

# Management Response from WFP HQ Supply Chain Markets and Retail to the recommendations of the decentralized evaluation of WFP's Contribution to Market Systems in South Sudan and Bangladesh (DE/OSC/2022/029) from 2018 to 2022



1. This document, finalized in April 2024, presents the management response to the recommendations of the evaluation WFP's Contribution to Market Systems in South Sudan and Bangladesh.
2. The evaluation, which was commissioned by Supply Chain CBT, Market and Retail covers [assessing the wide range of Market Development Activities (MDAs) and Retail Engagements Activities (REAs) implemented as part of unconditional food assistance and linked to livelihood activities. The MDAs included capacity strengthening of local supply chain actors, enhancing market infrastructure (building market structures), market linkage with smallholder farmers and establishing B2B contracting models. The evaluation serves the dual purpose of accountability and learning and informed [ways to evolve/improve mechanisms and opportunities for engaging and partnering with relevant market actors].
3. The evaluation made six key recommendations with 30 actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

Recommendations and related Sub-recommendations (Deadline)	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)	Management Response <i>[Is (sub-) recommendation Agreed, partially agreed or not agreed?]</i>	Actions to be taken	Action Lead (Supporting Offices/Divisions)	Action Deadline
<p><b>Priority: High</b></p> <p><b>Recommendation 1:</b> 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.</p> <p><i>(December 2025)</i></p>	WFP HQ – Supply Chain (Markets and Retail)	<b>Partially Agree</b> – the cash policy has been recently approved and published and will not be updated in the near future (Action 1.2).	Not applicable	Not applicable	Not applicable
<p><b>Recommended Action 1.1:</b> as possible, HQ Supply Chain Markets and Retail should participate in key strategic planning meetings with the Supply chain, Programme and Cash-based transfers units.</p>	WFP HQ – Supply Chain (Markets and Retail)	<b>Agreed</b>	1.1.1 Supply Chain Market and Retail will participate in technical cross-functional meetings to inform strategic decisions and policies. The information and recommendations will be provided to the Supply Chain Director and her delegates to be included and discussed in key strategic meetings.	HQ – Supply Chain Markets & Retail (Supporting Units: Programme & Policy)	December 2025
<p><b>Recommended Action 1.2:</b> 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</p>	WFP HQ – Supply Chain (Markets and Retail)	<b>Partially Agree</b> – the cash policy has been recently approved and published and will not be updated in the near	1.2.1 Publish a Market Development Activities that is modality agnostic and includes MDA examples from the	HQ – Supply Chain Markets & Retail (Supporting Units: CBT)	December 2024

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and cash and vouchers manuals (or other relevant units and policies) to develop recommendations for MDA / REAs more explicit integration.		<i>future. However, the manuals and other relevant documents will be revised.</i>	different transfer modality operations.  1.2.2 Update the link of the MDA guidance in the cashbook (once published)	HQ – Supply Chain Markets & Retail (Supporting Units: CBT)	December 2024
<b>Recommended Action 1.3:</b> Conduct a detailed gaps analysis for HQ 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.	WFP HQ – Supply Chain (Markets and Retail)	<b>Agree</b>	1.3.1 As part of the ongoing restructuring process at WFP, this will be assessed with focus on large emergencies understanding the critical role of markets functionality in mitigating shocks. Given the limited resources and the corporate restructuring at the time of drafting the responses a detailed gap analysis may not be possible to prioritize.	HQ – Supply Chain Markets & Retail	December 2025
<b>Recommended Action 1.4:</b> 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		<b>Agreed</b>	1.4.1 Conduct a series of webinars, face-to-face training, and on the job, training covering the end-to-end systematic	HQ – Supply Chain Markets & Retail Support functions: Supply Chain	December 2025

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<p>(HQ, RB and COs) to manage and advise on on-ground situations driven by complex market situations more effectively.</p>			<p>approach of market development from the assessment phase to the implementation in close coordination with heads of Supply Chain and relevant counterparts in RBs and COs. The aim of these training sessions is to allow colleagues to provide CO Management with the relevant market information to enhance the design of activities and decision making.</p>	<p>(Markets and Retail) counterparts in RBs and COs</p>	
<p><b>Recommendation 2</b> <b>Priority: High</b> 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</p>	<p>WFP HQ – Supply Chain (Markets and Retail)</p>	<p><b>Agreed</b></p>	<p>2.1 Include three new CRF indicators in the updated WFP Indicator Compendium 2022-2025</p> <p>2.2 Pilot country specific MDA outcomes indicators to measure achievement of the implemented activities in at least two CO.</p>	<p>RAM-M HQ (Support: HQ – Supply Chain Markets and Retail)</p> <p>HQ – Supply Chain Markets and Retail (Support: COs and RAM-M HQ)</p>	<p>December 2024</p> <p>December 2025</p>

