

# **Evaluation of WFP CONTRIBUTION TO MARKET SYSTEMS in South Sudan and Bangladesh from 2018 to 2022**

Decentralized Evaluation Terms of Reference

WFP Supply Chain Retail & Markets Unit (SCOLR)



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES

January 2023

## Table of Contents

<b>1. Background.....</b>	<b>1</b>
1.1. Introduction .....	1
1.2. Context .....	2
<b>2. Reasons for the evaluation .....</b>	<b>4</b>
2.1. Rationale.....	4
2.2. Objectives .....	5
2.3. Stakeholder Analysis .....	6
<b>3. Subject of the evaluation .....</b>	<b>6</b>
3.1. Subject of the Evaluation .....	6
3.1.1. WFP Programming Frameworks and Planned Cash-Based Transfers in Selected Countries .....	7
3.1.2. CBTs implementation Approaches and Market Development Activities .....	7
3.2. Scope of the Evaluation .....	11
<b>4. Evaluation approach, methodology and ethical considerations.....</b>	<b>11</b>
4.1. Evaluation Questions and Criteria .....	11
4.2. Evaluation Approach and Methodology.....	14
4.3. Evaluability assessment .....	15
4.4. Ethical Considerations.....	17
4.5. Quality Assurance.....	17
<b>5. Organization of the evaluation.....</b>	<b>18</b>
5.1. Phases and Deliverables .....	18
5.2. Evaluation Team Composition .....	18
5.3. Roles and Responsibilities .....	19
5.4. Security Considerations .....	21
5.5. Communication .....	21
5.6. Budget.....	22
<b>Annexes.....</b>	<b>23</b>
<b>Annex 1: Preliminary Stakeholder Analysis.....</b>	<b>23</b>
<b>Annex 2: Timeline (Tentative).....</b>	<b>26</b>
<b>Annex 3: Role and Composition of the Evaluation Committee.....</b>	<b>27</b>
<b>Annex 4: Role and Composition of the Evaluation Reference Group.....</b>	<b>28</b>
<b>Annex 5: Communication and Knowledge Management Plan.....</b>	<b>30</b>
<b>Annex 6: CBT Business Model .....</b>	<b>31</b>
<b>Annex 7: Qualitative Impact Protocol (QuiP) Approach .....</b>	<b>32</b>
<b>Annex 8: WFP Operational Catchments 2022 – Cox’s Bazar, Bangladesh .....</b>	<b>33</b>
<b>Annex 9: SCOLR Draft Theory of Change .....</b>	<b>34</b>
<b>Annex 10: Bibliography .....</b>	<b>35</b>
<b>Annex 11: Acronyms.....</b>	<b>36</b>

# 1. Background

## 1.1. INTRODUCTION

1. These terms of reference (TOR) are for a **Thematic Evaluation of WFP's contribution to Market Systems in Bangladesh and South Sudan from 2018 to 2022**. This evaluation is being commissioned by the Supply Chain Retail & Markets unit (SCOLR) in WFP Headquarters (HQ) in Rome, Italy and will cover the period from January 2018 to December 2022. The evaluation will take place from January 2023 to September 2023.
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 (flooding and difficult places to reach) or conflict areas with access and security issues (e.g. South Sudan), 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<sup>1</sup> 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<sup>2</sup> 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, Availability, Quality and 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 (MDA) and retail engagement activities** are any interventions intended to address/improve market functionality (the extent to which a market is functional) along any of the following nine dimensions: availability, price, assortment (trader stock capacity), supply chain resilience, competition, quality, in-store infrastructure, service and access/protection. MDA and retail engagement activities can be categorized to three main concepts: 1) Supply chain and market solutions, 2) Capacity strengthening of key supply chain actors, and 3) Partnering/engaging with external organizations and local authorities. MDA and retail engagement activities can 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; 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. These MDA and retail engagement activities, which are led by the WFP Supply Chain teams at the country offices (CO) and implemented with other functions including Programme teams with support of Regional Bureau (RB) (and HQ where applicable), are the subject of this evaluation.
4. South Sudan and Bangladesh were selected to be the focus of this study, as the two countries were one of the first to initiate the implementation of MDA and retail engagement activities. Moreover, the HQ Supply Chain Retail and Markets team was highly involved in the different stages of activity design and implementation. This had allowed the country offices to have a relatively structured design that was based on market and context understanding.

---

<sup>1</sup> Food Systems are 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. [Link](#) conceptual framework of food system and its drivers.

<sup>2</sup> This includes national supply chain infrastructure which refers to network of physical, informational, institutional, and human resources involved in distribution of goods and services within a country.

5. These TOR were prepared by HQ based on document review and consultation with stakeholders and following the WFP standard template for decentralised evaluations. This being an innovative thematic evaluation across two countries, the purpose of the TOR is threefold. First, to provide pertinent background information about Supply Chain market development activities across the two 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.

## 1.2. CONTEXT

6. **Bangladesh:** Bangladesh is one of the most densely populated countries with a population of 166 million. With natural disasters, erosion, landlessness, and unemployment accelerating migration to cities, one-third of the population lives in urban centres. While Bangladesh has made significant economic growth in the past decade, the country still faces challenges with nearly one third of the population facing food insecurity. According to the World Bank, 14.3 percent of the population is estimated to live below the international poverty line of \$1.9 per person per day and 24.3 percent live below the low middle income poverty line of \$3.2 per person per day with 21.4 percent of Bangladeshis experience multi-dimensional poverty. The COVID-19 pandemic has exacerbated existing vulnerabilities and created a group of “new poor” living in urban areas, with people working in the informal sector and households headed by women particularly vulnerable.<sup>3</sup> The life expectancy in Bangladesh is 73 years. Stunting in children under 5 declined from 51 percent in 2004 to 28 percent in 2019, while wasting declined from 15 percent to 9.8 percent in the same period.<sup>4</sup> Bangladesh has progressed in gender equality and ranks 65th in the Global Gender Gap Index.<sup>5</sup> It is among the top ten countries in rates of early marriage.<sup>6</sup> On education, Bangladesh has a high youth literacy rate (15-24 years) of 95 percent, but its Human Capital Index (HCI) is 0.46, which lower than the average for the region.<sup>7</sup> In other words, a child born in Bangladesh today will be 46 percent as productive when she grows up as she could be if she enjoyed complete education and full health.
7. Since 2017, 884,000 Rohingya refugees have fled over the border from Myanmar into the coastal district of Cox's Bazar in Bangladesh. A significant proportion of people (35%) are food insecure (IPC level 3 and 4).<sup>8</sup> Though stunting among children is decreasing in the district, 35% are still moderately and severely stunted. Around 60% of households in Cox Bazar depend on unsustainable sources of income, such as daily labourers, subsistence farmers, fishermen, etc., which are highly dependent on natural resources and seasonal income.
8. The Rohingya refugee population in Cox's Bazar is disproportionately composed of women and girls (52 percent) and children (51 percent). The latest refugee influx emergency vulnerability assessment conducted by WFP found that 96 percent of the Rohingya refugees in Bangladesh would be unable to meet basic needs without assistance.<sup>9</sup> Refugees face lack of clarity regarding their status, as an uncertain future as repatriation is explored, as well as protection risks, including limited access to services, resources and livelihood opportunities and limited freedom of movement. Relocation of some refugees to Bhashan Char, an island in the Bay of Bengal, poses additional challenges.
9. Informal markets have emerged in the camps of Cox's Bazar since 2017. The markets are spaces for commerce as well as for economic and social interaction between Rohingya refugees and residents of

---

<sup>3</sup> Power and Participation Research Center and Brac Institute of Governance and Development. 2020. PPRC-BIGD Rapid Response Survey: Livelihoods, Coping and Recovery During COVID-19 Crisis.

<sup>4</sup> Bangladesh Bureau of Statistics and United Nations Children's Fund. 2019. Multiple Indicator Cluster Survey 2019: Survey Findings Report.

<sup>5</sup> World Economic Forum. 2021. Global Gender Gap Report 2021.

<sup>6</sup> United Nations. 2021. United Nations Sustainable Development Cooperation Framework for Bangladesh (2022–2026). (Publication pending.)

<sup>7</sup> [Bangladesh](#) | World Bank Human Capital Project 2020. Introduced by the World Bank in 2020, the HCI calculates the contributions of health and education to worker productivity. The final index score ranges from zero to one and measures the productivity as a future worker of child born today relative to the benchmark of full health and complete education.

<sup>8</sup> Integrated Food Security Phase Classification. Bangladesh IPC Chronic Food Insecurity Report (June 2022) available at [link](#).

<sup>9</sup> Inter Sector Coordination Group. 2021 Joint Response Plan – Rohingya Humanitarian Crisis. January–December 2021.

the host communities situated adjacent to the camps<sup>10</sup>. These markets supply fresh produce, medical supplies and other essential items. The most important ones are Court Bazar, Ukhiya City Bazar, Nhilla Bazar, and Teknaf Bazar, which are long established markets with a relatively large number of wholesalers that deal with rice, lentils, wheat flour, soybean oil and some manufactured non-food items like hand soap. However, given the people’s movement restrictions imposed by the Government of Bangladesh, the distance, and the cost of transport, these major markets were hardly accessible for Rohingya customers, whose purchases were mostly concentrated in the markets nearest to the settlements and the camps (e.g. Kutupalong, Balukhali, Thaingkhali, Palongkhali, Leda, and Nayapara).<sup>11</sup>

10. **South Sudan:** South Sudan has a population just over 11 million, with an unemployment rate of 13.9 and 76.5 percent estimated to live below the international poverty line of \$1.9 per person per day and 82.3 percent below the low middle income poverty line of \$3.2 per person per day.<sup>12</sup> The prevalence of stunting among children under 5 remains high at 31.3 percent with severe food insecurity experienced by 62 percent of the population. More than one quarter of all South Sudanese have become internally displaced (1.9 million) or are among the 2.4 million refugees in neighbouring countries. The country’s poor are particularly vulnerable with 40 percent living in areas with recent conflict, while the rest reside in areas with conflict debt from earlier conflict situations. This is further compounded by climate change with a large share of the poor reside in high flood risk areas. South Sudan has one of the highest maternal mortality rates in the world at 1150 per 100,000 live births.<sup>13</sup> On education, the youth literacy rate (15-24 years) is 48 percent, with 63 percent (2015) of adolescent girls are out of school. Government expenditure on education remains low at 1.0 percent of gross domestic product (2017). The HCI for South Sudan is 0.31, which lower than the average for the region.<sup>14</sup>

