

Evaluation of BANGLADESH WFP Country Strategic Plan 2022-2027

Terms of reference



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

October/2025

Table of Contents

| | |
|---|-----------|
| Table of Contents..... | 2 |
| 1. Background..... | 3 |
| 1.1. INTRODUCTION | 3 |
| 1.2. Context | 3 |
| 2. Reasons for the evaluation | 5 |
| 2.1. Rationale..... | 5 |
| 2.2. Objectives | 5 |
| 2.3. Stakeholders | 5 |
| 3. Subject of the evaluation | 6 |
| 4. Evaluation scope, criteria and questions..... | 12 |
| 5. Methodological approach and ethical considerations..... | 14 |
| 3.1. Evaluation approach..... | 14 |
| 5.1. Evaluability assessment and methodological implications | 15 |
| 5.2. Ethical Considerations..... | 16 |
| 5.3. Quality Assurance | 17 |
| 6. Organization of the evaluation..... | 18 |
| 6.1. Phases and Deliverables | 18 |
| 6.2. Evaluation Team Composition | 18 |
| 6.3. Roles and Responsibilities | 20 |
| 6.4. Security Considerations | 20 |
| 6.5. Communication | 21 |
| 6.6 The Proposal | 21 |
| Annexes..... | 22 |
| Annex 1: Overview of Performance data Availability | 22 |
| Annex 2: List of relevant Previous Evaluations and Audits..... | 24 |
| Annex 3: Acronyms..... | 25 |

1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team (ET) and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation approach and methodology; and section 6 indicates how the evaluation will be organized. The annexes include the detailed timeline and the CSP Document approved by the Executive Board.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

1.2. CONTEXT

4. Bangladesh is a lower middle-income country in the South Asia, with a projected population of 178.5 million inhabitants in 2024, of which 50 percent are women.¹ Approximately 2.8 percent of the population are people with disabilities.²
5. Bangladesh was among the fastest-growing major economies prior to the onset of the coronavirus disease 2019 (COVID-19) pandemic.³ Following a slowdown in 2020, GDP growth returned to pre-COVID rates of about 7 percent before slowing down to 5.8 percent in 2022-2023.⁴ The overall socio-economic situation in Bangladesh is characterized by “medium” human development, with low income per capita and low mean years of schooling, but a higher life expectancy at birth comparable to many more developed countries.⁵ Almost a quarter (24.3 percent) of the population lives below the national poverty line.⁶
6. In August 2017, approximately 750,000 Rohingya refugees arrived from Myanmar to Bangladesh. Due to continued instability in Myanmar, their number has increased since then to over one million. Approximately 969 thousand Rohingya refugees live in Cox’s Bazar, and some 36 thousand have been relocated to Bhasan Char Island.⁷ Camps in Cox’s Bazar have been susceptible to sudden-onset disasters, including massive fires in March 2021, January 2022, March 2023 and January 2024. Due to overcrowding and poor WASH resources, the population in the camps is susceptible to water-borne and other communicable diseases.⁸
7. The prevalence of moderate or severe food insecurity in the population was 30.5 percent in the period 2021-2023, a slight decrease compared to 32.2 percent in the period 2014-2016. The share of population unable to afford a healthy diet has decreased from 65 percent in 2017 to 48.2 percent in 2022.⁹ In 2022, 24 percent of children under the age of 5 were stunted, 11 percent wasted, 22 percent underweight,

¹ Ibid.

² Ibid. Crude disability rate per 1000 population is 28.2

³ World Bank. 2021. Global Economic Prospects, June 2021.

⁴ Bangladesh Bureau of Statistics. 2024. [Statistical Yearbook Bangladesh 2023](#).

⁵ United Nations Development Programme. 2024. [Human Development Report 2023/2024](#).

⁶ Bangladesh Bureau of Statistics. 2024. [Statistical Yearbook Bangladesh 2023](#).

⁷ UNHCR. 2025. [Operational Data Portal, Bangladesh](#). Accessed 7 February 2025.

⁸ World Health Organization. 2024. [Situation Report: December 2024, WFO Cox’s Bazar: Rohingya Emergency Crisis](#).

⁹ FAO, IFAD, UNICEF, WFP and WHO. 2024. *The State of Food Security and Nutrition in the World 2024 – Financing to end hunger, food insecurity and malnutrition in all its forms*. Rome

and 2 percent overweight. Only 30 percent of children aged 6-23 months were fed a minimum acceptable diet, a decrease from 35 percent from the previous survey in 2017-2018.¹⁰

