



WFP EVALUATION



EVALUATION OF WFP'S CONTRIBUTION TO MARKET SYSTEMS IN SOUTH SUDAN AND BANGLADESH – REPORT ANNEXES

2018 TO 2022

Decentralized Evaluation Report

DE/OSC/2022/029

WFP Supply Chain CBT, Markets and Retail Unit (SCOLR)

February 8, 2024

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Annex 1. Terms of Reference

Link to ToR: <https://www.wfp.org/publications/evaluation-wfp-contribution-market-systems-south-sudan-and-bangladesh-2018-2022>

Annex 2. Timeline

By whom	Phase	Key dates
Inception		
EM/ET	Brief core team / receipt of documents	11-Apr
ET	Desk Review	11-Apr to 30-Apr
EM/ET	Inception Meetings / Missions	1-May to 11-May
ET	Draft inception report (IR)	24-Apr to 18-May
EM/TL/ REO	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	19-May to 29-May
ET	Review draft IR based on feedback received by DEQS, EM and REO/ERG	29-May to 2-June
ERG	ERG revision	5-June to 19-June
EM	Consolidate Comments	20-Jun
ET	Review draft IR based on feedback received and submit final revised IR	21-Jun to 27 Jun
EM	Review final IR and submit to the evaluation committee for approval	26-Jun to 29-June
EC Chair	Approve final IR and share with ERG for information	9-Jul
Data collection		
EM/ET	Fieldwork briefing (remote)	3-Jul to 7-Jul
ET	Data Collection (South Sudan)	3-Jul to 29-Jul
ET	Data Collection (Bangladesh)	14-Jul to 24-Jul
ET	Preliminary data analysis	21-Jul to 4 Aug
ET	In-country and HQ debriefing	31-Jul
Reporting		
ET	Data Analysis and draft evaluation report	1 Sept - 23Oct
EM	Quality assurance of draft ER by EM and REO using QC, share draft with quality support service (DEQS) and organize follow-up call with DEQS	24 Oct-31Oct
ET	Review draft ER based on feedback received and submit final revised ER	31Oct-29Nov

EM	ERG revision	30Nov-1Jan
ET	Results Workshop	10-Nov, 15-Nov
EM	Consolidate comments received	1-Jan
ET	Review draft ER based on feedback received and submit final revised ER	15-Jan, 19-Jan
EM	Review final revised ER and submit to the evaluation committee	19-Jan - 31Jan
EC Chair	Approve final evaluation report and share with key stakeholders for information	31Jan

Annex 3. Methodology

EVALUABILITY ASSESSMENT

Evaluability refers to the extent to which an intervention can be evaluated in a reliable and credible manner. Evaluability assessment calls for the early review of a proposed activity (or set of activities) to ascertain whether its objectives are adequately defined and its results verifiable.¹

The evaluation team received various documents from WFP during the inception phase. The comprehensive documents provide a reasonable basis for understanding the scope and implementation of the market development and retail engagement activities. Based on information collected during inception missions in Bangladesh and South Sudan as well as the review of retailer assessments and other monitoring data, it is clear that many elements of WFP's market development activities are evaluable in that data can be obtained in response to the selected evaluation design questions; however some gaps in data and potential contextual challenges were observed and considered in the development of the evaluation matrix guiding this evaluation's scope and methodology. The recommended changes to the evaluation questions are reflected in **Error! Reference source not found.** and various factors facilitating or inhibiting the evaluation approach are outlined below, organized by the three evaluation design questions detailed in the ToR. Also see the evaluation matrix ([Annex 4](#)) for a rating of evidence availability/ reliability for each evaluation question.

The main gaps and missing information identified in certain documents include limited mentions of CBT or retailers in some CSP reports, absence of explicit MDA activities or use of market analysis tools in some annual reports, missing values and tools/results in certain market functionality reports, inconsistent data overtime (as the unavailable retail performance monitoring evaluation -RPME- and ROC reports for some locations/retailers), missing information such as contract terms in the retailer contracts, and insufficient details on MDA activities in previous evaluations. Gaps in RPME data limited the extent to which a cost benefit analysis can be applied, however these gaps were filled to the extent possible by extending the QUIP survey to capture specific data on key indicators across geographies and time.

Question 1: Is another round of data collection for retail assessments and other monitoring data necessary to capture any variable changes during the duration of the lean seasonal assistance (LSA)

The markets included in the study are not isolated seasonally, therefore there is no need to collect specific data capturing seasonal variable changes.

Regarding data availability in general, Table 3 presents the available data by year and market provided by WFP to the ET during the inception phase.

¹ [OECD-DAC Glossary of Terms](#), 2010, p.21.

Figure 1. Summary of data availability at the inception

Available Data by Year and Market		South Sudan					Bangladesh			
		Gorom	Bor	Mingkaman	Kalthok	Wunrock	Catchment A	Catchment B	Catchment C	Catchment D
MFI	2018									
	2019									
	2020									
	2021*									
	2022*									
MSA										
ROC	2018									
	2019**									
	2020									
	2021									
	2022**									
RPME	2018									
	2019									
	2020						Kutapalong, D5, Modhuchara 2, Camp-4	Balukhali, Camp 17, Mainnergona	Jamtoli, Burmapara, Camp 20 ext	Jadimura, Leda, Mochoni, NRC
	2021						Kutapalong, D5, Modhuchara 2, Camp-4	Balukhali, Camp 17, Mainnergona	Jamtoli, Burmapara, Camp 20 ext	Jadimura, Leda, Mochoni, NRC
	2022						Kutapalong, D5, Modhuchara 2, Camp-4	Balukhali, Camp 17, Mainnergona	Jamtoli, Burmapara, Camp 20 ext	Jadimura, Leda, Mochoni, NRC
Price Monitoring	2018						Kutapalong	Balukhali		Leda, NRC, Unchiprang
	2019									
	2020						Cox Bazar generally, May – September 2020			
	2021						Cox Bazar generally, March, April, July, August, December 2021			
	2022						Cox Bazar and Bangladesh generally, January - December 2022			

Given that this information was fragmented by year and place, it was difficult to measure changes in all locations, especially in terms of ‘benefits’ for use within the cost benefit analysis (CBA) method, food availability, and pricing. The QUIP methodology filled this gap to some extent through retrospective questions (see Annex 5: Data Collection Tools). Details regarding the different sources of information available are presented below:

MFI: These assess market functionality according to nine criteria: Assortment, availability, price, resilience, competition, infrastructure, service, quality and access and protection. In Bangladesh, MFI data and summary reports covered 2020–2021, including an assessment of 23 intervened markets in Chittagong region. In South Sudan MFIs were introduced in 2021, so these were conducted in Gorom and Wunrok, but not Bor and Mingkaman where MDAs were introduced in 2016.

Market System Analysis (MSA): It provides an understanding of root causes of low market functionality and identifies inefficiencies along the supply chain. In Bangladesh, MSAs were conducted in 2022 for specific value chains, such as dried chili, eggs and rice, which helped support commodity optimization. In South Sudan an MSA was conducted on price gouging in Bor and Mingkaman in 2021.

RPME: conducts a regular assessment of retailers using the criteria of price, quality, assortment, services and compliance. This tool is instrumental in assessing the performance of retail shops in the target markets of South Sudan and Bangladesh as it provides critical data on a range of indicators, including price compliance, record-keeping, occupational safety, and COVID-19 compliance. Retailers must achieve certain goals for renewing their contracts. However, South Sudan had less RPME data available than Bangladesh, but Bangladesh data was largely uniform across retailers without much variation across different retailers.

In addition, there are clear gaps in data for both countries for the years 2018–2019. Complaint Feedback Mechanism (CFM) and CP's report complemented available information.

Retail Onboarding and Contracting (ROC): a standard and digitalized approach for the selection and contracting of retailers (only conducted in South Sudan but was used to triangulate data where RPMs were unavailable). These provided relevant market data for the study (products available, restocking time etc.). It was used to select retailers directly contracted by WFP.

SCOPE: a centralized system with all beneficiary data. In terms of monitoring data on retailers, sales data is available through point of sale (POS) system data transmitted through SCOPE, a central repository for all beneficiary data (Bangladesh and South Sudan), and BuildingBlocks blockchain technology and reconciled (only Bangladesh). Considering the privacy and breadth of this database, the ET worked with the EM and CO to pull relevant information, such as sales data and number of beneficiaries per retailer.

Gender responsive data: In terms of gender-related results, general corporate monitoring tools and activities such as food security and vulnerability mapping (VAM) and Refugee Influx Emergency Vulnerability Assessments (REVA) provide disaggregated data on corporate food security indicators, such as food consumption, livelihoods coping strategies, dietary diversity which have been used in the design of some activities; for example, vulnerable households, including households headed by females or persons with disabilities, received USD \$3 per person unconditional top-up to support better access to fresh produce in Bangladesh². However, there does not appear to have been clear and purposeful mainstreaming of gender and inclusion into the monitoring or measurement of gender equality and empowerment-related results specifically for retailer contracting (both Bangladesh and South Sudan), Fresh Food Corners and market linkage activities (Bangladesh only). In both countries some observations were shared regarding limits to women's participation, and these were further explored through the QUIP interviews and focus group discussions, and relatedly as a benefit measured through the cost benefit analysis.

Question 2: Was the way initial market assessments and selection of retailers were done allow for the identification of a comparison group to assess impact of WFP MDAs? For example, were the number of retailers assessed as qualified/meeting the criteria greater than the number that was contracted?

Bangladesh: Since 2018, WFP CO has issued expressions of interests, evaluated retailer proposals and conducted due diligence. The ROC started rolling out in October 2022. However, in view of restrictions and regulations on Rohingyas movements, business operations and employment limits WFP's contracting to formal Bengali national retailers outside of the catchments. As such, non-contracted retailers, even with available baseline due diligence data at the procurement stage, may not be a suitable comparison group given that only WFP-contracted retailers are permitted to operate in the camps. Furthermore, non-contracted retailers may be large-scale operators who may not be able to answer any questions about WFP's work, impact of MDAs in the community as they don't have a presence in the target area of the study (within the camp). However, the ET allocated KIs for non-contracted retailers in the data collection plan and interviewed them once the team had the chance to review the retailer RFPs to understand the size of the businesses applying for WFP contracts as well as the extent of their knowledge of WFP work. The ET also interviewed small traders informally operating in and directly surrounding the catchment areas to assess any spill-over effects of the MDAs but these traders operate on a completely different scale from the large-scale retailers and could not be considered a comparison group.

South Sudan: It will be possible to isolate a control group of non-contracted retailers. As the ROCs were conducted in 2019, the retailers who did not qualify to be contracted by WFP were no longer operating in the target markets. However, it will be possible to request a list of licensed traders for each market and sample non-contracted retailers from this list to interview for the study. The ET and EM followed up with the relevant field offices to obtain this information.

² REVA, April 2020 – Summary.

Question 3: How will financial data of each activity be analysed to answer questions of efficiency, and which value-for-money methodology will be used?

To assess the efficiency of each activity and determine value for money, the evaluation team used the Social Cost-Benefit Analysis (SCBA) methodology. SCBA, grounded in economics welfare theory, measures changes in society's net welfare (expressed as the aggregation of all individual utilities) resulting from the implementation of a specific project or policy.³ The costs of different interventions or activities with their corresponding outcomes or impacts will be analyzed, examining each activity's financial data/inputs (resources, costs) and outputs/benefits (results, outcomes), and comparing them between MDAs and in-kind distribution. Particularly budget allocation, expenditure analysis (comparing the actual expenditure for each activity with the planned budget), cost breakdown (personnel, materials, logistics, training, and overhead expenses), performance indicators (comparison of cost per beneficiary, cost per unit of output, or cost per outcome achieved). The benefits were computed by monetizing, to the extent possible, key outcomes of the intervention. In consultation with WFP, the following key benefits emerged as important for monetization: (1) Increase in income to local farmers and retailers, (2) Increase in income for workers (applicable where there are new jobs created as a result of the MDA), and (3) Decrease in cost of procuring food for beneficiaries (time spent and transportation cost).

The Value for Money Analysis was developed by conducting a comprehensive analysis of the costs incurred and outcomes achieved by each activity, measuring the cost-effectiveness and social cost-benefit ratios. However, there are limitations in accurately quantifying all the benefits⁴. To address these limitations, during the field phase, the ET surveyed targeted retailers, farmers (only for Bangladesh), and final beneficiaries to gather information and estimate the value for money of the benefits, as described in the methodology.

Data Collection: Planned and actual.

Bangladesh

QuIP Data Collection						KII
Catchment	FGD Farmers	FGD Beneficiaries	Beneficiaries Survey	Small Traders (Beneficiaries)	Retailers	KIIS
A	1		10	1	4	1
B	1	2	9	1	4	4
C	1		5	1		1
D	1	2	5	1	0	5
Total Completed	4	4	29	4*	8**	11
Planned	4	4	28	5	12	

*Small traders were interviewed with the retailer survey (more detailed) to capture differences in shop management/profits etc. with the contracted retailers
 **Adjustments were made to the number retailers interviewed in each catchment as 4 retailers contracted during the study period were no longer under contract as of the end of 2022 and therefore not present in the camp at the time of data collection

³ Paolo Ruffino, Matteo Jarre, in Advances in Transport Policy and Planning, 2021. <https://www.sciencedirect.com/topics/social-sciences/social-cost-benefit-analysis>.

⁴ Limitations are related to the incomplete coverage of reports and data at the geographical and temporal levels, as indicated in table 3 and there is no pre-existing quantified data for before MDA implementation.

South Sudan

QUIP Data Collection						KII
Locations	B2B retailers (Actual)	Directly contracted retailers (Actual)	Non-contracted retailers (Actual)	Transfer Beneficiaries (Actual)	FGDs (planned/ actual)	KIIS
Mingkaman	3	3	2	8	2 (1 retailers, 1 consumers)	5 (2 WFP FO, CP, RRC and TRADE UNION)
Kalthok	4*		0	3		
Bor		4	1	6	2 (1 retailers, 1 consumers)	2 (WFP FO, Chamber of Commerce)
Gorom	3		2	3		2 (CP-ACROSS, WOMEN REP)
Juba						4 (CO team, B2B supplier)
Total completed	10	7	5	20	4	13
Planned	9	10	8	20	4	

*The WFP FO team indicated that no comparable non-contracted retailers were present in Kalthok therefore 4 B2B contracted retailers were interviewed at this location

Data Analysis Framework

Data analysis phase	Analytical process	Activity
1. Data Collection	Gather primary data through methods such as QUIP surveys, key informant interviews (KIIs), and document reviews.	Qualitative interviews using the QUIP and FGD KIIs with WFP staff, government officials, wholesalers, suppliers, beneficiaries, and other relevant stakeholders Review relevant documents (programme reports, market assessments, retail monitoring data, and other materials)
2. Data Coding and Categorization/Content analysis	Develop a coding framework to organize and categorize the collected data based on evaluation objectives, questions, and methods	Comprehensive thematic coding framework (Food Access and Availability, Market Systems Strengthening, Resilience and Sustainability) Code and categorize qualitative data from QUIP interviews, and FGD and KIIs focusing on drivers, outcomes and attribution within the stories of change. Code and categorize quantitative data from monitoring reports or other sources
3. Data Analysis	Apply qualitative and quantitative analysis techniques to examine the data, including thematic	Quantitative data (market assessments, monitoring data, and other relevant metrics). Indicators and measures of efficiency, effectiveness, and impact, such as cost per

	analysis, descriptive statistics, and comparative analysis.	beneficiary reached, coverage rates, and changes in key market indicators. Qualitative data (through interviews, focus group discussions, and document reviews). Themes, patterns, and narratives shed light on the efficiency, effectiveness, impact, and lessons learned from the MDAs, considering the perspectives and experiences of beneficiaries, retailers, and other stakeholders. Descriptive analysis (examining the characteristics, patterns, trends within the data set), and comparative analysis (perspectives from various sources and stakeholders). ⁵ Identification of Lessons Learned (challenges, successes, and best practices observed throughout the evaluation process), areas for improvement, strategies to overcome barriers, and recommendations for future interventions.
4. Data Synthesis and Interpretation	Integrate and interpret the analyzed data to identify patterns, relationships, and key findings.	Data triangulation Qualitative and quantitative findings Interpretation of the results within the context of the TOC, examining the logical progression of inputs, activities, outputs, outcomes, and impacts through visuals and coded extracts. Validation with the Evaluation Reference Group Key lessons learned from the data analysis, highlighting successful approaches, challenges, and recommendations. Conclusions and recommendations based on the data analysis.
5. Reporting	Prepare a comprehensive evaluation report that presents the findings, conclusions, lessons learned, and recommendations based on the data analysis.	Evaluation report that presents the findings, analysis, and interpretation of the data, clearly articulating the links between activities, outputs, outcomes, impacts, and sustainability in the context of the TOC.

⁵ The evaluation initially planned social network analysis to understand the linkages between market participants and how these have changed over time. During the process of inception, it was determined that it would be more useful for WFP to conduct Social Cost-Benefit Analysis to provide quantified information on cost-benefits as a result of WFP's intervention. In addition, data from baseline on network relationships was not available to make it a useful exercise.

Annex 4. Evaluation Matrix

Criterion	Evaluation Questions	Sub - questions
<p>Relevance</p> <p><i>(Is the intervention doing the right things?)</i></p>	<p>(EQ1) To what extent are market development activities and related retail engagement interventions informed by country contexts and market inefficiencies identified during relevant multi-sector assessments?</p>	<p>1.1 To what extent are the market and/or retail assessment findings used to design and implement activities, considering the differentiated needs and roles of women, men and marginalized groups?</p> <p>1.2 To what extent are the market development activities and related retail engagement activities linked to the country strategic plan?</p>
<p>Effectiveness / Efficiency</p> <p><i>(Is the intervention achieving its objectives? / How well are resources being used?)</i></p>	<p>(EQ2) To what extent have the identified MDAs and retail engagement activities implemented and achieved their objectives for men and women in the target groups and their wider local communities?</p> <p>(EQ3) What factors are affecting the implementation of MDAs and retail engagement activities, and achievement of objectives (negatively or positively)?</p> <p>(EQ4) Was the implementation of MDAs and retail engagement activities cost effective?</p>	<p>2.1 To what extent have MDAs and retail engagement activities enhanced and impacted the assortment, availability, prices, and quality of food products for the different target groups [e.g., retailers and those receiving CBT] and indirect beneficiaries [e.g., host communities]?</p> <p>2.2 To what extent did the MDAs and retail engagement interventions contribute to enhancing beneficiaries' market interaction experience (purchasing power, choice, dignity, treatment, quality of food presented, and access) outcomes? To what extent did the implementation of market development activities and retail engagement interventions consider and address gender inequalities and promote gender equality and women's empowerment, both within the MDAs/programme and in the wider market system?</p> <p>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 programme mitigate and cope with these disruptions, including gender-specific or inclusion-related challenges?</p> <p>3.2 To what extent did the corporate tools and support provided from HQ – including short-term missions (TDY) - help the CO to implement and achieve the objectives of the MDAs and retail activities?</p>

		<p>3.3 To what extent did the market development activities and related supply chain interventions contribute to building the capacity of market actors, including women and marginalized groups?</p> <p>3.4 How can the WFP country office mitigate the negative impact of the upcoming ration cut on the targeted beneficiaries and improve the efficiency and effectiveness of the current process?</p> <p>What are the factors that better facilitated the implementation of activities? [removed]</p> <p>4.1 What was the cost of implementing MDAs and retail engagement activities, and how does this compare to the achieved outcomes?</p>
<p>Impact / contribution <i>(What difference does the intervention make?)</i></p>	<p>(EQ5) To what extent did WFP contribute to improving resilience and initiating business expansion of WFP contracted suppliers and retailers?</p> <p>(EQ6) Are there unintended (positive or negative) effects of WFP Market Development Activities and retail engagement activities in different country contexts and for different groups?</p> <p>(EQ7) How do CBT activities (cash injection into the local economies and associated activities that enable beneficiaries to access the assistance) combined 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?</p>	<p>5.1 To what extent did the market development activities and related retail engagement interventions contribute to improving the resilience and business expansion of WFP-contracted retailers?</p> <p>6.1 What were the unintended effects, positive or negative, of WFP market interventions for market actors? Did these interventions affect women's access to resources, economic opportunities and decision-making power?</p> <p>7.1 How have the combined efforts of CBT activities and supply-side interventions, individually and together, contributed to the realization of inclusive and positive changes in local economies, and which combination of these activities has been the most impactful?</p>
<p>Sustainability <i>(Will the benefits last?)</i></p>	<p>(EQ8) Are the results of WFP contributions sustainable, i.e. continuing or likely to continue after WFP's interventions?</p> <p>(EQ9) What factors affect sustainability of WFP MDAs and retail engagement activities, and do these factors vary for different actors (men, women, youth, rural, per-urban, urban) and country contexts, etc.?</p>	<p>8.1 What are the COs' exit plan and knowledge transfer strategy to the local communities for the Market Development Activities and related supply chain interventions?</p> <p>8.2 Are the direct WFP partners likely to continue adopting market development activities and related supply chain interventions?</p> <p>8.3 Are the market development activities and related supply chain interventions being adopted by market actors who are not directly linked to the program, taking into consideration marginalized and disadvantaged groups?</p>

	9.1 To what extent do different factors affect the sustainability of MDAs and retail engagement activities?
Lessons	(EQ10) 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?

EQ	Lines of inquiry	Indicators	Data sources	Data collection methods	Data analysis and triangulation of data sources and methods	Evidence availability/reliability
RELEVANCE	EQ1 – To what extent are market development activities and related retail engagement interventions informed by country contexts and market inefficiencies identified during relevant multi-sector assessments?					
1.1: To what extent are the market and/or retail assessment findings used to design and implement activities, considering the differentiated needs and roles of women, men, and marginalized groups?	<p>What were the market and/or retail assessment findings, including from gender and marginalized groups perspective?</p> <p>To what extent were these findings used to design and implement activities, particularly to respond to the different needs of women, men, and marginalized groups?</p> <p>What were the factors that facilitated or hindered the use of market and/or retail assessment findings?</p> <p>What were the positive or negative impacts of using market and/or retail assessment findings on the design and implementation of activities?</p>	<p>Evidence of market inefficiencies identified in relevant multi-sector assessments and country contexts and extent to which they were addressed in the design of MDAs</p> <p>Evidence of market inefficiencies identified in relevant retail assessments and extent to which they were addressed in the design of retailer engagement activities</p> <p>Perceptions of WFP staff on usefulness of market and/or retail assessment findings</p>	<ul style="list-style-type: none"> Market Functionality Index (MFI) (SS - 2021 Gorom & Wunrok; BD - 2020 all catchments) Market System Analysis (MSA) (SS Bor & Mingkaman; BD all catchments) Retail Onboarding and Contracting (ROC) tool, <i>as made available</i> Food security & Vulnerability Mapping, Refugee Influx Emergency Vulnerability Assessments, Post-distribution Monitoring QUIP Interviews and FGDs (beneficiaries & retailers) 	<p>Document review</p> <p>QUIP Interviews</p> <p>Key informant interviews</p> <p>Observation of market and/or retail assessment processes</p>	<p>Content analysis of retailer and market assessments</p> <p>A range of stakeholder groups: Project/programme implementers, beneficiaries, government officials, private sector actors, and other stakeholders</p> <p>Direct observation in different locations: Observing the use of market and/or retail assessment findings to design and implement activities in different locations and assessing the factors that facilitated or hindered their use</p>	Strong

		Identification of different beneficiaries and retailers needs	<ul style="list-style-type: none"> (KIIs) with WFP staff, CPs, UNCT and other relevant stakeholders involved 		Across methods: Using document review, key informant interviews, and focus group discussions, to obtain a comprehensive understanding of the use of market and/or retail assessment findings to design and implement activities, the factors that facilitated or hindered their use, and the positive or negative impacts of using these findings on the design and implementation of activities.	
1.2 To what extent are the market development activities and related retail engagement activities linked to the country strategic plan?	<p>What are the key components, including gender and inclusion of marginalized groups, of the country strategic plan relevant to the market development activities and related retail engagement activities?</p> <p>To what extent are the market development activities and related retail engagement activities linked to the country strategic plan?</p> <p>What were the factors that facilitated or hindered the linkage between the market development activities and related retail engagement activities and the country strategic plan?</p>	<p>Proportion of market development activities and related retail engagement activities that are aligned with the objectives and priorities of the country strategic plans from 2018 – 2022</p> <p>Degree of alignment between the objectives and priorities of the country strategic plan and the market development activities and related retail engagement activities</p> <p>Factors that facilitated or hindered the linkage between the market development activities and related retail engagement activities and the country strategic plans</p> <p>Positive or negative impacts of linking the market development activities and related retail engagement activities to the country strategic plan</p>	<ul style="list-style-type: none"> CSPs Supply chain MDA work plans and trainings MFI ROC Retail Performance Monitoring and Evaluation (RPME) reports (KIIs) with WFP staff 	<p>Document review</p> <p>Key informant interviews</p>		Strong

EFFECTIVENESS / EFFICIENCY	EQ2 – To what extent have the identified MDAs and retail engagement activities implemented and achieved their objectives for men and women in the target groups and their wider local communities?					
<p>2.1 To what extent have MDAs and retail engagement activities enhanced and impacted the assortment, availability, prices, and quality of food products for the different target groups [e.g. retailers and those receiving CBT] and indirect beneficiaries [e.g. host communities]?</p>	<p>What were the objectives of the MDAs and retail engagement activities related to enhancing the assortment, availability, prices, and quality of food products for the target groups, particularly for women and marginalized groups?</p> <p>To what extent were these objectives achieved?</p> <p>What were the factors that facilitated or hindered the achievement of these objectives?</p>	<p># assorted food products targeted for beneficiaries in WFP contracted shops over the period of evaluation (2018 – 2022)</p> <p># of food products targeted for beneficiaries in stock during a monitoring visit over the period of evaluation (2018 – 2022)</p> <p>Price of food projects (adjusted for inflation & confounding variables) targeted for beneficiaries in WFP contracted shops over the period of evaluation (2018 – 2022)</p> <p>Quality score of food products in WFP contracted shops over the period of evaluation (2018 – 2022)</p> <p>Change in scores in RPME for assortment and availability, price and quality and hygiene over the period of evaluation (2018 – 2022)</p>	<ul style="list-style-type: none"> • MFI reports • RPME reports • Price Monitoring Tool • Data from Complaint Feedback Mechanisms • ROC or other due diligence on contracting • Post-distribution monitoring (PDM) reports • SCOPE sales data • QUIP Interviews and FGDs (beneficiaries & retailers) • (KIs) with WFP staff, CPs, UNCT and other relevant stakeholders involved • Financial reports • Procurement records • Activity-specific documents and reports 	<p>Document review</p> <p>QUIP Interviews and focus group discussions</p> <p>Key informant interviews</p>	<p>Comparative and quantitative analysis of retail monitoring and performance reports and available financial reports</p> <p>Cost-effectiveness analysis</p> <p>A range of stakeholder groups: activity implementers, beneficiaries, government officials, private sector actors, and other stakeholders</p> <p>Across methods: Using both qualitative and quantitative data collection methods to obtain a comprehensive understanding of the achievement of objectives related to enhancing the assortment, availability, prices, and quality of food products for the target groups, the factors that facilitated or hindered the achievement of these objectives, and the positive or negative impacts of achieving these objectives.</p>	<p>Fair</p>

<p>2.2 To what extent did the MDAs and retail engagement interventions contribute to enhancing beneficiaries' market interaction experience (purchasing power, choice, dignity, treatment, quality of food presented, and access) outcomes? To what extent did the implementation of market development activities and retail engagement interventions consider and address gender inequalities and promote gender equality and women's economic empowerment, both within the MDAs/programme and in the wider market system?</p>	<p>What were the objectives of the MDAs and retail engagement interventions related to enhancing beneficiaries' market interaction experience (dignity, treatment, quality of food, service, cleanliness) outcomes?</p> <p>To what extent were these objectives achieved?</p> <p>What were the factors, including gender-specific factors or other inequities, that facilitated or hindered the achievement of these objectives?</p> <p>What were the positive or negative impacts from this WFP intervention?</p>	<p>Percentage of beneficiaries reporting increased dignity, treatment, quality of food, service, cleanliness because of WFP interventions (before the MDA, in year 1 of the MDA and in 2022) and with other shops in the market.</p> <p>Extent of change reported by beneficiaries and retailers (through QUIP)</p>	<ul style="list-style-type: none"> • MFI reports • RPME reports • Price Monitoring Tool • Data from Complaint Feedback Mechanisms • ROC or other due diligence on contracting • Post-distribution monitoring (PDM) reports • SCOPE sales data • QUIP Interviews and FGDs (beneficiaries & retailers) • KIIs with WFP staff, CPs, UNCT and other relevant stakeholders involved 	<p>Document review</p> <p>QUIP Interviews and focus group discussions</p> <p>Key informant interviews</p>		<p>Fair</p>
<p>EFFECTIVENESS / EFFICIENCY</p>	<p>EQ3 – What factors are affecting implementation of MDAs and retail engagement activities, and achievement of objectives (negatively or positively)?</p>					

<p>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 programme mitigate and cope with these disruptions, including gender-specific or inclusion-related challenges?</p>	<p>What were the factors, including gender-specific or other inequities, that negatively disrupted WFP's MDA and retail engagement operations in the targeted markets?</p> <p>How did these disruptions influence the implementation of MDAs and retail engagement activities?</p> <p>What strategies did the program employ to mitigate and cope with these disruptions?</p> <p>What were the positive or negative impacts of these strategies?</p>	<p>Number and type of disruptions to the supply chain (e.g. transportation disruptions, conflict, natural disasters)</p> <p>Percentage of targeted retailers who experienced disruptions and how long these disruptions lasted</p> <p>Number and extent of activities affected by disruptions and extent to which activities were successfully adapted or changed to cope</p>	<ul style="list-style-type: none"> • Market Functionality Index (MFI) (SS - 2021 Gorom & Wunrok; BD - 2020 all catchments) • Market System Analysis (MSA) (SS Bor & Mingkaman; BD all catchments) • Retail Onboarding and Contracting (ROC) tool, <i>as made available</i> • Food security & Vulnerability Mapping, Refugee Influx Emergency Vulnerability Assessments, Post-distribution Monitoring • QUIP Interviews and FGDs (beneficiaries & retailers) • (KIIs) with WFP staff, CPs, UNCT and other relevant stakeholders involved 	<p>Document review</p> <p>QUIP Interviews and focus group discussions</p> <p>Key informant interviews</p>	<p>Comparative analysis of retail and market monitoring and performance reports</p> <p>Cost-effectiveness analysis</p> <p>A range of stakeholder groups: activity implementers, beneficiaries, government officials, private sector actors, and other stakeholders</p> <p>Across methods: Using both qualitative and quantitative data collection methods</p>	<p>Strong</p>
<p>3.2: To what extent did the corporate tools and support provided from the HQ -including short-term missions (TDY)- help the CO to implement and</p>	<p>What corporate tools and support were provided by HQ to guide the CO in implementing and achieving the objectives of the MDAs and retail activities?</p> <p>To what extent did these tools and support effectively guide the</p>	<p>Extent of support offered by HQ to help COs with MDA implementation</p> <p>Extent to which COs used corporate tools and support provided by HQ</p>	<ul style="list-style-type: none"> • WFP Corporate MDA and Retail Engagement Tools Usage Report (from HQ) • CO Feedback Survey on Corporate Tools 	<p>Document review</p> <p>Key informant interviews</p>		<p>Strong</p>

<p>achieve the objectives of the MDAs and retail activities?</p>	<p>CO in implementing and achieving these objectives?</p> <p>What were the factors that facilitated or hindered the effective use of these tools and support by the CO?</p>	<p>for implementing MDAs and retail activities</p> <p>Extent to which COs express/have similar views on roles, value addition and opportunities for collaboration with HQ in implementing achieving objectives of MDAs and retail activities</p>	<p>(administered by HQ or a third-party evaluator)</p> <ul style="list-style-type: none"> (KIIs) with WFP staff, including short-term missions (TDY) experts 			
<p>3.3: To what extent did the market development activities and related supply chain interventions contribute to building the capacity of market actors, including women and marginalized groups?</p> <p>**This EQ was integrated into EQ5 in the final report**</p>	<p>To what extent did the market development activities and related supply chain interventions contribute to building the capacity of market actors, particularly women and marginalized groups, who were not directly linked to the program?</p> <p>What were the specific capacity building activities undertaken as part of the program?</p> <p>To what extent were these activities effective in building the capacity of market actors who were not directly linked to the program?</p> <p>What were the factors that facilitated or hindered the effectiveness of these capacity building activities?</p>	<p>Proportion of market inefficiencies addressed by MDA and retail engagement interventions that are related to facilitating factors (e.g. supportive policies, infrastructure, local market conditions)</p> <p>Proportion of MDA and retail engagement activities that were implemented within the context of supportive policies, regulations, and infrastructure</p> <p>Factors that facilitated or hindered the effectiveness of these capacity building activities</p>	<ul style="list-style-type: none"> ROC, RPME tool, and Supply Chain MDA plans QUIP Interviews and FGDs (beneficiaries & retailers (non-contracted and contracted) (KIIs) with WFP staff, CPs, UNCT and other relevant stakeholders involved 	<p>Document review</p> <p>QUIP Interviews and focus group discussions</p> <p>Key informant interviews</p>		<p>Fair</p>