**Table 1: Demographic overview of target countries**

	South Sudan	Bangladesh
Population in Millions	11.4	166.3
International poverty rate (1.9)	76.5%	14.3%
Lower middle-income poverty rate (\$3.2)	91.7%	52.3%
Infant mortality rate [deaths per 1,000 children]	24	63
Life expectancy at birth	57.8 years	72.6 years
Prevalence of chronic malnutrition in children under 5 years of age [stunting] <sup>15</sup>	32.6%	28%
Prevalence of undernourishment in children under 5 years of age [wasting] <sup>12</sup>	5.2	9.8%
Number of food insecure people [IPC 3 and above] <sup>16</sup>	7.7 million	35 million
Human Capital Index	0.31	0.46

11. There are **National development frameworks and United Nations Assistance frameworks:**

- **Bangladesh** has integrated the Sustainable Development Goals (SDG) into its eighth five-year plan (2020-2025) prioritizes eliminating extreme poverty; addressing inequalities; tackling climate change impacts, managing disasters, and protecting the environment; encouraging women’s empowerment and empowering ethnic minorities, marginalized people and people with disabilities; and improving

<sup>10</sup>XCEPT. (2022, May 18). Emerging Marketplace Dynamics in the Rohingya Refugee Camps of Cox’s Bazar, Bangladesh. Available at [link](#)

<sup>11</sup> WFP. (2020, July). Assessing the functionality of Marketplaces Serving Rohingya Refugees in Bangladesh. Available at [link](#)

<sup>12</sup> South Sudan | Data (worldbank.org)

<sup>13</sup> [South Sudan](#) | World Bank Human Capital Project 2020.

<sup>14</sup> [South Sudan](#) | World Bank Human Capital Project 2020.

<sup>15</sup> UNICEF/WHO/World Bank. Joint Child Malnutrition Estimates Expanded Database: Stunting, Wasting and Overweight. Published online July 2020. Available at: [link](#).

<sup>16</sup> WFP South Sudan Situation Report #303 available at [link](#). Bangladesh IPC Chronic Food Insecurity Report (June 2022) available at [link](#).

the quality of life in urban areas.<sup>17</sup> Prior to the (2020-2025) plan, Bangladesh participated in the first Voluntary National Reviews in 2017 where the country presented a five year plan (2016-2020) that was aligned with SDGs.<sup>18</sup> The United Nations System (UN) supports national priorities through the United Nations Sustainable Development Cooperation Framework (2022–2026), which defines the focus of UN assistance in the country.

- **South Sudan** launched the Revised National Development Strategy (2021- 2024) which expresses national aspirations to transition from dependence on humanitarian aid to a development path using the triple nexus approach. Prior to that, the 2019 – 2021 United Nations Cooperation Framework (UNCF) built on sustained UN engagement in South Sudan replacing the 2016-2018 Interim Cooperation Framework that was a bridging programme due to absence of a national development strategy in 2011, focused on four priority thematic areas: Building peace and strengthening governance; Improving food security and recovering local economies; Strengthening social services; and Empowering women and youth. The new UNSDCF for 2023-2025 has four, mutually dependent and reinforcing strategic priorities: 1) Transparent, accountable and inclusive governance, 2) Sustainable economic growth and diversification; 3) Social development with protection of the most vulnerable; 4) Women and youth empowerment for sustainable development.

### Gender, Empowerment and Equity Dimensions

12. As noted above, the national development plans for Bangladesh and the UNCF for South Sudan make explicit commitments to gender mainstreaming. The two countries have institutional arrangements and mechanisms for addressing gender issues (*Ministry of Women and Children Affairs* in **Bangladesh**; *Ministry of Gender, Child and Social Welfare* in **South Sudan**).
13. However, these countries continue to experience gender inequalities, further exacerbated by the COVID-19 pandemic, which affect food security of men and women. In **Bangladesh**, women experience lower levels of empowerment than men. In both countries these differences are evidenced in relation to decision-making and financial self-sufficiency.<sup>19</sup> Despite progress on the SDG 2, **Bangladesh** continues to face inequality, including gender inequality, and growing risks from climate change. Women and girls are disproportionately affected by food and nutrition insecurity owing to gender norms that often leave them eating last and least.
14. In **South Sudan**, patriarchy and the resultant social construction of gender roles have led to unequal power relations with permissive attitudes to violence against women and girls, including gender-based violence and other human rights violations and abuses, which tend to be exacerbated by the armed conflict. Laws and patriarchal norms also limit women's ability to inherit land, start a business, and lead in public affairs.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

14. The evaluation is being commissioned for the following reasons:
  - In the past, WFP programmes have not included explicit objectives, indicators and targets related to MDA (except general capacity development and technical support outputs). With the exception of the 2021 evaluation conducted in Southern Africa<sup>20</sup>, past evaluations of WFP work have not assessed in any depth contribution of WFP beyond meeting food and nutrition needs. A recently concluded

---

<sup>17</sup> General Economics Division, Bangladesh Planning Commission. 2020. Eighth Five Year Plan, July 2020–June 2025: Promoting Prosperity and Fostering Inclusiveness.

<sup>18</sup> Bangladesh Voluntary National Reviews (VNRs) 2020 Accelerated action and transformative pathways: realizing the decade of action and delivery for sustainable development available at [link](#).

<sup>19</sup> WFP. 2020. [The power of gender equality for food security](#).

<sup>20</sup> WFP, 2021. [WFP Contribution to Market Development and Food Systems in Southern Africa: A thematic Evaluation \(2018 to 2021\)](#).

thematic evaluation in Eastern Africa<sup>21</sup> (including South Sudan) covered a wide range of supply chain activities and focused on the relevance, results and factors affecting outcomes in the cross-cutting area of food systems of WFP supply chains. Market Development was one of the main topics covered in the evaluation, however the evaluation lacked specific conclusions on MDAs and retail engagement activities in their different forms. This leaves an evidence gap as to how WFP contributes to market development (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 continue to build on the evidence generated through the two thematic evaluations (2021 and 2022) with focus on South Sudan and Bangladesh.

- Efficiency is another gap missing as to whether the market development and retail engagement interventions' resources were efficiently used to achieve the outputs, outcomes and impacts. WFP conducted local economy-wide impact evaluation (LEWIE) study<sup>22</sup> to estimate direct and spill over effects of specific WFP programmes in the East Africa region. However, the study was a more aggregate or "macro" approach.
- 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 Ukraine crisis deepens food insecurity in most countries already impacted by the COVID-19 pandemic. The strategic role of supply chain in this regard cannot be overestimated. Completing this evaluation will inform how to reflect future MDA in new CSPs and/or in revisions of ongoing existing CSPs and how to integrate them in programme designs and deliver processes

15. The evaluation will have the following uses:

- First and foremost, the findings and recommendations from this evaluation will be used by COs, the RBs and the HQ across the globe to enhance design and implementation of market development and retail engagement activities. Second, the WFP COs and RB 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 with Supply Chain 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.<sup>23</sup> 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

16. This evaluation will serve the dual and mutually reinforcing objectives of accountability and learning. While the evaluation will be important for consolidating evidence for the purpose of accountability, there will be a strong focus on learning and an emphasis on mainstreaming gender equality and women's empowerment (GEWE), human rights and equity across both evaluation objectives.

- **Accountability** – The evaluation will assess and report on the performance and results of the supply chain activities as per the CBT business model and contribution of these activities to market development in the two countries. For accountability, the evaluation will assess whether targeted beneficiaries have received the interventions in accordance with the planned outcomes (Annex 9- SCOLR Draft Theory of Change) and considering the country contexts.
- **Learning** – The evaluation will determine the reasons why market development activities led to certain results (or not) in order 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 WFP market development activities. Findings will be actively disseminated, and lessons will be incorporated into relevant knowledge management systems.

---

<sup>21</sup> WFP,2022. [Thematic Evaluation of Supply Chain Outcomes in the Food Systems in Eastern Africa from 2016 to 2021.](#)

<sup>22</sup> WFP,2022. [Economic Impact Assessment of World Food Program Expenditures in East Africa.](#)

<sup>23</sup> Findings from 2021 evaluation on WFP contributions to market development and food systems in Southern Africa found that WFP Corporate Results Framework indicators for capacity strengthening were insufficient to identify WFP contributions to market development in each country.

17. As stated above, the main objective of this evaluation is to contribute to further fill the gap in evidence of WFP's contribution to market development. The gap was already partially filled in South Sudan with the RBN Evaluation of Supply Chain Outcomes in the Food System, with South Sudan as a country case study. 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 market development and retail engagement of WFP work.

### 2.3. STAKEHOLDER ANALYSIS

18. The evaluation will seek the views of, and be useful by, a broad range of WFP internal and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Annex 1 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.
19. As outlined in Annex 1, the main/primary users of the evaluation results are WFP staff across the organization who are involved in market development activities and their partners. This includes Supply Chain and Programme/CBT staff, government ministries, UN agencies, male and female retailers and OEV.
20. Accountability to affected populations is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic). In addition, WFP is committed to ensuring GEWE in the evaluation process. In this evaluation, MDA direct participants are traders (producers, wholesaler, retailers or other relevant food supply chain actors) who are directly benefiting from WFP's market development and retail engagement activities. Whereas end beneficiaries of WFP work are the men and women, customers who are receiving assistance (in-kind or CBT) and buying food from the local traders. This evaluation will ensure participation and consultation of women and men from different groups.