8. According to the latest Integrated Food Security Phase Classification analysis,, between May and December 2025, 16 million people are projected to face IPC Phase 3 (crisis) level food insecurity or above, including 400,000 classified as facing Emergency food insecurity (IPC Phase 4). The situation is particularly severe among Rohingya refugees, with 20% in IPC Phase 4 in Cox's Bazar and Bhasan Char.
9. Natural disasters and climate-related shocks are a key driver of food insecurity in Bangladesh.¹¹ Bangladesh suffered five severe or very severe cyclonic storms between 2019 and 2023.¹² In 2024, cyclone Remal resulted in repeated flooding affecting 18.4 million people.¹³ The cyclone caused severe damage to agricultural production and led to loss of income and livelihoods.¹⁴ Bangladesh has also been subject to economic shocks coupled with social unrest in 2024. The country experienced year on year food inflation of 13 percent between December 2023 and December 2024.¹⁵
10. In the past decades, Bangladesh's political landscape has experienced shifts characterized by increased centralization of authority, changes in institutional oversight, and evolving dynamics in political participation. Bangladesh is governed by an interim administration installed in August 2024 following a mass student-led uprising that forced the resignation of the Prime Minister. ¹⁶Elections are scheduled for February 2026.

¹⁰ National Institute of Population Research and Training (NIPORT) and ICF. 2024. *Bangladesh Demographic and Health Survey 2022: Final Report*. Dhaka, Bangladesh, and Rockville, Maryland, USA: NIPORT and ICF.

¹¹ IPC. 2024. [IPC Acute food insecurity projection update \(33 districts\), current analysis \(7 districts\), October-December 2024](#).

¹² Bangladesh Bureau of Statistics. 2024. [Statistical Yearbook Bangladesh 2023](#).

¹³ UNICEF. 2024. [UNICEF Bangladesh Humanitarian Situation Report No. 69: 01 January-30 September 2024](#).

¹⁴14 FAO. 2024. *Bangladesh, Impact of the floods on agricultural livelihoods and food security I the easter part of the country*.

¹⁵ WFP. 2025. *Prices & Currencies Monthly Update, 2025. January*. [Internal]

¹⁶ J. Curtis. House of Commons 2025. Bangladesh: The fall of the Hasina Government and recent political developments

2. Reasons for the evaluation

2.1. RATIONALE

11. The WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022) require OEV to commission evaluations of CSPs. The CSPE is an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work and generate evidence on past and current performance for use in the design of the new CSP, scheduled for WFP Executive Board (EB) approval in November 2027.

2.2. OBJECTIVES

12. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Bangladesh; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDERS

13. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of this CSPE are the WFP Bangladesh CO, regional bureau (RB) in Bangkok and headquarters technical divisions, followed by the WFP EB, the beneficiaries, Government of Bangladesh, local and international non-governmental organizations (NGOs), the United Nations country team (UNCT), donors, and the WFP OEV for synthesis and feeding into other evaluations. A stakeholders' analysis will further be developed and elaborated in the inception report.
14. The **Government of Bangladesh** stakeholders have major influence in terms of policy, strategy and operations on how WFP operates and engages in the country. The CSPE will seek the perspectives of national stakeholders on WFP's role to generate lessons for enhancing synergy, coordination and collaboration. Key stakeholders include the Ministry of Foreign Affairs; Ministry of Disaster Management and Relief; Bangladesh National Nutrition Council; Bangladesh Bureau of Statistics; Bangladesh Meteorological Department; Flood Forecasting and Warning Centre; Ministry of Women and Children Affairs; Ministry of Social Welfare; and Ministry of Industry.
15. WFP works closely with other **United Nations** agencies: the Food and Agricultural Organization (FAO); International Fund for Agricultural Development (IFAD); United Nations Children's Fund (UNICEF); International Organization for Migration (IOM); United Nations High Commissioner for Refugees (UNHCR); United Nations Development Programme (UNDP); and United Nations Entity for Gender Equality and the Empowerment of Women and Humanity and Inclusion. WFP participates in the UN Country Team and its working groups.
16. WFP partners with multilateral and bilateral **donors** to support the delivery of CSP priorities. Main donors of the CSP in Bangladesh include United States of America, European Commission, United Kingdom, Bangladesh, Australia, and others. WFP engages with **international financial institutions** for resourcing and strategic alignment, including the World Bank.
17. WFP has Field Level Agreements (FLAs) with **International and local non-governmental organizations (NGOs)** as Cooperating Partners responsible for the implementation of activities. In addition, WFP collaborates with international humanitarian and food security networks and movements such as International Red Cross and Red Crescent Movement to mitigate and respond to crises.
18. WFP has partnership with the **private sector** to deliver on CSP priorities and interventions on food systems and nutrition. WFP co-facilitates the Scaling Up Nutrition (SUN) Business Network with the Global Alliance for Improved Nutrition (GAIN). WFP promotes local procurement through engagements with the local private sector.

