officer
27. Kudzai AKINO, WFP Zimbabwe M&E officer
28. Hashim Zaidi, WFP Zimbabwe Programme Policy Officer
29. Zimbabwe Government representative (name tbc)
30. Zimbabwe UN agency representative (name tbc)
31. Christian Hammer, WFP Madagascar Supply Chain officer
32. Rijaso RAKOTOARINORO ANDRIAMAHAZO, WFP Madagascar M&E officer
33. Mamanbachir Yacouba, WFP Madagascar CBT officer
34. Madagascar National Bureau for Disaster Risk Management (Bureau national de gestion des risques et catastrophes - BNGRC) – Name to be confirmed
35. UNICEF Madagascar ( name to be confirmed)

## Annex 9 About Qualitative Impact Protocol (QuiP) Approach

Rooted in empirics and practice, QuiP presents a fresh way to approach the ‘attribution challenge’. It is a simple and cost-effective way to gather, analyse and present feedback from intended beneficiaries of social investments and development interventions about significant drivers of change in their lives. Did a particular intervention make a difference, and if so how and for whom? What other factors have affected their wellbeing? In a nutshell:

1. The QuiP is a standardized approach to generating feedback about causes of change in people’s lives that relies on the testimony of a sample of the intended beneficiaries of a specified activity or project.
2. The scope of a study is jointly determined by an evaluator and a commissioner, the shared purpose being to provide a useful ‘reality check’ on the commissioner’s prior understanding of the impact of a specified activity or set of activities.
3. A single QuiP is based on the data that two experienced field researchers can collect in around a week. A useful benchmark (that emerged through the design and testing phase) is that a **‘single QuiP’ comprises 24 semi-structured interviews and four focus groups**. Specific studies may be based on multiples or variants of this.
4. Interviewees are selected purposively from a known population of intended beneficiaries, ideally after analysis of what available monitoring data reveals about the changes they are experiencing.
5. Where possible, initial interviews and focus groups are conducted by independent field researchers with restricted knowledge of the activity being evaluated. This means that respondents are also unaware of what intervention is being evaluated, a feature referred to as double *blindfolding* (not blinding, because the blindfolds can be removed at any time).
6. Transcripts of interviews and focus groups are written up in pre-formatted spreadsheets to facilitate coding and thematic analysis.
7. An analyst (*not* one of the field researchers) codes the data in several predetermined ways. **Exploratory coding** identifies different drivers and outcomes of change (positive and negative). **Confirmatory coding** classifies causal claims according to whether they *explicitly* link outcomes to specified activities, do so in ways that are *implicitly* consistent with the commissioners’ theory of change, or are *incidental* to it.
8. Semi-automated generation of summary tables and visualizations speeds up interpretation of the evidence.
9. It is easy to check back from summary evidence to raw data for purposes of quality assurance, auditing, peer review, and deeper learning.
10. Summary reports of the evidence are a starting point for dialogue and sense-making between researchers, commissioners, and other stakeholders, thereby influencing follow-on activities.