## 3. Subject of the evaluation

### 3.1. SUBJECT OF THE EVALUATION

21. Within the food and nutrition security and national context, WFP work is anchored within a 4 or 5-year CSP. WFP has designed 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 Transfer (CBT). The market development activities implemented as part of the CBT interventions are the subject of this evaluation.
22. In **Bangladesh**, WFP worked within the framework of a 6-year CSP plan (2017-2022) which was approved in 2017 to reach up to 5.4 million beneficiaries at a total revised budget of \$1.3 billion. Forty-two percent (\$576,442,671) was planned for CBT after revising and extending the plan. The evaluation of the CSP found that every Rohingya refugee had benefited consistently from WFP assistance, that WFP had had a comparative advantage in acting quickly and at scale and that key stakeholders valued the reliability and efficiency of WFP.
23. The following 5-year CSP plan (2022-2026), plans to reach 2,581,656 with a total budget of \$1.6 billion. Fifty-two percent (\$848,307,073) has been planned for CBT under *Strategic outcome 1: Populations affected by crisis in Bangladesh are able to meet basic food, nutrition and other essential needs during and after crises*, *Strategic outcome 2: By 2026, the nutrition needs of women, children and vulnerable groups in Bangladesh are met through national institutions that have enhanced capacities to design and implement gender- and nutrition-sensitive social safety net programmes*, and *Strategic outcome 3: By 2026, vulnerable communities in Bangladesh are more resilient to shocks and natural disasters owing to enhanced national disaster management capacity and flexible nutrition- and gender-sensitive social safety net programmes*.
24. In **South Sudan**, WFP is working with the framework of a 4-year interim CSP (2018-2022), which was initially approved in October 2017 as a 3-year plan and extended in 2021 for an additional year, to reach



6.4 million beneficiaries at a total budget of \$5 billion. Eight percent (\$395,361,128) was planned for CBT, which is the focus of this evaluation. CBT was planned under *Activity 1: Provide nutrition-sensitive food assistance to crisis-affected populations* and *Activity 2: Provide food and nutrition assistance to refugees*. In response to the deteriorating food security and nutrition situation due to driven by years of violence, large-scale population displacement, systemic gender inequalities, economic downfall, and climate shocks further compounded by COVID-19, which disrupted urban livelihoods and shattered the already fragile supply chain and market infrastructures, WFP increased the number of beneficiaries under strategic outcomes 1 and 2 resulting in a 33 percent increase in CBT during the iCSP.

**Table 2: Overview of MDA in target countries**

	South Sudan	Bangladesh
<b>CSP period and date approved</b>	iCSP (2018-2022) 30 October 2017 Revised with one year extension	CSP 1 (2017 -2022) Revised with one year extension
<b>Original Budget</b>	\$ 3,885,285,798	CSP1: \$969,120,577
<b>Original Beneficiaries</b>	4,909,688 Girls 40% Boys 33% Women 17%	CSP1: 3,853,158 Girls/Women 55%
<b>Original % of CBT</b>	7.5% (\$293,130,531)	37% (\$357,912,233)
<b>Revised Budget</b>	\$5,043,601,494	CSP1: \$ 1,367,706,520
<b>Revised Beneficiaries</b>	6,438,927 Girls 40% Boys 33% Women 17%	CSP 1: 5,407,600 Girls/Women 55%
<b>Revised % of CBT</b>	8% (\$395,361,128)	CSP1: 42% (576,442, 671)

### 3.1.1. WFP Programming Frameworks and Planned Cash-Based Transfers in Selected Countries

25. In **Bangladesh**, WFP has adapted its programmes to adhere to government regulations and the evolving COVID-19 risks, while continuing to provide life-saving interventions. **By April 2021, WFP successfully phased out in-kind food distributions in the camps in favour of e-voucher assistance to be redeemed at WFP retail outlets.** In Cox's Bazar, WFP delivered food assistance to the entire refugee population of Cox's Bazar. Having transferred all unregistered refugees from in-kind distributions to e-voucher assisted distributions in 2020, WFP transitioned the remaining (registered refugees) population to e-vouchers by April 2021. This allowed 100 percent of households to select their preferred foods every month (compared to 98 percent at the end of 2020 and 50 percent at the end of 2019).
26. In **South Sudan**, WFP provided assistance through general food distribution in three transfer modalities: in-kind food assistance, **CBT, and a hybrid food basket of in-kind rations and CBT**, depending on local context and market analysis. WFP reached 4.2 million crisis-affected and food-insecure people and refugees with 241,130 mt of in-kind food and USD 34.3 million in CBT through WFP's network of 15 field offices, the Integrated Rapid Response Mechanism (IRRM), and eight national and 15 international cooperating partners (CPs)

### 3.1.2. CBTs implementation Approaches and Market Development Activities

27. WFP uses different approaches in implementing CBTs based on country context. The nature of market development and retail engagement activities is determined by the approaches adopted in each country. Each country provides opportunities for WFP to learn, which is why this evaluation emphasises the learning objective. The Supply Chain and Retail team on CO level -with the support of RB and HQ - uses different corporate market intelligence tools (Market Functionality Index, Market System Analysis and Price Monitoring) to better understand the market functionality and identify the root causes of market

inefficiencies. The market intelligence corporate tools have been used in both countries to identify the needs of local market actors and understand the market dynamics.

28. **Bangladesh:** To stimulate the local economy, WFP worked with 12 Bangladeshi retailers who manage e-voucher outlets in the camps. In Cox's Bazar, there are 21 e-voucher outlets covering four different catchment areas, with a network of 44 shops and including 20 fresh food corners. Fresh food corners sell live fish, chicken and fruit and vegetables. Beneficiaries can use their value voucher in these market outlets to buy their food supply needs. Annex 9 provides the geographical coverage of WFP's interventions in Cox's Bazar, and the table below provides a breakdown of the locations, and the scale up to e-voucher.

**Table 3: E-voucher outlets and scale up in Cox's Bazar**

Catchment	Location	CBT Modality	Number of Market Outlets	E-Voucher Scale-up
A	Lambashia (Camp-1E)	Value e-voucher	2	Apr-20
	Modhurchara 2		2	Mar-20
	Camp-4 (Modhurchara 4)		2	Jan-20
	D5 (Camp-2W)		2	Feb-19
	Kutupalong Makeshift (KMS)		3	Nov-17
	KRC (registered refugees)		2	Aug-14
B	TV Tower (Camp-7)	Value e-voucher	2	Sep-20
	8W		2	Jul-21
	Balukhali Makeshift (BMS)		3	Nov-17
	Camp 17		2	May-19
	Mainnerghona		3	Feb-19
C	Burmapara (Camp-13)	Value e-voucher	2	May-19
	Hakim Para (camp-14)		2	Oct-20
	Jamtoli (camp-15)		2	Feb-20
	20 extension		2	Jul-19
D	Chakmarkul (camp-21)	Value e-voucher	1	Sep-20
	Unchiprang (camp-22)		2	Jun-20
	Leda Makeshift (LMS)		2	Nov-17
	Jadimura (camp-26)		3	Nov-17
	Mochoni		2	Nov-19
	NRC (registered refugees)		2	Aug-14

29. WFP closely monitors the performance of the retailers; the field teams have a daily incident tracker operation related to food safety and conducts a weekly stock level check to ensure that retailers have quantity required and contingency stock in case of emergency. On a monthly basis, the monitoring and evaluation team conducts Retail Performance Monitoring and Evaluation (RPME) survey, that covers the key market performance indicators.
30. WFP provides targeted training to build the capacities of contracted retailers. Since 2018 WFP have provided trainings to retailers on Food Safety and Quality, Warehouse Management, Operations Standardization and other relevant business management trainings.
31. Moreover, WFP in coordination with the Food and Agriculture Organization (FAO) worked on stimulating the upstream supply of fruit and vegetables by linking small-scale farmers to markets and camp retailers. The two organizations established 22 aggregation centres; 11 WFP and 11 FAO- aggregation centres were connected to Fresh Food Corners in the camps through WFP-contracted retailers.
32. WFP continues to be at the forefront of technology for humanitarian assistance, and by end of 2021, 85 percent of WFP assistance in Cox's Bazar was carried out through digital platforms and tools, compared to 35 percent in 2020. Building Blocks, a blockchain-based platform for inter-agency coordination and online entitlement delivery, facilitated WFP food assistance to 180,156 refugee households by year-end.
33. **South Sudan:** WFP launched a Business-to-Business (B2B) model using a Market Infrastructure Support, and Retail in a Box (RIAB) approach in different locations in South Sudan to switch from in-kind to full cash assistance. Through this, WFP worked with selected wholesale suppliers and developed retail shops to ensure the provision of all basic facilities.

34. The B2B model contracts suppliers that have adequate financial and technical capacity to subcontract small-scale shops. In South Sudan, under the B2B model WFP contracted 5 suppliers to create a network of 130 subcontracted retailers.
35. As for the RIAB approach, it is a set of tools supporting local actors to open shops including SOPs for different operating models, shop floorplans, legal templates, retailer onboarding and retail best practices training, and templates to measure key performance indicators. In South Sudan and under the RIAB approach, WFP facilitated the construction of 18 shops since 2016 in two different locations (Gorom refugee camp in 2016, and Abyei in 2022). Moreover, WFP has directly contracted 262 retail shops shown in Table 4.

**Table 4: Direct contracted retailers in S. Sudan**

Field Office	Location	CBT Modality	Market Development and Retail Engagement Activity	Partners	Start Date
Juba	Gorom	Value Voucher	Business-to-business (B2B)	2 Suppliers with 6 subcontracted retailers.	Sep-21
			Retail in a Box (RIAB)	6 shops constructed.	
Mingkaman	Mingkaman		Business-to-business (B2B)	4 suppliers with 101 subcontracted retailers	2016
			Directly contracted Retailers	99 Directly Contracted Retailers.	
Mingkaman	Kalthouk		Business-to-business (B2B) with mobile shops	1 supplier with 9 subcontracted retailers.	Apr-22
Bor	Bor		Directly contracted retailers (Switching to Direct Cash in January 2023)	141 directly contracted retailers.	2016
Kuajok	Wunrok		Business-to-business (B2B)	2 suppliers with 23 subcontracted retailers.	May-22
			Directly Contracted Retailers	22 directly contracted retailers.	

### 3.1.3 WFP CBT Process and Integration with Market Development and Supply Chain Operations

36. According to WFP CBT business model, all WFP programmes that utilise CBTs go through four phases (intervention design, setup, delivery and closure). One of the core roles 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 other sectoral assessments during the set-up phase and/or supply chain mapping, and prioritized/selected in line with the CSP and ability to influence. The Supply Chain CBT strategy should include:
- Identification of 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.
37. During delivery phase, Supply Chain implement the identified MDAs; monitor markets and Retailer/Financial Service Providers performance. Some examples of MDAs include:
- **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.