3. Subject of the evaluation

19. [Bangladesh Country Strategic Plan](#) was approved for a five-year period (2022-2026) and subsequently extended by one year to align with the extension of the United Nations Sustainable Development Cooperation Framework (UNSCDF) (2022-2027). The CSP follows the implementation of the Bangladesh CSP (2017-2020) (extended to the end of 2021 to accommodate the country office's response to the COVID-19 crisis), which was preceded by two country programmes (2007-2010 and 2012-2016) and a number of emergency operations.¹⁷ WFP has been present in Bangladesh since 1974.¹⁸
20. The CSP (2022-2027) was designed taking into account the programmatic recommendations made by the evaluation of the previous CSP: to ensure nutrition-sensitive approach in social safety nets programmes (incorporated under strategic outcome 2), to enhance country capacity strengthening efforts (SO2 and SO3), and to ensure space for emergency preparedness (SO3 and SO4). The evaluation additionally recommended enhancing strategic partnerships, improving work on gender equality and social inclusion, and strengthening performance management.¹⁹
21. The CSP was also informed by the Zero Hunger Review (updated in 2019/2020) which recommended for introduction of programmatic and context-specific interventions for reducing regional disparity; designing a more adaptive, inclusive and nutrition-sensitive social protection; and promoting a productive, profitable, diversified, nutrition-sensitive and climate-smart agriculture and food system for all.
22. In 2024 through a budget revision (BR), WFP adjusted the CSP to respond to the evolving needs and government request. Key revisions made to the CSP included increasing beneficiary numbers by 129,000²⁰; scaling up of the urban social safety net programme (SSNP) in the urban areas; supporting the government in scaling up the national school feeding programme; and reducing the budget (by USD 63 million) by phasing out the Site Maintenance and Engineering Project (SMEP), the Logistics Sector, and the Emergency Telecommunications Sector (ETS). The BR did not change the strategic CSP.
23. The CSP strategic outcomes and activities with their associated modalities are displayed below in table 1.

Table 1: Bangladesh CSP (2022-2027) Overview of strategic outcomes and activities

| Focus area | Strategic outcomes | Activities | Modalities |
|-----------------|---|---|-------------------------------------|
| Crisis response | SO 1: Populations affected by crisis in Bangladesh are able to meet basic food, nutrition and other essential needs during and after the crises. | Activity 1: Provide food, nutrition, and self-reliance assistance to crisis-affected populations. | Food; CBT |
| Root causes | SO 2: The nutrition needs of women, children and vulnerable groups in Bangladesh are met through national institutions that have enhanced capacities to design and implement gender- and nutrition-sensitive social safety net programmes by 2027. | Activity 2: Support national institutions to strengthen their capacity to design and implement inclusive and nutrition- and gender-sensitive safety net programmes to meet the nutrition needs of women, children and vulnerable groups. | Capacity strengthening; Food |

¹⁷ WFP. N.d. System for Project Approval Archive [internal].

¹⁸ WFP. 2018. WFP Bangladesh country Brief, August 2018.

¹⁹ WFP. 2021. [Evaluation of Bangladesh WFP Country Strategic Plan 2016-2019](#).

²⁰ Based on the Integrated Food Security Phase Classification (IPC) results and the Humanitarian Response Plan (HRP)

| Focus area | Strategic outcomes | Activities | Modalities |
|---------------------|--|--|------------------------------------|
| Resilience building | SO 3: Vulnerable communities in Bangladesh are more resilient to shocks and natural disasters through enhanced national disaster management capacity, and flexible, nutrition- and gender-sensitive social safety net programmes by 2027. | Activity 3: Assist national institutions and communities to strengthen the capacity to implement inclusive, responsive and nutrition- and gender-sensitive safety net programmes, and disaster risk preparedness and response to protect the food security and nutrition of vulnerable populations. | Capacity strengthening; CBT |
| Crisis response | SO 4: Vulnerable crisis-affected populations in Bangladesh benefit from enhanced coordination and improved common services during and after crises. | Activity 4: Provide coordination and common services to humanitarian and development partners and government. | Service delivery |

Source: System for Project Approval Plus, Bangladesh Country Strategic Plan (2022-2027)

24. The original approved needs-based plan (NBP) for Bangladesh CSP was USD1.62 billion, the largest share of which (1.23 billion) was planned for activity 1 (crisis response). It was designed to reach a total of 2.58 million beneficiaries over the full programme cycle. The CSP was revised in August 2024, which entailed: (1) shifting some interventions among the strategic outcomes to consolidate resilience building activities, (2) updating planned beneficiary figures based on evolving needs and host government requests, and (3) reflecting discontinued activities and other reductions in costs. Despite the increase in the overall number of planned beneficiaries by 195,000 associated with scaling up the urban social safety net programme, the NBP was revised downward to USD1.56 billion, reflecting a decrease in transfer and implementation rates related to activities 1 and 2, and the discontinuation of service delivery (activity 4) following phase-out of the Logistics Sector in December 2022 and the Emergency Telecommunications Sector in February 2024²¹ (see table 2).

²¹ WFP. 2024. [Bangladesh Country Strategic Plan \(2022-2026\), Budget revision 1](#).