## Annex 10 Locations per Country where CBT is Implemented

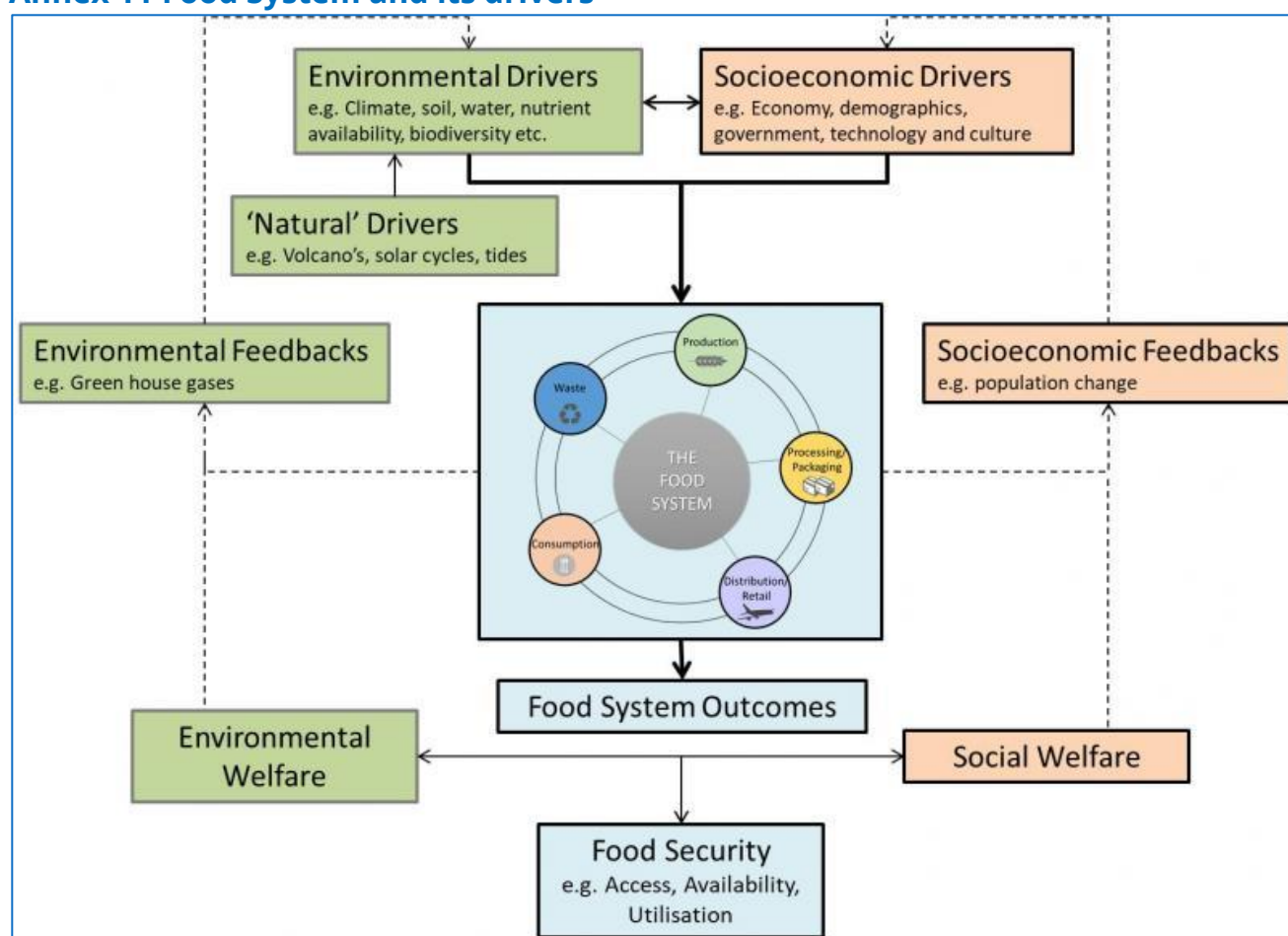
	Country	Region/Province	District	#of Retailers/actors
1	Malawi <sup>29</sup>	Southern Region	Nsanje	LTS, Care Malawi, Malawi Red Cross Society
2	Malawi	Southern Region	Chikwawa	LTS, World Vision, Malawi Red Cross Society
3	Malawi	Southern Region	Zomba	G4S, Emmanuel International, Malawi Red Cross Society
4	Malawi	Southern Region	Phalombe	KK Security, World Vision
5	Malawi	Southern Region	Balaka	FCB Bank, KK Security, Find Your Feet, Malawi Red Cross Society
6	Malawi	Southern Region	Machinga	KK Security, Plan International, Malawi Red Cross Society
7	Malawi	Southern Region	Neno	KK Security, Malawi Red Cross Society
8	Malawi	Central Region	Dedza	My Bucks Banking Corporation, Plan International
9	Zimbabwe	Masvingo	Chiredzi Urban	
10	Zimbabwe	Masvingo	Masvingo Urban	
11	Zimbabwe	Midlands	Redcliff urban	
12	Zimbabwe	Midlands	Kwekwe urban	
13	Zimbabwe	Midlands	Gweru urban	
14	Zimbabwe	Manicaland	Mutare urban	
15	Zimbabwe	Manicaland	Buhera	
16	Zimbabwe	Manicaland	Chipinge urban	
17	Zimbabwe	Manicaland	Rusape urban	
18	Zimbabwe	Mashonaland West	Chinhoyi	
19	Zimbabwe	Mashonaland West	Chegutu	
20	Zimbabwe	Mashonaland West	Norton	
21	Zimbabwe	Mashonaland East	Ruwa	
22	Zimbabwe	Mashonaland East	Goromonzi	
23	Zimbabwe	Mashonaland East	Marondera	
24	Zimbabwe	Harare	Harare South	
25	Zimbabwe	Harare	Epworth	
26	Zimbabwe	Matabeleland North	Hwange	
27	Zimbabwe	Matabeleland North	Victoria Falls	
28	Zimbabwe	Midlands	Gokwe South	
29	Zimbabwe	Bulawayo	Pelandaba	
30	Zimbabwe	Mashonaland West	Kariba	
31	Zimbabwe	Bulawayo	Mzilikazi	
32	Lesotho	Southern region	Mohale'sHoek	0 active; 83 used in 2019-2020 period
33	Lesotho	Southern region	Quthing	0 active retailers; 62 retailers used in 2019-2020 period
34	Lesotho	Northern region	Mokhotlong	44 active retailers contracted from Nov-2020 to March 2021
35	Lesotho	Central Region	Thaba Tseka	48 active retailers contracted from Nov-2020 to March 2021
36	Lesotho		Mafeteng	0 active retailers; 57 retailers used during 2019-2020 period
37	Lesotho		Quachas-Nek	0 active retailers; 65 retailers used during 2019-2020 period
38	Madagascar	Southern Region	Amboasary	17
38	Madagascar	Southern Region	Ambovombe	16
39	Madagascar	Southern Region	Bekily	15
40	Madagascar	Southern Region	Ambondro	17
41	Madagascar	Southern Region	Andalantanosy	17
42	Madagascar	Southern Region	Antanimora	19
43	Madagascar	Southern Region	Bekitro	19
44	Madagascar	Southern Region	Beloha	14
45	Madagascar	Southern Region	Marovato	13
46	Madagascar	Southern Region	Tranoroa	18
47	Madagascar	Southern Region	Tsihombe	14
48	Madagascar	Southern Region	Analampatsy	9
49	Madagascar	Southern Region	Ankariera	7
50	Madagascar	Southern Region	Tsivory	12
51	Madagascar	Southern Region	Ampanihy	15
52	Madagascar	Southern Region	Betioky	15
53	Madagascar	Southern Region	Ejeda	18
54	Madagascar	Southern Region	Fotadrevo	18