- **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.
  - **Operational compliance:** Provide training sessions on shop management, in line with WFP procedures included in the contract.
  - **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). 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.
  - **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).
  - **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.
  - **Supporting establishment of buying clubs and linkages 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. 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.
38. 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.
39. During delivery phase, supply chain teams implement the identified MDAs and monitor markets and retailers performance.
40. MDAs are usually targeted at main supply chain actors: generally, retailers, traders, wholesalers and producers (e.g., farmers/millers), 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.
41. 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.

## 3.2. SCOPE OF THE EVALUATION

42. **Activities:** This evaluation will cover MDAs and retail engagement activities implemented during the stated period including beneficiaries' market interaction (purchasing power, choice and access to markets). 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. However, the evaluation will use these resources as secondary information to cover aspects of the evaluation.
43. **Timeframe:** The period covered by this evaluation is 2018-2022.
44. **Geographical scope:** The evaluation will cover **2** countries, South Sudan and Bangladesh. It will cover urban, peri-urban and rural areas where CBTs and other supply chain activities have been implemented. In Bangladesh, the evaluation will focus on Cox's Bazar activities, and in South Sudan, four WFP field offices will be covered: Juba, Mingkaman, Bor, and Kuajok. Detailed scoping and sampling will be done during inception phase.
45. **Target Groups:** This thematic evaluation is focused on restricted cash with specific MDAs linked to specific market actors: The target group is the recipients of MDAs, 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 end beneficiaries to answer specific questions related to expected changes in the services they receive from the market actors that are beneficiaries of MDAs. The evaluators will build on the work done by the 2021 evaluation of WFP Contribution to Market Development and Food Systems in Southern Africa<sup>24</sup>, and work with CO to determine sampling of actors.

# 4. Evaluation approach, methodology and ethical considerations

## 4.1. EVALUATION QUESTIONS AND CRITERIA

46. The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Sustainability. Under each criterion, the evaluation will answer a number of key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting WFP's contribution to market development and key lessons, which could inform future strategic and operational decisions.
47. The evaluation should analyse how gender, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate, particularly for EQ2, EQ3, EQ4, EQ6, EQ9 and EQ10.

---

<sup>24</sup> WFP Contribution to Market Development and Food Systems in Southern Africa: A Thematic Evaluation 2018 to 2021. Retrieved from [wfp.org](http://wfp.org) - [link](#).

**Table 5: Evaluation questions and criteria**

Criterion	Evaluation questions		Methods
Relevance	<b>EQ1</b> – To what extent are market development activities and related retail engagement interventions informed by market inefficiencies identified during relevant multi-sector assessments and country contexts?		Content analysis of retail assessment reports, retail monitoring and relevant market assessments; Supply chain MDA plans; Analysis of quantitative data; Audit reports if available in CO
	1.1	To what extent are the market and/or retail assessment findings used to design and implement activities?	
	1.2	To what extent are the market development activities and related retail engagement activities linked to the country strategic plan?	
Effectiveness/ Efficiency	<b>EQ2</b> – To what extent are the identified MDAs and retail engagement activities implemented and achieved their objectives for men and women in the target groups?		Content analysis of retail monitoring and performance reports; KIIs
	2.1	To what extent have MDAs and retail engagement activities enhanced the assortment, availability, prices, and quality of food products for the target groups <sup>25</sup> ?	
	2.2	To what extent have the MDAs and retail engagement interventions contributed to enhancing beneficiaries’ market interaction experience (purchasing power, choice, and access) outcomes <sup>26</sup> ?	
	<b>EQ3</b> – What factors are affecting implementation of MDAs and retail engagement activities, and achievement of objectives (negatively or positively)?		Interviews with Key informants, including WFP staff and other stakeholders
	3.1	What are the factors that negatively disrupted WFP’s MDA and retail engagement operations in the targeted markets, and how did it influence the implementation? How did the program mitigate and cope with these disruptions?	
	3.2	What are the factors that better facilitated the implementation of activities?	
	3.3	To what extent did the corporate tools and support provided from the HQ guide the CO to implement and achieve the objectives of the MDAs and retail activities?	

<sup>25</sup> This question might be expanded to non-beneficiaries, if the shops are serving outside WFP target groups

<sup>26</sup> The comparison scenario will vary for each country and will be expanded in the inception phase

	<b>EQ4</b> - Was the Implementation of MDAs and retail engagement activities cost efficient? <sup>27</sup>	Content analysis of financial documents, and retail monitoring and performance reports, and interviews.
<b>Impact/ Contribution</b>	<b>EQ5</b> - To what extent WFP contributed to improving resilience and initiating business expansion of WFP contracted retailers and financial service providers?	Qualitative Impact Protocol (QuiP)
	<b>EQ6</b> - Are there unintended (positive or negative) effects of WFP Market Development Activities and retail engagement activities in different country contexts?	Observations, Interviews with Key informants, including WFP staff, retailers and other stakeholders
	6.1 To what extent have market actors been negatively/positively affected by WFP market interventions and direct involvement with selective market actors?	
	<b>EQ7</b> - How do CBT activities (cash injection into the local economies and associated activities that enable beneficiaries access the assistance) 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?	Content analysis of results of QuiP, Quantitative data analysis and interviews to seek explanations
<b>Sustainability</b>	<b>EQ8</b> - Are the results of WFP contribution sustainable, i.e. continuing or likely to continue after WFP's interventions?	Observations, Key informant interviews with Retailers
	8.1 What are the CO's exit plan and knowledge transfer strategy to the local communities for the Market Development Activities and related supply chain interventions?	Key informant interviews with WFP staff
	8.3 Are the direct WFP partners likely to continue adopting market development activities and related supply chain interventions?	Observations, Key informant interviews with Retailers
	8.2 Are the market development activities and related supply chain interventions being adopted by market actors who are not directly linked to the program?	Observations, Key informant interviews with Retailers
	<b>EQ9</b> - What factors affect sustainability of WFP MDAs and retail engagement activities, and are these factors different for different actors (men, women, youth, rural, per-urban, urban) and country contexts, etc?	Observations, Key informant interviews with Retailers
<b>Lessons</b>	<b>EQ10</b> - What lessons are emerging from country experiences and different approaches and how can WFP enhance MDAs and retail engagement to increase WFP contribution to market development and food systems?	Facilitated Stakeholder reflections on the answers to questions 1 to 8, through meetings and focus group discussions

<sup>27</sup> The comparison scenario will vary for each country and activity. This will be expanded in the inception phase.

## 4.2. EVALUATION APPROACH AND METHODOLOGY

48. Based on the data situation discussed in Section 4.3, there are two evaluation design questions that will be answered through a detailed methodological design during the inception:

**Question 1:** How to analyse the retail assessment and monitoring data already collected and decide whether to collect another round of data to capture any variable changes during the duration of the lean seasonal assistance (LSA).

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

**Question 3:** How to analyse the financial data of each activity to answer the efficiency question and decide which value-for-money methodology to be used based on the comparison scenario for each activity?

49. Given the focus on learning, this evaluation will follow a **Utilisation-Focused Evaluation (UFE)** approach and use **mixed methods**. The evaluation will:

- Engage stakeholders in designing the evaluation during inception phase [steps 1-12 of UFE framework]
- Analyse quantitative data that is collected as part of retailer assessment and onboarding as well as monitoring data collected over the course of the implementation period. [steps 13 and 14 of UFE framework]
- Analyse programme financial data as part of answering effective/efficiency questions
- Use the Qualitative Impact Protocol (QuiP) approach to answer the impact/contribution questions (see Annex 7 on QuiP) on two levels: 1) the direct recipients of MDA (traders and other relevant supply chain actors, and 2) end beneficiaries (recipients of the food assistance). The use of QuiP is justified by the fact that MDAs are very targeted actions intended to improve specific aspects of targeted actors in the retail sector (see Annex 5). The evaluation will collect data from a purposively sampled traders -retailers, producers, wholesalers and other relevant food supply chain actors - (up to 24 in each country). On the beneficiaries' level, the evaluation will collect data from a purposively sampled household (up to 24 in each country). The data collection will take 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]
- Conduct key informant interviews to seek explanations of changes observed through analysis of quantitative data analysis and the casual maps produced through QuiP.

50. The above methodology, which will be developed further and reassessed by the evaluation team during the inception phase considering the context of each country should:

- Employ the relevant evaluation criteria above as indicated in Table 5;
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.). The selection of retailers and other stakeholders will also need to demonstrate impartiality;
- Ensure triangulation of sources of information and methods of analysis and logical link between evidence and conclusions/recommendations:
  - Source triangulation: data and information should be compared from different sources e.g. secondary data, key informant interviews (KIIs), focus group discussion (FGDs)
  - Method triangulation: use of a mix of methods to analyse data and information collected e.g. causal maps, content analysis of documents, thematic analysis of KIIs/FGDs results etc
  - Using evaluation framework that logically identifying key findings and conclusions, and link these to recommendations.
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;



- Ensure that women and men from different stakeholder groups participate and that their different voices are heard and used;
  - Mainstream gender equality and women's empowerment, throughout the process including in the analysis of findings and conclusions and in the recommendations. GEWE and rights/equity/inclusion should be considered throughout the evaluation. The evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways during the inception phase, before the fieldwork begins.
51. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions. The report should provide lessons/ challenges/recommendations for conducting gender and equity-responsive evaluations in the future.
  52. Ensuring independence and impartiality: The evaluation will be managed by the Evaluation Manager, 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 Head of Market Development, Tinda Bex (Alternated by the Senior Supply Chain Officer, Kamel Bouzebra).
  53. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). It will take into account any challenges to data availability, validity or reliability, as well as any budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).