Table 2 CSP Bangladesh (2022-2027) cumulative financial overview

| Focus area | Strategic outcome | Activity | Original NBP (USD) | NBP, budget revision 01 (USD) | Cumulative allocated resources (USD) | Resourcing level (%) |
|-----------------|-------------------------------|----------|----------------------|-------------------------------|--------------------------------------|----------------------|
| Crisis response | SO 1 | Act. 01 | 1,234,808,156 | ↓ 1,200,424,220 | 535,052,187 | 44.6% |
| | Non-activity specific | | - | - | 2,997,756 | |
| | Sub-total SO 1 | | 1,234,808,156 | 1,200,424,220 | 538,049,943 | 44.8% |
| Root causes | SO 2 | Act. 02 | 31,653,392 | ↑ 49,636,744 | 11,251,612 | 22.7% |
| | Sub-total SO 2 | | 31,653,392 | 49,636,744 | 11,251,612 | 22.7% |
| Resilience | SO 3 | Act. 03 | 42,793,782 | ↑ 77,376,018 | 11,943,948 | 15.4% |
| | Sub-total SO 3 | | 42,793,782 | 77,376,018 | 11,943,948 | 15.4% |
| Crisis response | SO 4 | Act. 04 | 147,401,883 | ↓ 70,639,835 | 7,978,803 | 11.3% |
| | Sub-total SO 4 | | 147,401,883 | 70,639,835 | 7,978,803 | 11.3% |
| | Non SO Specific | | | | 895,921 | |
| | Total Direct Operational Cost | | 1,456,657,214 | ↓ 1,398,076,817 | 570,120,227 | 40.8% |
| | Direct Support Cost (DSC) | | 74,132,575 | ↓ 67,912,386 | 27,068,432 | 39.9% |
| | Indirect Support Cost (ISC) | | 89,432,180 | ↑ 90,477,942 | 35,505,443 | 39.2% |
| | Grand Total | | 1,620,221,970 | ↓ 1,556,467,145 | 632,694,102 | 40.6% |

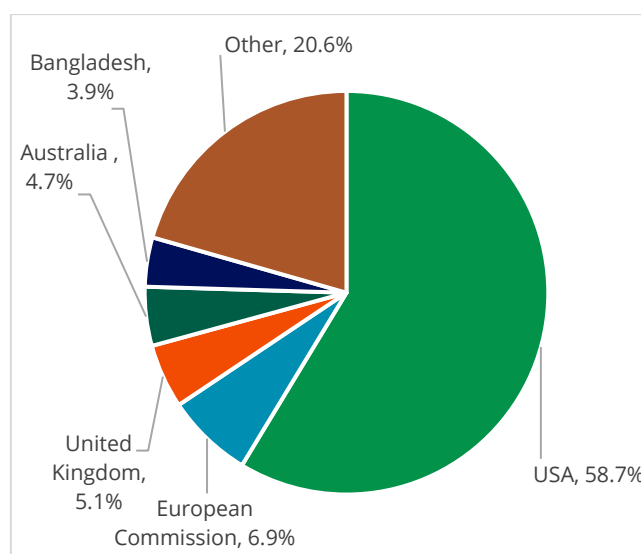
Source: System for Project Approval Plus; IRM Analytics – ACR1-A as of 31 December 2023

25. At the end of 2023, cumulative resources for CSP Bangladesh amounted to approximately 40 percent of the NBP – activity 1 was well resourced at 45 percent, while other activities were resourced at between 23% (Activity 2) and 11% (Activity 4) as presented in table 2 above. In the course of 2024, CSP Bangladesh received additional resources, and allocated contributions currently cover 56.6 percent of the NBP.²² Although Bangladesh counts on a relatively diverse donor base,²³ the CSP resourcing depends heavily on the single largest donor – the **United States of America** – which as of December 2024, provides almost **60 percent of total funding**. The host government features among top contributors, in addition to European Commission, the United Kingdom and Australia (figure 1).

²² WFP. 2.24. FACTory, Bangladesh resource situation as of 22 November 2024. Allocated resources by activity will be available in early 2025.

²³ The list of donors for the CSP features 22 governments (including the host government), in addition to the European Commission, UN CERF, other UN funds and agencies, private donors and flexible funding.