<sup>29</sup> WFP Malawi does not have contracted retailers. It works with financial service providers listed and Cooperating Partner organisations: Plan International, Malawi Red Cross Society, World Vision, Emmanuel International, Care Malawi and Find Your Feet.



55	Madagascar	Southern Region	Tongobory	19
56	Mozambique	Gaza and Inhambane	Chigubo	1
57	Mozambique	Northern region	Balama	2
58	Mozambique	Western Region/Sofala	Buzi	1
59	Mozambique	Western Region	Caia	1
60	Mozambique	Tete	Changara	2
61	Mozambique	Gaza and Inhambane	Chibuto	4
62	Mozambique	Cabo Delgado	Pemba	11
63	Mozambique	Tete	Doa	7
64	Mozambique	Gaza and Inhambane	Funhalouro	2
65	Mozambique	Gaza and Inhambane	Guija	1
66	Mozambique	Gaza and Inhambane	Mapai	3
67	Mozambique	Northern region	Montepuez	6
68	Mozambique	Sofala	Nhamatanda	2
69	Mozambique	Gaza and Inhambane	Panda	2
70	Mozambique	Eastern Region/Manica	Sussundenga	1
80	Mozambique	Tete	Cahora Bassa	2
81	Mozambique	Tete	Marara	4
82	Mozambique	Sofala	Dondo	1
83	Mozambique	Sofala	Chemba	1
84	Mozambique	Sofala	Chibabava	1

## Annex 11 Food System and its drivers



Source: <https://www.futureoffood.ox.ac.uk/what-food-system>

## Acronyms

ACR	Annual Country Report
BCs	Buying clubs
COs	Country Offices
CBTs	Cash Based Transfers
CSP	Country Strategic Plan
EM	Evaluation Manager
ET	Evaluation team
ERG	Evaluation Reference Group
EC	Evaluation Committee
IDPs	Internally Displaced Persons
LVAC	Lesotho vulnerability assessment committee
LSA	Lean Season Assistance
MDAs	Market Development Activities
MFI	Market functionality Index
OEV	Office of Evaluation
PSA	Programme Support and Administration
QuiP	Qualitative Impact Protocol
RB	Regional Bureau
REO	Regional Evaluation Officer
ROC	Retailer Onboarding and Contracting
RPME	Retailer Performance Monitoring Tool
SO	Strategic Outcome
TL	Team Leader
UNEG	United Nations Evaluation Group
UN CERF	United Nations Central Emergency Response
UNDAF	United Nations Development Programme
GEWE	Gender Equality and Women Empowerment
FAO	Food and Agriculture Organisation
TOC	Theory of Change
TOR	Terms of Reference