<p>3.4 How can the WFP country offices mitigate the negative impact of the upcoming ration cut on the targeted beneficiaries and improve the efficiency and effectiveness of the current process?</p>	<p>What are the specific reasons for the ration cut, and how will it impact the target population, differently for women, men, and marginalized groups?</p> <p>What measures can be taken to mitigate the negative effects of the ration cut, particularly for women and marginalized groups?</p> <p>How can the WFP country office improve its processes to better manage ration cuts in the future?</p>	<p>Percentage of households affected by the ration cut</p> <p>Number of alternative assistance options provided to affected households to mitigate the effect of previous ration cuts</p> <p>Feedback from affected households on the impact of previous ration cuts and complementary/ transition measures to implement in the future</p>	<ol style="list-style-type: none"> 1. WFP CO documents on the ration cut and its expected impact 2. QUIP Interviews and FGDs (beneficiaries & retailers (non-contracted and contracted)) 3. (KIIs) with WFP staff, CPs, UNCT and other relevant stakeholders involved 	<p>Document review</p> <p>QUIP Interviews and focus group discussions</p> <p>Key informant interviews</p>		<p>Strong</p>
<p>EFFECTIVENESS/ EFFICIENCY</p>	<p>EQ4 - Was the Implementation of MDAs and retail engagement activities cost effective?</p>					
<p>4.1 What was the cost of implementing the MDAs and retail engagement activities, and how does this compare to the achieved outcomes?</p>	<p>What were the total costs incurred in implementing the market development activities and related retail engagement interventions?</p> <p>What were the expected costs and budget allocation for the implementation of the market development activities and related retail engagement interventions?</p> <p>What was the cost-benefit of the implementation of the market development activities and related retail engagement interventions, taking into account gender and inclusivity considerations?</p>	<p>Costs: Total costs incurred</p> <p>Expected costs and budget allocation for the implementation</p> <p>Cost per beneficiary reached through market development activities</p> <p>Cost per retailer onboarded</p> <p>Cost per retailer trained</p>	<ul style="list-style-type: none"> • WFP financial reports, including budget and expenditure reports • WFP records on the number of beneficiaries reached through market development activities • WFP records on the number of retailers onboarded and trained. • Retail monitoring and performance reports • QUIP Interviews and FGDs (beneficiaries & retailers) 	<p>Document review</p> <p>QUIP Interviews and focus group discussions</p> <p>Key informant interviews</p>	<p>Content analysis of financial documents and retail monitoring and performance reports</p> <p>Cost-effectiveness analysis</p> <p>A range of stakeholder groups: Project/programme implementers, beneficiaries, government officials, private sector actors, and other stakeholders</p>	<p>Fair</p>

	<p>What were the cost-efficiency measures employed by the program?</p> <p>What factors influenced the cost-efficiency of the interventions?</p>	<p>Benefits: Increases in the income to local farmers (Bangladesh) and retailers, income for workers (where new jobs were created as a result of the MDA), decrease in cost of procuring food for beneficiaries (time spent and transportation cost), monetized (value for money).</p> <p>Cost and outcomes achieved by the interventions.</p> <p>Cost-efficiency measures employed by the program</p> <p>Extent to which these measures contributed to achieving cost-efficiency in implementing the market development activities and related retail engagement interventions</p>	<ul style="list-style-type: none"> (KIIs) with WFP staff, CPs and other relevant stakeholders involved 		<p>Across methods: Using mixed methods, including content analysis of financial documents and retail monitoring and performance reports, and interviews with key informants, to obtain a comprehensive understanding of the total costs incurred in implementing the market development activities and related retail engagement interventions, the expected costs and budget allocation, the cost-benefit and the cost-efficiency measures employed, and the extent to which these measures contributed to achieving cost-efficiency in implementing the market development activities and related retail engagement interventions.</p> <p>The triangulation for the SCBA will be done between the respondents (three marginal benefits of the SCBA). RPME data (Availability and Assortment, Price, Food Safety and Quality Service) will be triangulated with the survey responses for questions EQ 2.1 and EQ 2.2 (Qualitative Impact Protocol (QUIP): FGD Template)</p>	
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IMPACT / CONTRIBUTION	EQ5 - To what extent did WFP contribute to improving resilience and initiating business expansion of WFP contracted suppliers and retailers?					
5.1 To what extent did the market development activities and related retail engagement interventions contribute to improving the resilience and business expansion of WFP-contracted retailers?	n/a	Extent to which MDA intervention improves the breadth and depth of market (e.g., price stability, food availability, variety of options available, overall market efficiencies, employment, etc.)	<ul style="list-style-type: none"> • MFI and retail monitoring and performance reports • QUIP Interviews and FGDs (beneficiaries & retailers) • (KIIs) with WFP staff, CPs and other relevant stakeholders involved • WFP Financial reports 	<p>Document review</p> <p>QUIP Interviews and focus group discussions</p> <p>Key informant interviews</p>	<p>Content analysis of retail monitoring and performance reports</p> <p>Across methods: Using the QUIP survey to obtain a comprehensive understanding of the extent to which the market development activities and related retail engagement interventions contributed to improving the resilience and initiating business expansion of WFP-contracted retailers and financial service providers.</p>	Fair
IMPACT / CONTRIBUTION	EQ6 - Are there unintended (positive or negative) effects of WFP Market Development Activities and retail engagement activities in different country contexts and for different groups?					

<p>6.1 What were the unintended effects, positive or negative, of WFP market interventions for market actors? Did these interventions affect women's access to resources, economic opportunities and decision-making power?</p>	<p>To what extent have market actors been positively or negatively affected by WFP market interventions and direct involvement with selective market actors, including the gender and inclusive dimensions?</p> <p>What were the unintended positive and negative effects of WFP market interventions on market actors, including from the gender and inclusion perspective?</p> <p>How did WFP mitigate any unintended negative effects on market actors, particularly for women and marginalized groups?</p> <p>To what extent did the programs affect gender norms, power relations, and women's access to resources and economic opportunities?</p>	<p>Evidence of positive/negative unintended results experienced by market actors as a result of WFP market interventions</p>	<ul style="list-style-type: none"> • Observations of market actors in targeted markets • QUIP Interviews and FGDs (beneficiaries & retailers) • (KIIs) with WFP staff, CPs and other relevant stakeholders involved 	<p>Observations</p> <p>Document review</p> <p>QUIP Interviews and focus group discussions</p> <p>Key informant interviews</p>	<p>Content analysis of retail monitoring and performance reports</p> <p>A range of stakeholder groups: Project/programme implementers, beneficiaries, government officials, private sector actors, and other stakeholders</p> <p>Across methods: Using a combination of observations and interviews with key informants to obtain a comprehensive understanding of the extent to which market actors have been positively and negatively affected by WFP market interventions, and the unintended positive and negative effects of these interventions on market actors. Additionally, using these methods to identify the mitigation measures employed by the program to address any unintended negative effects on market actors</p>	<p>Fair</p>
<p>IMPACT/ CONTRIBUTION</p>		<p>EQ7 - How do CBT activities (cash injection into the local economies and associated activities that enable beneficiaries to access the assistance) combined 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?</p>				

<p>EQ 7.1 How have the combined efforts of CBT activities and supply-side interventions, individually and together, contributed to the realization of inclusive and positive changes in local economies, and which combination of these activities has been the most impactful?</p>	<p>To what extent did CBT activities contribute to positive and inclusive change in local economies? To what extent did supply side activities contribute to positive and inclusive change in local economies? How did the combination of CBT and supply side activities contribute to inclusive and positive change in local economies? Which combination of CBT and supply side activities contributed the most to inclusive and positive change in local economies?</p>	<p>Number of local businesses supported through CBT activities Number of market actors supported through supply side activities Increase in local market activity and growth Increase in access to diverse and nutritious food options for beneficiaries Increase in purchasing power of beneficiaries Increase in livelihood opportunities for market actors</p>	<p>Observations of market actors in targeted markets QuIP Interviews and FGDs (beneficiaries & retailers) (KIIs) with WFP staff, CPs and other relevant stakeholders involved CBT program reports Supply chain MDA plans MFI reports RPME reports KIIs with WFP staff and market actors Financial data on market actors Observations of market activity and growth Focus group discussions with market actors and beneficiaries.</p>	<p>Document review QuIP Interviews and focus group discussions Key informant interviews</p>	<p>Content analysis of retail monitoring and performance reports, QuIP, survey of beneficiaries and market actors Quantitative data analysis of economic indicators Quantitative data analysis of the impact of CBT and supply side activities on local economies Across methods: Using a combination of QuIP survey, quantitative data analysis and interviews to seek explanations for the contribution of CBT and supply side activities to positive change in local economies and the identification of the most effective combination of activities.</p>	<p>Fair</p>
<p>SUSTAINABILITY EQ8 - Are the results of WFP contributions sustainable, i.e. continuing or likely to continue after WFP's interventions?</p>						
<p>8.1 What are the COs' exit plan and knowledge transfer strategy to the local communities for the Market Development Activities and related supply chain interventions?</p>	<p>What is the CO's exit plan for the Market Development Activities and related supply chain interventions? Is it gender-responsive and appropriate from the perspective of gender and inclusion?</p>	<p>Existence and clarity of exit plan Existence and clarity of knowledge transfer strategy Extent to which stakeholders are aware of the exit plan and knowledge transfer strategy</p>	<p>QuIP FGDs (beneficiaries & retailers) (KIIs) with WFP staff, CPs and other relevant stakeholders involved Project reports and documents</p>	<p>Document review QuIP focus group discussions Key informant interviews</p>	<p>A range of stakeholder groups: WFP staff and stakeholders Across methods: Since the data will only be collected through key informant interviews with WFP staff, triangulation of data sources and methods will not be applicable in this case.</p>	<p>Strong</p>

	<p>What is the knowledge transfer strategy for the Market Development Activities and related supply chain interventions?</p> <p>To what extent has the CO involved local communities in the design and implementation of the exit plan and knowledge transfer strategy?</p>					
<p>8.2 Are the direct WFP partners likely to continue adopting market development activities and related supply chain interventions?</p>	<p>To what extent are the direct WFP partners satisfied with the market development activities and related supply chain interventions, promoting inclusion and empowerment of marginalized groups?</p> <p>To what extent are the direct WFP partners aware of the long-term benefits of the market development activities and related supply chain interventions?</p> <p>To what extent are the direct WFP partners willing to continue adopting the market development activities and related supply chain interventions?</p>	<p>Level of satisfaction of direct WFP partners with the market development activities and related supply chain interventions</p> <p>Level of awareness of the long-term benefits of the market development activities and related supply chain interventions among direct WFP partners</p> <p>Percentage of direct WFP partners who report that they will continue to adopt market development activities and related supply chain interventions after the end of WFP's interventions.</p>	<p>Observations of direct WFP partners in targeted markets, such as retailers</p> <p>QuIP Interviews and FGDs (beneficiaries & retailers)</p> <p>(KIIs) with WFP staff, CPs and other relevant stakeholders involved</p>	<p>Observations</p> <p>Document review</p> <p>QuIP Interviews and focus group discussions</p> <p>Key informant interviews</p>	<p>A range of stakeholder groups: Project/programme implementers, beneficiaries, government officials, private sector actors, and other stakeholders</p> <p>Across methods: Using a combination of observations and interviews with direct WFP partners to obtain a comprehensive understanding of the level of satisfaction, awareness and willingness of the direct WFP partners to continue adopting the market development activities and related supply chain interventions.</p>	<p>Strong</p>

<p>8.3 Are the market development activities and related supply chain interventions being adopted by market actors who are not directly linked to the programme, taking into consideration marginalized and disadvantaged groups?</p>	<p>To what extent are non-WFP affiliated market actors aware of the market development activities and related supply chain interventions? To what extent have non-WFP affiliated market actors adopted the inclusive market development activities and related supply chain interventions? To what extent do non-WFP affiliated market actors perceive the market development activities and related supply chain interventions, considering the gender perspective and inclusion of marginalized groups as beneficial to their businesses?</p>	<p>Level of awareness of non-WFP affiliated market actors about the market development activities and related supply chain interventions Percentage of non-contracted retailers participating in WFP-supported market development activities Perceived benefits of the market development activities and related supply chain interventions by non-WFP affiliated market actors</p>	<p>Observations of non-WFP affiliated market actors in targeted markets QuIP Interviews and FGDs (beneficiaries & non-contracted retailers) (KIIs) with WFP staff, CPs and other relevant stakeholders involved ROC and MFI reports</p>	<p>Observations Document review QuIP Interviews and focus group discussions Key informant interviews</p>	<p>A range of stakeholder groups: Project/programme implementers, beneficiaries, government officials, private sector actors, and other stakeholders Across methods: Using a combination of observations and interviews with non-WFP affiliated market actors to obtain a comprehensive understanding of the level of awareness, adoption and perceived benefits of the market development activities and related supply chain interventions.</p>	<p>Strong</p>
<p>SUSTAINABILITY</p>	<p>EQ9- What factors affect sustainability of WFP MDAs and retail engagement activities, and do these factors vary for different actors (men, women, youth, rural, peri-urban, urban) and country contexts, etc.?</p>					
<p>9.1 To what extent do different factors affect the sustainability of WFP MDAs and retail engagement activities?</p>	<p>What are the factors affecting sustainability for different actors (men, women, youth, rural, peri-urban, urban, marginalized groups) and country contexts? To what extent do the different factors affecting sustainability differ across the</p>	<p>Comparison of external and internal factors affecting sustainability across different stages of the program cycle Number of MDAs and retail engagement activities sustained over time Number of retailers continuing to engage in market development activities if status changes from</p>	<p>Observations of program implementation in targeted markets QuIP Interviews and FGDs (beneficiaries & non-contracted retailers) (KIIs) with WFP staff, CPs and other relevant stakeholders involved RPME reports</p>	<p>Observations Document review QuIP Interviews and focus group discussions Key informant interviews</p>	<p>A range of stakeholder groups: Project/programme implementers, beneficiaries, government officials, private sector actors, and other stakeholders Across methods: Using a combination of observations and interviews with stakeholders to obtain a comprehensive</p>	<p>Strong</p>

	program cycle, contexts and groups?	contracted to non-contracted by WFP Number of market actors (men, women, youth, rural, per-urban, urban) continuing to engage in market development activities after WFP's intervention ends			understanding of the different factors affecting sustainability of WFP MDAs and retail engagement activities, and how these factors differ across different actors and country contexts.	
LESSONS						
EQ10- 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?						
N/A	What are the emerging lessons from country experiences and different approaches? How can WFP enhance MDAs and retail engagement to increase WFP contribution to market development and food systems? What are the key lessons, challenges and opportunities in enhancing MDAs and retail engagement?	Identification of emerging lessons from country experiences and different approaches Identification of ways to enhance MDAs and retail engagement to increase WFP contribution to market development and food systems Identification of key challenges and opportunities in enhancing MDAs and retail engagement	Facilitated stakeholder reflections on the answers to questions 1 to 8, through meetings and focus group discussions	Facilitated stakeholder reflections on the answers to questions 1 to 8, through meetings and focus group discussions	A range of stakeholder groups: Project/programme implementers, beneficiaries, government officials, private sector actors, and other stakeholders Across methods: Using facilitated stakeholder reflections to obtain a comprehensive understanding of the emerging lessons from country experiences and different approaches, as well as ways to enhance MDAs and retail engagement to increase WFP contribution to market development and food systems, and to identify key challenges and opportunities.	Strong

Annex 5. Data collection Tools

Cost breakdown matrices for CBA data collection

Please use the following links to view the detailed matrices:

[Cost Breakdown Matrix Bangladesh](#)

[Cost Breakdown Matrix South Sudan](#)

Guidance for CBA data collection

1. Introduction:

- Introduce yourself and explain the purpose of the meeting.
- Emphasize the confidentiality of the information shared.
- Assure participants that their contributions will remain anonymous.

2. Presentation of Topics:

- Discuss specific topics related to MDAs, RIAB, FCC costs breakdown matrix.
- Focus on the interventions "Retailer in a Box" and "Fresh Food Corners".
- Explain the importance of accurately fulfilling the costs breakdown matrix.
- Highlight the need to identify any gaps or missing information.

3. Opportunity for Questions and Contributions:

- Encourage participants to ask questions and seek clarification.
- Welcome additional insights beyond the predefined topics.
- Emphasize the importance of staff input for a comprehensive evaluation.

4. Information Gap Identification:

- Request staff to review the existing costs breakdown matrix.
- Identify any missing or incomplete information.
- Discuss strategies to gather the missing information and fill the gaps.

5. Summarizing the Meeting:

- Summarize the main points discussed during the meeting.
- Highlight the importance of accurate information in the cost breakdown matrix.
- Emphasize the need to address identified gaps for a comprehensive evaluation.

Note: This guidance aims to ensure a focused and productive meeting with WFP staff. Adapting the discussion topics to the specific objectives of the meeting will help gather valuable insights for the evaluation process.

Interviewee name	
Function / title	
Organization	WFP
Stakeholder Type	WFP Country Offices and HQ
Gender	
Date of interview	
Location (City, Country)	
Team members present	
Mode of interview	

Instructions for Filling in Missing Information:

1. Verify with the heads/staff of the different WFP MDAs if there are other categories, and process steps related to the interventions Retailer in a Box, Fresh Food Corners, Market Linkages.

2. Time Measurement:

- For each process step, estimate the time required to complete the task.
- Use the following units of measurement: hours, days, weeks, or months.

3. Cost Measurement:

- Indicate the costs associated with each process step.
- Use monetary value as the unit of measurement (e.g., in local currency or USD).
- Include direct costs (e.g., salaries, materials) and indirect costs (e.g., overhead expenses).
- Break down the costs by relevant expenditure categories (personnel, materials, logistics, training, overhead expenses).
- Disaggregate the quantity for each cost (number of persons hired, quantities of the materials, and other)

4. Reporting Format and Templates:

- Utilize the provided cost breakdown matrix in Excel, with separate sheets for each category (RIAB, FFC, etc.).
- Fill in the relevant information in the corresponding columns for each process step.
- Use the specified format for cost values (e.g., numerical format, currency format).
- Ensure consistency and accuracy when entering data into the template.

Documentation Requirements and Guidance:

1. Document Collection:

- Collect all relevant documents related to the budget data, such as invoices, contracts, receipts, and financial reports, Excel files, and other.
- Ensure that the documents are properly organized and accessible for reference and verification.
- Store electronic copies of the documents in a secure location or a designated database.

2. Documentation Storage:

- Create a centralized repository or folder to store all budget-related documents.
- Maintain appropriate access controls and permissions to ensure data security and confidentiality.

Note: It is essential to follow data protection and privacy regulations when collecting, storing, and sharing sensitive information.

A. Data Collection Tool/Guidelines: RIAB and FFC Budget Data

1. Category:

a. **Assessment and Contracting:** This category includes activities related to conducting assessments, due diligence visits to retailers, reviewing Requests for Proposals (RFPs), selecting and contracting with retailers, construction of shops, procuring generators and MPOS machines, onboarding and conducting meetings with retailers, discussing specifics with the requesting unit, distributing e-vouchers, and allocating shops based on the number of beneficiaries and geographical locations.

b. **Ongoing Operations:** This category encompasses ongoing operational activities. It includes operating costs such as electricity, fuel, and water expenses, reconciliation of financial data and invoices, payment of invoices to retailers, maintenance costs, and land lease payments.

c. **M&E (Monitoring and Evaluation):** This category focuses on monitoring and evaluation activities. It involves collecting RPME (Results and Performance Monitoring and Evaluation) data, conducting market assessments, and reporting incidents.

2. Process Steps:

a. Assessments and Contracting:

- **Due Diligence (Visit the retailers):** Perform on-site visits to assess the suitability and compliance of potential retailers.
- **Review of RFP:** Evaluate and review the submitted requests for proposals (RFPs) from retailers.
- **Selection and Contracting:** Select suitable retailers and enter into contractual agreements with them.
- **Construction of shops:** Budget for the construction or setup of shops or retail outlets.
- **Generators:** Consider the procurement and installation of generators for power backup.
- **MPOS Machines:** Allocate resources for acquiring and deploying mobile point-of-sale (MPOS) machines for transactions.
- **Retailer onboarding and meetings with retailers:** Plan and conduct onboarding sessions and regular meetings with retailers.
- **Requesting unit to discuss specifics:** Coordinate with the requesting unit to discuss specific requirements or details.
- **Distribute the e-vouchers:** Allocate resources for the distribution of electronic vouchers to beneficiaries.

- Allocation of shops (number of beneficiaries and geographical location): Determine the number of beneficiaries and their geographical locations to allocate appropriate shop spaces.

b. Ongoing Operations:

- All operating costs (electricity, fuel, water): Include expenses related to electricity, fuel, and water consumption for the ongoing operations.
- Reconciliation and invoices: Allocate resources for reconciling financial data and managing invoices.
- Payment of invoices to retailers: Budget for making payments to retailers based on received invoices.
- Maintenance costs: Account for expenses related to ongoing maintenance, repairs, and upkeep of shops or infrastructure.
- Land Lease: Consider the costs associated with leasing land for the operation.

c. M&E:

- RPME data collection: Allocate resources for collecting data related to retailer performance monitoring and evaluation.
- Market assessment: Conduct market assessments to evaluate market conditions, trends, and potential opportunities.
- Incident Reporting: Establish a system for reporting and documenting incidents or issues that arise during operations.

3. Cost Categories:

- Personnel: Include expenses related to personnel or workforce, such as salaries, wages, benefits, and allowances.
- Materials: Account for costs associated with materials or supplies necessary for the project or operation.
- Logistics: Include expenses related to transportation, shipping, storage, and other logistical aspects.
- Training: Allocate resources for training programs, workshops, or capacity building initiatives.
- Overhead Expenses: Consider indirect costs, such as administrative expenses, utilities, maintenance, and other miscellaneous costs.

4. Cost Breakdown:

- Type of Cost: Specify whether the cost falls under CAPEX (Capital Expenditure) or OPEX (Operating Expenditure).
- Quantity: Indicate the quantity of items or materials required for a specific process or project.
- Price per Unit: Specify the cost per unit of the item or material.
- Payment Type: Indicate the form of payment, whether in money, time (e.g., salaries or wages), or DSA (Daily Subsistence Allowance).
- Frequency: Specify the frequency of cost occurrence, such as monthly, one-off when needed, or every scale-up.
- Functional Unit: Assign the responsible unit or department for the cost, such as Supply Chain - Procurement, Supply Chain and Programs, Supply Chain - Procurement with the support of Retail Supply Chain, Engineering Department, Supply Chain - Retail and Markets, Supply Chain - Procurement and Retail Markets, or GFA Unit.
- Number of Retailers: Consider the number of retailers involved in the operations.
- Resources: Specify the personnel or staff resource allocated to the specific cost.

- Timeline - Scale-up: Indicate the timeline for scaling up operations, such as 2 weeks, 6 months, etc.

Note: Please note that the information provided is a general guideline. Adjustments or customization may be required based on specific organizational requirements or context.

Guiding questions

Issue	Question to Ask WFP Staff
Category	What are the key activities and components within each category?
Assessments and Contracting	How are potential retailers assessed and selected?
	What is the process for reviewing and approving Requests for Proposals (RFPs)?
	How are contractual agreements with retailers managed?
	How is the construction of shops and procurement of generators and MPOS machines carried out?
Ongoing Operations	How are operating costs, such as electricity, fuel, and water expenses, managed and budgeted for?
	What is the process for reconciling financial data and managing invoices?
	How are payments to retailers for invoices handled?
	How are maintenance costs and land lease expenses accounted for?
M&E	How is data related to results and performance monitoring and evaluation collected?
	What is the process for conducting market assessments?
	How are incidents or issues during operations reported and documented?
Cost Categories	What are the specific expenses included under each cost category?
Cost Breakdown	Can you provide details on the expenditure type, payment type, frequency, and responsible entity for each cost?
	How is the functional unit or department assigned for each cost determined?
	What is the number of retailers involved in the operations?
	How is the timeline for scaling up operations defined?
	How are resources allocated to each specific cost?

B. Data Collection Tool/Guidelines: MDAs Budget Data

Data Collection Tool/Guidelines: MDAs Budget Data

1. Categories

a. Assessments and Contracting: This category includes activities related to conducting assessments, reviewing objectives, presenting information to headquarters (HQ), updating contracts, receiving sign-off, and procuring essential resources such as raw materials, generators, fuel, electricity, and internet services.

b. Ongoing Business Operations: This category encompasses activities involved in the day-to-day operations of the organization. It includes tasks such as beneficiary visits to the shop, reconciling beneficiary data, processing payments to retailers, collecting shop expense bills through the Cash Program (CP), and managing monthly expenses like shop rent and land lease payments.

c. Market Linkages: This category focuses on activities related to market analysis and developing linkages with local farmers and suppliers. It involves assessing the market for opportunities, identifying potential local farmers and suppliers, and facilitating connections and collaborations with them.

2. Process Steps:

a. Assessments and Contracting:

- Develop objectives: Clearly define the objectives and goals of the assessment or contracting process.
- Review objectives: Evaluate the defined objectives and ensure they align with the organization's overall strategy.
- Present information to HQ: Share relevant information and progress updates with the headquarters or central management team.
- Update contract: Make necessary modifications and updates to contracts based on changing requirements or circumstances.
- Receive sign-off: Obtain formal approval or sign-off from the appropriate authorities or stakeholders.
- Raw materials: Identify the required raw materials for the project or operation.
- Generator: Determine the need for a generator and include related costs if applicable.
- Fuel: Estimate the fuel requirements and associated costs.
- Electricity: Consider electricity consumption and associated expenses.
- Internet: Include costs related to internet connectivity and data usage.

b. Ongoing Business Operations:

- Beneficiary visits the shop: Account for the cost of managing beneficiary visits to the organization's shop or service centre.
- Reconciliation of beneficiary data: Allocate resources to reconcile and manage beneficiary data effectively.
- Retailer payment: Budget for payments made to retailers or vendors for goods or services provided.
- CP (Cash Program) collects shop expense bills: Include costs associated with the Cash Program responsible for collecting shop expense bills.
- Pay monthly shop expense: Consider monthly expenses incurred for shop maintenance, utilities, or other relevant costs.
- Pay monthly land lease: Account for monthly lease payments for the organization's land or premises.

c. Market Linkage:

- Assess the market and identify market linkage opportunities: Evaluate the market landscape and identify potential opportunities for collaboration or expansion.
- Identify local farmers/suppliers: Locate and establish connections with local farmers or suppliers for sourcing goods or services.
- Facilitate linkages with local farmers/suppliers: Allocate resources to facilitate and support collaborations or partnerships with local farmers or suppliers.

3. Specific item (examples):

- Develop objectives: Clearly define the objectives and goals of a specific project or operation.
- Review objectives: Assess and evaluate the defined objectives to ensure their relevance and alignment.
- Present information to HQ: Share specific information and updates with the headquarters or central management team.
- Update contract: Make specific modifications or updates to a contract based on unique circumstances or changes.
- Receive sign-off: Obtain specific formal approval or sign-off from the appropriate authorities or stakeholders.
- Raw materials: Identify and specify the types and quantities of raw materials required.
- Generator: Specify the type and capacity of the generator needed for the project or operation.
- Fuel: Specify the type and estimated amount of fuel required.
- Electricity: Estimate electricity consumption and associated costs for the specific item or process.
- Internet: Estimate the internet requirements and associated costs for the specific item or process.

4. Cost Categories:

- Personnel: Include expenses related to personnel or workforce, such as salaries, wages, benefits, and allowances.
- Materials: Account for costs associated with materials or supplies necessary for the project or operation.
- Logistics: Include expenses related to transportation, shipping, storage, and other logistical aspects.
- Training: Allocate resources for training programs, workshops, or capacity building initiatives.
- Overhead Expenses: Consider indirect costs, such as administrative expenses, utilities, maintenance, and other miscellaneous costs.

5. Type of Cost:

- CapEx (Capital Expenditure): Identify costs associated with one-time investments in assets, such as equipment, infrastructure, or facilities.
- OpEx (Operating Expenditure): Specify costs related to ongoing operational activities, including personnel, materials, logistics, and overhead expenses.

6. Labour vs. Monetary:

- Labour: Indicate whether the cost is primarily associated with labour or workforce.
- Monetary: Specify costs in monetary terms, including expenses such as materials, logistics, or overhead costs.

7. Functional Unit:

- Supply Chain - Procurement: Assign the responsible unit for procurement-related activities, including sourcing, vendor management, and purchasing.
- Supply Chain and Programs: Designate the unit responsible for both supply chain management and program activities.
- Supply Chain - Retail - Supply Chain: Specify the unit responsible for managing the retail supply chain with support from the overall supply chain team.
- Engineering Department: Allocate costs related to activities performed by the engineering department.
- Supply Chain - Retail and Markets: Assign costs associated with retail and market-related functions, such as inventory management or market analysis.
- GFA Unit: Identify costs related to the General Food Assistance (GFA) unit responsible for food-related programs or initiatives.

8. WINGS:

- Specify whether the cost information is sourced from the WINGS system or any other designated source.

9. Initiation:

- Quantity: Indicate the quantity of items or materials required for a specific process or project.
- Price per Unit: Specify the cost per unit of the item or material.
- Frequency: Specify how often the cost is incurred, whether monthly, annually, or based on a different frequency.
- Total Cost: Calculate the total cost based on the quantity, price per unit, and frequency of the item or material.

10. Scaling:

- Quantity: Indicate the quantity of items or materials required for scaling up a specific process or project.
- Price per Unit: Specify the cost per unit of the item or material for scaling purposes.
- Frequency: Specify how often the cost is incurred for scaling activities.
- Total Cost: Calculate the total cost based on the quantity, price per unit, and frequency of the item or material for scaling purposes.
- Other (Notes): Include any additional relevant information or notes related to the specific item or process.

Guiding questions

Issue	Question to Ask WFP Staff
Category	What are the key activities and components within each category?
Assessments and contracting	How are assessments conducted, and what is the process for selecting and contracting with retailers?
	Can you provide details on updating contracts, receiving sign-off, and procuring essential resources?

Ongoing Business Operations	How are beneficiary visits to the shop managed, and what is the process for reconciling beneficiary data?
	What are the payment processes for retailers, and how are shop expense bills collected and monthly expenses paid?
Market Linkages	How is the market assessed for potential opportunities, and what steps are taken to identify and connect with local farmers/suppliers?
	How are linkages facilitated and supported with local farmers/suppliers?
Specific item (examples)	Can you provide specific objectives, contract updates, or sign-off processes related to a particular item?
	What are the requirements and associated costs for raw materials, generators, fuel, electricity, and internet for a specific item?
Cost Categories	How are costs allocated within personnel, materials, logistics, training, and overhead expenses categories?
Type of Cost	Are the costs primarily CapEx (capital expenditure) or OpEx (operating expenditure)?
Labour vs. Monetary	Do the costs primarily involve labor/workforce or monetary expenses?
Functional Unit	Which units or departments are responsible for procurement, supply chain, engineering, retail, and market-related activities?
WINGS	Is the cost information sourced from the WINGS system or another designated source?
Initiation	How is the quantity, price per unit, frequency, and total cost calculated for the initiation of a specific item or process?
Scaling	How is the quantity, price per unit, frequency, and total cost calculated for scaling up a specific item or process?
Other (Notes)	Is there any additional relevant information or notes regarding a specific item or process?
Lessons learned	What key lessons, including best practices or weakness, could be drawn from WFP's experience with MDAs in this country?

C. Data Collection Tool/Guidelines: Market Linkages Budget Data

1. Expenditure Type:

- CAPEX (Capital Expenditure): Identify costs related to one-time investments in assets for market linkages. This could include investments in infrastructure, equipment, or technology to facilitate market linkages.
- OPEX (Operating Expenditure): Specify costs related to ongoing operational activities for market linkages. This includes expenses incurred in day-to-day operations, such as transportation, communication, training, and coordination.

2. Payment Type:

- Indicate the type of payment involved in the market linkages process. This could be monetary payments to suppliers, service providers, or partners. It could also include in-kind payments, such as goods or services exchanged as part of the market linkages arrangements.

3. Frequency:

- Specify how often the payment or expenditure is made. This could be on a regular basis, such as monthly or quarterly, or it could be one-time payments for specific activities or milestones in the market linkages process.

4. Who Paid:

- Identify the entity or organization responsible for making the payment for market linkages. This could be the implementing organization, a funding agency, or a specific department within the organization.

5. Functional Unit:

- Assign the responsible unit or department within the organization for managing market linkages activities. This could include the Supply Chain - Procurement unit, Market Linkages Department, Business Development team, or any other relevant department responsible for coordinating and facilitating market linkages initiatives.

Note: These guidelines are intended to provide a framework for collecting data related to market linkages expenditures. It is important to adapt and customize these guidelines based on the specific needs and context of the organization or project implementing market linkages activities.

Issue	Question to Ask WFP Staff
Expenditure Type	What are the specific assets or investments made for market linkages under the CAPEX category?
	Can you provide examples of one-time investments in assets for market linkages?
	How are the costs associated with ongoing operational activities for market linkages categorized under OPEX?
Payment Type	What types of payments are involved in the market linkages process?
	Are payments primarily monetary or in-kind?
Frequency	How frequently are payments or expenditures made for market linkages?
	Are there specific milestones or activities that trigger one-time payments?
Who Paid	Who is responsible for making the payments for market linkages?
	Is it the implementing organization, a funding agency, or a specific department within the organization?
Functional Unit	Which unit or department is responsible for managing market linkages activities?
	Can you provide the name or designation of the unit or department?