### 4.3. EVALUABILITY ASSESSMENT

54. The following potential risks have been identified and will need to be mitigated to ensure a credible evaluation process and product.
  - a) **Access restrictions:** The COVID-19 pandemic and associated restrictions will be an ongoing concern throughout this evaluation. WFP 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.
  - b) **Data Gaps and heterogeneity of MDA approaches:** Not all COs have adopted the tools for monitoring MDA, including the [Market Functionality Index](#) (MFI), Retail Onboarding and Contracting (ROC), Retail Performance Monitoring and Evaluation (RPME), additionally each country has adopted different approaches in implementing CBTs which leads to different MDAs. This may limit country comparisons on specific variables. 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 attempt 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. Depending on the findings, the team may make specific recommendations for each country in the summary reports, while the main evaluation report focus on common recommendations targeted to the RB and HQ.
  - c) **Limited COs capacity to engage:** December to March is a very busy period for most COs staff with year-end processes including preparation of Annual Country reports. With the start of the rainy season in April/May in South Sudan, December to March is also the limited window that logistics must preposition supplies before roads flood and access to many locations is cut off.
55. The 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.
56. Noting this gap, the HQ Supply Chain CBT and markets team has identified the below key performance indicators (KPIs) to be measured as a standard across COs in 2020:
- **Price:** 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:** The percentage % of selected food basket that is in stock during the visit;
  - **Quality:** Food quality score of WFP "engaged" shops increases over time (score from RPME);
  - **Service:** Service score of WFP "engaged" shops increases over time (score from RPME).
57. For the year 2022, HQ priority is to focus on the Price KPI. However, COs can choose to measure the KPIs they believe are most relevant to their CO operations. As such, the availability of data for these KPIs will be varied from country to country.
58. WFP has implemented the MFI and Retailer micro-assessments through a ROC tool. Data is collected at both market and trader levels. While not all countries 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 contributes to informing 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.
59. For the selected countries, the following data will be available:
- **South Sudan**
    - a. Market Functionality Index
    - b. Retailer Assessment
    - c. Market Systems Analysis
    - d. Price Monitoring
    - e. Post Distribution Monitoring
    - f. Food Security Outcome Monitoring
    - g. Country Annual Reports
    - h. Study reports – LEWIE for CBT
    - i. Financial data
  - **Bangladesh**
    - a. Market Functionality Index
    - b. Retailer Assessment
    - c. Retailer's Point of Sale Data
    - d. Price Monitoring
    - e. Post Distribution Monitoring
    - f. Food Security Outcome Monitoring
    - g. Country Annual Reports
    - h. Financial Data
60. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment to:

- a. assess data availability and reliability as part of the inception phase expanding on the information provided above and other relevant reports and data. This assessment will inform primary data collection.
- b. check whether the sampling and data collection tools and methods used to generate existing datasets were gender and equity-sensitive
- c. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

#### 4.4. ETHICAL CONSIDERATIONS

61. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.
62. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.
63. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP MDA nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct, as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the commissioning unit when signing the contract.

#### 4.5. QUALITY ASSURANCE

64. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes 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.
65. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the 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 practice. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
66. 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 evaluation products ahead of their finalization.
67. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.
68. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. 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 comments that the team does not take into account when finalizing the report.

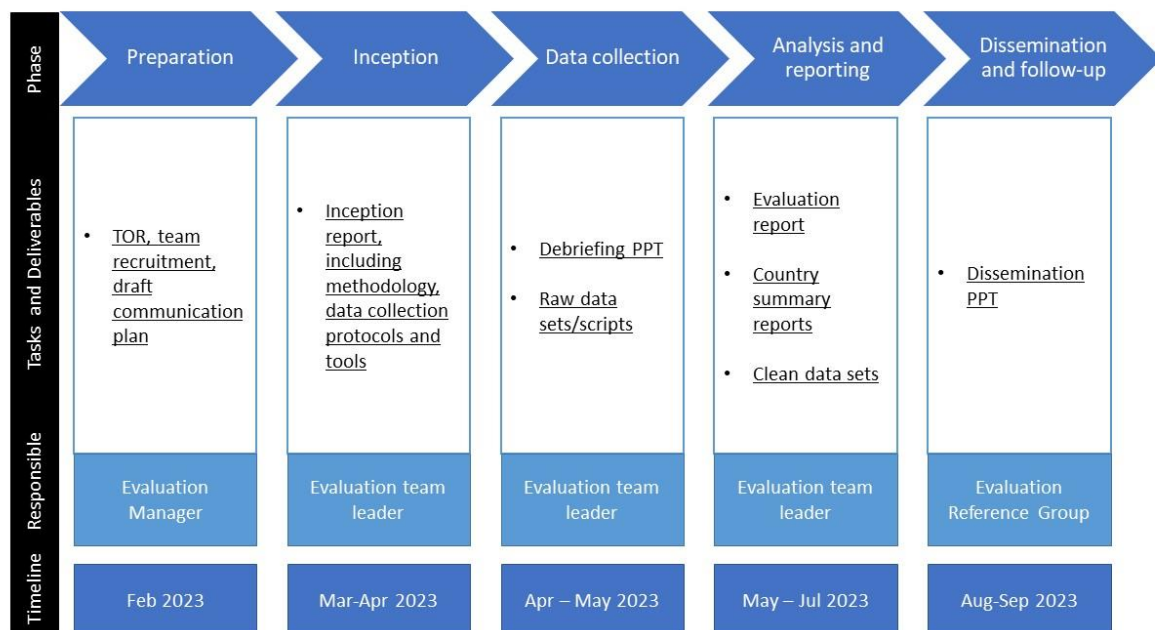
69. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the [WFP Directive CP2010/001](#) on information disclosure.
70. Noting that the credibility and quality of the process is as important (if not more) 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.
71. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

## 5. Organization of the evaluation

### 5.1. PHASES AND DELIVERABLES

72. Figure 1 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase, taking into consideration potentially changing situations concerning COVID 19. Annex 2 presents a more detailed timeline.

Figure 1: Evaluation Process Map



### 5.2. EVALUATION TEAM COMPOSITION

73. The evaluation team is expected to include a 3 to 4 team members (one team leader, and one to two researchers per country). It should have a mix of national and regional/international evaluators.<sup>28</sup> The

<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”

<sup>28</sup> Regional evaluators refer to those from within the East Africa and East Asia regions, and they are preferable as they understand the context.

evaluation team should be gender-balanced, geographically and culturally diverse with appropriate skills to assess 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 a decentralised evaluation.

74. The evaluation team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
- Evaluation design and application of different methods
  - Food security in the context of East Africa, including the concept of Lean Season, and South Asia
  - At least one member of the team should have experience with economic analysis (including value for money methodologies).
  - Understanding of supply chain, market development and the retail sector in East African Countries and Bangladesh
  - 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 East Africa and/or South Asia Region
  - The evaluation will be conducted in English and all products initially developed in English.
75. The team leader will have technical expertise in one of the technical areas listed above as well as 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.
76. 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, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
77. The team members should bring together combination of the technical expertise required and have a track record of written work on similar assignments. It would be desirable that the researcher for each country is able to communicate in the language predominantly used in that country for ease of engagement. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work and data analysis; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

### 5.3. ROLES AND RESPONSIBILITIES

78. The **Supply Chain Retail & Markets Unit (SCOLR) management (Director or Deputy Director)** will take responsibility to:
- Assign an evaluation manager (Dana Juha, Supply Chain Officer) for the evaluation
  - Compose the internal evaluation committee and the evaluation reference group (see below)
  - Approve the final TOR, inception and evaluation reports
  - Approve the evaluation team selection
  - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group
  - 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
  - Organize and participate in two separate debriefings, one internal and one with external stakeholders
  - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.
79. The **evaluation manager** will manage the evaluation process through all phases including:
- Drafting this TOR, preparing and managing the budget;
  - Setting up the evaluation committee and evaluation reference group;

- Ensuring quality assurance mechanisms are operational and effectively used;
  - Consolidating and sharing comments on draft inception and evaluation reports with the evaluation team;
  - Identify the evaluation team and ensuring that the team has access to all documentation and information necessary to the evaluation;
  - Facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required;
  - Organizing security briefings for the evaluation team and providing any materials as required; and
  - Conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader.
80. An internal **evaluation committee**, chaired by the Head of Market Development, Tinda Bex, will steer the evaluation process to ensure the independence and impartiality of the evaluation. Annex 3 provides further information on the composition of the evaluation committee.
81. **An evaluation reference group (ERG)** will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process (see Annex 3 for more details on the role of the ERG).
82. 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. The CO management will engage with the evaluation team at 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.
83. Some Regional Bureau Staff (Supply chain, Monitoring, CBT) will be members of the ERG and will review and provide inputs to the evaluation products. They will attend stakeholder meetings and provide their insights from RB perspective.
84. WFP HQ Supply Chain, CBT and Markets team will be invited to be a member of the ERG. They will comment on the evaluation TOR, inception and evaluation reports, as required. Government, NGOs, UN agency staff involved in MDAs will be invited to be members of the ERG. They will comment on the evaluation inception and evaluation reports, as required.
85. **Men and women retailers**, and financial service providers who are beneficiaries of MDAs will be involved in the evaluation process through the QulP process, key informant interviews and stakeholder meetings with relevant supply chain actors, local government and community representatives to reflect on preliminary findings and conclusions and emerging recommendations.
86. The **Office of Evaluation (OEV)** CapQual unit will advise the Evaluation Manager and provide support to the evaluation process, taking responsibility to:
- Advise the evaluation manager and provide support to the evaluation process where appropriate
  - Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required
  - Provide comments on the draft ToR, inception and evaluation reports
  - Support the preparation of a management response to the evaluation and track the implementation of the recommendations.
87. OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk ([wfp.decentralizedevaluation@wfp.org](mailto:wfp.decentralizedevaluation@wfp.org)) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.
88. **The Business Innovation and Change Unit (BIU) and Knowledge Management Division (INK)** will nominate a consultant to work closely with the Evaluation Manager and provide advice related to value

for money methodologies and other support where appropriate. The INK Team was established in 2015 to promote business innovation and manage change and is composed of personnel from top-tier management consulting backgrounds (e.g., Bain & Company, Boston Consulting Group, McKinsey) as well as personnel with strong UN experience. INK executes projects on behalf of EDs, ASGs, and Directors across the UN system, and has become a trusted advisor to WFP and other entities (e.g., UNHCR, UN DCO, UN Women, UNFPA, Business Innovation Group (BIG) Project team). The team offers end-to-end solutions, including problem assessment, data analysis, operational model design, change plan and implementation monitoring.

89. **Other Stakeholders (National Government including relevant ministries, implementing partners / NGOs, partner UN agencies)** will be involved in the evaluation process through key informant meeting and may be invited to be members of the ERG.

## 5.4 SECURITY CONSIDERATIONS

90. **Security clearance**, where required, is to be obtained from the respective countries before travel. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational reasons. In South Sudan, the evaluation team needs to take into consideration the rainy season which usually starts April/May and adjust data collection plan in accordance with the local weather forecast. In Bangladesh, the evaluation team will be responsible of issuing permits to access Cox’s Bazar refugee camp area by liaising with the Refugee Relief and Repatriation Commissioner.
91. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations, including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings, as any national restrictions related to COVID-19.