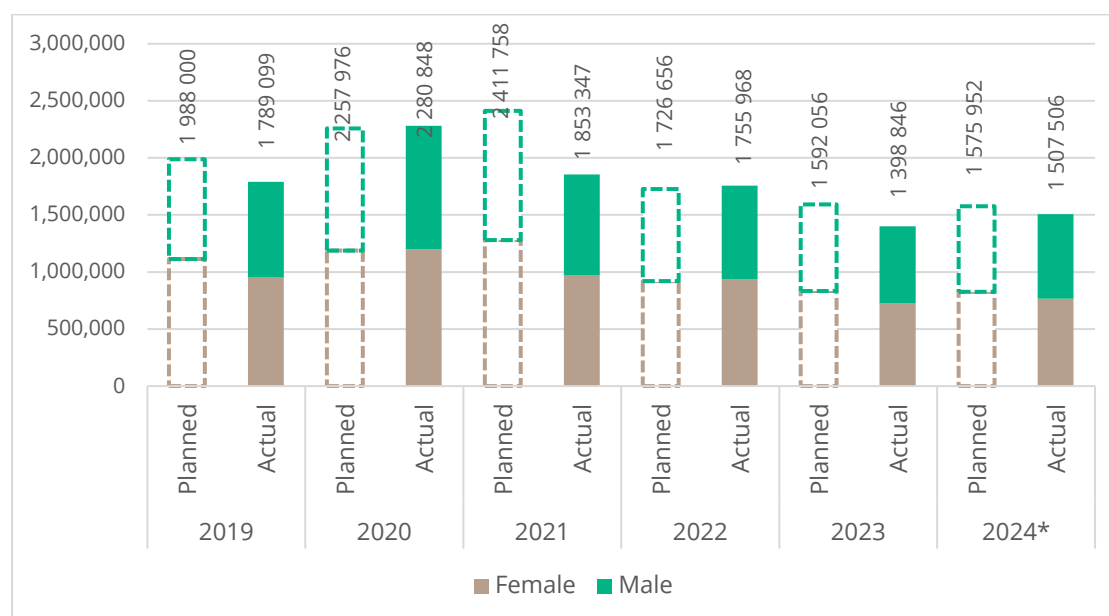
Figure 1: Bangladesh CSP (2022-2027) funding by donor



Source: FACTory, Bangladesh resource situation (22 November 2024).

26. The number of planned and actual beneficiaries in the years under this CSP (approximately 1.5 million a year on average) is somewhat lower than under the previous programme cycle, when it was about 2 million on average (see figure 2). Each year, between 90 and 100 percent of planned beneficiaries were served on average, with the exception of 2021, when approximately 77 percent of planned beneficiaries were reached. Despite women making up between 53 and 56 percent of planned beneficiaries each year, they have been marginally under-represented among actual beneficiaries (51 to 53 percent), as the share of planned women beneficiaries reached by WFP was lower than the share of planned men reached for five out of six past years.

Figure 2 CSP Bangladesh annual planned and actual beneficiaries by sex, 2019-2024

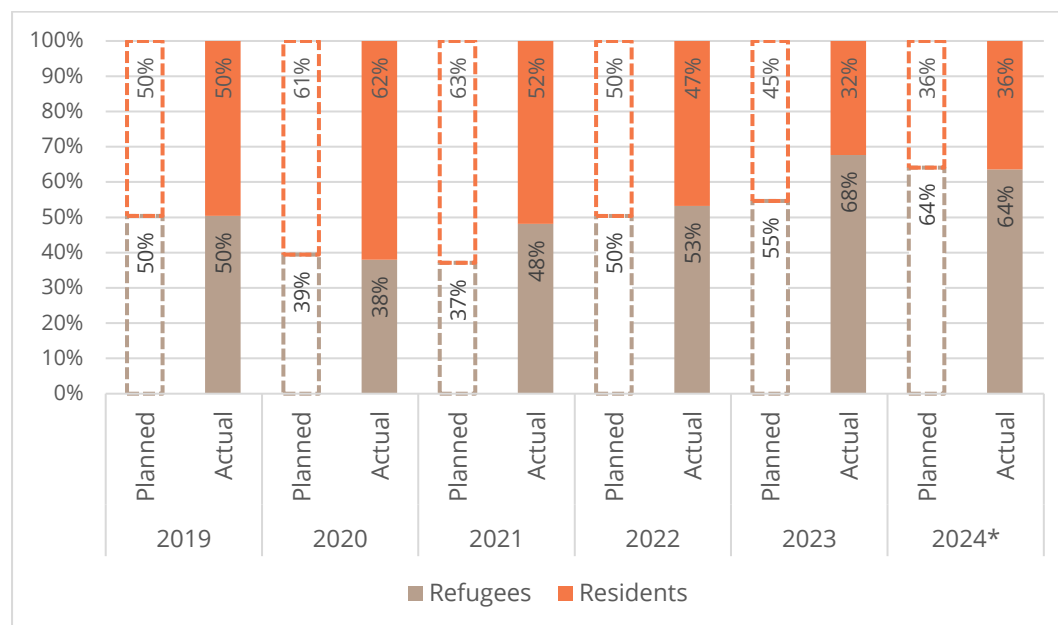


Source: COMET, CM-R001b Bangladesh, 2019-2023; *2024 actual number of beneficiaries reflects the period January-June 2024; source: analytics.wfp.org., Jan-Jun actuals vs. annual NBP figures (MoDA)