D. Data Collection Tool/Guidelines: In-kind distribution

In-kind activity mapping will be developed during the data collection phase. Data collection has already started in South Sudan, including the draft in-kind mapping, and will be validated in Bangladesh upon approval of the inception report and start of data collection in this country. Once validated, the ET will request line-item budgets from key WFP stakeholders, including logistics and partnerships, planning and reporting as well as programs and budget offices. The main question to them would be what is total proportion of distribution budget that went to specific locations. Logistics and partnerships, planning and reporting offices would have information on the amount of food distributed per location and year, cost of moving food and warehousing, and distribution (as well as proportion these locations are relative to country-wide distributions). Any other costs outside of standard monitoring by WFP would be captured similarly to all other cost data:

1. Expenditure Type:

- CAPEX (Capital Expenditure): Identify costs related to one-time investments in assets for in-kind distribution in the specific locations of this study
- OPEX (Operating Expenditure): Specify costs related to ongoing operational activities for in-kind distribution in these specific locations of this study. This includes expenses incurred in day-to-day operations, such as transportation, communication, training, and coordination.

2. Payment Type:

- Indicate the type of payment involved in the in-kind distribution process. This could be monetary payments to suppliers, transporters, service providers, or cooperating partners.

3. Frequency:

- Specify how often the payment or expenditure is made. This could be on a regular basis, such as monthly or quarterly, or it could be one-time payments for specific activities or milestones in the in-kind distribution process.

4. Functional Unit:

- Assign the responsible unit or department within the organization for managing in-kind distribution. This likely includes the Supply Chain - Procurement unit, Logistics, Programs and Budget as well as Partnerships, Planning and Reporting, or any other relevant department responsible for coordinating and facilitating in-kind initiatives.

Note: These guidelines are intended to provide a framework for collecting data related to in-kind distribution expenditures. It is important to adapt and customize these guidelines based on the specific needs and context.

Issue	Question to Ask WFP Staff
Expenditure Type	What are the specific assets or investments made for in-kind distribution under the CAPEX category in the specific locations of study?
	Can you provide examples of one-time investments in assets for in-kind distribution?
	How are the costs associated with ongoing operational activities for in-kind distribution categorized under OPEX?
Payment Type	What types of payments are involved in the in-kind distribution process?
	Are payments primarily monetary or in-kind?
Frequency	How frequently are payments or expenditures made for in-kind distribution?
	Are there specific milestones or activities that trigger one-time payments?
Who Paid	Who is responsible for making the payments for in-kind distribution?
	Is it the implementing organization, a funding agency, or a specific department within the organization?
Functional Unit	Which unit or department is responsible for managing in-kind distribution activities?
	Can you provide the name or designation of the unit or department?

Qualitative Impact Protocol (QUIP): Transfer Beneficiary Questionnaire Template

Non-Disclosure of Intervention for Field Manager:

- Do not disclose the name of the commissioner (WFP) or purpose of the market development activities to the respondent.
- Avoid using any language that could reveal the specific intervention.

My name is [...researcher's name ...] and I am working with [DeftEdge], who have been contracted to conduct a study of market and community conditions, challenges and opportunities in [... specify area ...]. Appropriate government authorities have been informed. All personal information collected will be held in strict confidence, made anonymous and used only for purposes of this research. Your participation in this interview is not mandatory but would be greatly appreciated and valued. Do you have any questions? May I start the interview? [Y/N]

Section A. Information

A1	Name	
A2	Name of district/market	[Options: Bangladesh: Catchment A, B, C, D Gorom, Mingkaman, Kalthok, Bor]
A3	Name of the interviewer	
A4	Date of interview (dd/mm/yyyy)	
A5	Start time of interview (hh:mm)	

I will start by asking you a few questions about yourself.

A6	How old are you?	<i>number</i>
A7	Gender	Male / Female / Prefer not to say
A8	Type of livelihood	

Section B. Livelihood and Financial Wellbeing

B1. How would you describe the overall livelihood and financial well-being of your household during the period from 2018 to 2022? Start by describing the situation in 2018. Do you feel that there are any notable differences and changes in your financial wellbeing since 2018 up until 2022? Please be specific on the year the change happened.	2018: [open] 2019 – 2022: [open]
B2. Were these changes positive or negative? What were the main causes of these changes?	

<p>B3. In general, how has your livelihood and financial well-being changed over the past two years?</p>	<p>Improved Declined No significant change Not sure</p>
<p>B4. From 2018 to 2022, have there been any changes in your household's income or sources of income? If yes, please explain why, as well as the year this change happened.</p>	
<p>B5. How has your household's buying power or purchasing capacity changed over the past two years?</p>	<p>Increased Decreased No significant change Not sure</p>
<p>B6. Where does your primary income come from?</p>	<p>Stipends/cash transfers/value vouchers Self-employment/my business and the revenue generated from the shop No stable income (unemployed and looking) No stable income (unemployed and not looking) Part-time employment (at a company that is not my own) Full-time employment (at a company that is not my own) Other, please specify:</p>
<p>B7. What is your secondary source of income, if any?</p>	<p>Stipends/cash transfers/value vouchers Self-employment/my business and the revenue generated from the shop Part-time employment (at a company that is not my own) Full-time employment (at a company that is not my own) No other income source Other, please specify:</p>
<p>B8. What was your average annual household (excluding cash/voucher transfers) take-home income in the years 2018, 2019 and 2020? Please enter in USD. If you do not know, please try to make the most accurate estimate.</p>	<p>2018: <i>numeric</i> 2020: <i>numeric</i> 2022: <i>numeric</i></p>

Section C: Nutrition and Food Consumption

<p>C1. Have you noticed any changes in the availability or affordability of nutritious food in your household during the years 2018 to 2022? If yes, can you describe the availability and affordability of nutritious foods in 2018? What have been the major changes since 2018 up until 2022? Please be specific on the year the change happened.</p>	<p>2018: [open]</p> <p>2019 – 2022 (please be specific on the year the change happened): [open]</p>
<p>C2. Were these changes positive or negative? What are the factors that have contributed to these changes in the availability and affordability of nutritious food from 2018 to 2022?</p>	
<p>C3. How would you describe your household's food consumption patterns, in terms of quantity and quality of food consumed, over the last two years?</p>	<p>Improved</p> <p>Declined</p> <p>No significant change</p> <p>Not sure</p>
<p>C4. Have you made any changes in the types of food you consume or the way you prepare meals during the years 2018 to 2022? If yes, can you describe the types and quality of foods your household consumed in 2018? What have been the major changes since 2018 up until 2022? Please be specific on the year the change happened.</p>	<p>2018: [open]</p> <p>2019 – 2022 (please be specific on the year the change happened): [open]</p>
<p>Were these changes positive or negative? What are the factors that have contributed to these changes in the quality of food consumed from 2018 to 2022?</p>	

Section D. Indirect/Social Changes

<p>D1. Have you observed any social changes in your community that have impacted your household? If yes, please describe these changes and explain how they have affected your household. As best possible, please reflect on the year 2018 and any subsequent changes over the period until 2022.</p>	<p>2018: [open]</p> <p>2019 – 2022 (please be specific on the year the change happened): [open]</p>
<p>D2. Were these changes positive or negative? What were the causes for these changes?</p>	
<p>D3. Have you noticed any changes in the way your neighbors / community members interact with each other over the past two years?</p> <p>Have there been any noticeable shifts in the sense of unity, cooperation, or relationships among community members? Please describe and be specific on the year the change happened.</p>	

Section E. Empowerment and Agency

<p>E1. Have you noticed any changes in your sense of agency, specifically in your ability to make decisions and take action?</p> <ul style="list-style-type: none"> • What were the causes of the changes? • Do you perceive it was positive or negative? • As best possible, please reflect on the years 2018, 2020 and 2022 	<p>2018: [open]</p> <p>2020: [open]</p> <p>2022: [open]</p>
<p>E2. Select all that apply</p>	<p>[Y]/[N]-I am confident in my ability to mobilize community members to address community issues</p> <p>[Y]/[N]-I can advocate for policy changes and improved infrastructure to enhance market access.</p> <p>[Y]/[N]-I help community members utilize program resources to diversify income sources and reduce food aid dependency.</p> <p>[Y]/[N]-I encourage knowledge sharing and skills transfer among community members.</p> <p>[Y]/[N]-I demonstrate resilience and innovation in adapting to changing market conditions.</p> <p>[Y]/[N]- I collaborate with other community groups or organizations</p>
<p>E3. How would you describe the availability and accessibility of support systems and services that contribute to the empowerment of individuals within your community? Please choose one:</p>	<p>a) Highly available and easily accessible</p> <p>b) Moderately available and somewhat accessible</p> <p>c) Limited availability and difficult to access</p>

Section F: Time Saving – Beneficiaries (gender)

<p>F1. Please tell me how much time do you typically spend each day securing food? Please tell me the average time in minutes you spent each day now, as well as in the years 2018, 2020 and 2022. Time spent includes transportation time.</p>	<p>Present:</p> <p>2018: <i>numeric</i></p> <p>2020: <i>numeric</i></p> <p>2022: <i>numeric</i></p>
<p>F2. Could you tell me the average costs of transportation incurred each month for procuring food since 2018? Please enter average monthly amount in</p>	<p>Present:</p>

local currency for the years 2018, 2020 and 2022 as well as presently.	2018: <i>numeric</i> 2020: <i>numeric</i> 2022: <i>numeric</i>
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Section G: Overall Wellbeing

G1. When considering the overall health and happiness of your household, including physical, emotional, mental, and spiritual aspects, how do you think your household's wellbeing has changed in the past two years? Would you say it has gotten better, gotten worse, stayed the same, or are you not sure?	Gotten better
	Stayed same
	Gotten worse
	Not sure
G2. What is the main reason for this change? Can you think of specific things that have happened during this time that have either improved or reduced your sense of wellbeing?	
G3. Overall, how confident do you feel about the future? In the next five years, do you think your household's wellbeing will get better, get worse, stay the same, or are you not sure?	Will get better
	Will get worse
	Will stay the same
	Not sure
G4. Please explain your answer. Has anything in the last two years changed the way you feel about the future?	

Section H: External Relationships

H1. Please list the most important organizations, both inside and outside your community, that have affected your life in the last two years. For example, these could be community groups, savings groups, NGOs, religious groups, or government representatives.	
How have you been involved with these groups, organizations, or other community actors, and how has it made a difference in your life?	
Please rank the listed organizations in order of importance to you, starting with the one you value the most.	

Organizations/Groups	Activity that has impacted your household	Rank in terms of influence and impact

Section H: Notes and Observations

Please don't forget to thank the interviewee for their participation and invite them to ask you any questions they have. Note down what these are, and if they prompt issues relevant to the research that you would like to share. Please also note down any observations you have about the respondent and the interview process (e.g. were they relaxed, were there distractions, or do you think their answers were influenced by other people present at the interview?)

H1. QUESTIONS ASKED BY RESPONDENT:

H2: OTHER OBSERVATIONS

Did the interviewee appear to answer questions truthfully and fearlessly (e.g., not worried about losing benefits if some conditions were met or not met)? Yes/ No

A5b	End time of interview (hh:mm)	
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Qualitative Impact Protocol (QUIP): Retailer Questionnaire Template

*Retailers interviewed through this protocol will include shop owners in South Sudan (contracted, non-contracted, B2B, etc) and shop managers in Bangladesh (given the retailers are larger and operating small shops run by managers in camps) as well as small traders in Bangladesh

Non-Disclosure of Intervention for Field Manager:

- Do not disclose the name of the commissioner (WFP) or purpose of the market development activities to the respondent.
- Avoid using any language that could reveal the specific intervention.

My name is [...researcher's name ...] and I am working with [DeftEdge], who are conducting a study of market conditions, challenges and opportunities in [... specify area ...]. I would appreciate the opportunity to have a conversation with you to gain insights into how your shop has evolved over time. I am interested in understanding any changes you have experienced in terms of prices, the variety of products available, and other factors that have impacted your business from 2018 to 2022. There are no right or wrong answers; Your feedback will help me better understand your unique perspective and the challenges or opportunities you have encountered.

To note, appropriate government authorities have been informed. All personal information collected will be held in strict confidence, made anonymous and used only for purposes of this research. Your participation in this interview is not mandatory, but would be greatly appreciated and valued. Do you have any questions? May I start the interview? [Y/N]

Section A. Information

A1	Country	Bangladesh South Sudan
A2	Name of district/market	Gorom Bor Mingkaman Kalthok Catchment A Catchment B Catchment C Catchment D
A3	Retailer Code / Name of Retail Shop	[Retailer names]
A4	Name of Retailer	
A5	Name of the interviewer	
A6	Date of interview (dd/mm/yyyy)	

A7	Start time of interview (hh:mm)	
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I will start by asking you a few questions about yourself.

A6	Are you the shop owner? <i>If no in South Sudan, please do not continue the interview. Instead, ask for the shop owner before continuing. In Bangladesh, all retailers in camps will be managers of the shops not the owner.</i>	Yes / No
A7	How old are you?	number
A8	Gender	Male / Female / Prefer not to say
A9	Type of shop / wholesale outlet	

Section B. Assortment and Availability of Goods

<p>B1. Which of the following food items are normally sold in your shop? <i>Select all that apply.</i></p>	<p>Cereals Legumes, Pulses, Nuts and Seeds Fresh Fruits and Vegetables Canned Food Milk and Dairy Products Fresh Meat, Chicken or Fish Eggs Oils and Fats Sugar Non-food items</p>
<p>B2. Please explain how the assortment of products in your shop has changed over the years, specifically focusing on the period between 2018 and 2022? Start by describing the situation in 2018. When considering the distinct items you just mentioned to have on sale, do you feel that there are any notable differences compared to 2018? What have been the major changes since 2018 up until 2022? Please be specific on the year the change happened.</p>	<p>2018: [open] 2019 – 2022: [open]</p>
<p>B3. What is the primary cause behind these changes?</p>	
<p>B4. Have certain products or goods become scarcer? Which specific items are more scarce than others? What are the reasons behind this change?</p>	
<p>B5. Are there specific products and goods that frequently run out of stock? Why?</p>	

B6. In general, how has the assortment of products changed over the past two years?	- Improved
	- Got worse
	- No change
	- Not sure
B7. In general, how has the availability of products changed over the past two years?	- Improved
	- Got worse
	- No change
	- Not sure

Section C. Price

C1. Now we are going to speak about the prices of various items you sell. Please consider the time period from 2018 to 2022. Start by describing the situation in 2018. Do you feel that there are any notable differences in prices since 2018? What have been the major changes since 2018 up until 2022? <i>Please be specific on the year the change happened.</i>	2018: [open] 2019 – 2022: [open]
C2. Did the price change apply to all products and goods in your inventory during this 2018 to 2022 time period, or were there specific items that were affected by the price adjustment?	
C3. Have all retailers/traders experienced the same price change, or has it only happened to your shop? Can you explain?	
C4. What factors have contributed to this change in pricing from 2018 to 2022?	
C5. Overall, how have your prices evolved over the last two years?	- Increased
	- Decreased
	- No change
	- Not sure

Section D. Resilience of Supply Chain

D1. Now we are going to speak about the supply chain . Considering your customers' regular demand, would your current stocks last at least one week?	Yes / No
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D2. If you place an order today, do you expect to receive your products within a week?	Yes / No
D3. Please consider the time period from 2018 to 2022, and start by describing the situation in 2018. Were you able to meet market demands in 2018? Do you feel that there are any notable differences in your ability to meet regular market demand compared to 2018? If so, how? What have been the major changes since 2018 up until 2022? Please be specific on the year the change happened.	2018: [open] 2019 - 2022 (please be specific on the year the change happened): [open]
D4. What is the primary reason behind any shifts in your ability to meet market demand?	
D5. From 2018 to 2022, have there been any changes in the number of suppliers your shop relies on? If yes, please explain how and why, as well as the year this change happened.	
D6. From 2018 to 2022, have you established new relationships or partnerships with wholesalers, smallholder farmers, or other entities that have assisted in consistently meeting demand? If yes, please explain how and why, as well as the year this change happened.	
D7. From your perspective, do you perceive these changes as positive or negative?	
D8. Overall, how has your capacity to meet market demand changed over the past two years?	- Improved
	- Got worse
	- No change
	- Not sure

Section E. Competition

E1. Now we are going to speak about other retailers in the market . Please consider the time period from 2018 to 2022. Can you elaborate on how competition in the marketplace has evolved over the past years. Start by describing the situation in 2018. Do you feel that there are any notable differences in competition compared to 2018? What have been the major changes since 2018 up until 2022? Please be specific on the year the change happened.	2018: [open] 2019 - 2022 (please be specific on the year the change happened): [open]
E2. What is the primary reason behind any shifts in marketplace competition?	

E3. From 2018 to 2022, have there been any changes in the number of traders who control the market? If so, what are the reasons behind these changes?	
E4. From your perspective, do you perceive these changes as positive or negative?	
E5. Overall, how has competition in the marketplace changed over the past two years?	- Increased
	- Decreased
	- No change
	- Not sure

Section F. Infrastructure

F1. Which of the following best describes this shop today?	<p>-Poor state, severe maintenance issues</p> <p>-Some structure damages, minor maintenance issues</p> <p>-Good state, intact, no maintenance issues</p>
F2. Now please consider the time period from 2018 to 2022. Can you provide information on any changes in the state of your shop's infrastructure since 2018? What have been the major changes since 2018 up until 2022? Please be specific on the year the change happened.	<p>2018: [open]</p> <p>2019 - 2022 (please be specific on the year the change happened): [open]</p>
F3. What is the primary reason behind any changes in infrastructure from 2018 to 2022?	
F4. Please select from the list any other specific changes that occurred related to infrastructure between 2018 and 2022.	<p>[Y/N] change in type of structure (permanent, semi-permanent, portable) used for your shop</p> <p>[Y/N] change in your access to water sources or consistent electricity</p> <p>[Y/N] changes in your waste management system</p> <p>[Y/N] changes in facilities for compliance with COVID-19 protocols</p>
F5. If yes, to any of the above what prompted these changes and when did they take place?	

F6. Have there been any instances of damage or repairs to your infrastructure during this 2018 – 2022 time period? If yes, when were these incidents and what caused these incidents?	
F7. Overall, how has the state of your infrastructure changed over the last two years?	- Improved
	- Got worse
	- No change
	- Not sure

Section G. Services

G1. Now we are going to talk about your shop's services . Please consider the time period from 2018 to 2022. Can you provide information on the services provided in your shop in 2018? What have been the major changes since 2018 up until 2022? Please be specific on the year the change happened.	2018: [open] 2019 - 2022 (please be specific on the year the change happened): [open]
G2. What is the primary reason behind any changes in the services offered from 2018 to 2022?	
G3. Please select any other specific changes that occurred related to your shop's services between 2018 and 2022.	[Y/N] Changes in the number and/or types of payment methods you accept [Y/N] Changes in wait times for customers in lines at your store [Y/N] Alteration in the display of your products or produce [Y/N] Changes in the way price tags are displayed in your shop
G4. If yes to any of the above, please provide the rationale for these changes. Elaborate on how, why and when these changes have taken place.	
G5. Overall, how have the services you provide changed over the last two years?	- Improved
	- Got worse
	- No change
	- Not sure

Section H. Food Quality

H1. Now we are going to speak about the condition of essential goods in your shop. Please consider the time period from 2018 to 2022. Can you provide information on the quality of foods and essential goods in your shop in 2018? What have been the	2018: [open] 2019 – 2022 (please be specific on the year the change happened): [open]
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major changes in quality since 2018 up until 2022? Please be specific on the year the change happened.	
H2. What is the primary reason behind any changes in the quality of foods and goods in your shop?	
H3. Overall, how has the quality of products changed in the past two years?	- Improved
	- Got worse
	- No change
	- Not sure

Section I: Employment and Income Generation

11. How many permanent, FULL-TIME employees have you/this shop employed on average each year since 2018, excluding yourself ? Full-time employees are contracted/regular, working at least 30 hours per week ⁶ Please indicate average full-time employment level for the years 2018, 2020 and 2022.	2018: <i>numeric</i> 2020: <i>numeric</i> 2022: <i>numeric</i>
12. How many permanent, PART-TIME employees have you/this shop employed on average each year since 2018, excluding yourself ? Part-time employees are contracted/regular, working less than 30 hours per week. Please indicate average part-time employment level for the years 2018, 2020 and 2022.	2018: <i>numeric</i> 2020: <i>numeric</i> 2022: <i>numeric</i>
13 How many TEMPORARY employees ("casual workers") do you/this shop employ, on average, in one year? These workers may be seasonal, daily, or short-term. Temporary/casual/seasonal workers are not regular employees, but rather are given work on a needs basis. Please indicate the average number of casual employees engaged for the years 2018, 2020 and 2022.	2018: <i>numeric</i> 2020: <i>numeric</i> 2022: <i>numeric</i>

⁶ The ILO Part-Time Work Convention, 1994 (No. 175) defines the term "part-time worker" as an employed person whose normal hours of work are fewer than those of comparable full-time workers. While the specific number of work hours legally defining part-time work varies per country, for comparative statistical purposes, part-time work is usually considered as working fewer than 35 hours or 30 hours per week (https://www.ilo.org/global/topics/non-standard-employment/WCMS_534825/lang--en/index.htm). This study will consider 30 hours and above to be full-time work and below 30 hours to be part-time work.

<p>14. For what purpose do you/this shop employ temporary employees? Please explain the typical nature of their employment. If they do not employ any temporary employees. Please enter '0' in the box and skip this question.</p>	
<p>15. Since 2018, how many of your/this shops employees and casual workers were female, excluding yourself (if female)?</p>	<p>2018 Female: (numeric)</p> <p>2020: Female: (numeric)</p> <p>2022: Female: (numeric)</p>
<p>16. Where does your primary income come from?</p>	<p>Stipends/cash transfers/value vouchers</p> <p>Self-employment/my business and the revenue generated from the shop</p> <p>No stable income (unemployed and looking)</p> <p>No stable income (unemployed and not looking)</p> <p>Part-time employment (at a company that is not my own)</p> <p>Full-time employment (at a company that is not my own)</p> <p>Other, please specify:</p>
<p>17. What is your secondary source of income, if any?</p>	<p>Stipends/cash transfers/value vouchers</p> <p>Self-employment/my business and the revenue generated from the shop</p> <p>Part-time employment (at a company that is not my own)</p> <p>Full-time employment (at a company that is not my own)</p> <p>No other income source</p> <p>Other, please specify:</p>
<p>18. What was your average annual household take-home income (excluding cash/voucher transfers) in the years 2018, 2020 and 2022? Please enter in USD. If you do not know, please try to make the most accurate estimate.</p>	<p>2018: <i>numeric</i></p> <p>2020: <i>numeric</i></p>

	2022: <i>numeric</i>
19. What was your average take-home income from sales in the years 2018, 2020 and 2022? Please enter in [local currency]. If you do not know, please try	2018: <i>numeric</i> 2020: <i>numeric</i> 2022: <i>numeric</i>
110. What was the estimated amount in salaries paid to all employees/laborers (Full-time, part-time and casual) in the years 2018, 2020 and 2022? Please enter in local currency. If you do not know, please try to make the most accurate estimate.	2018: <i>numeric</i> 2020: <i>numeric</i> 2022: <i>numeric</i>

Section J. Business Expansion and Challenges

J1. Have you been able to expand your business (e.g., hire more employees, open new shops, increase stock) since 2018? As best possible, please reflect on the year 2018 and any subsequent changes over the period until 2022.	2018: [open] 2019 – 2022 (please be specific on the year the change happened): [open]
J2. If yes, please provide details about the expansion and the factors that facilitated it.	
J3. Have there been any situations where your business faced challenges or disruptions (e.g., due to economic instability, natural disasters, etc.)? If yes, please describe the challenges faced and how your established partnerships helped your business during these situations.	

Section K. Access and Protection

K1. Now we are going to speak about experiences in accessing this market and associated protection concerns. Please consider the time period from 2018 to 2022. How has access to your shop changed, particularly in terms of connectivity to main roads? Has it become easier or more difficult for people to reach your shop? What factors have contributed to this change in connectivity? As best possible, please reflect on the year 2018 and any subsequent changes over the period until 2022.	2018: [open] 2019 – 2022 (please be specific on the year the change happened): [open]
K2. Has there been an improvement or decline in the security situation around your shop over this time period? What are the main security concerns? How has this affected customers' willingness to access your shop? What are the reasons behind this change in security?	

K3. Have there been any changes in the accessibility of your shop for specific groups within the community, such as refugees, people with disabilities or women? If so, what factors have led to these changes in accessibility?	
K4. Overall, how have accessibility and protection issues in this market changed over the last two years?	- Improved
	- Got worse
	- No change
	- Not sure

Section L. Indirect/Social Changes

L1. Have you observed any social changes in your community that have impacted your shop or business? If yes, please describe these changes and explain how they have affected your shop or business. As best possible, please reflect on the year 2018 and any subsequent changes over the period until 2022.	2018: [open] 2019 – 2022 (please be specific on the year the change happened): [open]
L2. Were these changes positive or negative? What was the reason for these changes?	
L3. Have you noticed any changes in the way your neighbors / community members interact with each other over the past two years? Have there been any noticeable shifts in the sense of unity, cooperation, or relationships among community members? Please describe and be specific on the year the change happened.	
L4. Have there been any changes in the choices and preferences of customers in your community over the past two years? If yes, please elaborate on these changes and discuss the factors that have influenced them. Please be specific on the year the change happened.	

Section M. Empowerment and Agency

M1. Have you noticed any changes in your sense of agency, specifically in your ability to make decisions and take action?	2018: [open]
<ul style="list-style-type: none"> • What were the causes of the changes? • Do you perceive it was positive or negative? • As best possible, please reflect on the years 2018, 2020 and 2022 	2020: [open] 2022: [open]

<p>M2. Select all that apply</p>	<p>[Y]/[N] I am confident in my ability to mobilize community members to address market barriers and negotiate fair prices.</p> <p>[Y]/[N] I can advocate for policy changes and improved infrastructure to enhance market access.</p> <p>[Y]/[N] I help community members utilize program resources to diversify income sources and reduce food aid dependency.</p> <p>[Y]/[N] I encourage knowledge sharing and skills transfer among community members.</p> <p>[Y]/[N] I demonstrate resilience and innovation in adapting to changing market conditions.</p> <p>[Y]/[N] I organize community-led initiatives to promote local value chains and market linkages.</p> <p>[Y]/[N] I actively participate in market trainings and capacity-building programs.</p> <p>[Y]/[N] I develop and implement effective marketing strategies to increase product visibility and reach.</p> <p>[Y]/[N] I collaborate with other community groups or organizations to strengthen market networks.</p>
<p>M3. How would you describe the availability and accessibility of support systems and services that contribute to the empowerment of individuals within your community? Please choose one:</p>	<p>a) Highly available and easily accessible</p> <p>b) Moderately available and somewhat accessible</p> <p>c) Limited availability and difficult to access</p>

Section N: Overall Wellbeing

<p>O1. When considering the overall health and happiness of your household, including physical, emotional, mental, and spiritual aspects, how do you think your household's wellbeing has changed in the past two years? Would you say it has gotten better, gotten worse, stayed the same, or are you not sure?</p>	<p>Gotten better</p> <p>Gotten worse</p> <p>Stayed same</p> <p>Not sure</p>
<p>O2. What is the main reason for this change? Can you think of specific things that have happened during this time that have either improved or reduced your sense of wellbeing?</p>	
<p>O3. Overall, how confident do you feel about the future? In the next five years, do you think your household's wellbeing will get better, get worse, stay the same, or are you not sure?</p>	<p>Will get better</p> <p>Will get worse</p>

	Will stay the same
	Not sure
O4. Please explain your answer. Has anything in the last two years changed the way you feel about the future?	

Section O: External Relationships

P1. Please list the most important organizations, both inside and outside your community, that have affected your life in the last two years. For example, these could be community groups, savings groups, NGOs, religious groups, or government representatives.	
- How have you been involved with these groups, organizations, or other community actors, and how has it made a difference in your life?	
- Please rank the listed organizations in order of importance to you, starting with the one you value the most.	

Organizations/Groups	Activity that has impacted your household	Rank in terms of influence and impact

SECTION P: NOTES AND OBSERVATIONS

Please don't forget to thank the interviewee for their participation and invite them to ask you any questions they have. Note down what these are, and if they prompt issues relevant to the research that you would like to share. Please also note down any observations you have about the respondent and the interview process (e.g. were they relaxed, were there distractions, or do you think their answers were influenced by other people present at the interview?). Please note whether protection issues were raised requiring a referral to the helplines provided.

Q1. QUESTIONS ASKED BY RESPONDENT:

Q2: OTHER OBSERVATIONS

	End time of interview (hh:mm)	
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Qualitative Impact Protocol (QUIP): FGD Template (Retailers and Beneficiaries)

Non-Disclosure of Intervention for Field Manager:

- Do not disclose the name of the commissioner (WFP) or purpose of the market development activities to the respondent.
- Avoid using any language that could reveal the specific intervention.

My name is [...researcher's name ...] and I am working with [DeftEdge], who have been contracted to conduct a study of market and community conditions, challenges and opportunities in [... specify area ...]. Appropriate government authorities have been informed. All personal information collected will be held in strict confidence, made anonymous and used only for purposes of this research. Your participation in this interview is not mandatory, but would be greatly appreciated and valued. Do you have any questions? May I start the interview? [Y/N]

Section A. INFO

A1	FGD participation type	(Retailers, beneficiaries)
A2	Country	Bangladesh South Sudan
A2	Name of district/market	Gorom Bor Mingkaman Kalthok Catchment A Catchment B Catchment C Catchment D
A3	Name of the interviewer	
A4	Date of interview (dd/mm/yyyy)	
A5	Start time of interview (hh:mm)	

Enumerator: Please collect the age and gender of each participant

#	Age	Gender
1		
2		
3		

4		
5		
6		
7		
8		
9		
10		

During this interview I will write down your answers. Later these notes will be typed onto a computer. We will not use the information in any way that will enable others to identify you as its source. Our hope is that this research will lead to improvements in the help outside organizations provide you and other people in this area. There are no right or wrong answers, and I am not seeking specific numbers or data. Your feedback will help me better understand your unique perspective and the challenges or opportunities you have encountered. Shall we begin?

Section B. Assortment and Availability

<p>B1. Please tell me about how the assortment and availability of essential goods in your marketplace has changed since 2018. Do you feel that things are different compared to two years ago?</p> <ul style="list-style-type: none"> • Has there been a change in the total number of distinct items for sale on the market? • Have certain products/goods increased in scarcity? Are there certain products you fear will run out of stock often? Why? • When and why have these changes happened? Please be specific on the year the change happened. 	
<p>B2. Overall, how has the assortment and availability of products changed over the past two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.</p>	<p>Improved Got worse No change Not sure</p>
<p>B3. Why is the change significant for you? How has it impacted you?</p>	

Section C: Quality

<p>C1. Please tell me about how the quality of products in your marketplace has changed since 2018. Do you feel that things are different compared to two years ago?</p>	
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<ul style="list-style-type: none"> • Has there been a change in the quality of the products sold in your local market and shops? • Has there been a change in where vegetables and meat are sourced from, and thus impacting quality (ex: locally grown vegetables vs. imported)? • When and why have these changes happened? Please be specific on the year the change happened. 	
<p>C2. Overall, how has the quality of products changed over the past two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.</p>	<p>Improved Got worse No change Not sure</p>
<p>C3. Why is the change significant for you? How has it impacted you?</p>	

Section D. Price

<p>D1. Has there been a change in the price of products on the local market compared to that of neighboring markets since 2018?</p> <ul style="list-style-type: none"> • Has there been a change in the price of certain products in the past two years? • Have all retailers/traders been affected by the same price change, or is it specific to this area? • When and why have these changes happened? Please be specific on the year the change happened. 	
<p>D2. Overall, how have your prices changed in the last two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.</p>	<p>Increased Decreased No change Not sure</p>
<p>D3. Why is the change significant for you? How has it impacted you?</p>	

Section E. Resilience of Supply Chain

<p>E1. Please tell me if there has been a change in the ability of shops in your community to meet market demand over the past two years. If so, how?</p> <ul style="list-style-type: none"> • Has there been a change in the number of suppliers' businesses in your local market rely on? • Have shops developed new relationships or partnerships with wholesalers, smallholder farmers etc. that have helped regularly meet demand? 	
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<ul style="list-style-type: none"> When and why have these changes happened? Please be specific on the year the change happened. Has this been a positive or negative change, in your opinion? 	
E2. Overall, how has the ability of the shops in your community changed to meet demand over the past two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.	Improved Got worse No change Not sure
E3. Why is the change significant for you? How has it impacted you?	

Section F. Infrastructure

F1. Please tell me whether there has been a change in the state of infrastructure of the shops in your local market over the last year. <ul style="list-style-type: none"> Have the structures changed (from permanent to semi-permanent or portable and vice versa)? Have there been any instances of damage or repairs to shop infrastructure over the past two years? What happened? Has their access to a water source or constant electricity changed? Has there been a change in their waste management systems (open sewage, garbage)? Has there been any additional infrastructure built to comply with COVID-19 prevention protocol (ex: shelter built outside for customers to wait to be served)? When and why have these changes happened? Please be specific on the year the change happened. Has this been a positive or negative change, in your opinion? 	
F2. Overall, how has the state of shops' infrastructure changed over the last two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.	Improved Got worse No change Not sure
F3. Why is the change significant for you? How has it impacted you?	