## 5.5. COMMUNICATION

92. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
93. 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 the date by when feedback is expected and highlight next steps;
  - Documenting stakeholder feedback systematically how it has been used in finalising the product, ensuring that where feedback has not been used a 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 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.
  - Develop a communication and learning plan which should include a gender and women’s empowerment responsive dissemination strategies, indicating how findings including gender and women’s empowerment will be disseminated and how stakeholders interested or those affected by GEWE issues will be engaged.

To evaluation team will be responsible for:

- Communicating the rationale for the evaluation design decisions sampling, methodology, tools in the inception report and through discussions;
- 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); and
  - Systematically considering all stakeholder feedback when finalising the evaluation report, and transparently provide rationale for feedback that was not use.
94. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
95. Based on the stakeholder analysis, the communication and knowledge management plan (in Annex 5) identifies the users of the evaluation to involve in the process and to whom the report should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.
96. 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 with their regional evaluation offices, who will ensure that they are loaded to the appropriate systems ([intranet](#) and [public website](#)).

## 5.6. BUDGET

97. This evaluation is funded from HQ Budget. 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 travel, hiring and transporting of researcher assistants etc. The budget is inclusive of all international and in-country travel, subsistence and other expenses; including any workshops or communication products that need to be delivered.
98. The following table presents the planned payment schedule based on the different phases of the evaluation:

**Table 6: Payment Schedule**

Phase	Payment Percentage	Deliverables
Signing of PO	20%	Signed PO
Inception Phase	25%	<ul style="list-style-type: none"> <li>• Technically satisfactory inception report, including methodology, evaluation matrix, data collection protocols and tools</li> </ul>
Data Collection	25%	Technically satisfactory: <ul style="list-style-type: none"> <li>• Debriefing PPT</li> <li>• Raw data sets/scripts</li> </ul>
Final Reporting	30%	Technically satisfactory: <ul style="list-style-type: none"> <li>• Evaluation report</li> <li>• Country summary reports</li> <li>• Clean data sets</li> <li>• Dissemination PPT</li> </ul>

99. All Inquiries should be sent to:

**[wfp.supplychainretaileval@wfp.org](mailto:wfp.supplychainretaileval@wfp.org)**



# Annexes

## Annex 1: Preliminary Stakeholder Analysis

Stakeholders	Interest in the evaluation	Involvement in the evaluation process and likely uses of evaluation
<b>Internal (WFP) stakeholders</b>		
<p>WFP HQ technical units  <b>[Supply Chain Retail &amp; Markets unit (SCOLR); Programme CBT unit]</b></p>	<p>WFP HQ SCOLR is 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 SCOLR team as well as CBT Team. As the commissioning office, the SCOLR has an interest in an independent/impartial account of this contribution as well as in learning from the evaluation findings and recommendations to apply this learning to across the region.</p>	<p>SCOLR is the commissioning office. The Senior Supply Chain Officer is the head of the commissioning unit, the Head of Market Development will chair the evaluation committee and the EM will manage the process.</p> <p>Likely use: SCOLR will use the findings and recommendations of this evaluation to enhance the technical support, corporate guidance documents and oversight of CBT activities across the region</p>
<p><b>WFP country offices (COs)</b></p>	<p>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 and partners for performance and results of its operation.</p>	<p>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 require data and information and support the process for further data collection.</p> <p>Likely use: The COs will use the findings and recommendations to enhance their actions in implementing the CBT business model in generally and the market development activities in particular.</p>
<p><b>Regional bureau (RB) for [Bangkok and Nairobi]</b></p>	<p>Responsible for both oversight of COs and technical guidance and support to ensure that the WFP CBT business model is implemented as expected, the RB supply chain team are 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. The RB also has an interest in an independent/ impartial account of this contribution as well as in learning from the evaluation findings and recommendations to apply this learning to across the region. The REU supports CO/RB management to ensure quality,</p>	<p>The RB will be involved in the evaluation through membership in the evaluation reference group to ensure the process receives technical inputs and advisory.</p> <p>Likely use: The RB will use the findings and recommendations of this evaluation to enhance the technical support and oversight of CBT activities across the region</p>

	credible and useful decentralized evaluations.	
<b>WFP Office of Evaluation (OEV)</b> + <b>WFP Executive Board (EB)</b>	<p>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 evaluation work for HQ commissioned multi-country DEs.</p> <p>The EB has an interest in being informed about the effectiveness of WFP operations, and progress in the implementation of the evaluation policy. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.</p>	<p>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).</p> <p>Likely use: OEV may use the lessons from this evaluation process to revise/enhance the normative guidelines. While this evaluation will not be presented to the EB, it will contribute to evaluation coverage and reported in the 2023 annual evaluation report that will be presented to the EB. Its findings may feed into annual syntheses and into corporate learning processes.</p>
<b>External stakeholders</b>		
<b>MDA direct target Traders: producers, wholesalers, retailers and other relevant food supply chain actors.</b>	As beneficiaries of WFP market development activities, men and women traders has an interested in reflecting on how these activities are affecting their businesses and ability to serve their customers and contribute to local economies.	Men and women traders involved in WFP CBT activities will be consulted during the evaluation process and involved in reflections on the findings and recommendations. Likely use: The traders may use the findings and recommendations of this evaluation to enhance their access to opportunities provided by the WFP market development activities.
<b>End Beneficiaries</b> [men and women in targeted household]	As the ultimate recipients of food assistance, beneficiaries [men, women, boys and girls] have a stake in WFP determining whether its assistance is appropriate and effective.	Targeted households that are served by MDA direct traders will be consulted to reflect on the impact any improvements on the part of the retailers based on the services they receive.
<b>Government</b> in Bangladesh and South Sudan	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest.	Some Government staff will be specifically involved in the Evaluation Reference group, and others will be consulted throughout the evaluation process. They will act as key informants as be involved in discussions on preliminary findings and recommendations. Likely use: 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.
<b>United Nations country team (UNCT) in Bangladesh and South Sudan</b>	WFP is working closely with other UN agencies to design and implement interventions. In Bangladesh, WFP, FAO and UNICEF. In South Sudan, WFP, FAO, UNICEF and other United Nations agencies directly contributing to the triple nexus. The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.	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 interviews.  Likely use: 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
<b>Non-governmental organizations (NGOs)</b>	NGOs are WFP partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation.	Partners will be invited to be members of the ERG and will be consulted throughout the evaluation process.  Likely use: These NGOs will use the results of the evaluation to enhance their partnership and collaboration with WFP
<b>Donors</b>	WFP operations in the selected countries 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.  Likely use: Donors may use the findings and recommendations from this evaluation to make future funding decisions.
Private sector [Banks, mobile money companies, other Market actors not directly involved in delivery]	WFP deliveries CBT through private sector actors including Banks, mobile money companies and retailers. 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.  Likely use: They may use the results to improve their engagement with WFP, including to strengthen any weak areas identified.

## Annex 2: Timeline (Tentative)

Dates	Phases and Deliverables	
January - February 2023	<b>Phase 1 - Planning and Preparation</b>	
	<ul style="list-style-type: none"> <li>Appointment Evaluation Manager (EM)</li> <li>Develop draft Terms of Reference (EM)</li> <li><b>Approve the final ToR and share with ERG and key stakeholders</b> (Evaluation Chair)</li> <li>Identify evaluation team (ET)</li> <li><b>Approve evaluation team selection and recruitment of evaluation team</b> (Evaluation Chair)</li> </ul>	By 28 <sup>th</sup> Feb
1 <sup>st</sup> March -28 <sup>th</sup> April 2023	<b>Phase 2 - Inception</b>	
	Brief Core Team and Methodological Discussion (EM/Team Lead)	1 <sup>st</sup> – 2 <sup>nd</sup> Mar
	Desk review of key project documents (ET)	3 <sup>rd</sup> -17 <sup>th</sup> Mar
	Submit draft inception report (ET)	17 <sup>th</sup> Mar
	Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS (EM)	20 <sup>th</sup> -27 <sup>th</sup> Mar
	Review draft IR based on feedback received by DEQS, EM and REO	28 <sup>th</sup> Mar – 4 <sup>th</sup> April
	Share revised IR with ERG (EM)	5 <sup>th</sup> April
	Review period for ERG	5 <sup>th</sup> – 12 <sup>th</sup> Apr
	Consolidate comments and share with ET (EM)	Apr 13 <sup>th</sup>
	Review draft IR based on feedback received and submit final revised IR (ET)	14 <sup>th</sup> – 21 <sup>st</sup> Apr
	<b>Approve final IR and share with ERG for information (Evaluation Chair)</b>	<b>28<sup>th</sup> Apr</b>
1 <sup>st</sup> May – 22 <sup>nd</sup> May 2023	<b>Phase 3 - Data Collection</b>	
	Brief the evaluation team at CO	2 <sup>nd</sup> May
	Data collection (ET)	3 <sup>rd</sup> – 19 <sup>th</sup> May
	<b>In-country/HQ debriefing</b> (s) (ET)	22 <sup>nd</sup> May
23 <sup>rd</sup> May –20 <sup>th</sup> July 2023	<b>Phase 4 - Analysis and Reporting</b>	
	Data analysis and draft evaluation report (ET)	23 <sup>rd</sup> May – 13 <sup>th</sup> June
	Submit first ER draft report and Country Summary Report to EM (ET)	14 <sup>th</sup> June
	Quality assurance of draft ER by EM and REO using the QC, share draft evaluation report with quality support service (DEQS) and organize follow-up call with DEQS (EM)	15 <sup>th</sup> – 22 <sup>nd</sup> June
	Revise ER first draft based on feedback and produce second draft (ET)	23 <sup>rd</sup> – 30 <sup>th</sup> June
	Submit ER second draft (ET)	30 <sup>th</sup> June
	Share ER second draft and summary report with ERG (EM)	3 <sup>rd</sup> July
	Review period for ERG	3 <sup>rd</sup> - 10 <sup>th</sup> July
	Consolidate Comments and submit to ET (EM)	11 <sup>th</sup> July
	Revise ER second draft based on ERG feedback	12 <sup>th</sup> – 19 <sup>th</sup> July
	<b>Submit final revised ER</b>	<b>20<sup>th</sup> July</b>
1 <sup>st</sup> Aug – 7 <sup>th</sup> Sep	<b>Phase 5 - Follow-up and Dissemination</b>	
	Organize stakeholders' workshop (EM)	1 <sup>st</sup> – 8 <sup>th</sup> Aug
	Prepare management response (WFP)	9 <sup>th</sup> – 23 <sup>rd</sup> Aug
	<b>Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call (EM)</b>	<b>By 7<sup>th</sup> Sep</b>

# Annex 3: Role and Composition of the Evaluation Committee

**Purpose and role:** The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Head of Market Development who will be the chair of the committee.