27. Given that emergency response to the refugee influx is a large part of the CSP, refugees constituted a large share of total WFP beneficiaries from the beginning of the programme cycle, and their share further

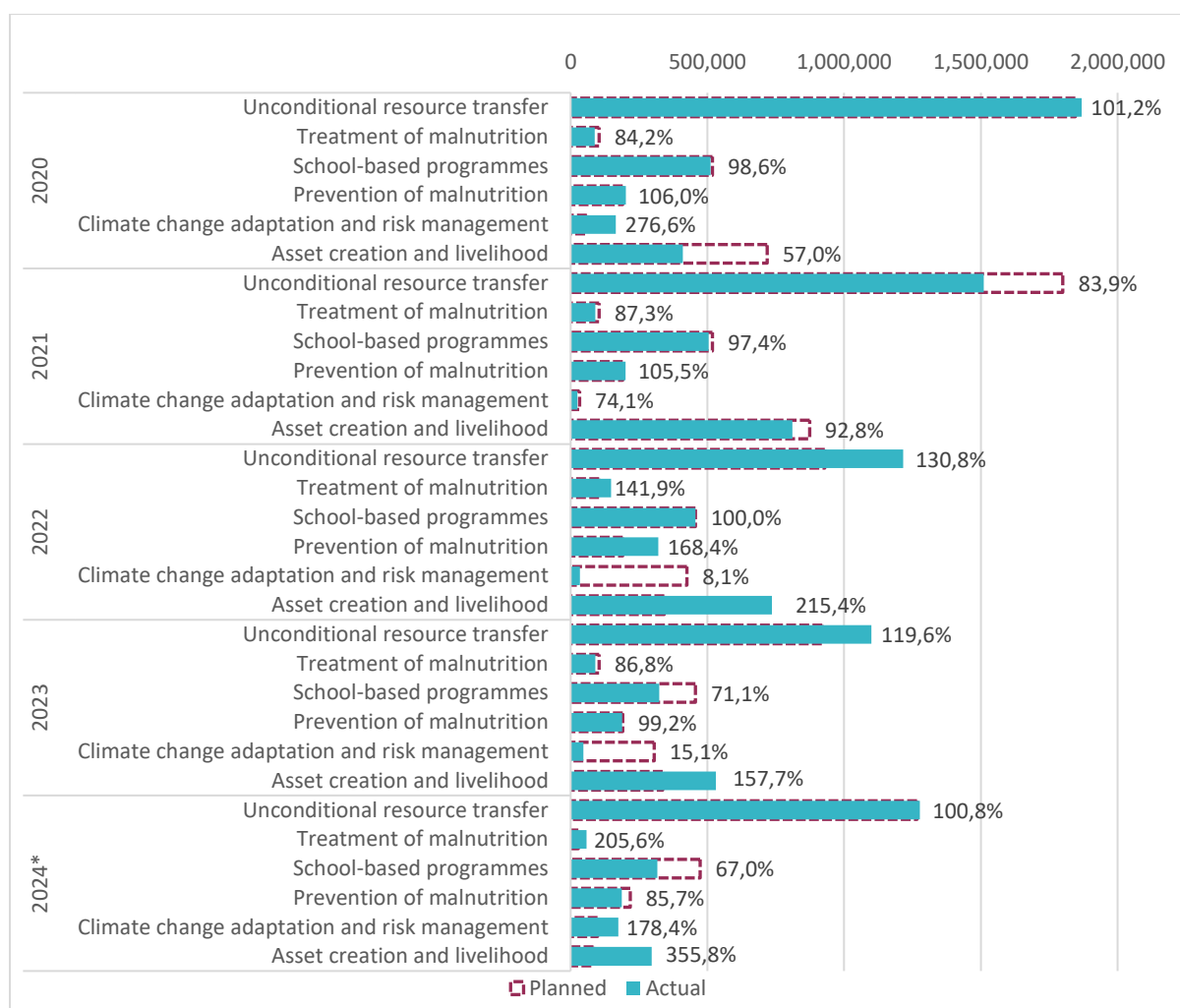
increased in the past two years (see figure 3). Emergency response is reflected also in the overview of beneficiaries by programme area, with beneficiaries of unconditional resource transfers constituting the largest share of WFP beneficiaries in Bangladesh, followed by beneficiaries of school feeding and asset creation activities (figure 4).

Figure 3 CSP Bangladesh beneficiaries - share of refugees 2019-2024



Source: COMET, CM-R001b Bangladesh, 2019-2023; *2024 actual number of beneficiaries reflects the period January-June 2024; source: analytics.wfp.org., Jan-Jun actuals vs. annual NBP figures (MoDA)

Figure 4 CSP Bangladesh planned and actual beneficiaries by programme area, 2020-2024



Source: Bangladesh Annual Country Report 2020-2023. Disaggregation by programme area is not available for 2019. *2024 numbers reflect the period January-June 2024; source: [analytics.wfp.org.](https://analytics.wfp.org/), Jan-Jun actuals vs. annual NBP figures (MoDA).