Section G. Services

G1. Please tell me about whether the services provided in the shops on the local market have changed over the past two years. <ul style="list-style-type: none"> Has the number and/or type of forms of payments accepted changes? 	
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<ul style="list-style-type: none"> • Have wait times in lines at stores changed? • Have product/produce displays changed over the past two years? • Have price tag displays changed over the past two years? • If so, when and why have these changes happened? Please be specific on the year the change happened. 	
G2. Overall, how have the services provided by shops changed over the last two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.	Improved Got worse No change Not sure
G3. Why is the change significant for you? How has it impacted you?	

Section I: Access and Protection

I1. Please tell me how access to shops at the local market has changed over the last two years. <ul style="list-style-type: none"> • Have there been changes in terms of markets connectivity to main roads (increasing/decreasing people's access to it? • Has there been an improvement/decline in the security situation around the market that would encourage/discourage consumers from accessing shops in the last two years? • At the community level, have there been changes in the type of person that can or cannot access the shops (people with disabilities, women etc...? What are differences in access? • When and why have these changes happened? Please be specific on the year the change happened. 	
I2. Overall, how have accessibility and protection issues in this market changed over the last two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.	Improved Got worse. No change Not sure
I3. Why is the change significant for you? How has it impacted you?	

Section J. Community Relationships

J1. Please tell me how your relationships between people in this community have changed over the last two years. <ul style="list-style-type: none"> • Have there been any changes in the way people in the community work together? 	
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<ul style="list-style-type: none"> • Have there been any changes in the way people in the community learn new things or how new ideas are shared? • At the community level, have any changes been made or are planned to be made to improve the wellbeing of the community? • When and why have these changes happened? Please be specific on the year the change happened 	
J2. Overall, how do you think the way the community works together has changed over the past two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.	Improved Got worse No change Not sure
J3. Why is the change significant for you? How has it impacted you?	

Section K. Overall Wellbeing

K1. When considering the overall health and happiness of your household, including physical, emotional, mental, and spiritual aspects, how do you think your household's wellbeing has changed in the past two years? Would you say it has gotten better, gotten worse, stayed the same, or are you not sure?	
K2. What is the main reason for this? Are there specific things you can think of that have happened to improve/reduce your feeling of wellbeing?	
K3. Overall, how confident do you feel about the future?	
K4. Please explain your answer. Has anything in the last two years changed the way you feel about the future?	

Section L. External Relationships

L1. Please list the most important organizations inside or outside of your community that have affected your life in the last two years. For example: community groups, savings groups, NGOs, religious groups or government representatives. <ul style="list-style-type: none"> • How have you been involved with these groups, organizations or other actors in the community, and what difference has this made to you? • Please rank in order of importance to you the organizations you have listed, starting with the one you value most? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between. 	
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Organizations/Groups	Activity that has impacted your household	Rank in terms of influence and impact

Section M: Notes and Observations

Please don't forget to thank the FGD participants for their participation and invite them to ask you any questions they have. Note down what these are, and if they prompt issues relevant to the research that you would like to share. Please also note down any observations you have about the respondent and the interview process (e.g. were they relaxed, were there distractions, or do you think their answers were influenced by other people present at the interview?) Please note whether protection issues were raised requiring a referral to the helplines provided.

M1. QUESTIONS ASKED BY RESPONDENT:

M2: OTHER OBSERVATIONS

A5b	End time of interview (hh:mm)	
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Qualitative Impact Protocol (QUIP): FGD Template (Farmers)

Non-Disclosure of Intervention for Field Manager:

- Do not disclose the name of the commissioner (WFP) or purpose of the market development activities to the respondent.
- Avoid using any language that could reveal the specific intervention.

My name is [...researcher's name ...] and I am working with [DeftEdge], who have been contracted to conduct a study of market and community conditions, challenges and opportunities in [... specify area ...]. Appropriate government authorities have been informed. All personal information collected will be held in strict confidence, made anonymous and used only for purposes of this research. Your participation in this interview is not mandatory, but would be greatly appreciated and valued. Do you have any questions? May I start the interview? [Y/N]

Section A. INFO

A1	FGD participation type	
A2	Name of district/market	
A3	Name of the interviewer	
A4	Date of interview (dd/mm/yyyy)	
A5	Start time of interview (hh:mm)	

Enumerator: Please collect the age and gender of each participant, as well as the nature of their farming livelihood in terms of whether it is household farm or they are laborers on a farm owned by someone else.

#	Age	Gender	Nature of livelihood (Household Farm or Laborer)
1			
2			
3			
4			
5			
6			
7			
8			

9			
10			

During this interview I will write down your answers. Later these notes will be typed onto a computer. We will not use the information in any way that will enable others to identify you as its source. Our hope is that this research will lead to improvements in the help outside organizations provide you and other people in this area. There are no right or wrong answers, and I am not seeking specific numbers or data. Your feedback will help me better understand your unique perspective and the challenges or opportunities you have encountered. Shall we begin?

Section B. Nature of livelihood and market access

B1. Please tell us about the types of produce grown by your household. What types of crops did your household farm grow in the last 12 months? Does what you grow change seasonally?	
B2. In the past 2 years, have there been any significant changes in what types of crops you grow? Please explain when and why these changes happened. Please be specific on the year the change happened and what caused the change. <ul style="list-style-type: none"> Do you see the change as positive or negative? Why is the change significant to you? 	
B3. When was the most recent harvest completed? Indicate number of responses per option, if different per farmer.	Ongoing In the last 3 months 4+ months ago Don't know
B4. Could you describe a bit further the nature of your farm? How large is the plot of land? And which proportion of the land do you cultivate, harvest and sell to markets? Similarly, which proportion do you keep for your own consumption, if any?	
B5. In the past 2 years, have there been any significant changes in the size of your land plot and/or the proportion which you cultivate, harvest and sell to markets? When and why have these changes happened? Please be specific on the year the change happened and what caused the change. <ul style="list-style-type: none"> Do you see the change as positive or negative? Why is the change significant to you? 	
B6. Where do you typically sell your products? Is it to an institutional market/buyer? Or do you sell directly to other households through small local markets?	

<p>B7. In the past 2 years, have there been any significant changes in your primary buyers and who you sell your products to? When and why have these changes happened? Please be specific on the year the change happened and what caused the change.</p> <ul style="list-style-type: none"> Do you see the change as positive or negative? Why is the change significant to you? 	
<p>B8. How far do you travel to bring your products to market?</p>	
<p>B9. In the past 2 years, have there been any significant changes in the distance or frequency you have to travel to sell your products/harvests? When and why have these changes happened? Please be specific on the year the change happened and what caused the change.</p> <ul style="list-style-type: none"> Do you see the change as positive or negative? Why is the change significant to you? 	
<p>B10. Please tell me how much time do you typically spend each week transporting your goods to the market? Please tell me the average time in minutes you spent each week now, as well as in the years 2020 and 2022. Time spent includes transportation time.</p>	<p>2020: <i>numeric</i> 2022: <i>numeric</i> Present: <i>numeric</i></p>
<p>B11. Could you tell me the average costs of transportation incurred each month for transporting goods since 2020? Please enter average monthly amount in USD for the years 2020 and 2022 as well as presently.</p>	<p>2020: <i>numeric</i> 2022: <i>numeric</i> Present: <i>numeric</i></p>

Section C: Employment and Income Generation

<p>C1. Besides yourself and other members of your household, do you currently engage any community members as full-time or part-time employees or casual laborers? Please describe.</p>	
<p>C2. In the past 2 years, have there been any significant changes in the number of community members engaged as workers on your farm? When and why have these changes happened? Please be specific on the year the change happened and what caused the change.</p> <ul style="list-style-type: none"> Do you see the change as positive or negative? Why is the change significant to you? 	
<p>C1. How many permanent, FULL-TIME employees have you employed on average each year since 2020, excluding yourself and your household members? Full-time employees are contracted/regular, working 30 hours or more per week. Please indicate average full-time employment level for the years 2020 and 2022.</p>	<p>2020: <i>numeric</i> 2022: <i>numeric</i></p>

<p>C2. How many permanent, PART-TIME employees have you employed on average each year since 2020, excluding yourself and your household members? Part-time employees are contracted/regular, working less than 30 hours per week. Please indicate average part-time employment level for the years 2018, 2020 and 2022.</p>	<p>2020: <i>numeric</i></p> <p>2022: <i>numeric</i></p>
<p>C3 How many TEMPORARY employees ("casual workers") do you employ, on average, in one year? These workers may be seasonal, daily, or short-term. Temporary/casual/seasonal workers are not regular employees, but rather are given work on a needs basis. Please indicate the average number of casual employees engaged for the years 2020 and 2022.</p>	<p>2020: <i>numeric</i></p> <p>2022: <i>numeric</i></p>
<p>C4. Since 2020, how many of your farms employees and casual workers were female, excluding yourself (if female)?</p>	<p>2020:</p> <p>Female: (numeric)</p> <p>2022:</p> <p>Female: (numeric)</p>
<p>C6. Where does your primary income come from?</p>	<p>Stipends/cash transfers/value vouchers</p> <p>Self-employment/my business and the revenue generated from the farm</p> <p>No stable income (unemployed and looking)</p> <p>No stable income (unemployed and not looking)</p> <p>Part-time employment (at a company that is not my own)</p> <p>Full-time employment (at a company that is not my own)</p> <p>Other, please specify:</p>
<p>C7. What is your secondary source of income, if any?</p>	<p>Stipends/cash transfers/value vouchers</p> <p>Self-employment/my business and the revenue generated from the farm</p> <p>Part-time employment (at a company that is not my own)</p> <p>Full-time employment (at a company that is not my own)</p> <p>No other income source</p>

	Other, please specify:
C8. What was your average annual household income (excluding cash/value voucher transfers) in the years 2018, 2020 and 2022? Please enter in local currency. If you do not know, please try to make the most accurate estimate.	2018: <i>numeric</i> 2020: <i>numeric</i> 2022: <i>numeric</i>
C9. What was your average take-home income from sales in the years 2018, 2020 and 2022? Please enter in [local currency]. If you do not know, please try	2018: <i>numeric</i> 2020: <i>numeric</i> 2022: <i>numeric</i>
C10. What was the estimated amount in salaries paid to all employees/laborers (Full-time, part-time and casual) in the years 2020 and 2022? Please enter in local currency. If you do not know, please try to make the most accurate estimate.	2020: <i>numeric</i> 2022: <i>numeric</i>

Section D: Availability, Quality, and Resilience of Supply Chain

D1. Please, can you share how the demand for your farm products on the local market has changed? Do you feel that things are different compared to two years ago? <ul style="list-style-type: none"> • Have certain of your products increased in demand? Can you explain why this change has happened? • Are there certain products you struggle to produce enough of to meet the market demand? 	
D2. Overall, how has the demand for your products changed over the past two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.	Improved Got worse No change Not sure
D3. When and why have these changes happened? Please be specific on the year the change happened and what caused the change. <ul style="list-style-type: none"> • Do you see the change as positive or negative? Why is the change significant to you? 	
D4. Please, can you share how quality of your farm products has changed? Do you feel that expectations surrounding quality are different compared to two years ago?	

<p>D5. Overall, how have expectations surrounding the quality of products changed over the past two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.</p>	<p>Increased Decreased No change Not sure</p>
<p>D6. When and why have these changes happened? Please be specific on the year the change happened and what caused the change.</p> <ul style="list-style-type: none"> Do you see the change as positive or negative? Why is the change significant to you? 	
<p>D7. Please tell me if there has been a change in the ability of your farm to meet the demand of the local markets over the past two years. If so, how?</p> <ul style="list-style-type: none"> Has there been a change in the number of local markets or retailers your farm relies on? If so, how and why? Have you developed new relationships or partnerships with retailers, wholesalers, cooperatives, etc., that have helped you regularly meet demand? Have there been changes in your ability to cope with risks or setbacks, such as crop failures, market price fluctuations, or unexpected costs? 	
<p>D8. Overall, how has the ability of your farm to meet demand changed over the past two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.</p>	<p>Improved Got worse No change Not sure</p>
<p>D9. When and why have these changes happened? Please be specific on the year the change happened and what caused the change.</p> <ul style="list-style-type: none"> Do you see the change as positive or negative? Why is the change significant to you? 	

Section E. Price

<p>E1. Has there been a change in the price of products on the local market compared to that of neighboring markets since 2018?</p> <ul style="list-style-type: none"> How have your prices changed in the last two years? Has there been a change in the selling price of certain products in the past two years? Have all farmers been changed prices for this product, or is it specific to your area? Could you elaborate? What do you think has led to this change? Please be specific on the year the change happened. 	
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E2. Overall, how have your prices changed in the last two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.	Increased Decreased No change Not sure
E3. Why is the change significant for you? How has it impacted you?	

Section G: Access and Protection

G1. Please tell me how access to markets has changed over the last two years. <ul style="list-style-type: none"> • Have there been changes in terms of markets connectivity to main roads (increasing/decreasing people's access to it) • Has there been an improvement/decline in the security situation around the market where you sell in the last two years? • At the community level, have there been changes in the type of person that can or cannot access markets (people with disabilities, women etc...? What are differences in access? • When and why have these changes happened? Please be specific on the year the change happened. 	
G2. Overall, please tell me how your sense of security and protection in farming has changed over the last two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.	Improved Got worse No change Not sure
G3. Why is the change significant for you? How has it impacted you?	

Section H. Community Relationships

H1. Please tell me how your relationships between people in this community have changed over the last two years. <ul style="list-style-type: none"> • Have there been any changes in the way people in the community work together? • Have there been any changes in the way people in the community learn new things or how new ideas are shared? • At the community level, have any changes been made or are planned to be made to improve the wellbeing of the community? • When and why have these changes happened? Please be specific on the year the change happened 	
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H2. Overall, how do you think the way the community works together has changed over the past two years? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between.	Improved Got worse No change Not sure
H3. Why is the change significant for you? How has it impacted you?	

Section I. Overall Wellbeing

I1. When considering the overall health and happiness of your household, including physical, emotional, mental, and spiritual aspects, how do you think your household's wellbeing has changed in the past two years? Would you say it has gotten better, gotten worse, stayed the same, or are you not sure?	
I2. What is the main reason for this? Are there specific things you can think of that have happened to improve/reduce your feeling of wellbeing?	
I3. Overall, how confident do you feel about the future?	
I4. Please explain your answer. Has anything in the last two years changed the way you feel about the future?	

Section J. External Relationships

J1. Please list the most important organizations inside or outside of your community that have affected your life in the last two years. For example: community groups, savings groups, NGOs, religious groups or government representatives. <ul style="list-style-type: none"> How have you been involved with these groups, organizations or other actors in the community, and what difference has this made to you? Please rank in order of importance to you the organizations you have listed, starting with the one you value most? Discuss as a group to reach consensus on one option. If split, indicate which options the group were split between. 	
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Organizations/Groups	Activity that has impacted your household	Rank in terms of influence and impact

Section K: Notes and Observations

Please don't forget to thank the FGD participants for their participation and invite them to ask you any questions they have. Note down what these are, and if they prompt issues relevant to the research that you would like to share. Please also note down any observations you have about the respondent and the interview process (e.g. were they relaxed, were there distractions, or do you think their answers were influenced by other people present at the interview?) Please note whether protection issues were raised requiring a referral to the helplines provided.

K1. QUESTIONS ASKED BY RESPONDENT:

K2: OTHER OBSERVATIONS

A5b	End time of interview (hh:mm)	
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Key Informant Interview Guide

Guidance

- The following discussion points will be used to guide interviews with WFP staff, government officials, wholesalers, retailers, and other stakeholders. Questions will be adjusted according to the stakeholder type, country, and area of expertise/focus of the stakeholder being interviewed, in terms of their responsibility or familiarity with aspects of intervention.
- For interviewers, evaluator will introduce self and the evaluation process and briefly describe WFPs market development activities (MDAs)
- Mention that the interview is voluntary, and that the information provided will be kept confidential. Data will be triangulated, and information cannot be traced back to individuals. Data will not be attributable.
- Mention that the interviewee will not be quoted, and that their name will not be provided in the report (only the organization and the gender of the respondent will be given). They can decline to participate or answer any question, at any time.
- Ask if they (respondent) have any questions about the process, and at the end of the interview, ask the interviewee if they have anything to add or share.

Interviewee name	
Function / title	
Organization	
Stakeholder Type	
Gender	
Date of interview	
Location (City, Country)	
Team members present	
Mode of interview	

The table below includes the questions to be asked during the KIIs. A star has been added alongside each stakeholder that will be asked a particular question. The legend for stakeholder type is as follows:

- W = WFP Country Offices and HQ
- G = Government Partners
- S = Suppliers (Wholesalers and Large retailers)
- L = Local Authorities (camp in charge, commerce/trade union, refugee camp representatives)
- N = NGOs (CPs or other NGOS operating in the markets)
- U = UNCT

Of note, to ensure that the KII questions are well connected with the evaluation questions, the ET has included in this guide several of the sub-evaluation questions. However, these will not be asked to the respondents, and the interviewee will instead focus on the more detailed interview questions that have been added as sub-bullet points.

Interview Questions	Stakeholder type					
	W	G	S	L	N	U
I. Background Information						
1. What is your current role? How long have you been in this role?	*	*	*	*	*	*
2. How does your role support and interact with market development activities?	*	*	*	*	*	*
3. Which type of crises have you been affected by? What type of support have you received from WFP (if direct assistance) or the government (if not direct)?		*	*	*		
II. RELEVANCE: To what extent are market development activities and related retail engagement interventions informed by country contexts and market inefficiencies identified during relevant multi-sector assessments?						
What was the process taken for the initial introduction of MDAs? (well before the current process maps were in place)	*					
To what extent were the needs of different people (including marginalized groups) considered when designing the intervention?	*	*		*	*	*
What factors have facilitated or hindered the use of WFP corporate tools (e.g, MFI, MDA, Price monitoring) to design and implement MDAs? How could these tools be improved?	*					
To what extent is the intervention aligned with relevant retail engagement activities and WFP's country strategic plan and objectives?	*					
To what extent is the intervention aligned with the national development plans or frameworks in the country?	*	*				
III. EFFICIENCY & EFFECTIVENESS: To what extent are the identified MDAs and retail engagement activities implemented and achieved their objectives for men and women in the target groups? What factors are affecting implementation of MDAs and retail engagement activities, and achievement of objectives (negatively or positively)?						
What were the key challenges encountered during the implementation of WFP's Market Development Activities (MDAs) and retail engagement operations in the targeted markets? How did these challenges impact the overall implementation of activities?	*	*	*	*	*	

Were there any factors, including gender-related or other inequities, that had an impact on the implementation of the activities? How were these factors taken into account and addressed by the program?	*			*	*	
To what extent did the corporate tools and support provided by WFP Headquarters guide the Country Office (CO) in implementing and achieving the objectives of the MDAs and retail activities? Can you highlight specific examples of how the CO utilized and integrated these tools into the design and implementation of MDAs and retail activities?	*					
How did the guidance and support from WFP Headquarters contribute to the effectiveness and efficiency of the MDAs and retail activities at the country level? Can you provide insights into the specific impact of the corporate tools and support on the implementation of these activities?	*					
In what ways have the market development activities and related supply chain interventions contributed to building the capacity of market actors who were not directly linked to the program, including women and marginalized groups? Can you provide specific examples of how these activities have enhanced the skills, knowledge, and capabilities of market actors?	*		*	*	*	*
What positive impacts have been observed for women and marginalized groups as a result of their participation in the capacity-building initiatives within the market development activities and supply chain interventions? Are there any challenges or barriers that have hindered their participation or progress?	*		*	*	*	*
To what extent are you satisfied with the results of the Market Development and retail engagement activities implemented in your country?	*	*	*	*	*	
How significant are the contributions of the outputs to the planned outcomes, or how likely are they to contribute to the desired outcomes?	*					
To what extent has the intervention contributed to improving the availability of a diverse assortment of healthy and nutritious food in local markets?	*		*	*	*	*
To what extent has the intervention contributed to ensuring that healthy and nutritious food is available at affordable rates in local markets?	*		*	*	*	*
To what extent has the intervention contributed to ensuring that the infrastructure and services of local markets are inclusive for different people, including marginalized and vulnerable groups?	*			*	*	*
How has the intervention addressed market inefficiencies and barriers, such as limited infrastructure, inadequate access to finance, or restrictive policies, to promote a more conducive business environment for market actors?	*					
What measures have been taken to enhance the capacity and skills of market actors, including retailers, suppliers, and small-scale farmers, to effectively participate in and benefit from the market development activities?	*	*	*	*	*	*

How have the market development activities and retail engagement interventions supported the growth and diversification of local markets in terms of product assortment, innovation, and business opportunities?	*		*	*	*	*
Has there been an increase in market linkages and collaborations among market actors as a result of the intervention? How has this contributed to the resilience and sustainability of the local markets?	*		*	*	*	*
To what extent have the market development activities and retail engagement interventions led to increased market efficiency, competitiveness, and profitability for local market actors?	*		*	*	*	*
To what extent has the intervention enhanced the capacity and knowledge of retailers and wholesalers in understanding local markets and supply chains?	*		*			
To what extent have the market development activities and retail engagement interventions facilitated the inclusion and empowerment of women, marginalized groups, and small-scale entrepreneurs in the local market ecosystem?	*			*	*	*
IMPACT: To what extent did WFP contribute to improving resilience and initiating business expansion of WFP contracted retailers and financial service providers? How do the MDA interventions affect gender norms, power relations, and women's access to resources and economic opportunities? Are there unintended (positive or negative) effects of WFP Market Development Activities and retail engagement activities in different country contexts?	W	G	S	L	N	U
To what extent did the market development activities and related retail engagement interventions contribute to improving the resilience and business expansion of WFP-contracted suppliers and retailers?	*		*	*	*	
Could you provide insights into the specific ways in which market actors have been impacted by WFP's market interventions and direct involvement? Have there been any observable changes in their operations, livelihoods, or the sustainability of their businesses as a result?	*		*	*	*	
Can you highlight any positive or negative outcomes experienced by market actors due to their engagement with WFP's interventions?	*		*	*	*	
How have WFP's market development activities and retail engagement interventions contributed towards enhancing the resilience, livelihoods, and overall well-being of women, men, and marginalized groups in the targeted communities? Are there any specific examples?	*		*	*	*	
How have the WFP interventions addressed gender inequalities and promoted women's economic empowerment within the targeted markets?	*		*	*	*	
To what extent did the programs affect gender norms, power relations, and women's access to resources and economic opportunities?	*				*	

What support have you (B2B Suppliers) provided for your contracted traders? Have their been any changes to the way traders run their businesses as a result of this support?	*		*			
What training have you received/would like to receive related to MDA? How have you applied this training in your work/life?			*	*		
What intangible benefits have you (suppliers, beneficiaries, farmers) gained by working with MDA (ie.beyond revenue and food)?	*		*			
IV. SUSTAINABILITY: Are the results of WFP contribution sustainable, i.e. continuing or likely to continue after WFP's interventions? 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	W	G	S	L	N	U
Has WFP developed an exit plan/strategy for the Market Development Activities (MDAs) and related supply chain interventions, and how does it ensure the sustainability of the achieved benefits after the program concludes?	*	*		*		
How are the local communities involved in the development and implementation of the exit plan and knowledge transfer strategy, and what mechanisms are in place to ensure effective knowledge transfer regarding the MDAs and supply chain interventions?	*	*		*		
Based on the current engagement with direct WFP partners, do you anticipate their continued adoption and implementation of market development activities after the program concludes? What factors contribute to the likelihood of their continued adoption?	*	*	*	*	*	*
Are there any gender-specific or marginalized groups who have shown particular interest or engagement in adopting these activities? What factors contribute to the adoption of market development activities by non-directly linked market actors, including gender and marginalized groups?	*	*	*	*	*	*
To what extent do you believe that the outcomes and impacts of the interventions will continue to be sustained after the termination of the intervention? What are the key factors that enable or hinder the sustainability of these results?	*	*	*	*	*	*
Are there any potential risks or vulnerabilities that could undermine the sustainability of the interventions' results, particularly in relation to economic, social, or political factors?	*	*	*	*	*	*
Have there been any partnerships or collaborations established with local institutions, organizations, or government entities to support the continuation and integration of the interventions into existing systems or policies?	*	*		*	*	*

Annex 6. Fieldwork Schedule

Bangladesh

Sl#	Date	Day	Activity	With Whom	Where (District)	Specific Location	Conducted By	Coordinated By
1	17.07.2023	Monday	Training of Enumerators	Enumerators and Research Assistants	Cox's Bazar	TBD (At a suitable Place at Ukhia)	Imrul Kayes	Imrul Kayes
			Consultation Meeting: WFP Field Office	WFP FO		WFP FO Cox's Bazar	Imrul Kayes	Imrul Kayes
2	18.07.2023	Tuesday	Training for Enumerators	Enumerators and Research Assistants	Cox's Bazar	TBD (At a suitable Place at Ukhia)	Imrul Kayes	Imrul Kayes
			Mock Practice With Each Other and test data collection tools	Enumerators and Research Assistants	Cox's Bazar	TBD (At a suitable Place at Ukhia)	Imrul Kayes	Imrul Kayes
3	19.07.2023	Wednesday			Cox's Bazar	Catchment-A: Lambashia Camp 1-E, Modhurchara 2, Modhurchara Camp 4, D-5 (Camp-2W), Kutupalong Makeshift (KMS), KRS (registered refugees)		
			Interview with Beneficiaries	4 Beneficiaries (Vouchers as only income)			Enumerator-1, 2, 3 & 4	Imrul Kayes
			Interview with Contracted Retailers	2 Contracted Retailers			Enumerator- 5 & 6	Imrul Kayes
			Interview with Small Trader	1 Small Traders			Enumerator- 1	Imrul Kayes
4	20.07.2023	Thursday	Interview with Beneficiaries	5 Beneficiaries (3 Volunteers; 2 vouchers only)	Cox's Bazar		Enumerator- 2,3,4, 5 & 6	Imrul Kayes

			Interview with Contracted Retailers	1 Contracted Retailers			Enumerator- 1	Imrul Kayes
			Focus Group with Farmers	1 FGD with at least 5 farmers (confirmed with CO)			Enumerator 2 & 5	Imrul Kayes
			Interview with Small Trader	1 Small Traders			Enumerator- 3	Imrul Kayes
5	23.07.2023	Sunday	Interview with Beneficiaries	4 Beneficiaries (Vouchers as only income)	Cox's Bazar	Catchment-B: TV Tower (Camp-7), 8W, Balukhali Makeshift (BMS), Camp 17, Mainnerghona	Enumerator- 1, 4,5 & 6	Imrul Kayes
			Interview with Contracted Retailers	2 Contracted Retailers			Enumerator- 2 & 3	Imrul Kayes
			Interview with Small Trader	1 Small Traders			Enumerator- 6	Imrul Kayes
			FGD with Beneficiaries	Primary Consumers (Male)			Enumerator- 5 & 6	Imrul Kayes
6	24.07.2023	Monday	Interview with Beneficiaries	5 Beneficiaries (3 Volunteers; 2 vouchers only)	Cox's Bazar		Enumerator- 1, 3,4, 5 & 6	Imrul Kayes
			Interview with Contracted Retailers	1 Contracted Retailers			Enumerator- 2	Imrul Kayes
			Focus Group with Farmers	1 FGD with at least 5 farmers (confirmed with CO)			Enumerator 3 & 6	Imrul Kayes
			FGD with Beneficiaries	Primary Consumers (Female)			Enumerators 1 & 4	Imrul Kayes
7	25.07.2023	Tuesday	Interview with Beneficiaries	2 Beneficiaries (Vouchers as only income)	Cox's Bazar	Catchment-C: Burmapara (Camp-13), Hakim Para (Camp-14), Jamtoli	Enumerator- 1, 2	Imrul Kayes
			Interview with Contracted Retailers	2 Contracted Retailers			Enumerator- 3, 4	Imrul Kayes

			Focus Group with Farmers	1 FGD with at least 5 farmers (confirmed with CO)		(Camp-15), 20 Extension	Enumerator 2 & 3	Imrul Kayes
			Interview with Contracted Retailers	1 Contracted Retailers			Enumerator- 4	Imrul Kayes
			Interview with Small Trader	1 Small Trader			Enumerator- 5	Imrul Kayes
			Interview with Beneficiaries	3 Beneficiaries (1 Volunteer; 2 vouchers only)	Cox's Bazar		Enumerator- 2, 3 & 5	Imrul Kayes
8	26.07.2023	Wednesday	Interview with Beneficiaries	2 Beneficiaries (Vouchers as only income)	Cox's Bazar	Catchment-D: Chakmarkul (Camp-21), Unchiprang (Camp-22), Leda Makeshift (LMS), Jadimura (Camp-26), Mochoni, NRC (Registered Refugees)	Enumerator- 2 & 3	Imrul Kayes
			FGD with Beneficiaries (Volunteers)	Primary Consumers (Male)			Enumerator 4 & 5	Imrul Kayes
			Interview with Contracted Traders	2 Contracted Retailers			Enumerator- 1 & 4	Imrul Kayes
			Interview with Beneficiaries	3 Beneficiaries (1 Volunteer; 2 vouchers only)			Enumerator- 4 & 5	Imrul Kayes
9	27.07.2023	Thursday	Interview with Contracted Traders	1 Contracted Retailers	Cox's Bazar	Catchment-D: Chakmarkul (Camp-21), Unchiprang (Camp-22), Leda Makeshift (LMS), Jadimura (Camp-26), Mochoni, NRC (Registered Refugees)	Enumerator- 2	Imrul Kayes
			Focus Group with Farmers	1 FGD with at least 5 farmers (confirmed with CO)			Enumerator 2 & 3	Imrul Kayes
			Interview with Small Trader	1 Small Trader			Enumerator- 1	Imrul Kayes
			FGD with Beneficiaries (Volunteers)	Primary Consumers (Female)			Enumerator- 1 & 4	Imrul Kayes
			Interview with Beneficiaries	3 Beneficiaries (1 Volunteer; 2 vouchers only)			Enumerator- 4 & 5	Imrul Kayes

South Sudan

SI#	Date	Day	Activitiy	With Whom	Where (District)	Specific Location / Venue	Conducted By	Coordination
1	06.07.2023	Thursday	Practice test the tools	Abui John and Research Assistants	Juba	Juba	Abui John and Research Assistants	Abui John Garang
2	18.07.2023	Tuesday	Training for Enumerators					
3	19.07.2023	Wednesday	Meet with camp leaders, conduct KIIs and interviews with transfer beneficiaries	KIIs with Bupara (woman's rep.) and Iman Opani-CP ACROSS employee 3 transfer beneficiaries	Gorom	Gorom Market	Abui John and Research Assistants	2 women and 1 male sample, consider age and disability; ensure that the people selected will have been there for a period of time to have experienced different modalities - CP will arrange
4	20.07.2023	Thursday	Interviews with B2B retailers	2 Interviews with B2B + RIAB retailers	Gorom	Gorom Market	Abui John and Research Assistants	DE will sample; share with Jieljiel/Nachap; inform FO (CP) [recommended to use WFP vehicle; no overnight]
			Interview with Non-contracted Retailers	2 interview with Non-contracted Retailers		Gorom Market	Abui John and Research Assistants	Nachap will show us the 6 contracted; as well and select randomly the non-contracted who have been there for at least 2 years

5	21.07.2023	Friday	Travel to Bor		Bor	Juba-Bor Highway	Enumerator- 2,3,4, 5 & 6	Abui John Garang
			Interview FO WFP Staff and CP	FO staff and CP rep		Bor Partners' Field Offices	Enumerator- 1	Meeting with Logistics CBT and NRC CP
			meet and interview local authorities	Local Authorities		Bor Town		RRC and Chamber of Commerce Introductions and Permissions
			Set up for training (meet enumerators)	Abui John and Enumerators		Accommodation hotel		
6	22.07.2023	Saturday	Training for Enumerators	Abui John and Enumerators	Bor	Hotel)	Abui John and Enumerators	Abui John Garang
			Mock Practice With Each Other and test data collection tools	Abui John and Enumerators		Marol Market in Bor Town	Abui John and Enumerators	Abui John Garang
7	24.07.2023	Monday	Interviews with Beneficiaries	6 Beneficiaries (Transfer Beneficiaries)	Bor	Marol Market in Bor Town	Enumerator- 1,2,3	NRC will assist in sampling (3 women, 3 men), considering age and disability / FO will arrange a meeting with NRC

			FGDs	1 FGD with retailers and 1 with beneficiaries		Marol Market in Bor Town	Enumerator 4 and Abui John	It's ok to mix male and female with 8-10 directly contracted retailers (will need to add the traders union leader and they will allow us to use chamber of commerce office), and 8-10 beneficiaries. Retailers sampled by FO Logistics CBT and beneficiaries sampled by NRC CP
8	25.07.2023	Tuesday	Interviews with Non-contracted Retailers	2 Non-contracted Retailers	Bor	Marol Market in Bor Town	Enumerators 1	1 male and 1 female
			Interviews with Directly Contracted Retailers	5 Directly Contracted Retailers			Enumerators 2&3&4	Deborah knows that now we have no contracts anymore, but she knows the previously contracted retailers (3 male, 2 women)
			KII Interview with traders union leader	traders union leader			Abui John	Prefer to start the KII with the traders union leader before the FGD
9	26.07.2023	Wednesday	Wrap up pending interviews and travel to Minkaman	Abui John	Bor	Marol Market in Bor Town and travel from Bor to Mingkaman	Abui John	