**Composition:** The evaluation committee will be composed of the following staff:

- Head of Market Development (Chair)
- Evaluation manager (Evaluation Committee Secretariat)
- Consultant from the Business, Innovation and Change Unit (BIU)
- Deputy Head of Market Development
- CapQual Evaluation Officer
- Head of Evidence Generation (Supply Chain)
- Regional Supply Chain Officer (retail and markets)
- Regional Evaluation Officer
- Other staff considered useful for this process.

# Annex 4: Role and Composition of the Evaluation Reference Group

**Purpose and role:** The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.

The overall purpose of the evaluation reference group is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and Use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

Members are expected to review and comment on draft evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The main roles of the evaluation reference group are as follows:

- Suggest key references and data sources in their area of expertise
- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Review and comment on the draft inception report
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings or change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations
- Participate in learning workshops to validate findings and discuss recommendations (if planned)
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

## Composition

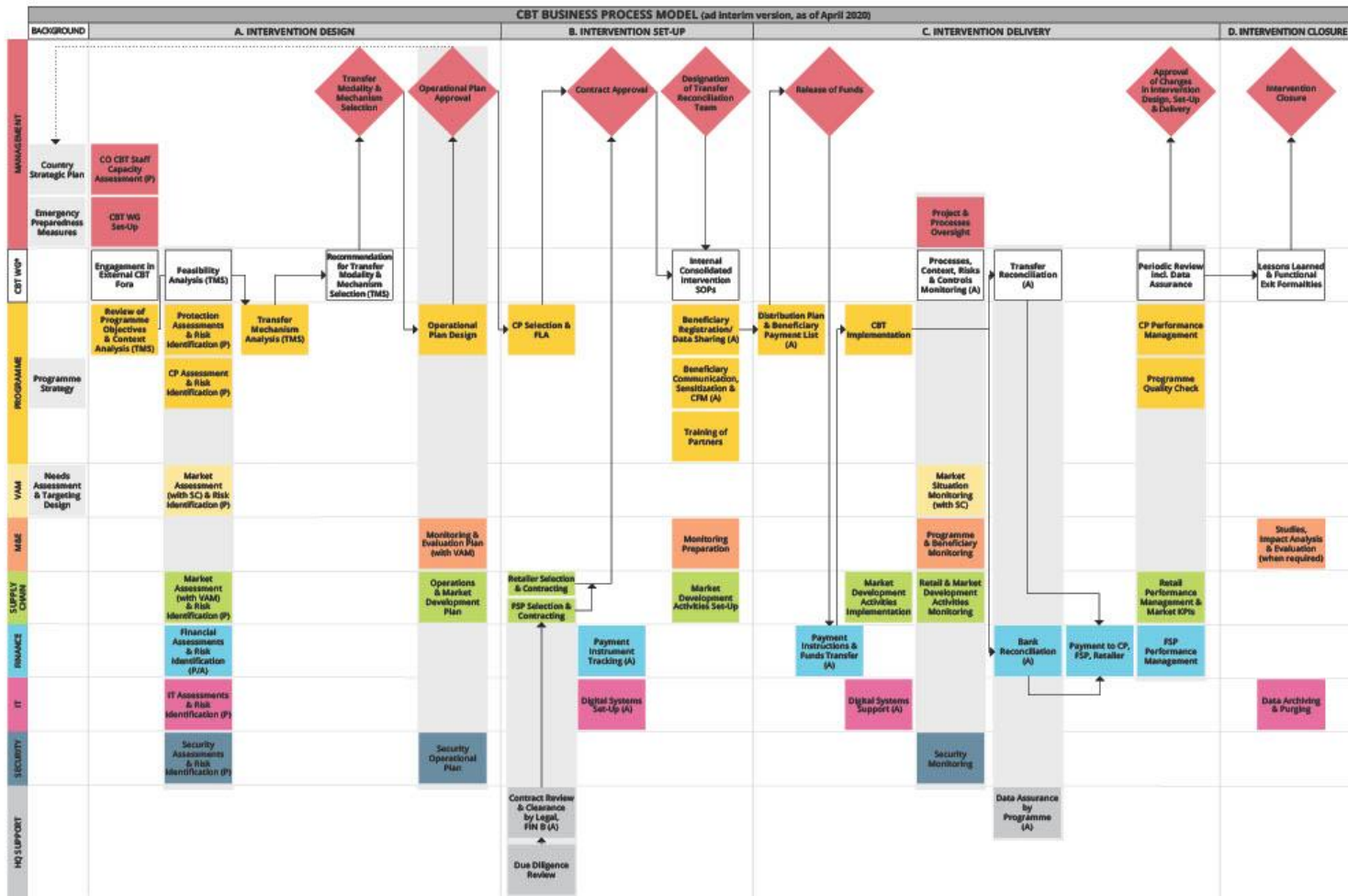
HQ
<ul style="list-style-type: none"><li>• Head of Supply Chain Retail and Market Unit</li><li>• Head of Market Development (Chair)</li><li>• Head of Business Process Team</li><li>• Evaluation Manager (secretary)</li><li>• Deputy Head of Market Development</li><li>• CapQual Evaluation Officer</li><li>• Head of Evidence Generation</li></ul>
Country office(s)
Core members: <ul style="list-style-type: none"><li>• Head of Programme</li><li>• Head of M&amp;E</li><li>• Head of Supply Chain Unit</li><li>• Head of Supply Chain Retail and Markets</li><li>• Government, NGOs and donor partner(s) (with knowledge of the intervention and ideally an M&amp;E profile)</li></ul>
Regional bureau(s)
Core members: <ul style="list-style-type: none"><li>• Regional Head of Supply Chain</li><li>• Regional Supply Chain Officer (retail and markets)</li><li>• Regional Programme Officers (cash-based transfers/social protection/resilience and livelihoods)</li><li>• Regional Evaluation Officer(s)</li><li>• Regional Gender Adviser</li></ul>

## Annex 5: Communication and Knowledge Management Plan

Dissemination activity	Audience	Persons Responsible
After field debriefing	HQ/CO/ERG	Evaluation team
Distribution of final report	ERG, Government partners, WFP COs and HQ units, Partners and stakeholders	Evaluation Manager
Publishing of the report	Report will be published for public access	OEV/RBs
Workshop with key stakeholders and donors	WFP, stakeholders and Donors	EM
Development of 2/3 pager Evaluation brief / short video's/infographics, etc.	ERG COs, Government, Partners and stakeholders	ET/EM/OEV



# Annex 6: 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 WGP 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 (Objective)  
 ♦ Decisions under CO Management responsibility

# Annex 7: Qualitative Impact Protocol (QuiP) Approach

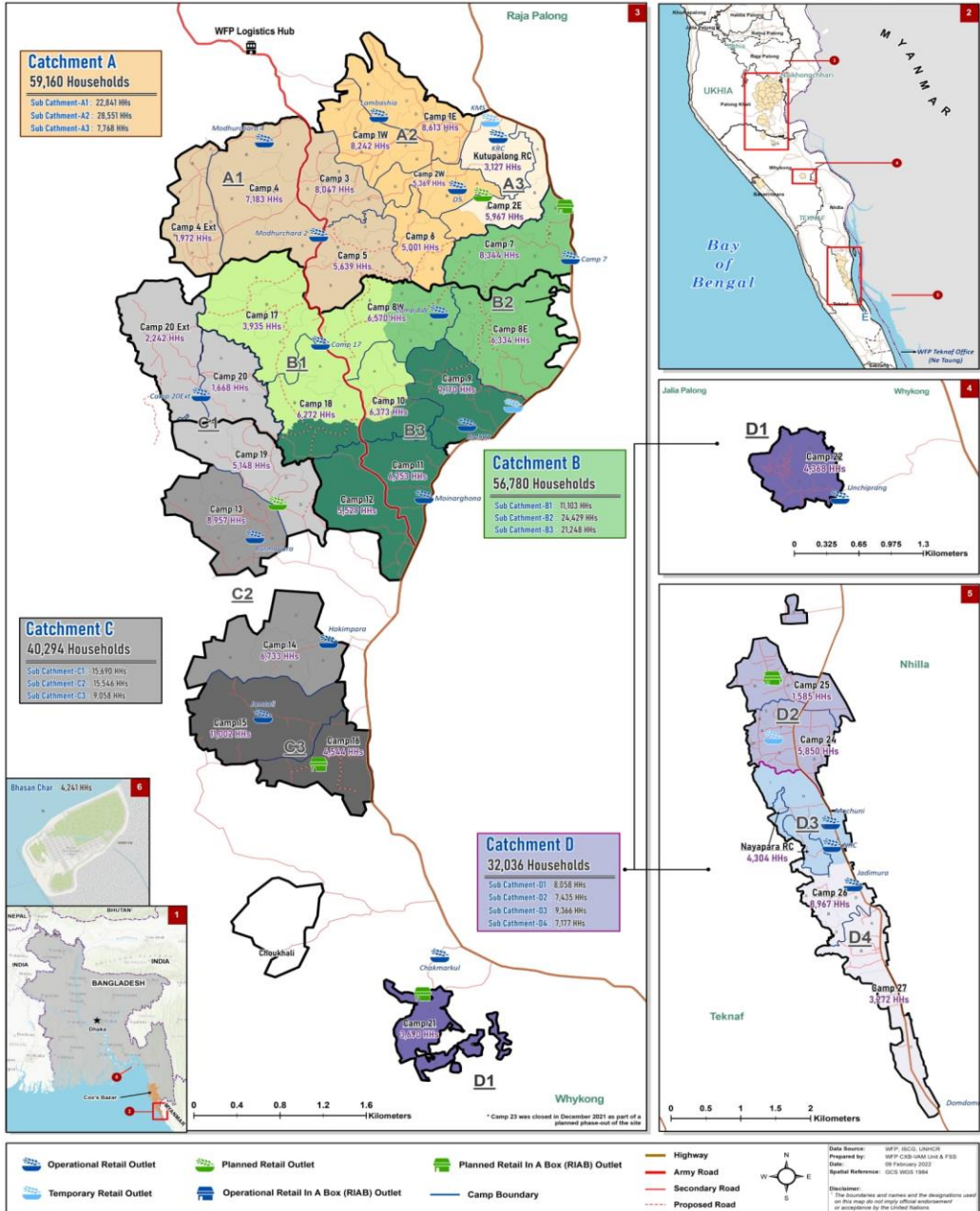
Rooted in empirics and practice, Qualitative Impact Protocol (QuiP) presents a fresh way to approach the ‘attribution challenge’. It is a simple and cost-effective way to gather, analyse and present feedback from intended beneficiaries of social investments and development interventions about significant 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 8: WFP Operational Catchments 2022 – Cox's Bazar, Bangladesh