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<p>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. <i>(December 2025)</i></p>			<p>2.3 Include gender-sensitive questions in the RPME and other relevant tools questionnaire to allow for disaggregation by sex.</p>	<p>HQ – Supply Chain Markets and Retail</p>	<p>December 2025</p>
			<p>2.4 Include a specific chapter in the MDA guidance to support COs in systematically measuring the results.</p>	<p>HQ – Supply Chain Markets and Retail</p>	<p>December 2025</p>
<p><b>Recommendation 3</b> <b>Priority: Medium</b></p> <p>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. <i>(December 2024)</i></p>	<p>WFP HQ – Supply Chain (Markets and Retail)</p>	<p><b>Agreed</b></p>	<p>3.1. Revise the standard and mandatory questions in the RPME to streamline standardization and comparability across operations.</p>	<p>HQ – Supply Chain Markets and Retail</p>	<p>December 2024</p>
			<p>3.2. Enhance the RPME tool to include more questions related to gender, inclusion and accessibility (as agreed in action 2.1.3).</p>	<p>HQ – Supply Chain Markets and Retail</p>	<p>December 2024</p>
			<p>3.3. In the RPME guidance, highlight the importance of the new Markets and</p>	<p>HQ – Supply Chain Markets and Retail</p>	<p>December 2024</p>

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			Retail CRF indicators, and methodology.		
			3.4. Create a light version of the RPME that includes only the standard questions to be used more frequently.	HQ – Supply Chain Markets and Retail	December 2024
			3.5. Reinforce in corporate guidance and manuals the mandatory use of the RPME tools on quarterly basis for all voucher operations.	HQ – Supply Chain Markets and Retail	December 2024
<p><b>Recommendation 4</b> <b>Priority: Medium</b></p> <p>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. 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</p>	HQ – Supply Chain Markets and Retail	<b>Agree</b>	4.1. Develop a technical note to guide country offices in conducting streamlined and practical Cost-benefit analysis for their planned MDAs based on the lessons learned of the evaluation. The focus on streamlined and practical, as a detailed CBA methodology will include significant resources and time.	HQ – Supply Chain Markets and Retail (Support: RAM - HQ)	December 2024

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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. <i>(December 2024)</i>					
<p><b>Recommendation 5</b> <b>Priority: High</b></p> <p>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 mitigating shocks and operational constraints. <i>(December 2025)</i></p>	WFP CO and WFP HQ – Supply Chain (Markets and Retail)	<b>Agreed</b>	Not applicable	Not applicable	Not applicable
<p><b>Recommended Action 5.1</b></p> <p>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).</p>	WFP CO and WFP HQ – Supply Chain (Markets and Retail)	<b>Agreed</b>	5.1.1 Updated the MDA guidance with recommendations and best practices on long-term assets transfer	HQ – Supply Chain Markets and Retail	December 2025
	WFP CO	<b>Agreed</b>	5.1.2 Ensure there are internal SOPs at the CO indicating asset transfer means for current and future MDAs.	<b>South Sudan and Bangladesh CO-</b> Supply Chain Logistics, Markets and Retail	December 2025

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<p><b>Recommended Action 5.2</b></p> <p>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.</p>	WFP CO	<b>Agreed</b>	<p>5.2.1 Continue market linkage activities in the locations where WFP moved to unrestricted cash and create new linkages in newly planned locations for voucher or unrestricted cash activities .</p>	<p><b>South Sudan CO</b> - Supply Chain Logistics, Markets and Retail Support: CO Programme</p>	December 2025
			<p>5.2.2 Link Supply Chain activities to collaboration/integration with SF, ACL, SAMS, USN and NUT, as well as partnership with government and partner interventions in agriculture livelihoods and market development.</p>	<p><b>South Sudan CO</b> - Supply Chain Logistics, Markets and Retail Support: CO Programme</p>	December 2025
			<p>5.2.3 Expand market linkage activities by scaling up aggregation centres to agribusiness centres, enabling the sorting and collection of larger quantities of fresh produce from local farmers and increase the</p>	<p><b>Bangladesh CO</b> - Supply Chain Logistics, Markets and Retail Support: CO Programme</p>	December 2025