10	27.07.2023	Thursday	Interview FO WFP Staff and CP	FO staff and CP rep	Mingkaman	Mingkaman CP offices	Abui John Garang	Logistics CBT will help sample B2B and directly contracted retailers (Veronica & Santino) and CP is CRS and they will help with beneficiaries alongside our FO team (Santino)
			meet and interview local authorities	Local Authorities			Abui John Garang	Make sure to inform them we are going to Kalthok on Sunday
			Set up for training (Meet enumerators)	Abui John and Enumerators				
11	28.07.2023	Friday	Training for Enumerators	Abui John and Enumerators	Mingkaman		Abui John and Enumerators	Abui John Garang
			Mock Practice With Each Other and test data collection tools	Abui John and Enumerators		Mingkaman Market	Abui John and Enumerators	Abui John Garang
12	29.07.2023	Saturday	Interviews with Beneficiaries	4 Beneficiaries (Transfer Beneficiaries)	Mingkaman	Mingkaman Market	Enumerator- 1,2	4 female, mix age, disability and duration of time there
			FGDs	1 FGD with retailers and 1 with beneficiaries			Enumerator 3 and Abui John	For focus group with retailers, mix B2B and directly contracted (8-10); 8-10 beneficiaries

13	31.07.2023	Monday	Interviews with Beneficiaries	4 Beneficiaries (Transfer Beneficiaries)	Mingkaman	Mingkaman Market	Enumerator- 1,2	4 male, mix age, disability and duration of time there
			Interviews with Directly Retailers	5 directly contract Retailers		Enumerator 3 and Abui John	Right now there are no more directly contracted retailers, but they can be identified	
			KII Interview with traders union leader	traders union leader		Abui John	Prefer to start the KII with the traders union leader before the FGD	
14	01.08.2023	Tuesday	Interviews with B2B Retailers	5 B2B Retailers, 2 non-contracted retailers	Mingkaman		Enumerator- 1,2	Abui John Garang, Veronica and Santino
			Meet with trade leader	traders union leader			Abui John Garang	Abui John Garang
15	02.08.2023	Wednesday	Interviews with B2B Retailers (Kalthok)	2 B2B retailers and 2 non-contracted retailers	Kalthok	Mingkaman Market	Enumerator 3 and Abui John	1 male and 1 female for each group / Mingkaman FO will help with sampling
			Interview beneficiaries	3 transfer beneficiaries	Kalthok	Kalthok Market	Enumerator 1 and Abui John	1 male, 2 female, mix age, disability and duration of time there
			Return to Juba	Mingkaman to Bor then to Juba		Travel	Mingkaman-Bor-Juba	Abui John Garang

Annex 7. Recommendations/EQ Mapping

Recommendation	Conclusions	EQ
<p>Recommendation 1: Hold discussions at global strategic level to establish exactly how to more explicitly integrate market development into existing or new corporate policies and manuals, especially in relation to the different in-kind, cash, voucher and capacity strengthening transfer modalities. Actions should include:</p> <ul style="list-style-type: none"> • As possible, HQ Supply Chain CBT, Markets and Retail should participate in key strategic planning meetings with the Supply chain, Programme and Cash-based transfers units. • Acknowledging the critical role of functioning markets in the switch to unrestricted cash, HQ Supply Chain CBT, Markets and Retail in coordination with HQ Cash-based Transfers should review the cash policy and cash and vouchers manuals (or other relevant units and policies) to develop recommendations for MDA / REAs more explicit integration. • Conduct a detailed gaps analysis for HQ SCOLR to identify resources needed, in terms of staffing structure across levels, training, finances, internal / external partnerships, to implement and oversee the MDA aspects of the different updated corporate policies and/or guidance. • Regular updates or workshops on market systems approaches, best practices and innovative solutions related to market challenges that could further equip management at all levels (HQ, RB and COs) to manage and advise on on-ground situations driven by complex market situations more effectively. 	3	EQ1.2.
<p>Recommendation 2: Establish corporate indicators within the Corporate Results Framework (CRF) to measure MDA outcomes, ensuring that some indicators measure the gender-related outcomes of MDAs. In addition, ensure adequate disaggregation of existing corporate indicators, by sex and geography, to allow for improved analysis on the results of market development activities in target markets. As part of this process, integrate clear measurement strategies into the Corporate Indicator Compendium, and pilot indicators through the corporate monitoring system (RAM) in a sample of COs. COs to provide feedback on indicators and available measurement guidance to improve learning and support finalization. The following are examples of indicators at different levels that can be considered and expanded on for CRF indicators and country-specific indicators:</p> <ul style="list-style-type: none"> • Potential output level indicators: # of retailers receiving retailer training (disaggregated by sex), # of contracted retailers (disaggregated by sex), # of times RPME is conducted per year. • Potential outcome level indicators: % increase in revenue for retailers, % of contracted retailers achieving certain performance scores, % of contracted retailers that had their contracts renewed, % of beneficiaries reporting increases in assortment, availability and quality of nutritious foods in the markets where MDA operates. • Impact: Ensure more systematic use of MFIs for measuring change over time, at least conducting MFIs before and after implementation to measure change and assess impact. • Cost-benefit Analysis: In order to measure benefits of the MDAs for improving CBA of MDAs and of different modalities, WFP should define a set of measurable benefits at the global level with each country adding a few specific benefits 	3	EQ1.2. EQ4

<p>according to the local context and objectives when the CBA is conducted. The existing CRF includes some indicators on livelihoods and health, that, if possible, to be disaggregated by geography or specific populations, would be relevant in this regard, including outcome indicators such as: Consumption-based coping strategy index, food consumption score, livelihood coping strategies for essential needs, minimum dietary diversity for women and girls of reproductive age, amongst others. Other possible benefits to measure include: increased purchasing power among beneficiaries, improved income or agricultural productivity of households or farmers engaged in the supply chain, women's economic empowerment, and expanded networks and collaborations between retailers, shops, and farmers.</p>		
<p>Recommendation 3: Enhance the use of corporate tools, particularly RPME, to allow for standardization and comparability across countries, especially if used as a tool for measuring newly developed corporate indicators (per recommendation 2), while still supporting customization per country. Ideally, the RPME should be mandatory and implemented at least quarterly:</p> <ul style="list-style-type: none"> • Expand the Custom Questions section of the RPME guidance document to provide more support for countries developing their own retailer monitoring tools based on their unique contexts and experiences. This would include streamlining processes for countries to develop tailor-made tools while at the same time applying similar approaches and measuring mechanisms that would enable comparison of data across countries, where needed. • Specify gender-related custom questions to be included in the RPME guidance. • Expand on existing RPME guidance so that it is aligned with and included in guidance provided on other corporate indicators and tools (e.g. the corporate indicator compendium) • When there are issues with retailer compliance revealed through RPME, develop a capacity building action plan. • It may also be useful to create a 'light' or abbreviated version of RPME to be used on a more frequent basis (in the way incident tracking was used in Bangladesh). This version could also be used to periodically (e.g. quarterly) monitor non-contracted retailer performance to compare differences between contracted and non-contracted retailers or to monitor retailer capacity in markets where WFP uses unconditional cash assistance. 	1, 3	EQ3.2. EQ1.1.
<p>Recommendation 4: In future cost-benefit analyses, it is critical to define at both corporate and country levels the specific expenses to include in the cost analysis (such as whether to limit to last-mile delivery or not) and, importantly, which benefits to consider.⁷ It is paramount to establish a detailed CBA plan prior to the initiation of the MDA. This plan should outline the monitoring tools to be employed and specify the type of information that needs to be collected. To achieve this, existing WFP tools like market assessments and corporate monitoring tools should be utilized, potentially supplemented with surveys to collect missing information aligned with the considered benefits. It is crucial that these tools cover all territories, are updated at least annually, and include the required breakdown by gender, age, and disability.</p>	3	EQ4
<p>Recommendation 5: WFP should invest in the sustainability of market development activities to mitigate the effects of humanitarian funding constraints and ration cuts. MDAs' intentional focus on household and market resilience will contribute to</p>	1, 2	EQ3.4. EQ1.2. EQ 7.1.

⁷ WFP should establish benefits at a global level, while allowing each country to incorporate specific benefits unique to their local context and objectives. As evidenced in the comparative table in Annex 12. Comparing the CBA conducted during the evaluation with others CBA studies in South Sudan, demonstrates how the definition of intended benefits (ranging from changes in retailers'/communities' perspectives, to nutritional, product variability, economic, or social aspects such as women's empowerment) critically shapes the outcomes of the CBA.

<p>mitigating shocks and operational constraints. Actions should be tailored to each country context and include:</p> <ul style="list-style-type: none"> • Long-term ownership of assets (e.g. RIAB) should be integrated into the relevant guidance documents (e.g. RIAB Workflow document could include an additional step / chapter for exit strategy rather than ending with delivery). • Considering the emphasis placed on livelihood development activities by both beneficiaries and retailers, it would be beneficial for WFP to expand existing market linkage programmes that connect farmers with local markets and provide training for them for agriculture production, business management and use of digital platforms. This will likely involve increasing linkages and coherence with other WFP strategies, programmes, as well as other agencies operating in same markets/areas to devise contextually relevant partnerships/plans focused on household and market resilience. Continue to build positive relations with the local authorities and communities to identify pathways for unified intervention strategies that ensure the sustainability and resilience of MDAs after-shocks or through contextual constraints. Good relations and communication with government representatives will also enable discussions on the value and impacts of MDAs and the importance of functional markets so that they are on board for supporting and continuing with MDAs moving forward. • Enhance community feedback mechanisms surrounding MDAs. Ensure that beneficiary communities are consulted on contingency plans, their specific feedback on facilitating market and household resilience clearly summarized, and subsequent plans effectively communicated back. • WFP to work closely with relevant government actors, private sector and communities on a contingency plan to ensure continuation of the demand and supply to allow the transition between modalities. For example, integrate retailer training activities which prepare them and support them temporarily through transitions between modalities, particularly the transition to unrestricted cash. Maintain flexible distribution systems that are responsive to market intelligence and retailer assessments in order to maximize effectiveness of the transfer modality and amounts. 		
<p>Recommendation 6: Be more intentional and clearer on the means for mainstreaming gender and inclusion considerations and results of related consultations:</p> <ul style="list-style-type: none"> • In-depth needs assessments and gender analyses focusing on market systems and supply chains should be conducted at the design phase of MDAs and better integrated into market systems analyses and other tools and guidance to ensure that the appropriate measures are in place to assess and address the needs of all intended beneficiaries. Collaborating with local women’s organizations and community groups can aid in assessing, crafting and implementing measures to improve the inclusivity of supply chains and market systems. In addition, consulting with internal gender experts to ensure all tools and guidance are gender responsive. • Informed by above-mentioned gender analyses on market systems and supply chains, integrate culturally-relevant strategies for promoting women’s participation and economic empowerment as part of MDAs. For example, continue to provide additional training to female entrepreneurs to close gender gaps in retailer participation, follow up with contracted retailers to make sure they are able to operate mPOS and provide additional training if needed (lower financial literacy of women might make it more difficult for them to maintain compliance), and/or work with local authorities to ensure representation of women in business committees or other leadership roles. Once strategies are devised, ensure clear indicators for monitoring progress and results on gender equality are devised. • Ensure that partnerships established with other external and internal agencies / institutions prioritize gender equality. 	2	EQ1.1. EQ2.2. EQ6.1.

Annex 8. List of People Interviewed

South Sudan

Inception Mission - Meetings Held	Participants	
	M	F
Logistics CBT and Contracting Unit WFP	1	
M&E WFP	1	
VAM WFP	1	
Finance WFP	1	
KIIs	Participants	
FO WFP Bor		1
Chamber of Commerce - Bor	1	
FO WFP Mingkaman		1
FO WFP Mingkaman	1	
CP - Plan International	1	
RRC Coordinator Mingkaman	1	
Chairman of Trade Union Mingkaman	1	
CP ACROSS		1
Women's representative for Refugees (Gorom)		1
CO WFP	2	
Cash WFP	1	
B2B Supplier (Yaba Alison & Sons Company Limited)	1	

Bangladesh

Inception Mission - Meetings Held	Participants	
	M	F
Head of programme	1	
Cox's Bazar Field Finance Office	1	
Head of Field Office		1
Head of Retail and Markets		1
CO Head of Procurement		1
Head of Supply Chain		1
WFP BDCO - Evaluation Focal Point	1	
RETAIL AND MARKET TEAM	1	1
Head of GFA	1	
Head of RAM (Dhaka)	1	
KIIs	Participants	
Cox's Bazar Sadar Upazila Agriculture Officer	1	

District Food Safety Officer	1	
Deputy Director, Agriculture Extension Department	1	
Teknaf Upazilla Chairman	1	
Teknaf Upazila Nirbahi Officer (UNO)	1	
Refugee Relief and Repatriation Commissioner (Additional Secretary)	1	
Camp-in-Charge (Senior Assistant Secretary), Camp-24	1	
Camp Chairman at Camp 24	1	
Field coordinator at IOM	1	
WFP Supplier (Purity Dry Fish)	1	
CO Supply Chain	1	

WFP

KIIs	Participants	
	M	F
Regional Bureau Bangkok	1	
Regional Bureau Nairobi	1	
Supply Chain Expert	1	
HQ (Former head of Supply Chain Unit)	1	

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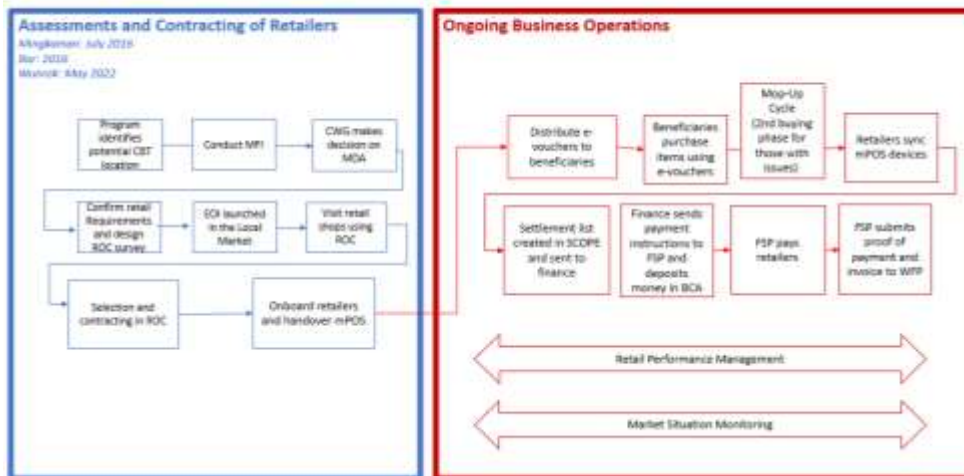
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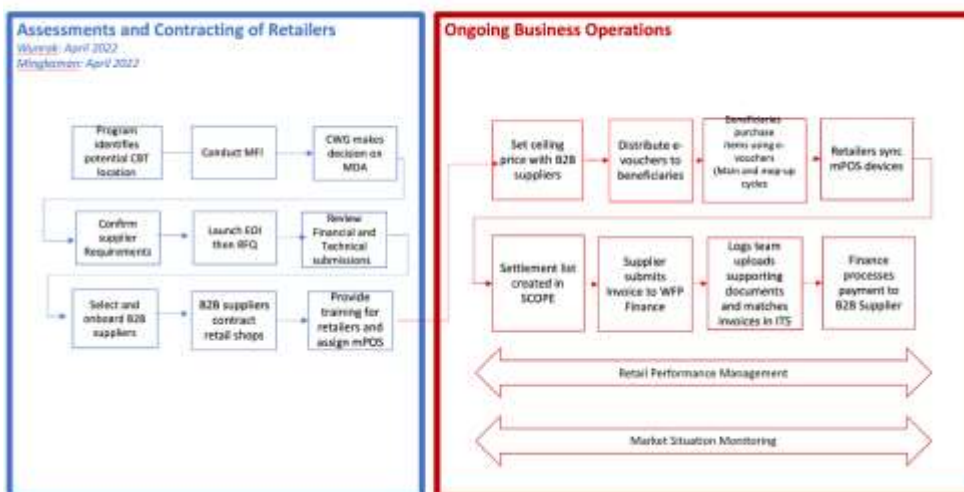
Annex 10. MDA process maps

Figure 2. Contracting of Retailers - South Sudan - Reviewed

South Sudan: Contracting of Retailers - Reviewed



South Sudan: Business-to-Business (B2B) -Reviewed



In the case of Bangladesh, the process map below was elaborated by the WFP staff responsible for MDA activities, it shows the process for contracting of retailers and fresh food corners and a second map adding in the market linkages components was developed during data collection with the market linkage team, who were unavailable during the inception phase. Process mapping for in-kind operations is included below. During the data collection phase, the ET validated these maps with WFP staff to complete a cost breakdown matrix for in-kind assistance as well.

Figure 3. Contracting of retailers and fresh food corners - Bangladesh

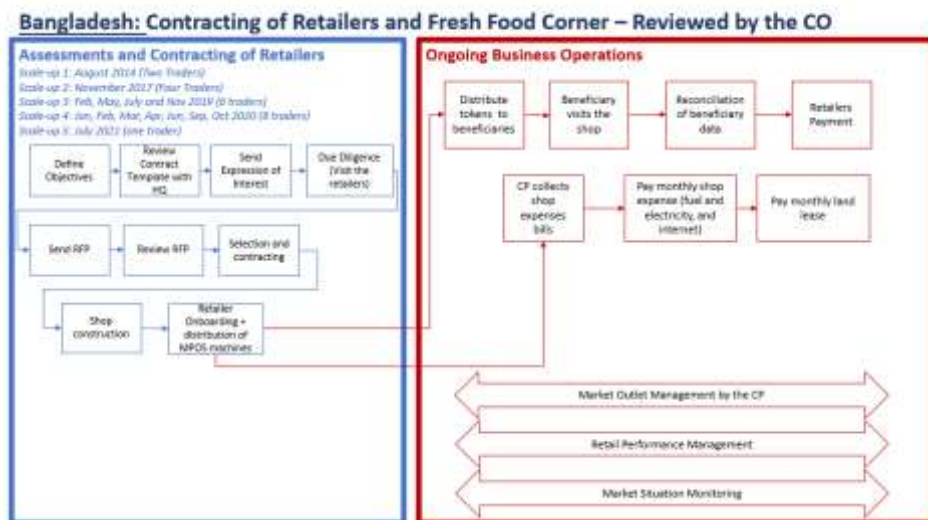
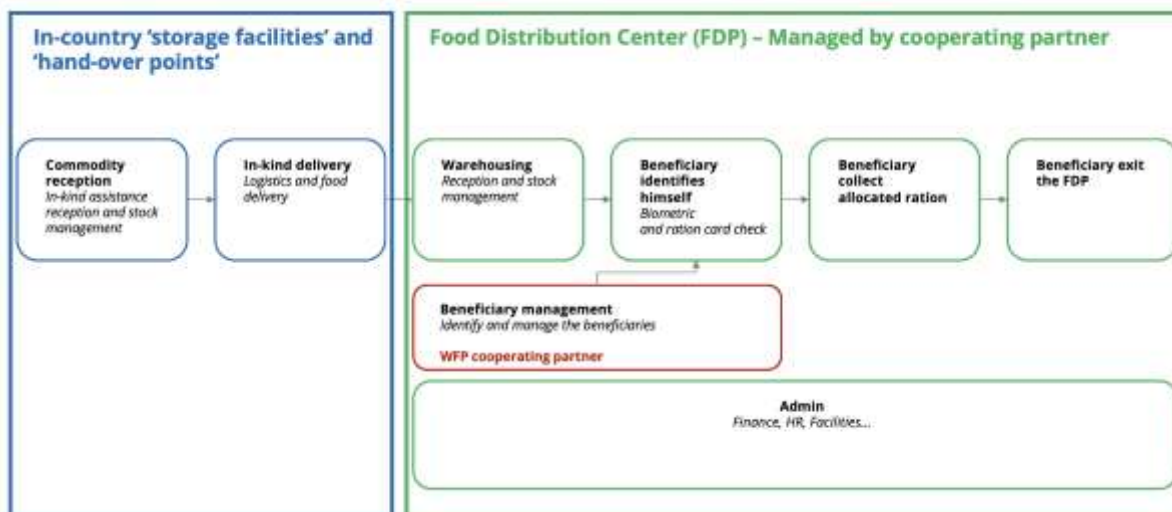


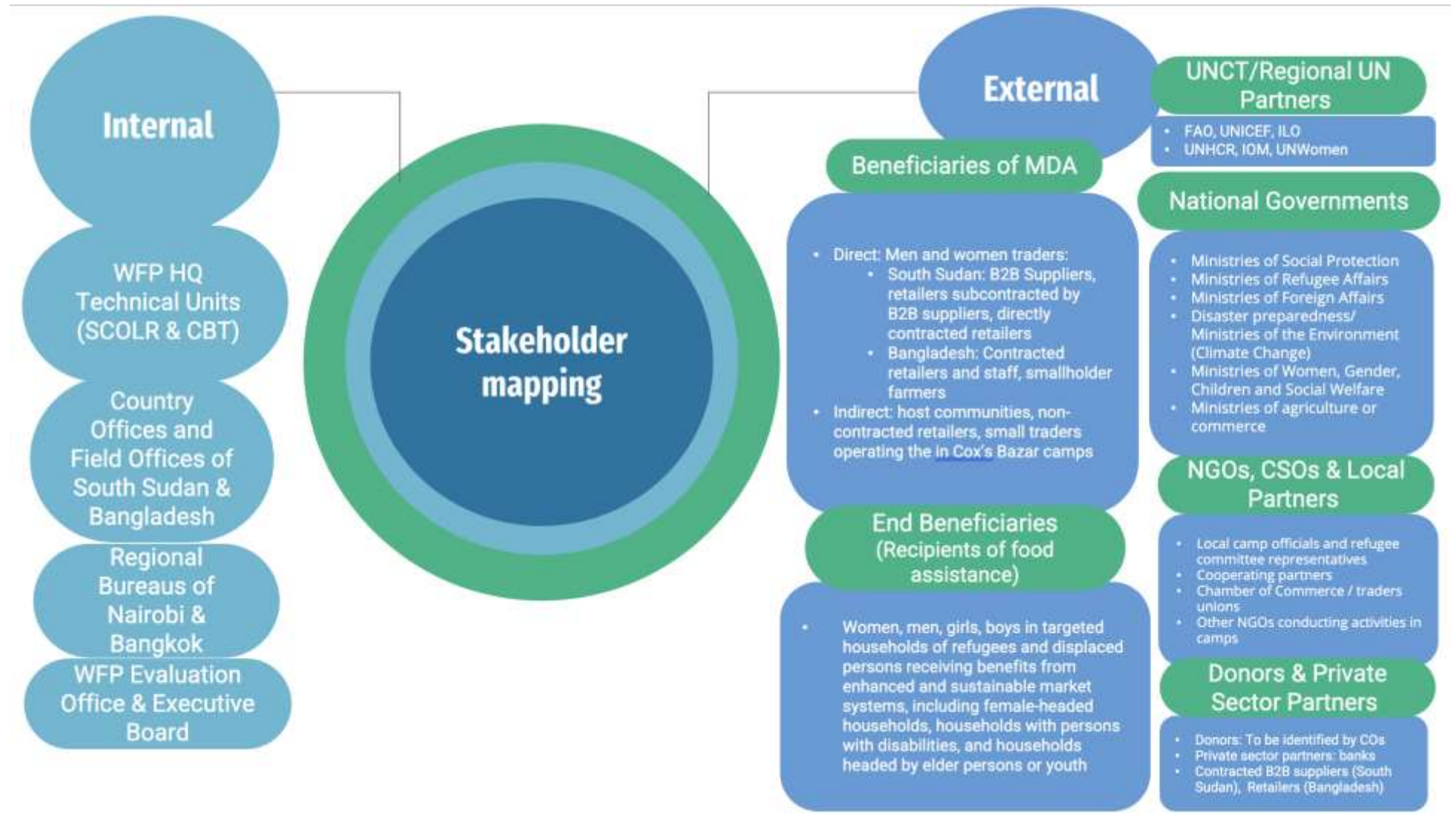
Figure 4. Preliminary framework for in-kind process mapping



Annex 11. Stakeholder analysis

The evaluation team conducted an extensive stakeholder analysis during the inception phase, which is summarized below.

Figure 5. Stakeholder Map



Annex 12. Cost-Benefit Analysis- Methodology

The assessment of efficiency in the implementation of in Bangladesh and South Sudan was carried out as part of our team's commitment to evaluate the impact of these programs. In the cost-benefit analysis (CBA), costs encompassed all financial expenditures associated with the implementation of MDAs. On the other hand, benefits referred to positive outcomes for the target population in terms of new jobs, incomes and time saved to procure food. The costs of the MDAs have been divided into two groups: the costs for the creation and operationalization of the different methods (FFC, RIAB, B2B, DRC) - labelled as Establishment costs - and the costs for annual management - termed Recurrent CBR costs.

Figure 6. MDAs' Costs (Cost Breakdown Matrix)

Process	Description
Assessment and contracting	Send EOI (Newspaper advertisement)
	Due Diligence (Visit the retailers) (Validate the business operations of retailers, Transportation cost to business location)
	Construction of shops (Amount paid to the contractor to construct the shops, Supervision on the construction operations, Purchase of Generators)
	Retailer onboarding (Meetings with retailers and requesting unit to discuss exactly the roles and responsibilities, MPOS Machines, Allocation of shops (the number of Beneficiaries and geographical location))
	Beneficiary Mobilization and Management (CP manages the distribution of vouchers and mobilization)
Ongoing Operations	All operating costs (electricity, fuel, water) (CP manages the operating costs and sends invoices to Direct)
	Beneficiary Management and daily supervision costs (CP manages the daily mobilization and distribution of tokens to beneficiaries, Direct staff allocated in each market outlet to oversee the work of the CP)
	Reconciliation and invoices (The invoices are collected from the suppliers and matched with the SCOPE/Building Block Data, the invoices sent to finance to be processed)
	General Market Outlet maintenance costs (CP manages the regular maintenance costs)
	Shop specific maintenance costs (Assess the situation, Reimburse the maintenance cost)
	Land Lease (WFP pays lease for renting the land of the market outlets)

	Monthly price negotiation (Meeting to define the price ceiling of commodities, Communicate and negotiate prices with suppliers)
	Regular retail training and capacity strengthening (Time spent by WFP staff on training and building the capacity of retailers)
M&E	RPME data collection (Conducting the survey, Transportation cost to the market outlets)
	Incident Reporting (Average time spent by staff on reporting incidents, Average time spent by staff on analysis)
	Market price monitoring operational costs (Collect and analyze price data)
	Market price monitoring (Collect and analyze price data)
	Market assessment (Analyze market functionalities)
Overhead Costs	HR (HR support the contributed to the MDA)
	Security (Security support the contributed to the MDA)
	Transportation (Transportation of the team to the MDA locations)
	Admin (Admin support the contributed to the MDA)
Distribution costs	Last mile delivery cost
Market Linkages	Market System Analysis (Conducting the survey, International Consultant, Training on ML staff, farmers, retailers and cooperating partners)
	Special Retailers Training (Venue Cost, International Consultant, Local staff time)

Costs were further subdivided into initiation and scale-up phases. Note that overhead costs were included within other categories due to limitations in disaggregating them as initially planned.

MDA's benefits

Regarding the benefits, the evaluation team with the Evaluation Committee identified three main categories of social benefits, initially determined during the inception phase, and later refined during data collection. These categories are:

1. **Income Generation:** This encompasses the increase in income for retailers, for managers in Bangladesh and owners in South Sudan, observed from 2018 to 2022 (QUIP survey)⁸.
2. **Local Economic Development:** This category captures both the additional jobs created and increased income of existing workers within the shops.

⁸ The data on the number of stores were provided by the CO documents. The assessment of the number of employees per type of store (large, medium, small) in Bangladesh, particularly since the survey was conducted in larger stores, and the distribution of stores by type were carried out by the local team, who have visited and are familiar with the refugee camps in Cox's Bazar

3. **Time Cost Savings:** Here, we factored in the savings by comparing the time spent on food procurement before and after the implementation of the MDAs, with these time savings being monetized for analysis⁹ (Quip survey).

MDAs may generate much higher benefits, such as increasing store owners' incomes in Bangladesh, for example, which are not included since it was not possible to ascertain them. What this demonstrates is that the indicators used allow for an underestimate, meaning that the actual value is likely higher than the estimate.

Data Collection

Benefits data collection was conducted during the field phase through the QUIP surveys. The data collection covered the years 2018, 2020, and 2022, enabling us to measure changes over the time. The QUIP surveys allowed us to collect information on the income of retailers, the number of employees in shops, salaries paid in these shops, as well as time and transportation costs for food acquisition. In Bangladesh, FGDs were utilized to collect data on farmers' incomes and the wages paid to them. Additionally, for farmers in Bangladesh, information was gathered through FGD.

CBA decisions

During CBA development and data analysis, following the data collection, the following decisions were made:

- Separation of Construction and Start-up Costs from Annual Operational Costs of MDAs: This separation allowed us to consider the total costs that determined the situation in 2022 in terms of shops, POS machines, generators, etc., separately from the costs associated with the annual operation of MDAs. The latter included MPOS Machines, ongoing operations (staff, volunteers, etc.), and Monitoring and Evaluation (M&E) costs.
- Inclusion of Overhead Costs in Other Categories: Overhead costs were included within other categories since it was not feasible for both countries to disaggregate them as initially planned.
- Exclusion of Market Linkages Costs from MDA Costs: Market linkage activities were excluded from the costs of MDAs as they were considered independent from the MDAs themselves.
- Social Benefit Considerations:
 - Social benefits were calculated based on retailer incomes for estimating the Income Generation indicator
 - Increase in number of jobs and increased income of existing workers were used for the Local Economic Development indicator
 - Monetization of time was used for the Time Cost Savings indicator
 - Incomes of farmers and their workers were excluded from our analysis due to data constraints (i.e., number of farmers involved in the supply chain since farmers deliver their products to central entities who sell the products to retailers for FFC, and the impact of the MDA vs. other market factors on farmers' incomes could not be distinguished)
 - In Bangladesh, for the income data related to those working in shops, it was decided to use the amounts agreed-upon standards by the Refugee Committee as the

⁹ The monetization was accomplished by multiplying the time saved (in hours per year) by the average hourly wage, for which the average salary of retail employees was used.

source, considering them more appropriate (although they do not significantly differ from the salary amounts reported in the QUIP Surveys).

- Exclusion of Beneficiary Incomes: Beneficiary incomes were not considered since they are influenced by factors beyond MDAs,
- Transportation costs were not included as they generally depend more on inflation and price fluctuations than on factors directly related to MDAs.
- Adjustment for Inflation: To enable income and salary comparisons between 2022, 2020, and 2018, values from previous years were updated to 2022 using the inflation index. The exchange rate used for this adjustment was that of 2022.

Bangladesh

Monetization of the social benefits in Bangladesh (year 2022, source QUIP survey)

Income Generation						\$72,075
#Operational Managers (OM)	x	Avg OM income variation	+	#Shop Managers (SM)	x	Avg SM income variation
(12	x	\$1,543)	+	(44	x	\$1,217)
Local Economic Development						\$866,898
# New employees (volunteers)			x	wage ¹⁰		
754.88 ¹¹			x	\$1148.4		
Time saving						\$517,529
# Households	x	Market visits/year (twice a month market visits)	x	Hours/market visit	x	Salary/hour
189,710 ¹²	x	24	x	0.21	x	\$0.55
Total Bangladesh						\$1,456,502

The total social benefits generated in 2022 in Bangladesh correspond to 1,456,502 USD.

Cost Breakdown Matrix Bangladesh

MDAs Activity/Process	Establishment costs (shop)	Recurrent costs (2022) USD
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¹⁰ Value indicated in the Unskilled Volunteer rate ISCG of the Office of the Refugee Relief for 2022, which corresponds to 50 BDT (with an exchange rate of 0.0092 for 2022) per hour (0.55 USD/hour).

¹¹ Surveyed stores with the QUIP, although randomly selected, were among the largest. Considering that small shops typically have an average of 15 employees, medium shops have 15, and large shops have 25, and that the proportion is about 50% medium shops, 30% large shops and 20% small shops (based on field observations), that correspond to an average shops has the 82% of the personnel than a large shop, to prevent an overestimation by treating all shops as large, we reduce the number of employees in shops by 25%

¹² Assume one person per household is retrieving food; # of households based on data from SCOPE; likely and underestimate as individuals going shopping are not alone but accompanied by another household member.

	building, etc.) USD	
Total Send EOI, Visit retailers, Review RFP and selection	183,800.00	
13 Shop construction	2,265,680.77	
MPOS Machines		97,851.00
ONGOING OPERATIONS (voluntaries, etc.)		2,577,390.00
M&E		127,276.34
Direct CBT distribution costs (FLAs)		3,562,634.20
Total	2,449,480.77	6,365,151.55
Total of fixed and recurrent costs	8,814,632	

The data from the cost breakdown matrix provide a total of USD 8,814,632, combining the fixed costs (Send EOI, Visit the retailers, Review of RFP and selection, 13 Shop construction) and the recurrent costs (MPOS Machines, ongoing operation (volunteers, etc.), FLAs 2022 (only direct CBT distribution costs, M&E) for 2022, as indicated in the following table.