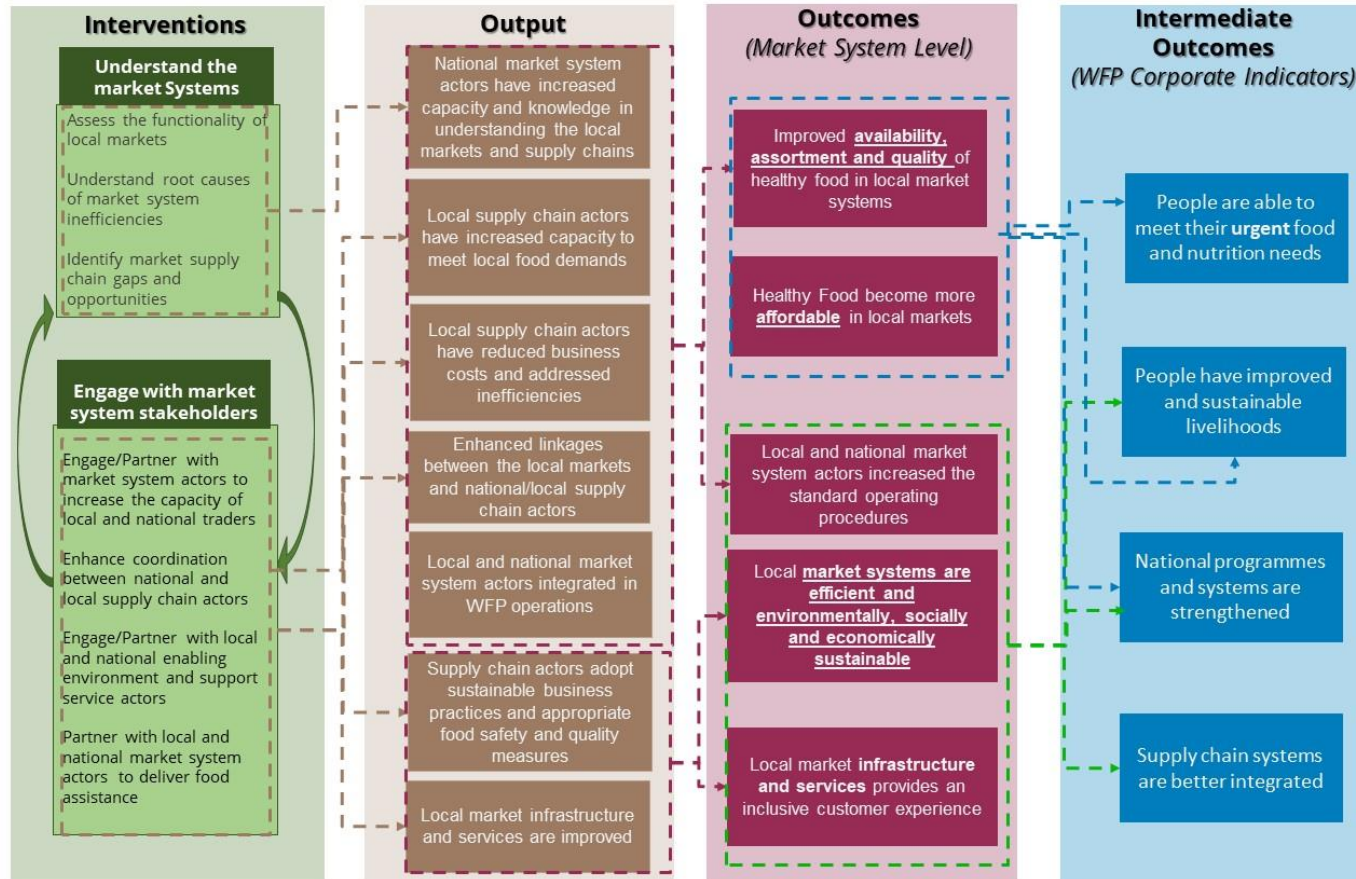


## WFP Operational Catchments 2022 COX'S BAZAR - BANGLADESH



# Annex 9: SCOLR Draft Theory of Change

## Theory of Change – WFP Supply Chain Retail and Markets



\* Definitions available in TOC Annex

# Annex 10: Bibliography

Bangladesh Bureau of Statistics and United Nations Children's Fund. 2019. Multiple Indicator Cluster Survey 2019: Survey Findings Report. Retrieved from [PPRC-BIGD COVID-19 Livelihoods & Recovery Panel Survey - BRAC Institute of Governance and Development \(bracu.ac.bd\)](#).

General Economics Division, Bangladesh Planning Commission. 2020. Eighth Five Year Plan, July 2020–June 2025: Promoting Prosperity and Fostering Inclusiveness.

Inter Sector Coordination Group. 2021 Joint Response Plan – Rohingya Humanitarian Crisis. January–December 2021. Retrieved from [2021 Joint Response Plan: Rohingya Humanitarian Crisis \(January - December 2021\) - Bangladesh | ReliefWeb](#).

IPC. Jun 2022. Bangladesh IPC Chronic Food Insecurity Report June 2022. Retrieved from <https://reliefweb.int/report/bangladesh/bangladesh-ipc-chronic-food-insecurity-report-june-2022#:~:text=Nearly%2035%20million%20people%2C%20representing,14%25%20of%20the%20total%20population%2C>.

Power and Participation Research Center and Brac Institute of Governance and Development. 2020. PPRC-BIGD Rapid Response Survey: Livelihoods, Coping and Recovery During COVID-19 Crisis. Retrieved from [PPRC-BIGD COVID-19 Livelihoods & Recovery Panel Survey - BRAC Institute of Governance and Development \(bracu.ac.bd\)](#).

United Nations. 2021. United Nations Sustainable Development Cooperation Framework for Bangladesh (2022–2026). Retrieved from [United Nations Sustainable Development Cooperation Framework \(UNSDCF\) 2022-2026 \(Booklet\) | United Nations in Bangladesh](#).

World Bank Human Capital Project. October 2020. Retrieved from [Human Capital \(worldbank.org\)](#).

World Economic Forum. 2021. Global Gender Gap Report 2021.

WFP. August 2022. Thematic Evaluation of Supply Chain Outcomes in the Food System in Eastern Africa from 2016 to 2021. Retrieved from [https://docs.wfp.org/api/documents/WFP-0000143985/download/?\\_ga=2.65133478.985447225.1669022048-22090454.1657522836](https://docs.wfp.org/api/documents/WFP-0000143985/download/?_ga=2.65133478.985447225.1669022048-22090454.1657522836).

WFP. July 2022. South Sudan Situation Report #303. Retrieved from [https://api.godocs.wfp.org/api/documents/249c3fa9859c4f649f86d82fad1bfd37/download/?\\_ga=2.102997888.1250028408.1666191492-22090454.1657522836](https://api.godocs.wfp.org/api/documents/249c3fa9859c4f649f86d82fad1bfd37/download/?_ga=2.102997888.1250028408.1666191492-22090454.1657522836).

WFP. December 2021. WFP Contribution to Market Development and Food Systems in Southern Africa: A thematic Evaluation (2018 to 2021). Retrieved from [Thematic Evaluation of WFP Contribution to Market Development and Food Systems in Southern Africa | World Food Programme](#).

WFP. 2020. The power of gender equality for food security. Retrieved from [The power of gender equality for food security | World Food Programme \(wfp.org\)](#).

Websites/Databases:

<https://data.unicef.org/resources/dataset/malnutrition-data>

<https://data.worldbank.org>

# Annex 11: Acronyms

<b>B2B</b>	Business-to-Business
<b>BIU</b>	Business Innovation and Change Unit
<b>CBT</b>	Cash-Based Transfers
<b>CO</b>	Country Offices
<b>CSP</b>	Country Strategic Plans
<b>DEQAS</b>	Decentralized Evaluation Quality Assurance System
<b>FAO</b>	Food and Agriculture Organization
<b>FGD</b>	Focus Group Discussion
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>HCI</b>	Human Capital Index
<b>HQ</b>	Headquarters
<b>iCSP</b>	Interim Strategic Plan
<b>INK</b>	Innovation and Knowledge Management Division
<b>IPC</b>	Integrated Food Security Phase Classification
<b>KII</b>	Key Informant Interviews
<b>KPI</b>	Key Performance Indicators
<b>LSA</b>	Lean Seasonal Assistance
<b>MDA</b>	Market Development Activities
<b>MFI</b>	Market Functionality Index
<b>OEV</b>	Office of Evaluation
<b>QuiP</b>	Qualitative Impact Protocol
<b>QS</b>	Quality Support
<b>RB</b>	Regional Bureau
<b>RIAB</b>	Retail in a Box
<b>ROC</b>	Retail Onboarding and Contracting
<b>RPME</b>	Retail Performance Monitoring and Evaluation
<b>SCOLR</b>	Supply Chain Retail & Markets Unit
<b>SDG</b>	Sustainable Development Goals
<b>TOR</b>	Terms of Reference
<b>UFE</b>	Utilisation-Focused Evaluation
<b>UN</b>	United Nations
<b>UNCF</b>	United Nations Cooperation Framework

## **WFP Supply Chain Retail & Markets Unit**

### **World Food Programme**

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 [wfp.org](https://www.wfp.org)