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			<p>percentage of locally produced goods in the e-voucher outlets.</p> <p>5.2.4 Provide post-harvest and food handling training to local farmers.</p> <p>5.2.5 Document lessons learned and best practices of market linkage activities and farm to market connections from the different country offices.</p>	<p><b>Bangladesh CO</b> - Supply Chain Logistics, Markets and Retail &amp; Programme Support: CO Programme</p> <p>HQ – Supply Chain Markets and Retail</p>	<p>December 2025</p>
<p><b>Recommended Action 5.3</b></p> <p>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.</p>	<p>WFP CO</p>	<p><i>Agree</i></p>	<p>5.3.1 Continue consulting with local communities and closing the feedback loop with the people that WFP serves.</p>	<p><b>Sudan and Bangladesh CO</b>- Supply Chain Logistics, Markets and Retail Support: CO Programme</p>	<p>December 2025</p>

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<p><b>Recommended Action 5.4</b></p> <p>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.</p>	WFP CO	<p><b>South Sudan: Agree</b></p> <p><b>Bangladesh CO: Partially agree.</b> On the transition to unrestricted cash, while this is part of the advocacy of the entire UN, this transition is not within the UN's control therefore the target for the transition by the end of 2025 is uncertain.</p>	<p>5.4.1 Provide capacity strengthening to market actors after the transfer to unrestricted cash in current and future locations in coordination with local authorities.</p> <p>5.4.2 Propose initiatives to the local authority for expanding certain MDA activities to include small local vendors and enhance the economic activities of camp residents.</p>	<p><b>South Sudan CO</b> - Supply Chain Logistics, Markets and Retail Support: CO Programme</p> <p><b>WFP Bangladesh CO</b> - Supply Chain Logistics, Markets Support: CO Programme</p>	<p>December 2025</p> <p>December 2025</p>
<p><b>Recommendation 6</b></p> <p><b>Priority: High</b></p> <p>Be more intentional and clearer on the means for mainstreaming gender and inclusion considerations and results of related consultations. <i>(December 2024)</i></p>	WFP CO	<p><b>Partially agree</b> – for recommended action 6.1. both country offices partially agreed due to the resource constraints.</p> <p>Bangladesh CO requested an extension for recommendations 6.2 &amp; 6.3 to align with their upcoming activities timeline.</p>	Not applicable	Not applicable	Not applicable

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<p><b>Recommended Action 6.1</b></p> <p>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.</p>	WFP CO	<p><b>Partially agree</b> – In light of resources constraints, both country offices (South Sudan and Bangladesh) reported that the ongoing gender assessments at the CO can inform the MDA without the need to do a standalone gender assessment. Also, in previous market assessments, women were consulted</p>	6.1.1 Consult with the CO’s gender advisor for future MDA, assessments and monitoring exercises.	<p><b>South Sudan and Bangladesh CO-</b> Supply Chain Logistics, Markets and Retail</p> <p>Support: CO gender advisor</p>	December 2024
	WFP HQ – Supply Chain (Markets and Retail)		6.1.2 Highlight the importance of gender sensitive market development approaches in the Market Development guidance.	HQ – Supply Chain Markets and Retail	
<p><b>Recommended Action 6.2</b></p> <p>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.</p>	WFP CO	<p><b>Agree</b> - Bangladesh CO requested an extension for recommendations 6.2 &amp; 6.3 to align with their upcoming activities timeline.</p>	6.2.1 Ensure women's representation in future MDA and a significant representation of female retailers.	<p><b>South Sudan and Bangladesh CO-</b> Supply Chain Logistics, Markets and Retail</p> <p>Support: CO gender advisor</p>	December 2025

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<p><b>Recommended Action 6.3</b></p> <p>Ensure that partnerships established with other external and internal agencies / institutions prioritize gender equality.</p>	WFP CO	<p><b>Agree</b> - Bangladesh CO requested an extension for recommendations 6.2 &amp; 6.3 to align with their upcoming activities timeline.</p>	<p>6.3.1 Coordinate and consult with women's associations and organizations at the local community level</p>	<p><b>South Sudan and Bangladesh CO-</b> Supply Chain Logistics, Markets and Retail</p>	<p>December 2025</p>
			<p>6.3.2 Field Level Agreements should be gender-responsive, agri-business service centres to prioritize gender equality, have dialogues and feedback sessions with the women actors in the aggregation centres and retail outlets on challenges and recommendations.</p>	<p><b>Bangladesh CO-</b> Supply Chain Logistics, Markets and Retail</p>	