In the cost estimation, the expenses for the market linkage activities have not been included (which total to 239,000 USD), and the estimation of the benefits does not include the benefits for the farmers and other benefits not included in the calculation, such as benefits in women's empowerment, education, GBV (gender-based violence) or child protection, in the improvement of the local economic fabric (both internal and external to the refugee camps), or in the networks among commercial actors.

South Sudan

Monetization of the social benefits in South Sudan (year 2022, source QUIP survey)

Income Generation							\$1,482,997	
	#Shops	x				Avg owner income variation/shop*50%		
	(370	x				\$8,106*50%)		
Local Economic Development							\$423,331	
#Shop	x	# New employees/shop	x	Salary	+	#Shops x #old employees/shop	x	Avg employee income variation/shop
(370		0.81		\$ 806)	+	(370 x 2.75 ¹³	x	\$ 178)
Time saving							\$28,986	
# Households	x	Market visits/year (once a month market visits)			x	Hours/market visit	x	Salary/hour

¹³ New employees (301) is calculated as 370 shops with an increase of 0.81 employees per shop, while old employees (1,018) is calculated as 370 shops with an average of 2.75 employees per shop.

31,816	x	12	x	0.2 ¹⁴	x	\$0.38
Total South Sudan						\$1,935,315

For South Sudan, it should be noted that time savings might not be a good indicator of benefits. According to those interviewed during the field phase, beneficiaries now have more store and product options. This leads them to spend more time inside stores than before, comparing products and prices and negotiating with store managers.

In the case of South Sudan, the costs amount to USD 2,832,775, with fixed costs (excluding container purchase) being USD 454,879,029, according to the following table¹⁵.

Cost Breakdown Matrix South Sudan

MDAs Activity/Process	Establishment costs (shop building, etc.) USD	Recurrent costs (2022) USD
Total Send EOI, Visit retailers, Review RFP and selection	196,454 (DCR)	1,338 (DCR)
	245,311 (RIAB + B2B)	17,13 (RIAB + B2B)
MPOS Machines		46,714 (DCR)
	13,114 (RIAB + B2B)	9,849 (RIAB + B2B)
ONGOING OPERATIONS (voluntaries, etc.)		1,155,444 (DCR)
		112,176 (RIAB + B2B)
M&E		7,968 (DCR)
		21,899 (RIAB + B2B)
Direct CBT distribution costs (FLAs)		1,015,226 (RIAB + B2B)
Total	454,879	2,377,896
Total of fixed and recurrent costs	2,832,775	

Fixed cost recovery period

The recovery period is the time it takes for the social benefits to cover the establishment costs, calculated by dividing the establishment costs by the annual social benefits:

¹⁴ Each person saves approximately 12 minutes to procure food (12 times/year), which equates to about 0.2 hours

¹⁵ The costs related to DCR and RIAB+2B2 have been provided by the CO, which has allowed the filling of the cost breakdown matrix, as well as the Direct CBT distribution costs (FLAs).

- Bangladesh: Establishment Costs: USD 2,449,481 / Social Benefits: USD 1,456,502 per year = 1.68 years (20.18 months)
- South Sudan: Establishment Costs: USD 454,879 / Social Benefits: USD 1,935,315 per year 0.23 years (2.82 months)

Evaluation comparison with previous studies (LEWIE & BRACE II from South Sudan)

Additionally, the ET compared the CBA methodology used for evaluating MDAs in Bangladesh and South Sudan, with other two previous studies, as requested during the final evaluation validation workshop by the Sudan CO: the Local Economy-wide Impact Evaluation (LEWIE) of the Urban Juba Cash-based Transfer Program, and the Building Resilience Through Asset Creation and Enhancement Phase II (BRACE II) study in South Sudan. The comparative work aims to delineate how their methodologies, scopes, and key findings differ, as well as how they complement each other in understanding the multifaceted impacts of these interventions.

While each study offers distinct insights into the impact of cash-based interventions in South Sudan, collectively, they underscore the multifaceted benefits of these approaches, including economic development, increased benefits for women, and improved food security.

While DeftEdge delves into the cost-benefit analysis of MDAs from multiple angles, including the perspectives of retailers (managers and shop owners), the wider community (shop employees -and farmers in Bangladesh-), and the direct beneficiaries regarding the benefits accrued from the e-voucher system in terms of improved access to food procurement, the LEWIE study takes a broader lens, examining the overarching economic impact of cash transfers within an urban environment. Meanwhile, the BRACE II study provides a focused evaluation of the specific effects of advance cash transfers on household food security and the facilitation of asset building.

DeftEdge employs a marginal cost-benefit analysis approach, LEWIE uses economic modeling to estimate multiplier effects, and BRACE II combines quantitative and qualitative methods for a comprehensive household-level assessment. All studies indicate significant roles for women, either in decision-making (BRACE II) or as part of the economic impact assessment (LEWIE), demonstrating the gendered aspects of cash-based interventions.

Comparative table between CBA methodologies

	DeftEdge-	LEWIE study	BRACE II
Scope	The DeftEdge methodology focused on estimating the cost and social benefits of implementing the MDAs in Bangladesh and South Sudan.	The LEWIE study focused on the local economy-wide impact of cash-based transfers in Urban Juba, South Sudan. It aimed to understand how cash transfers affect local production and income spillovers, particularly in an urban setting with weak local production linkages.	The BRACE II study assessed the impact of advance CBT in South Sudan, with an emphasis on household participation in asset creation and rehabilitation, intending to reduce dependency on food assistance and improve resilience against climate variability.
Methodology	The methodology included marginal cost-benefit analysis, and quantification of social benefits like income	LEWIE used economic modelling to estimate the multiplier effect of cash assistance on the local economy. It included surveys	The BRACE II study used quantitative data from household surveys and qualitative data from FGDs and KIs. It employed a two-

	generation, local economic development, and time cost savings. Data was collected through QUIP surveys and FGDs.	of households and businesses to gather data on production, income, expenditures, and transaction locations. The study also employed a gender focus in its analysis.	stage cluster sampling method and focused on understanding the expenditure patterns and decision-making processes in households receiving advance cash transfers.
Data Collection	Data collection was conducted during the field phase through surveys, and for farmers in Bangladesh, through FGDs. The focus was on changes from 2018 to 2022.	Data was gathered through surveys of local households and businesses in March 2021, focusing on production, income, and expenditures, and differentiating labor inputs by gender.	The assessment was conducted in July 2022 on households across several counties. It included surveys, FGDs, and KIIs, with a focus on household demographics, food assistance distribution, and cash assistance transfer.
Key Findings	The DeftEdge study measured the cost and the recovering time in the two countries.	The LEWIE study found a local real-income multiplier of 1.11 for the Juba CBT program, indicating additional local-income generating effects or spillovers from the program.	The BRACE II study found that most households spent their cash assistance on immediate and future food consumption (60%), followed by non-food items (17.1%), and agricultural inputs (10.8%).
Implications	The findings demonstrate the efficiency of MDAs in terms of costs and social benefits.	The findings highlight the role of cash-based transfers in generating additional income and impacting the local economy, especially in urban areas.	The study underscores the importance of cash-based transfers in addressing immediate food needs and supporting agricultural activities, with significant involvement and decision-making by women.

Annex 13. Comparative Analysis of Perceptions and Experiences in Bangladesh and South Sudan: Results from the QUIP Survey

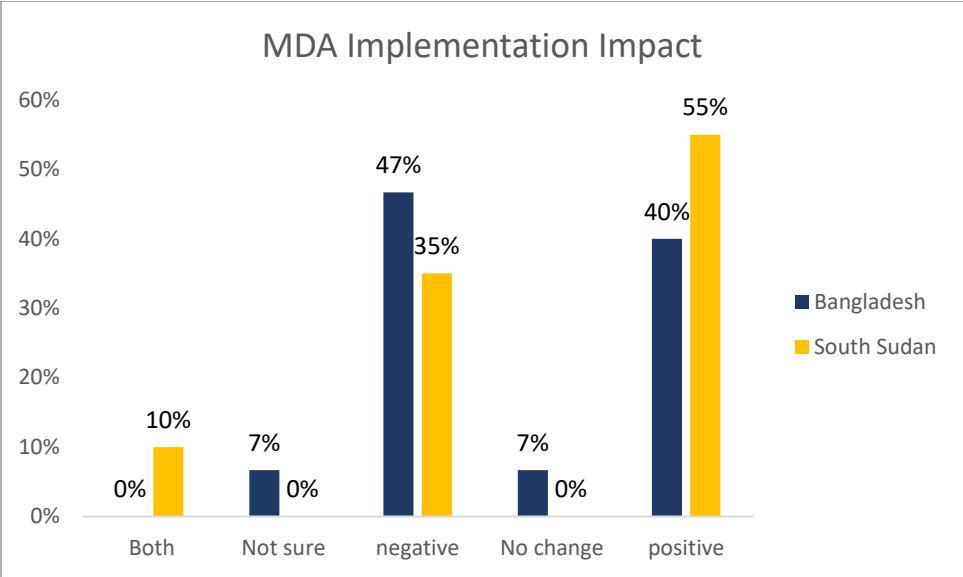
Introduction

This chapter presents a detailed statistical analysis of responses collected through the QUIP survey, which utilized a mix of structured and semi-structured questions. The survey's design allowed for the categorization of responses into distinct frequency-based options, such as 'yes, no, both, negative, no change, positive' and others, offering insights into trends and patterns. The methodology focuses on quantifying and comparing the frequency of specific response types, thereby providing a nuanced understanding of the perceptions and experiences of the surveyed individuals. This approach enables a comprehensive examination of the key differences and similarities in the responses from both countries, offering valuable insights into the effectiveness of interventions and the prevailing socio-economic conditions.

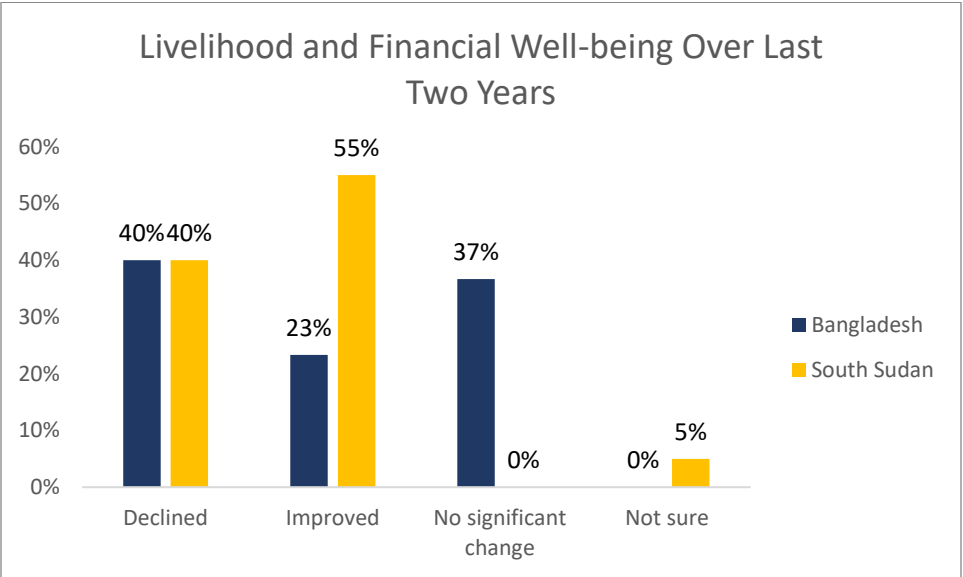
Beneficiaries' survey

There's a discernible divide between the two countries in terms of perceptions and experiences. South Sudan generally portrays a more optimistic picture across various metrics, especially in terms of future prospects, household well-being, and the impact of MDAs. In contrast, Bangladesh, in the Cox's Bazar region, reveals significant challenges, notably in livelihood and financial well-being, nutritious food availability, and confidence in addressing community issues. While both countries have shown resilience, innovation, and a willingness to collaborate, the disparities in perceptions highlight the need for differentiated interventions tailored to each country's unique context.

The Impact of MDAs: Beneficiaries in Bangladesh perceive the impact of MDAs slightly more negatively (47% negative responses and 40% positive), while in South Sudan, over half of the respondents view it positively (55%).

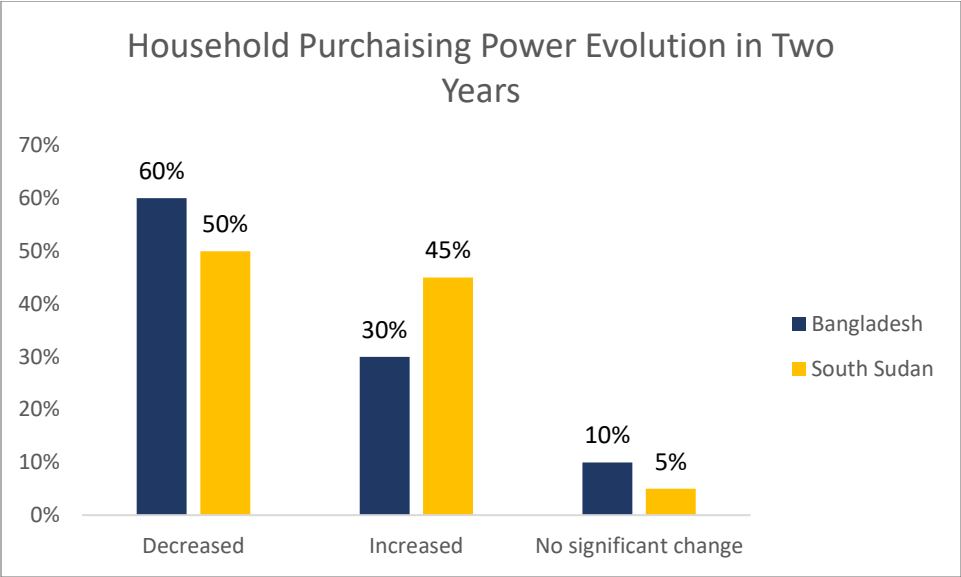


Livelihood and Financial Well-being Over the Last Two Years: The majority of respondents in South Sudan (55%) report improvements, whereas in Bangladesh more respondents have seen their situation worsen (40%) than improve (only 23%), with 37% reporting no significant changes.¹⁶

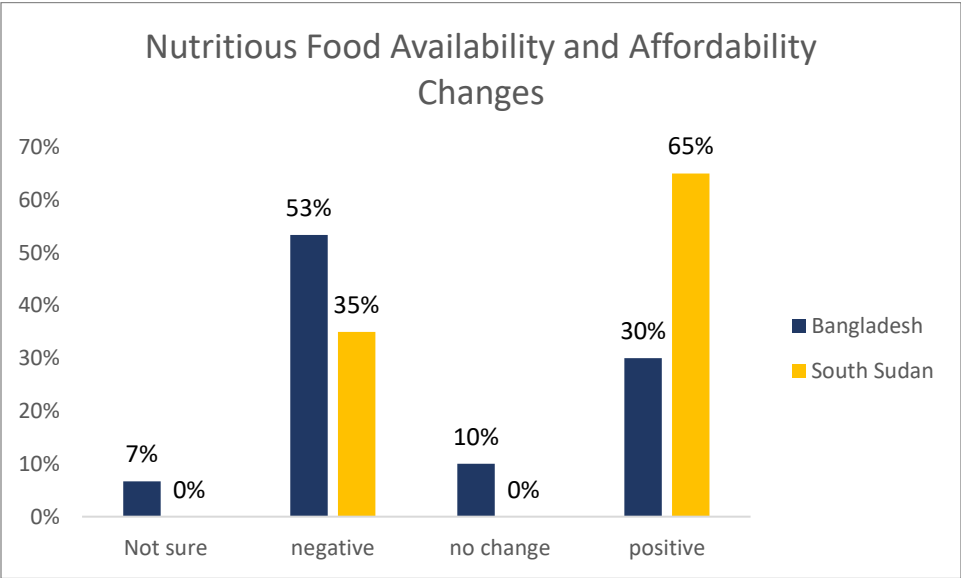


Household Purchasing Power: Purchasing power worsened for respondents in both countries over the past two years, especially in Bangladesh with 60% indicating a decline and only 30% seeing an improvement. In South Sudan, 50% reported a decline, while 45% reported an improvement.

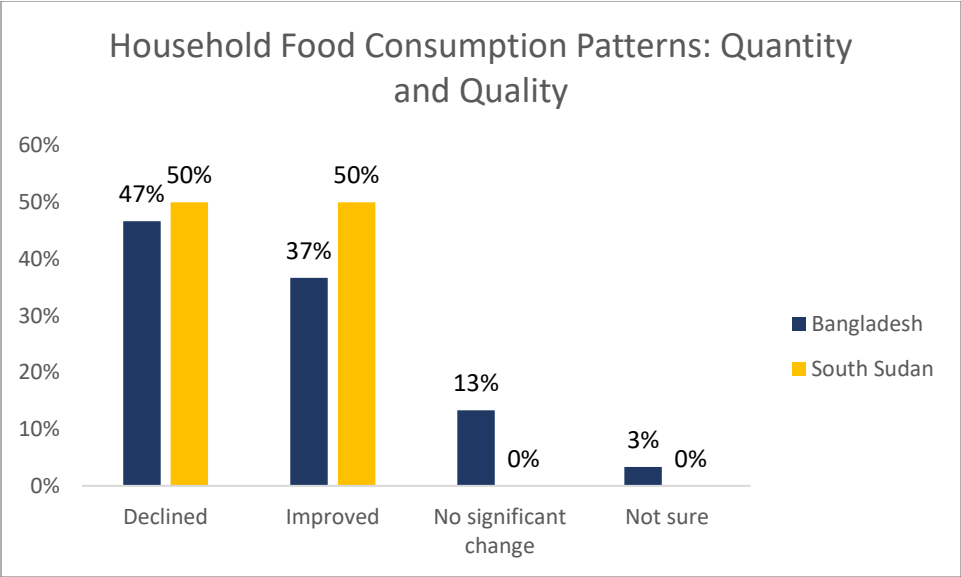
¹⁶ N/A stands for no clear answer in all charts where it appears



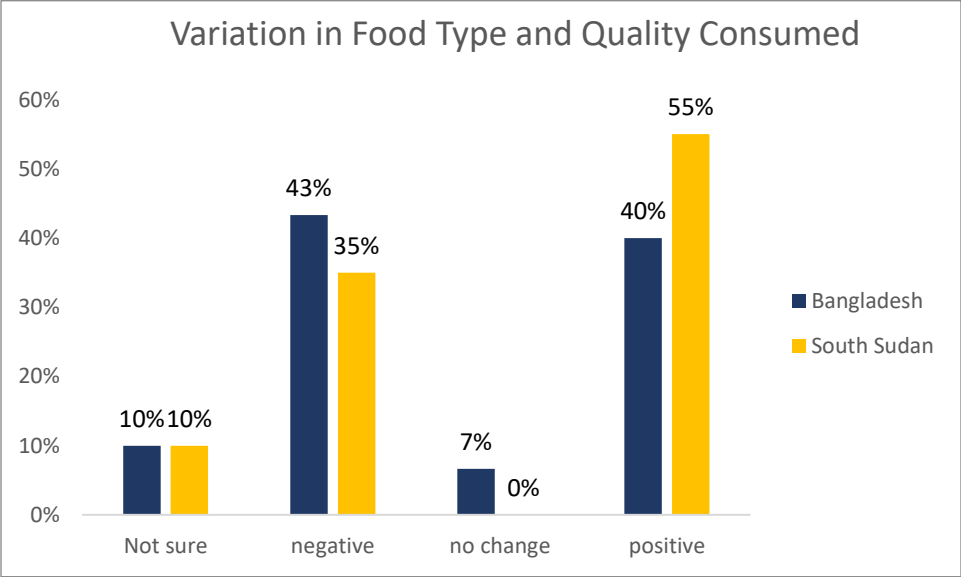
Nutritious Food Availability and Affordability Changes: 65% of respondents in South Sudan view the changes positively, in stark contrast to only 30% in Bangladesh, where more than half (53%) perceive the changes negatively.



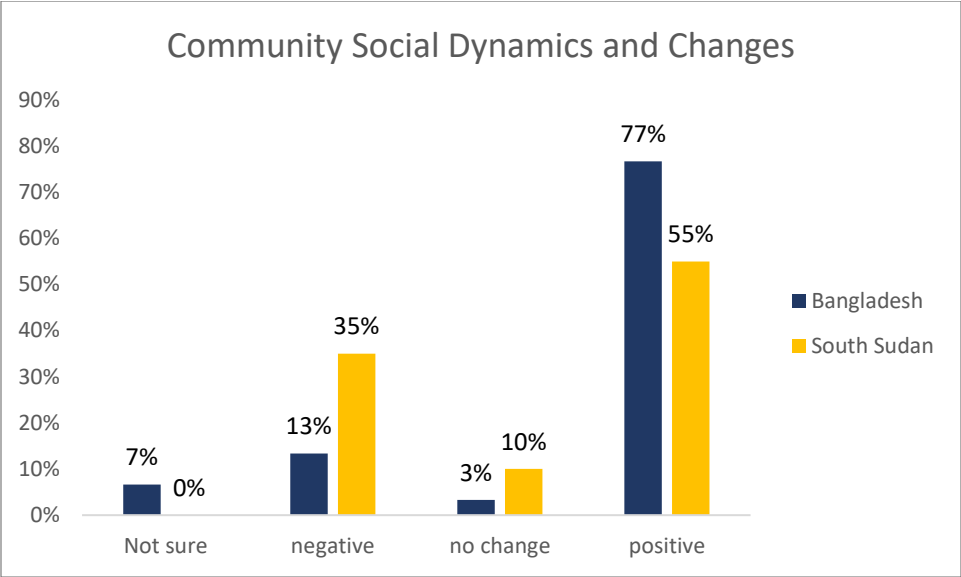
Household Food Consumption Patterns - Quantity and Quality: Perceptions diverge between the two countries. Roughly half of the respondents in each country believe consumption patterns have either improved or worsened, while many in Bangladesh report no significant changes.



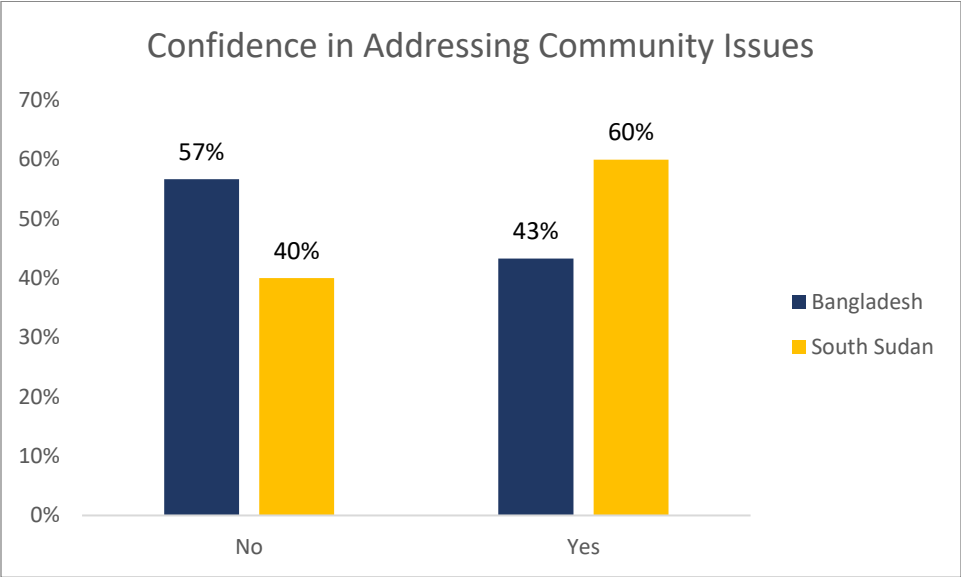
Variation in Food Type and Quality Consumed: In Bangladesh, positive and negative perceptions are closely matched (43% positive and 40% negative). However, in South Sudan, over half the surveyed population sees improvements in food types and quality consumed, while a third (33%) view it negatively.



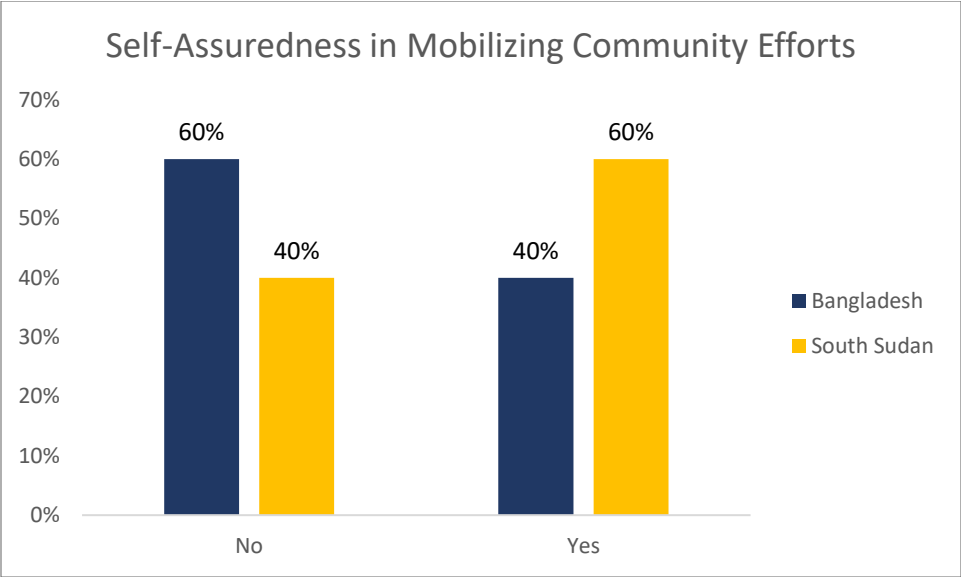
Community Social Dynamics and Changes: A majority in both countries perceive positive social changes, especially in Bangladesh where 77% view them favorably.



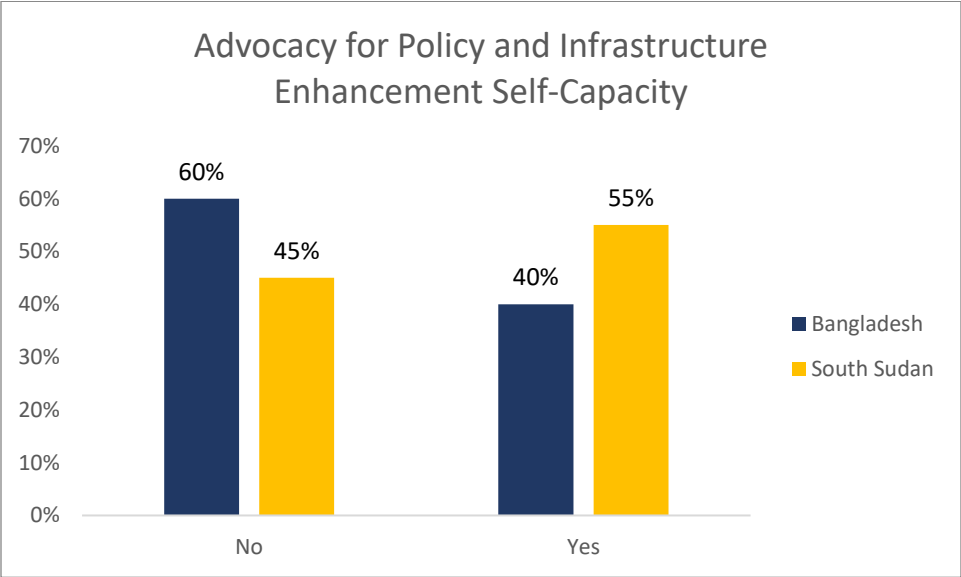
Confidence in Addressing Community Issues: Responses diverge between the two countries: 60% positive in South Sudan and 57% negative in Bangladesh.



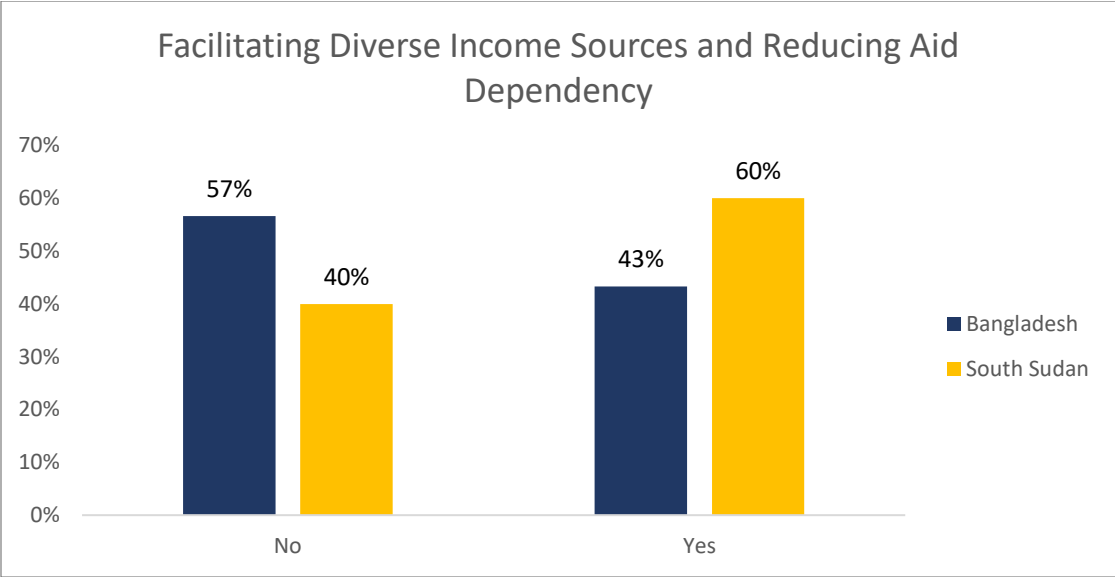
Self-Assuredness in Mobilizing Community Efforts: Again, a stark contrast emerges with 60% negative responses in Bangladesh and 60% positive in South Sudan.



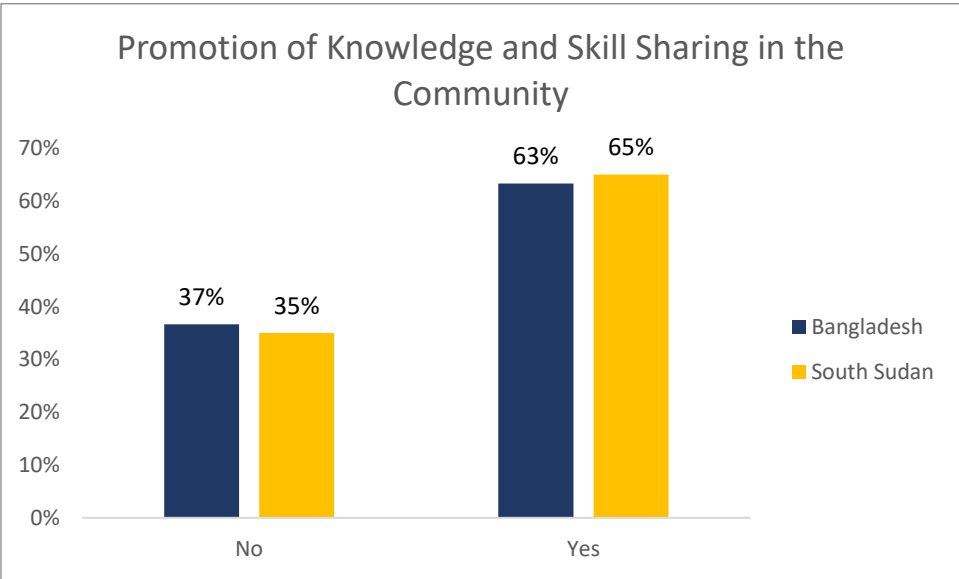
Advocacy for Policy and Infrastructure Enhancement Self-Capacity: Similar patterns emerge, with 60% negative in Bangladesh and 55% positive in South Sudan.



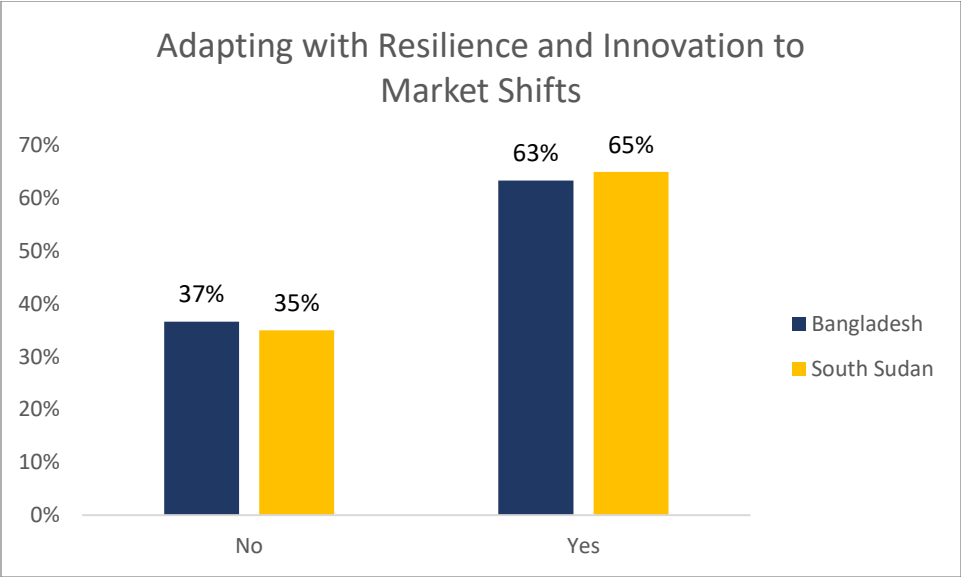
Assistance in Diversifying Income Sources: The challenging conditions in the Cox's Bazar refugee camps are reflected in respondents' ability and willingness to assist community members in diversifying income sources and reducing food aid dependency. 60% of respondents in South Sudan offer such assistance compared to 43% in Bangladesh.



Knowledge Sharing and Skills Transfer: Positive attitudes prevail in both countries, with 63% in South Sudan and 65% in Bangladesh endorsing such practices.



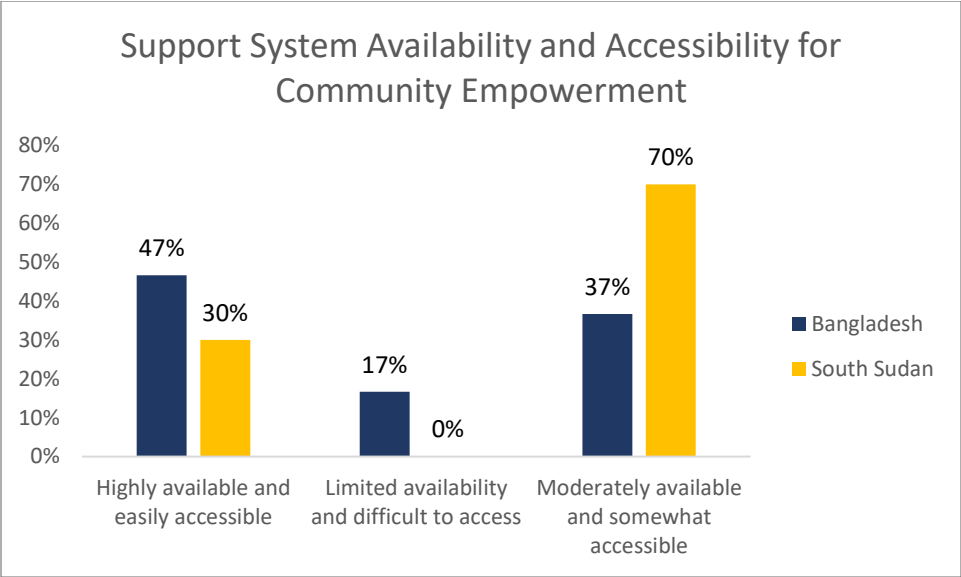
Resilience and Innovation: Both countries register similarly positive responses, with 63% in South Sudan and 65% in Bangladesh.



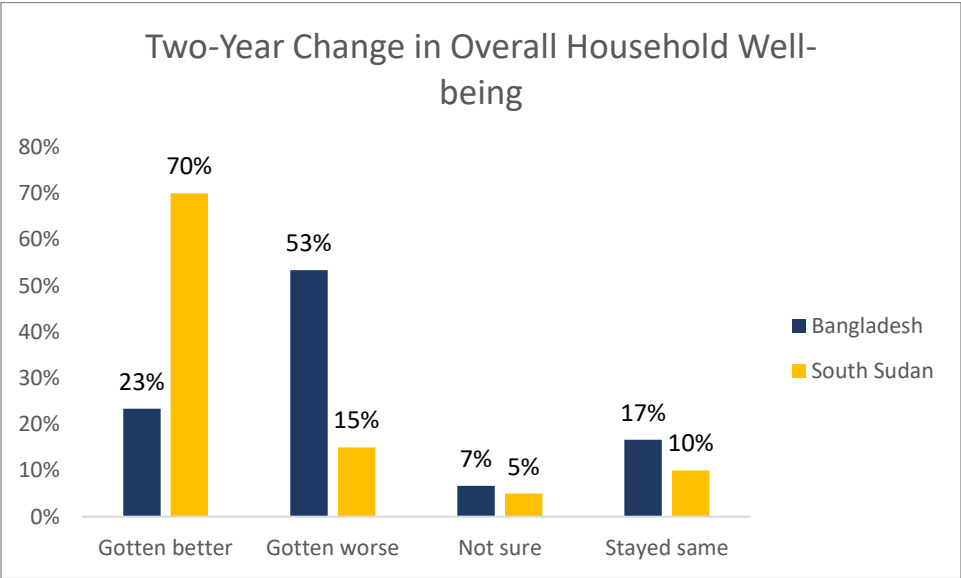
Collaboration with Other Groups: Both countries report significant collaboration, with a striking 90% in Bangladesh and 60% in South Sudan.



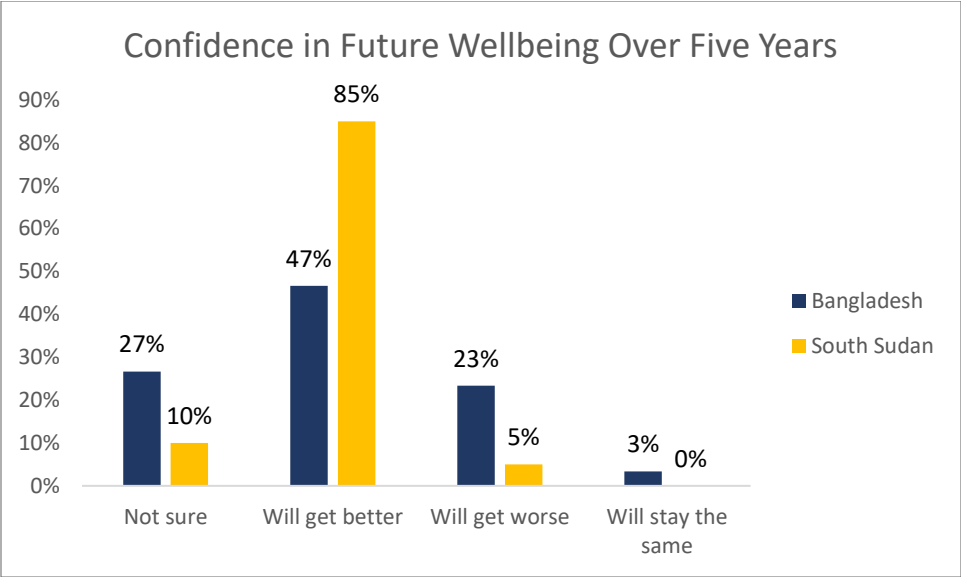
Support System Availability and Accessibility for Community Empowerment: Both countries report high availability, with 100% in South Sudan and 87% in Bangladesh. However, accessibility is lower in South Sudan (70%) and slightly more limited in Bangladesh (17%).



Overall Household Well-being: The divide between the countries is pronounced concerning overall well-being. In South Sudan, 70% believe that household well-being has improved, compared to just 23% in Bangladesh, where the majority (53%) feel it has worsened.



Confidence About the Future: Optimism about the future is much higher in South Sudan (85%) compared to Bangladesh (47%), where one in four (23%) believe the situation will further deteriorate.



Retailers/shops' survey

The survey highlights both commonalities and differences in the retailer landscape of South Sudan and Bangladesh. South Sudan's retail environment appears to be more dynamic, potentially due to local factors or the maturity levels of the MDAs in the two countries. This dynamism may be indicative of the evolving market conditions and the adaptive capacity of the retailers in South Sudan. On the other hand, Bangladesh, despite its challenges, showcases resilience, especially in its positive outlook on support systems and the future. It would be crucial for stakeholders to identify and address the unique challenges in each context while leveraging the strengths revealed in the survey.

Payment and Customer Experience: Notably, there have been substantial changes in payment methods, queue wait times, and product displays in both countries. South Sudan reported more recent transformations with around 70% acknowledging such changes, while Bangladesh showcased a spread between 15% and 31%.

Service Quality: Retailers/shops in both nations acknowledge improvements in the two-year service provision. However, in South Sudan, a quarter of the participants felt services have deteriorated.

Product Quality: South Sudan appears to lead in this area with 86% of retailers noting an enhancement in product quality compared to Bangladesh's 38%.

Store Accessibility: While changes to enhance store access are observed in both nations, several respondents in Bangladesh pointed out that direct street access to their shops negates the need for further improvements.

Safety and Access: Both countries have noted positive changes in accessibility and protection. South Sudan, in particular, reflects a near-universal improvement in these aspects.

Community Engagement: The perception of retailers regarding their role in social support and community engagement is high in both countries. Additionally, they show a strong confidence in their ability to mobilize community members to overcome market barriers and ensure fair price negotiations.

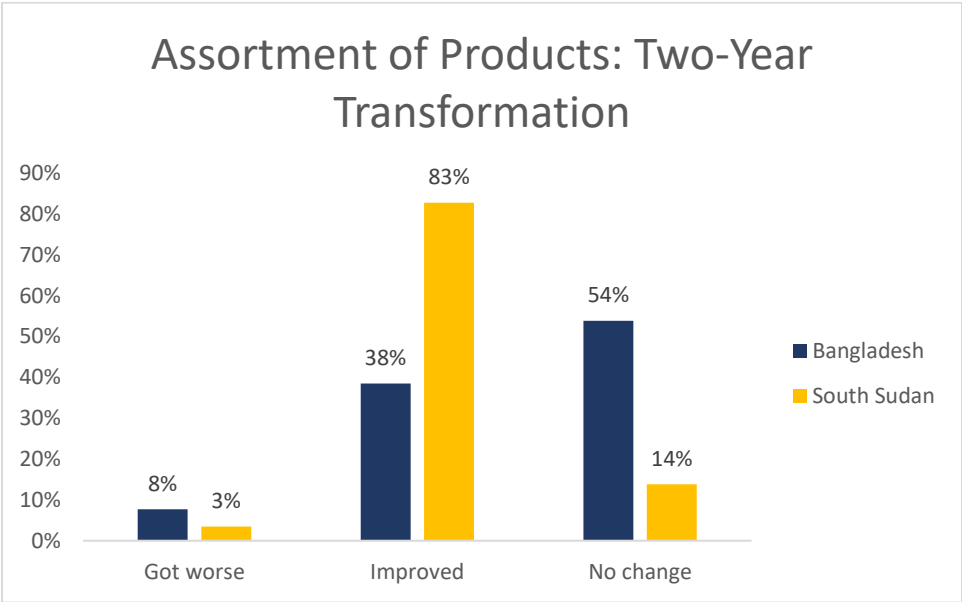
Market Adaptability: Retailers in both countries demonstrate resilience, with a majority actively organizing community-led initiatives to support local value chains and enhance market linkages.

Training and Collaboration: Participation in market training and capacity-building programs is notably high in South Sudan, suggesting a potential need for more training promotion in Bangladesh. However, the collaboration with other community groups shows a disparity, being significantly higher in South Sudan.

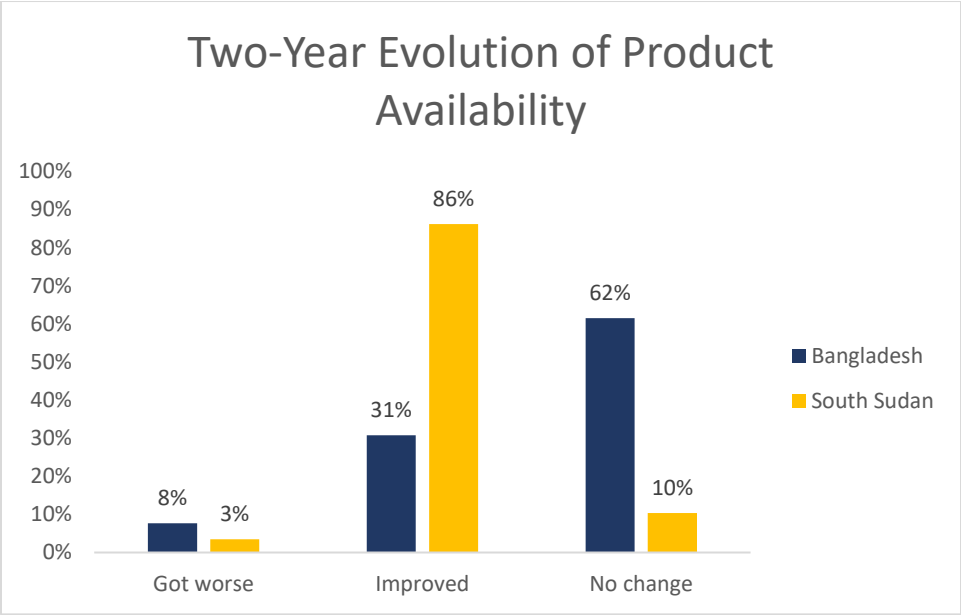
Support System: The overall sentiment regarding the availability and accessibility of support systems that foster community empowerment is positive in Bangladesh. In contrast, South Sudan presents a more moderate outlook.

Household Well-being and Future Outlook: Retailers from both countries maintain a positive stance on household well-being, with the majority in both countries feeling optimistic about the future.

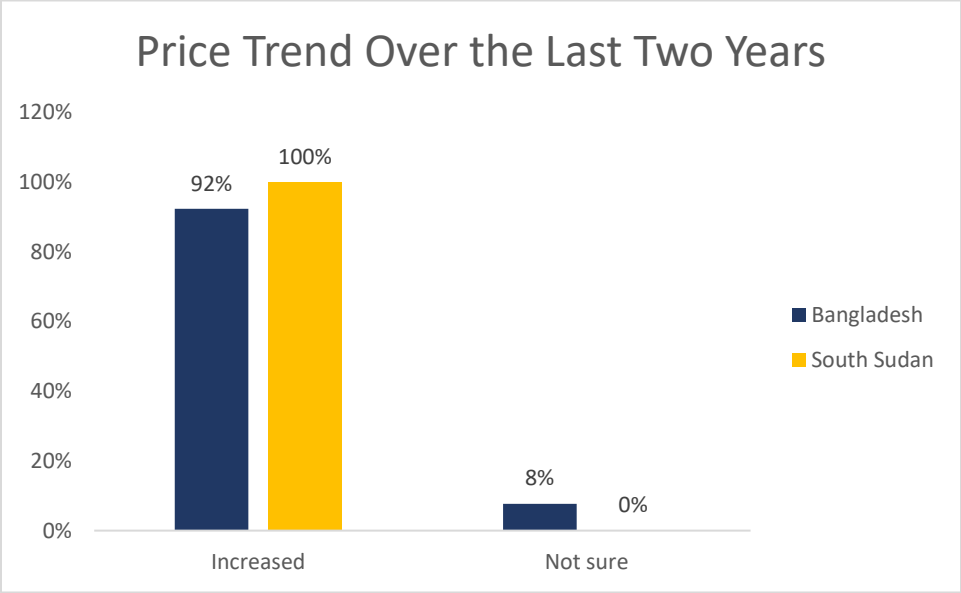
Product Assortment Overview: In the last two years regarding the product assortment, more than half of the Retailers/shops in Bangladesh don't perceive any changes, while 83% in South Sudan believe there has been an improvement compared to only 38% in Bangladesh.



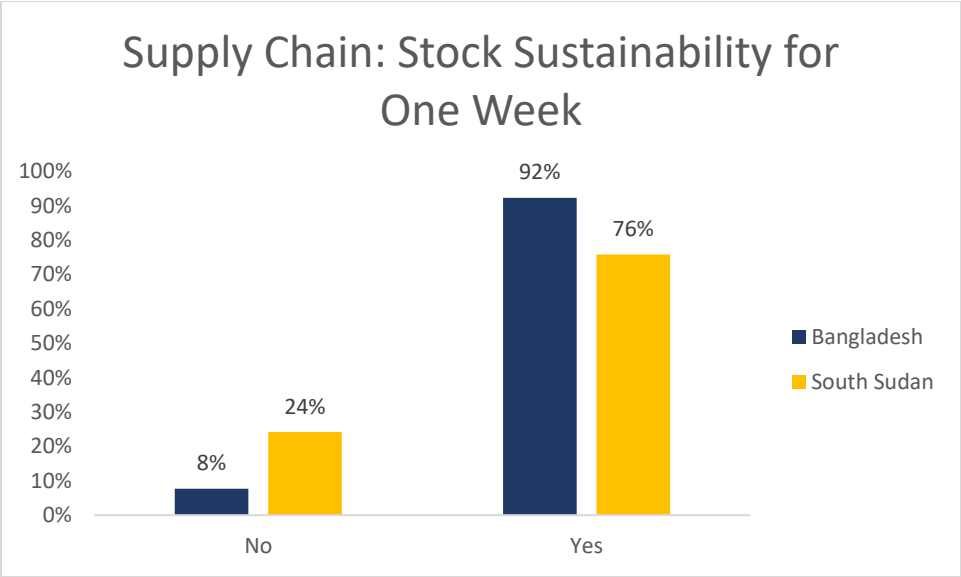
Product Availability Insights: Similar percentages are observed for product availability: 86% of the Retailers/shops in South Sudan believe it has improved, whereas only 31% in Bangladesh share this sentiment. As previously mentioned, this doesn't necessarily mean that availability is low, as this survey question gauges changes over time.



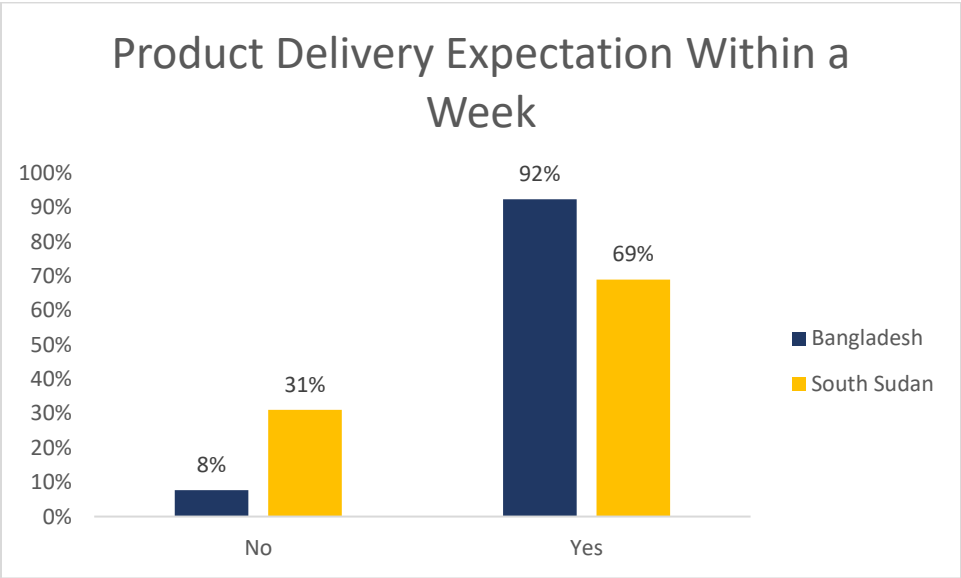
Price Increase Consensus: What all respondents in South Sudan and 92% in Bangladesh agree upon is the increase in prices, with only one respondent in Bangladesh being unsure.



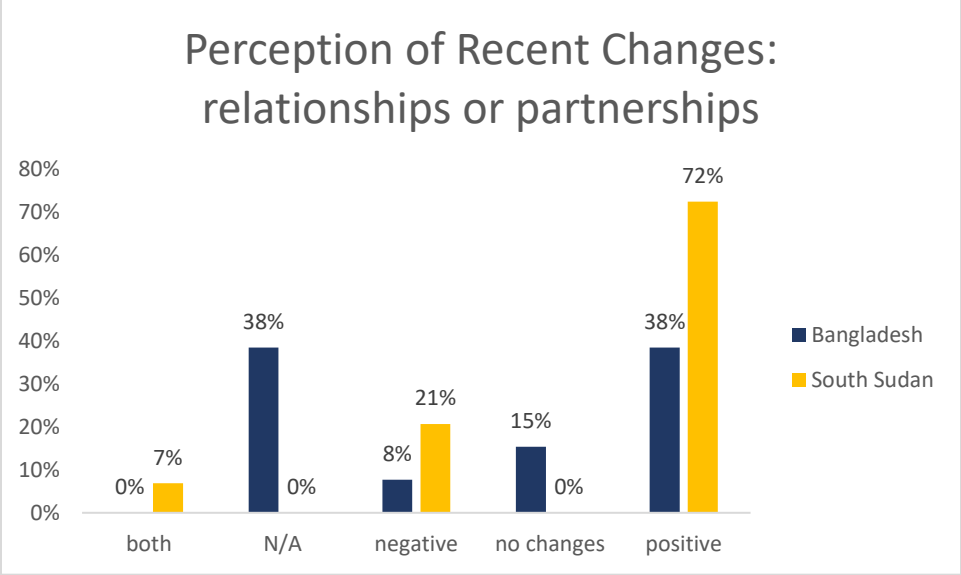
Supply Chain Stability: Regarding the supply chain, 92% of Retailers/shops in Bangladesh and 76% in South Sudan believe that, given the customers' regular demand, their current stocks last at least one week.



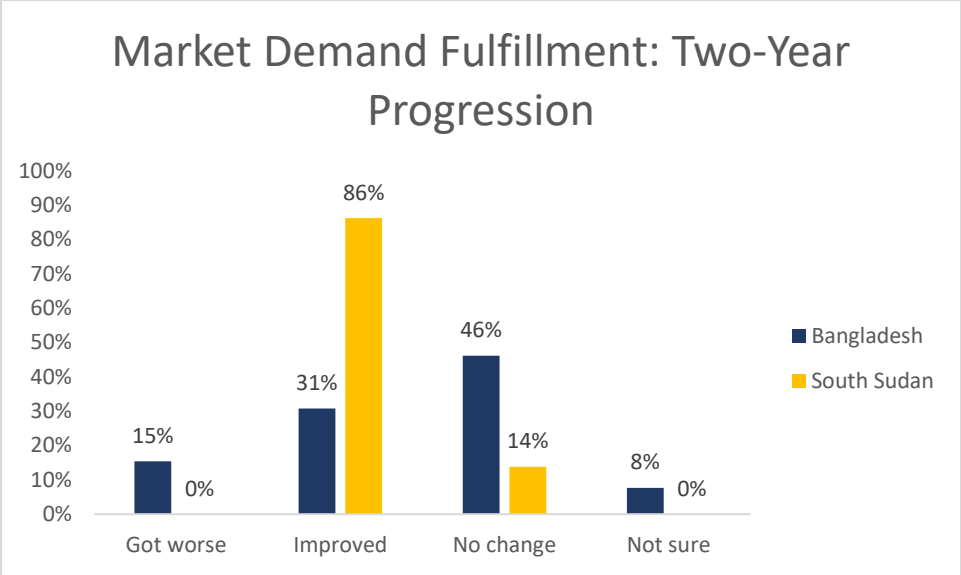
Product Delivery Expectations: Nearly identical percentages (equal for Bangladesh and slightly lower at 69% for South Sudan) are recorded in Retailers/shops' responses concerning the expectation of receiving products for the store within a week, indicating a well-functioning supply chain. However, the 31% of retailers in Bangladesh who believe otherwise deserves attention.



New Partnerships & Relationships: A significant majority (72%) of Retailers/shops in South Sudan view the changes concerning new relationships or partnerships with wholesalers, smallholder farmers, or other entities that assist in consistently meeting demand positively. This number drops to 38% for Bangladesh, where another 38% are unsure about answering this question.

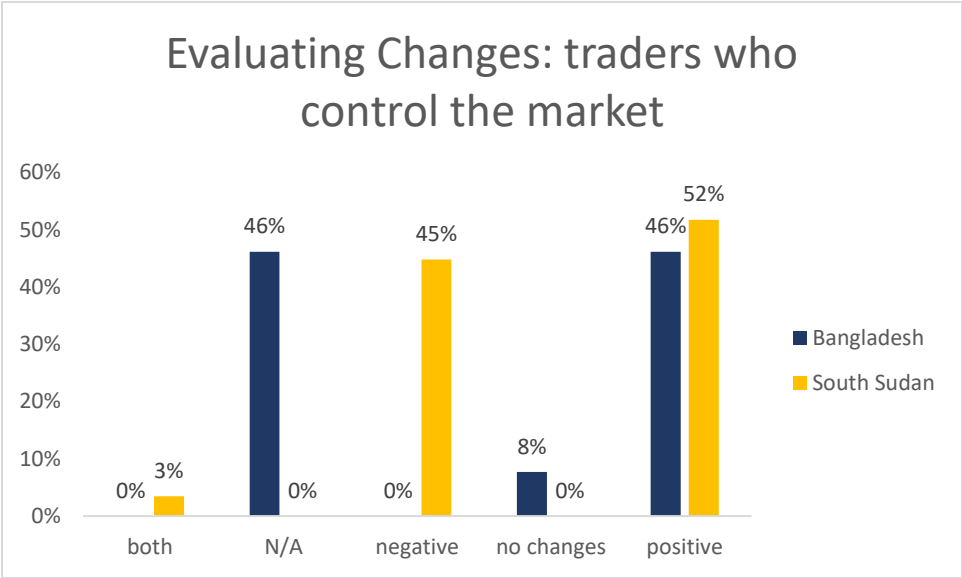


Capacity to Meet Market Demand: Regarding capacity to meet market demand changes over the past two years, there is a distribution similar to previous aspects (assortment, availability, market competition dynamics, shop structure evolution, etc.) which shows much more marked improvements in South Sudan (86%) than in Bangladesh (31%). In Bangladesh, 46% perceive no changes.

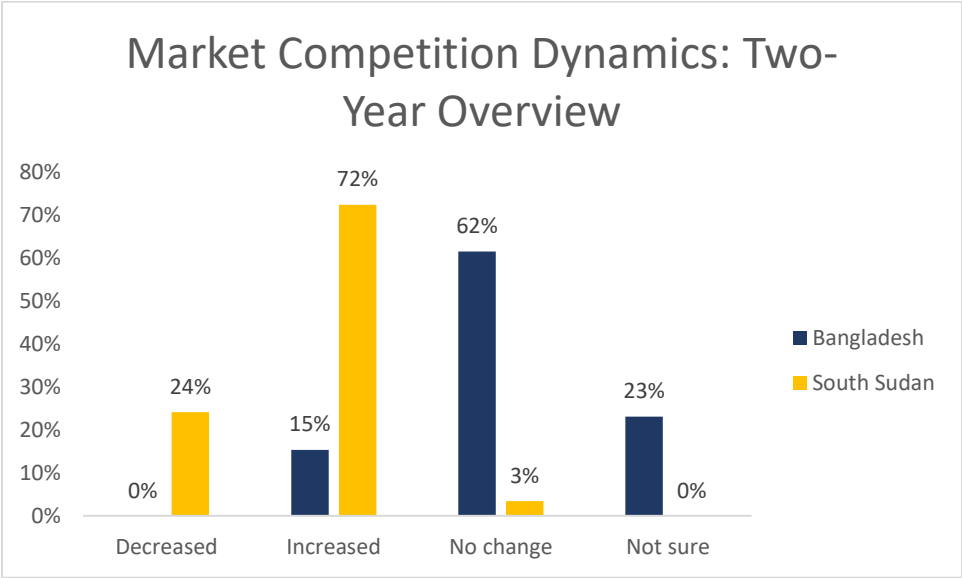


Market Control Dynamics: Around half of the Retailers/shops view changes associated with the implementation of MDA in the number of traders who control the market positively. In Bangladesh, the

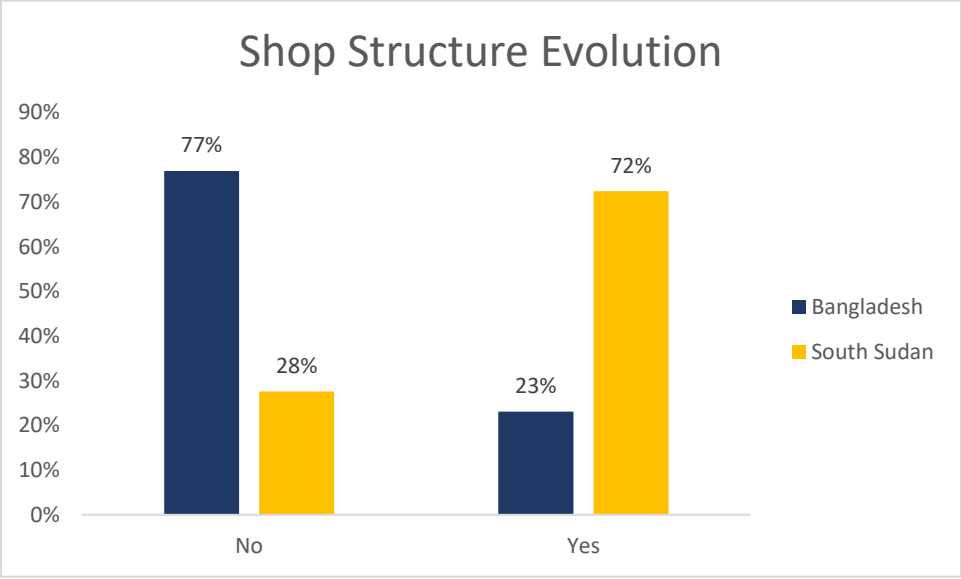
other half are either unsure (46%) or believe no changes occurred (8%). In South Sudan, 45% of respondents feel there has been a negative impact.



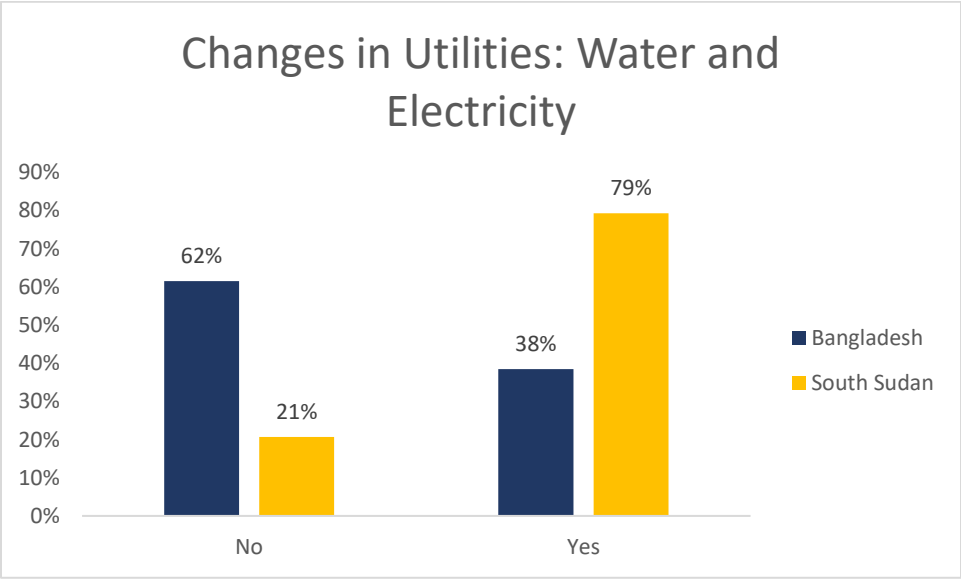
Marketplace Competition Trends: Marketplace competition increased for 72% of Retailers/shops in South Sudan and only 15% in Bangladesh over the past two years. Most respondents in Bangladesh feel that no changes occurred, while in South Sudan, 24% believe it decreased, pointing to local factors.



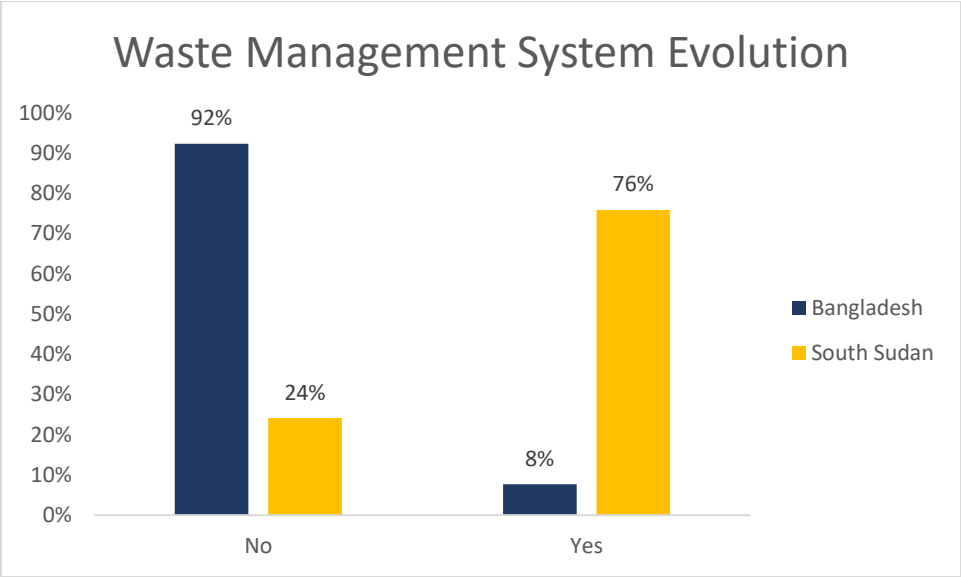
Shop Structure Investments: Despite significant investments in store structures in Bangladesh, only 23% of respondents believe there has been a positive evolution compared to 72% in South Sudan.



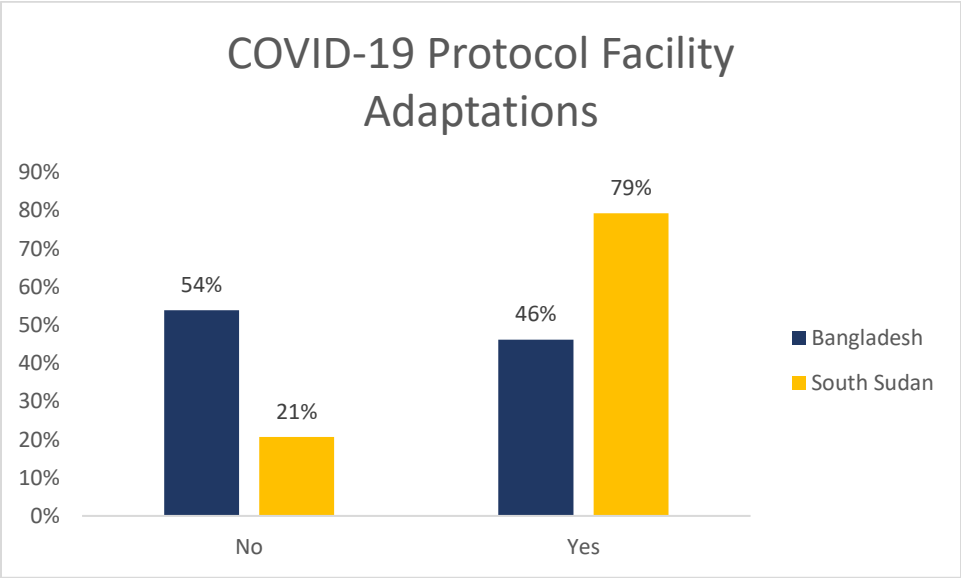
Access to Utilities Insights: Similar percentages are seen concerning changes in access to water sources or consistent electricity, which improved for 79% of shops in South Sudan and only 38% in Bangladesh.



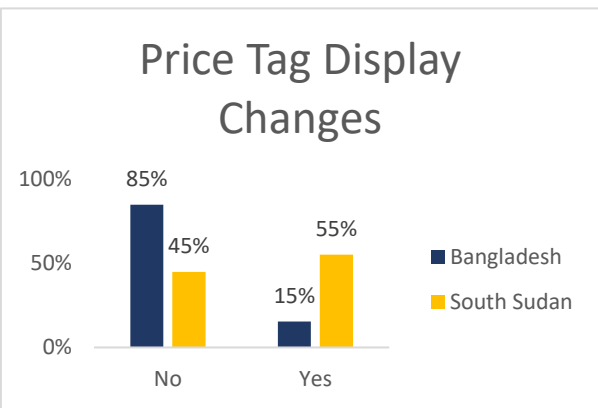
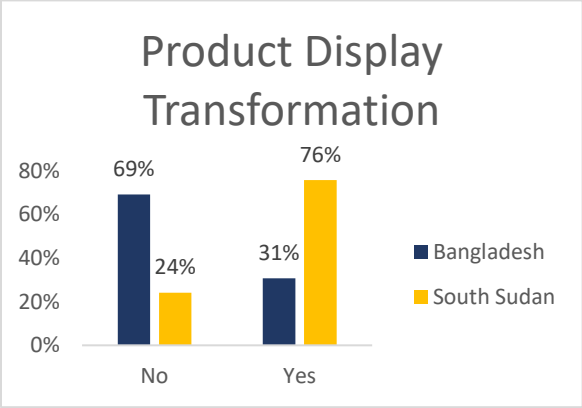
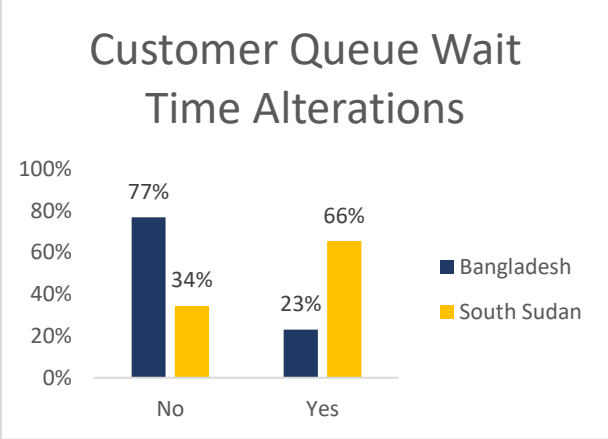
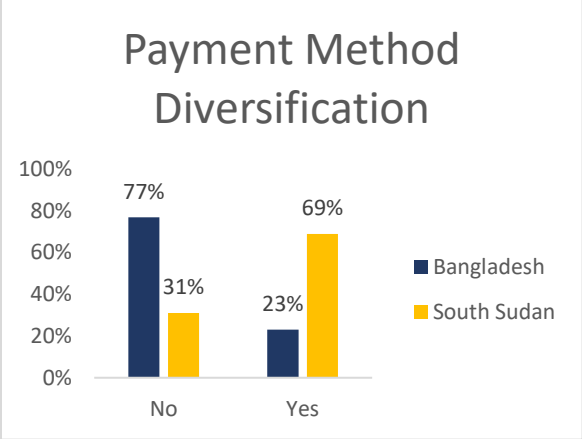
Waste Management Perspective: However, waste management in Bangladesh appears more static, with 92% of respondents feeling no changes have occurred.



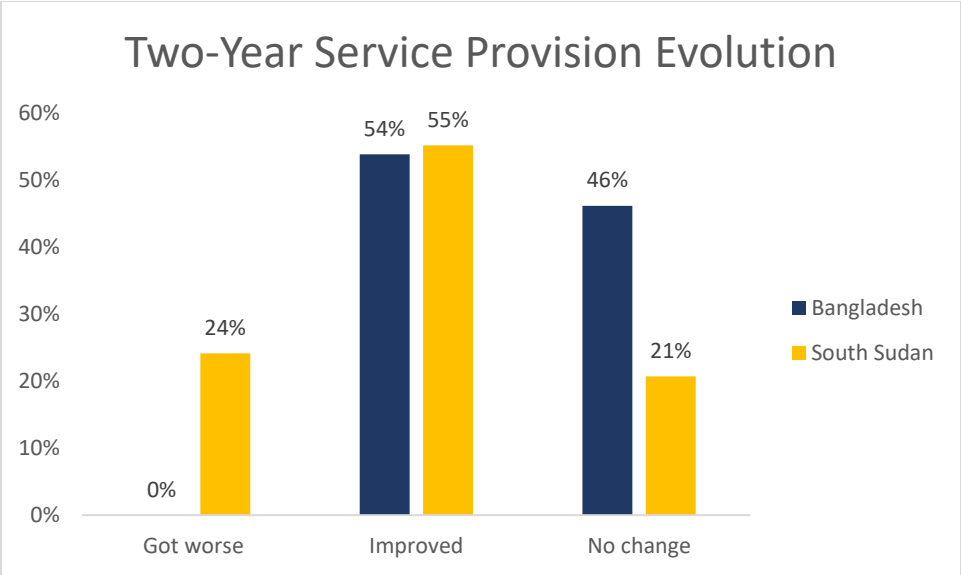
COVID-19 Compliance Facilities: Similar changes as previously noted are recorded in South Sudan regarding facilities for compliance with COVID-19 protocols, with nearly half of the respondents (46%) noting changes.



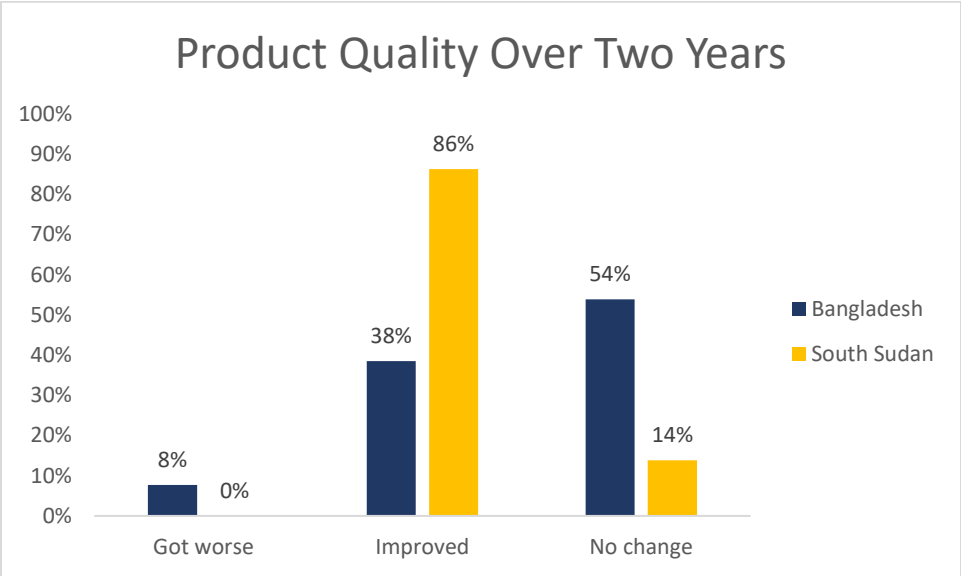
Payment Methods and Customer Experience: Changes regarding payment methods, customer queue wait time, product display transformation, and price tag display changes follow similar percentages as previous changes. Approximately 70% of retailers in South Sudan report changes that have occurred in recent years. In contrast, Bangladesh sees percentages between 15% and 31%, indicating that when changes happen, they tend to happen simultaneously or in a similar timeframe.



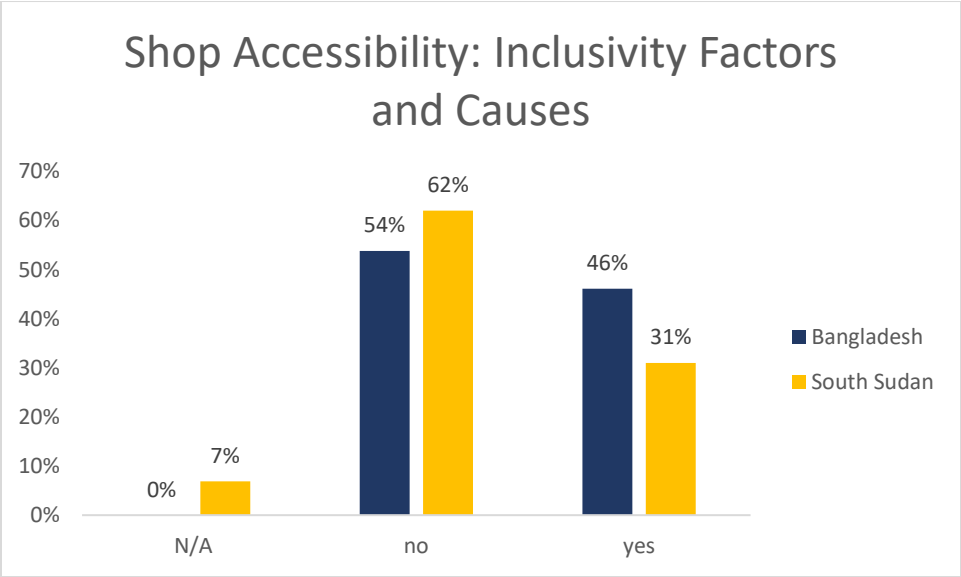
Two-Year Service Provision Evolution: Over half of the retailers/shops believe that the Two-Year Service Provision Evolution has improved. However, in South Sudan, 25% feel it has worsened.



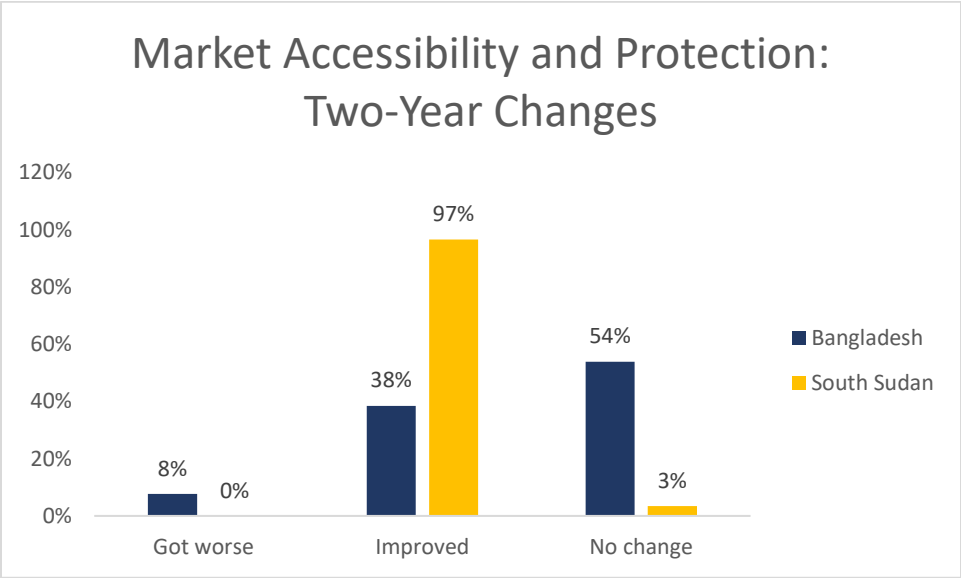
Product Quality: Improvement in product quality is more apparent in South Sudan, where 86% of retailers/shops believe it has gotten better. In Bangladesh, only 38% hold this view, with 8% feeling it has worsened.



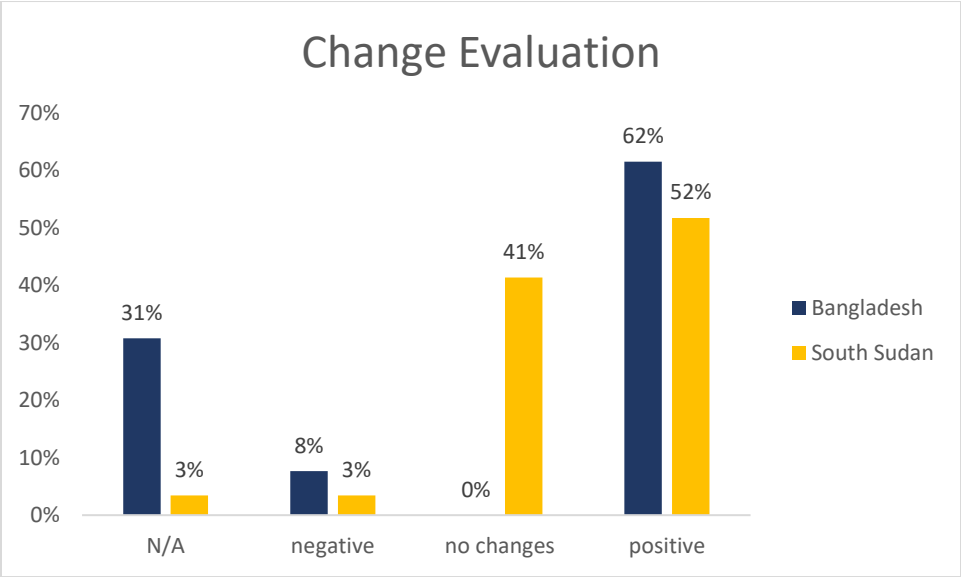
Inclusivity and Accessibility: Regarding inclusivity, 46% of respondents in Bangladesh and 31% in South Sudan have made changes to enhance store accessibility. However, the fact that over half of the stores have not made such changes doesn't necessarily mean access is challenging. Many respondents mentioned that their stores directly face the street, negating the need for improved access.



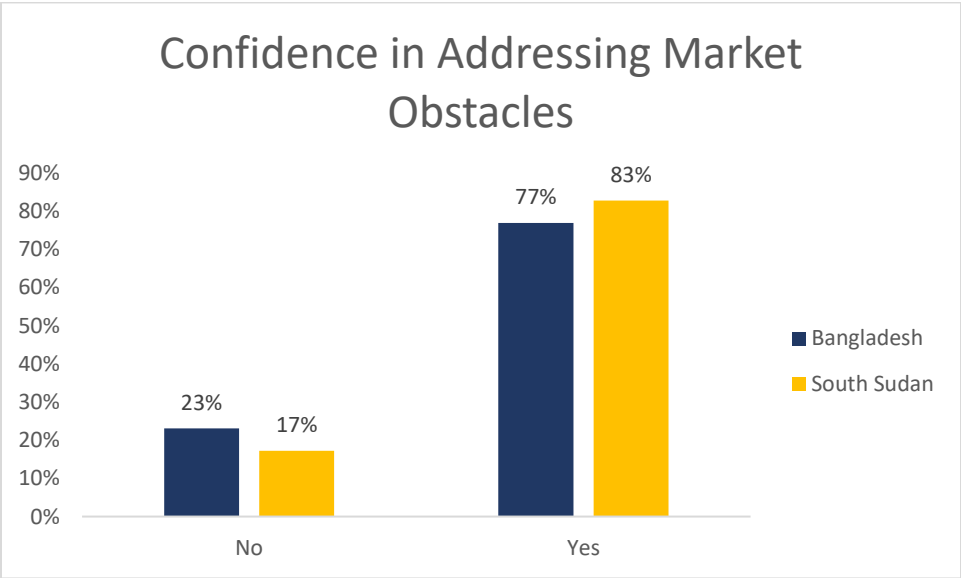
Accessibility and Protection: These themes have improved for almost all respondents in South Sudan and for 38% in Bangladesh. The absence of change doesn't indicate existing problems. Respondents emphasize that when changes occur, they are positive.



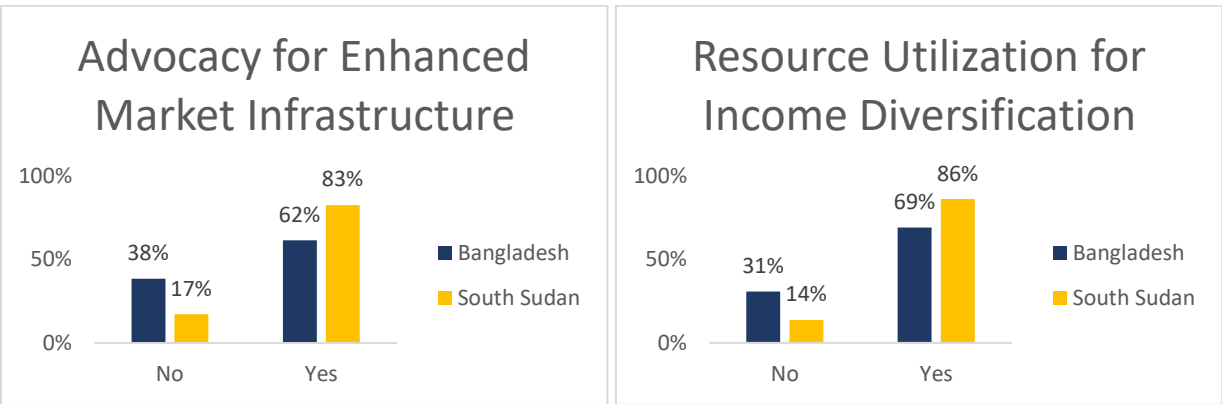
Retailers' Perception of Social Role: The self-perception of retailers regarding their social and community support roles is very high in both countries.



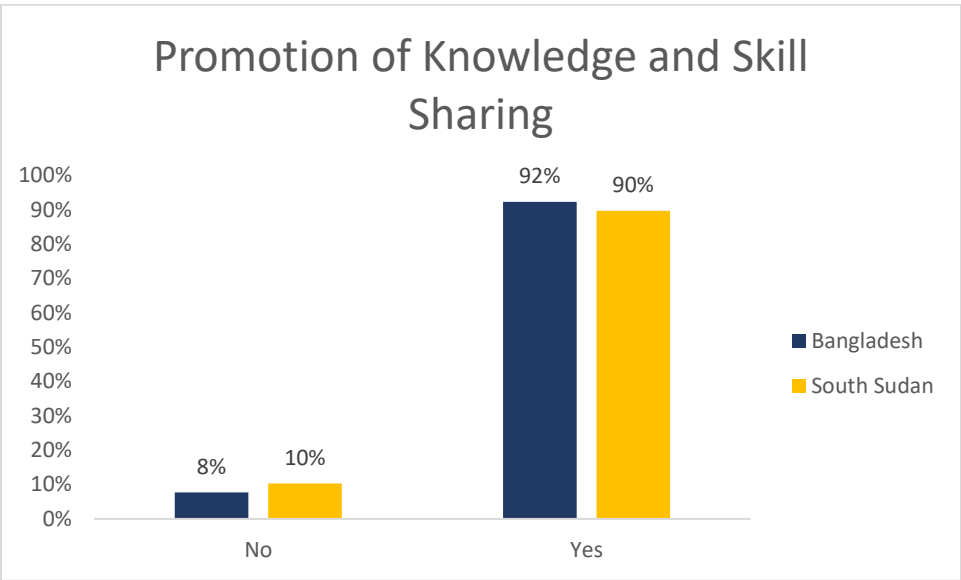
Community Mobilization and Confidence: A significant point for evaluation is the high confidence shown by retailers/shops in both countries regarding their ability to mobilize community members to address market barriers and negotiate fair prices. Specifically, 77% in Bangladesh and 83% in South Sudan express this confidence.



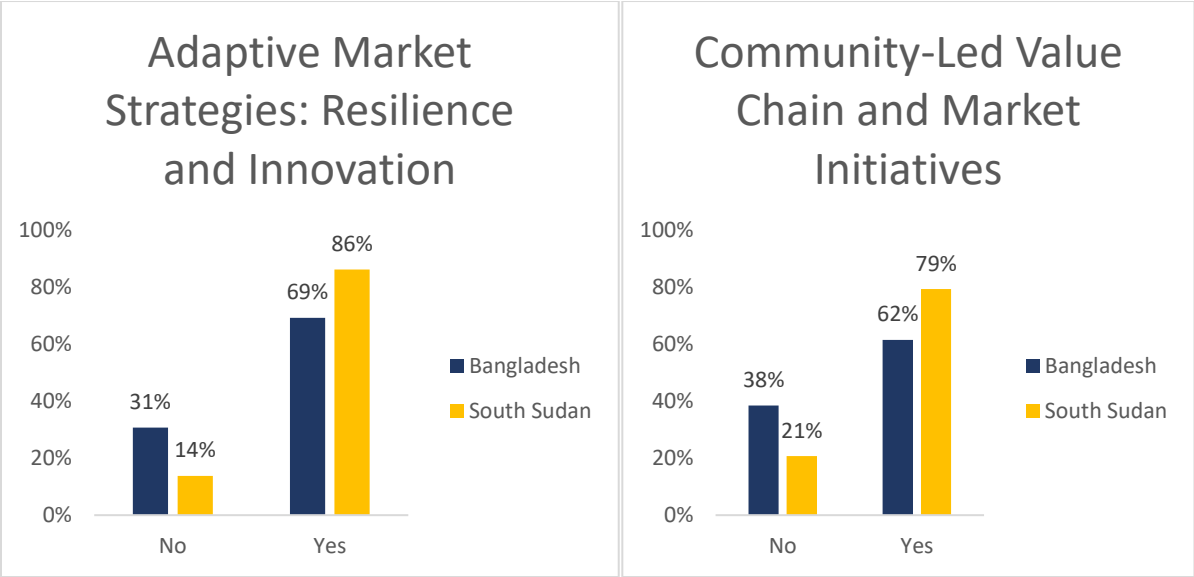
Policy and Resource Advocacy: Similarly, with a slight decline of 10% in Bangladesh, retailers show their capacity to advocate for policy changes and improved infrastructure to enhance market access. Retailers/shops in both countries aid community members by using program resources to diversify income sources and reduce food aid dependency.



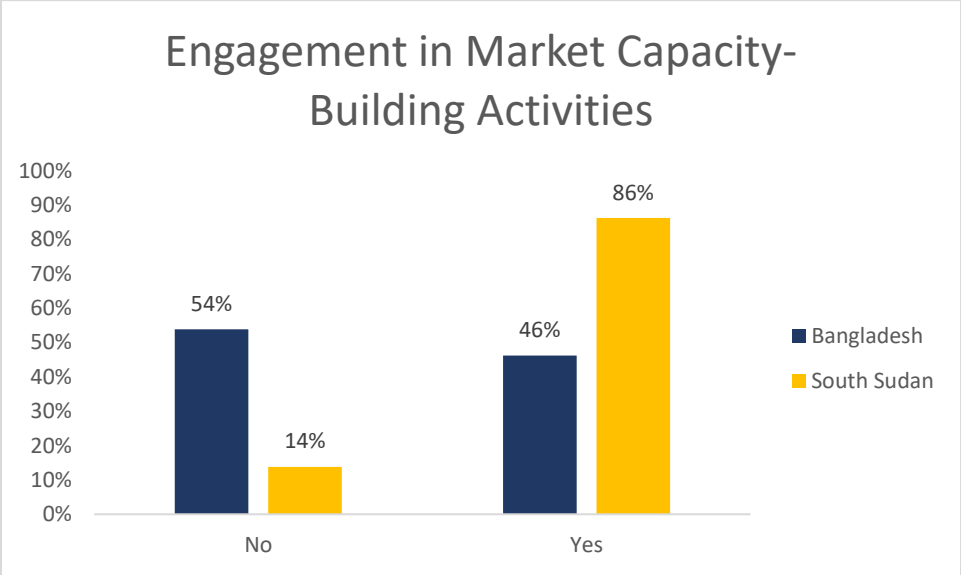
Knowledge and Skill Sharing: Almost all retailers/shops (92% in Bangladesh and 90% in South Sudan) encourage knowledge sharing and skills transfer among community members.



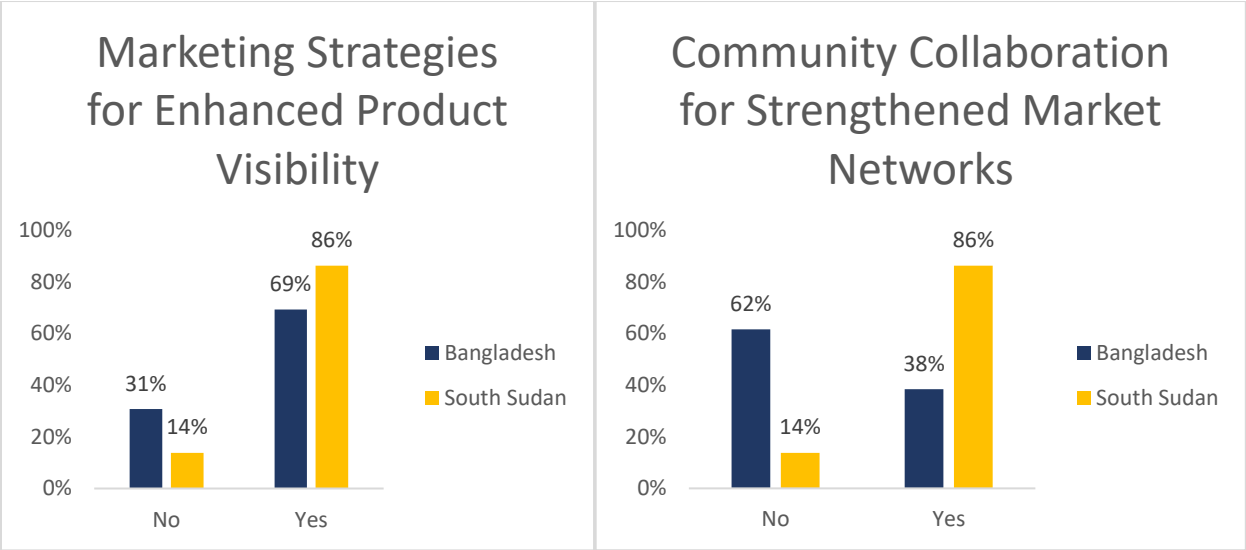
Market Resilience and Community Initiatives: Retailers/shops show resilience and innovation in adapting to changing market conditions, with 86% in South Sudan and 69% in Bangladesh acknowledging this. Furthermore, the majority actively engage in practice, with 62% in Bangladesh and 79% in South Sudan organizing community-led initiatives to promote local value chains and market linkages.



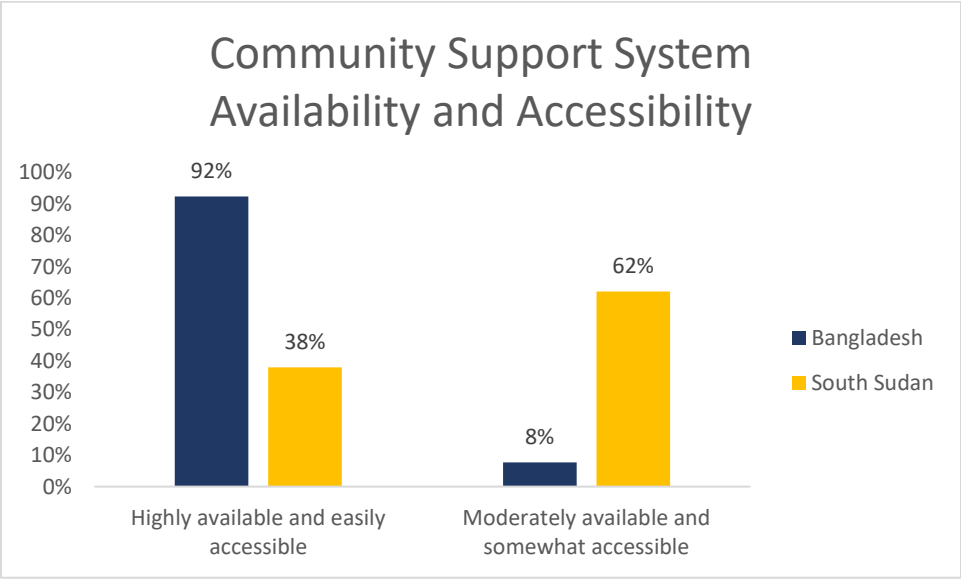
Training Participation: Participation in market training and capacity-building programs is high in South Sudan (86%), while in Bangladesh, slightly less than half (46%) participate. This may indicate the need for more or promoted training so more retailers/shops can engage.



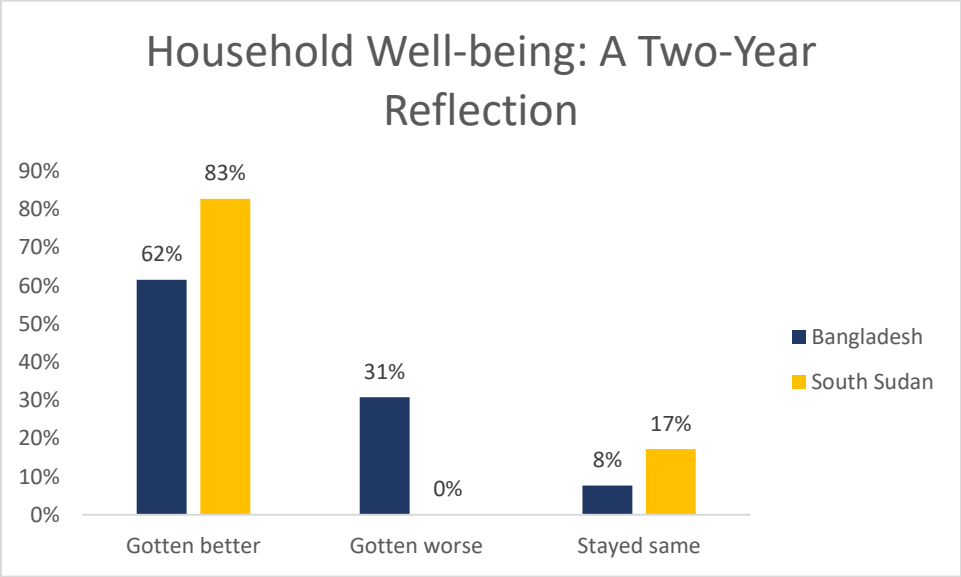
Marketing Strategy and Collaboration: Despite this, 69% of retailers/shops in Bangladesh and 86% in South Sudan develop and implement effective marketing strategies. Collaboration with other community groups or organizations to strengthen market networks is relatively low in Bangladesh (62% do not collaborate) but high in South Sudan (86%).



Support Systems Availability and Accessibility: Regarding the availability and accessibility of support systems and services contributing to individual empowerment, 92% of respondents in Bangladesh find them highly available and easily accessible. In contrast, in South Sudan, only 38% feel the same, with 62% considering them moderately available and somewhat accessible.



Household Well-being: Concerning the overall health and happiness of households (encompassing physical, emotional, mental, and spiritual aspects), 62% of retailers/shops in Bangladesh and 83% in South Sudan feel things have improved. In Bangladesh, 31% feel it has gotten worse, while in South Sudan, 17% feel it has stayed the same (with 8% feeling the same in Bangladesh).



Future Outlook: The future outlook is similarly optimistic. 90% of retailers/shops in South Sudan and 77% in Bangladesh feel the future will get better. In contrast, 23% in Bangladesh are more pessimistic (or perhaps realistic), and only 3% in South Sudan believe it will get worse.