28. Bangladesh WFP country office employs 397 staff, of which 342 (86%) are national and 174 (44 percent) are long-term employees. The share of women has remained around 40 percent since 2020.²⁴ The country office is in Dhaka but with field presence through its eight sub-offices.

²⁴ WFP Bangladesh annual performance plans 2020-2022; WFP Dashboard – Bangladesh.

4. Evaluation scope, criteria and questions

29. The **unit of analysis** of this evaluation is the current country strategic plan 2022- 2027 and the previous CSP 2017 - 2021 (see paragraph 29) understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board (EB), as well as any subsequent budget revisions.
30. The **temporal scope** of the evaluation will cover the period since the cut-off date of the data collection of the previous CSPE, November 2019 to end of data collection mid 2026; while the evaluation will focus primarily on the current CSP 2022-2027, the tail-end of the previous CSP will be covered through a focus on strategic shifts/elements of continuity between the two CSPs, results trends, contextual evolutions, and the CSP 2022-2027 design process (including use of evidence). This will enable assessment of the CSP design and the transition from the previous CSP (2017-2021) to the current CSP (2022-2027).
31. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in a lower middle-income context, particularly as relates to relations with national governments and the international community.
32. The evaluation will address four main questions common to all WFP CSPEs. Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context.

| EQ1 - To what extent is the CSP strategically and operationally positioned, evidenced-based, and aligned to the national priorities to address the needs of crisis affected and vulnerable populations in Bangladesh? | |
|--|--|
| 1.1 | To what extent was the design and adaptation of the CSP internally coherent and informed by evidence including by the evaluation of the previous CSP, to appropriately address the needs of the refugees and other vulnerable communities? |
| 1.2 | To what extent did WFP engage and align with national and sub-nation actors in responding to the needs of crisis affected (including refugees) and other vulnerable populations? |
| 1.3 | To what extent and how did the CSP internally adapt to respond to humanitarian and emergency needs? |
| EQ2 - What is the extent of WFP's CSP contribution to food security, nutrition and resilience outcomes of crisis affected and vulnerable populations in Bangladesh? | |
| 2.1 | To what extent and how did WFP deliver expected CSP food security, nutrition and resilience outputs and outcomes? What, if any, were positive or negative unintended results? |
| 2.2 | To what extent and how did the CSP adopt and integrate country capacity strengthening, food systems, nutrition-sensitive approaches, and digital innovation? |
| 2.3 | To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)? |
| 2.4 | To what extent are the results of the CSP likely to be sustainable beyond WFP's support? |
| EQ3: To what extent has WFP used its resources efficiently towards achievement of CSP outputs and strategic outcomes? | |
| 3.1 | To what extent were outputs and outcomes delivered within the intended timeframe? |
| 3.2 | To what extent was coverage, scale-up, modalities, targeting, and other CSP implementation decisions operationally cost-efficient? |

| | |
|--|---|
| 3.3 | To what extent did WFP ensure goods and services were procured with cost-efficient (economy) considerations? |
| EQ4 – What are the factors (internal and external) that explain WFP's CSP performance and strategic shifts? | |
| 4.1 | To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP? |
| 4.2 | To what extent did WFP use its comparative advantage to leverage strategic and operational partnerships with the government actors, other UN agencies, international organizations and the private sector to contribute towards sustainable solutions for refugees and crisis affected populations? |
| 4.4 | What role, if any, have these factors affected WFP in the implementation and performance of the CSP? – Programme integration, human resources, innovation, evidence use, and other factors. |

33. The evaluation will adopt standard United Nations Evaluation Group (UNEG) and Organisation for Economic Co-operation and Development/Development Assistance Criteria (OECD/DAC) evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected Population, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.
34. During the inception phase, the ET in consultation with the OEV and the Country Office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. These themes should be included in lines of inquiry under the relevant evaluation questions and sub-questions.

5. Methodological approach and ethical considerations

3.1. EVALUATION APPROACH

35. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).
36. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
37. To operationalize this systemic perspective, the CSPE will adopt a mixed methods and theory-based approach, whereby data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive.
38. **Data collection methods:** In line with this approach, data should be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
39. The CSPE will use a theory-based approach to assess WFP's contribution to outcomes. This will entail the reconstruction of the CSP's Theory of Change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted, and amended in discussions with the CO. The reconstructed ToC will show the intervention logic, i.e., the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways.
40. **Data analysis methods:** Evaluation firms are encouraged to elaborate in their proposals on the methods for data analysis they plan to apply for this evaluation, which may include, but are not limited to:
 - contribution analysis for assessing contribution to outcomes;
 - process tracing for assessing contribution to outcomes with limited evidence from WFP monitoring;
 - outcome harvesting/mapping for assessing results of resilience-building efforts.
41. The rationale for the selection of methods – and their justification for use in the context of Bangladesh, and their role in helping answer the evaluation questions – should be made clear in the proposal.
42. During the inception phase, the ET will be expected to develop a detailed methodological design, including a detailed evaluation matrix, in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers and other stakeholders.

Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposals.

43. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, disability status, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
44. This evaluation will be carried out in a gender-responsive manner by assessing: the quality of the gender analysis that was undertaken prior to the design of the CSP; and whether the results of the gender analysis were properly integrated into the CSP implementation. In choosing the methods to evaluate the CSP, the ET should refer to the WFP OEV's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation. The inception report should incorporate gender and disability status in the evaluation design, including gender-sensitive context analysis. Similarly, the final report should highlight differences by gender or disability group in the findings, results, factors, conclusions, and where appropriate, recommendations.

5.1. EVALUABILITY ASSESSMENT AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

45. During the inception phase, the ET will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.
46. CSPEs are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This may have implications for the completeness of results reporting and attainment of expected outcomes. In the case of CSPE Bangladesh, with data collection planned for July-August 2025, the evaluation will count on three full years of annual reporting (2022-2024) of programmatic (performance indicators) and operational (needs-based plan, resources, expenditures, etc.) data, as well as partial mid-2025 data (for example, beneficiaries, transfers, expenditures. Regarding performance data, country office has reported a significant body of outcome, cross-cutting and output indicators in the annual country reports 2022 and 2023 (see annex I), in many cases highly disaggregated, although some indicators have no reported targets or observations. This may reflect actual data gaps or periods in which particular activities were not implemented.
47. Although the logical framework for the CSP is relatively straightforward, it is worth mentioning that it was designed under the corporate results framework (CRF) 2017-2021 before being retrofitted to the new CRF. Due to a delay in implementation of the new CRF, in the first reporting year (2022) the country office reported indicators from the previous CRF, whereas subsequent reporting is in line with the current CRF. Although many of the indicators have stayed the same, any changes in methodology as well as the renaming of indicators in the corporate data system pose a challenge to comparing values year to year.
48. These issues add to other challenges commonly found in WFP performance indicator data, such as different duration and timelines of implementation of individual activities in the course of the CSP,

different beneficiary groups being targeted over time, different samples and data collection methods used over time to calculate indicators (e.g. post-distribution monitoring vs. population-based surveys), etc. Additionally, Therefore, any comparison of values over time or between activities, modalities, or beneficiary groups must be done with care and full understanding of what the data reflects.

49. In addition to performance monitoring data, WFP Bangladesh vulnerability and analysis mapping unit publishes a range of regular assessments relating to food security, livelihoods, markets, and climate, in addition to ad-hoc needs assessments and studies. Additionally, the CSPE will be able to draw on the findings of a couple of recent evaluations relating to specific parts of the Bangladesh operation (see annex II). The evaluation team is expected to do a thorough desk review of available secondary evidence in the inception stage to inform evaluation questions and the choice of data collection and analysis methods.
50. Other factors may affect the ability of the evaluation team to collect data in the country. The evaluation team will assess these and devise measures to mitigate them if relevant, for example
 - the security situation of the country and its implications for the coverage of field visits during the main mission,
 - other events affecting access, for example seasonal flooding or sudden-onset disasters.

5.2. ETHICAL CONSIDERATIONS

51. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms,²⁵ including ethical use of Artificial Intelligence. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).²⁶ This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
52. The ET should describe how personal data will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.
53. The OEV will ensure that the ET and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Bangladesh CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.²⁷
54. All members of the ET will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical

²⁵ For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

²⁶ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

²⁷ "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evalund/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

conduct in evaluation, the ET will also commit to signing a Confidentiality, Internet and Data Security Statement.²⁸

55. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the ET should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

5.3. QUALITY ASSURANCE

56. The WFP evaluation quality assurance system (EQAS) sets out processes with steps for quality assurance (QA) and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the ET. This QA process does not interfere with the views or independence of the ET but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The ET will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
57. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough QA review by the evaluation company in line with the WFP EQAS prior to submission of the deliverables to Office of Evaluation (OEV). This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. It is therefore essential that the evaluation company foresees sufficient resources and time for this QA.
58. The Office of Evaluation will conduct its own QA of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The (Deputy) Director of OEV must approve all evaluation deliverables. A total of three rounds of comments between the QA1 and QA2 is deemed acceptable.
59. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

²⁸ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

60. The evaluation is structured in five phases summarized in Table 3 below. The ET will be involved in phases 2 to 5 of the CSPE. A more detailed timeline will be developed at the inception phase. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used to inform the new CSP for Bangladesh.

| Table 3: Summary timeline – key evaluation milestones | | |
|---|-------------------------------|--|
| Main phases | Timeline | Tasks and deliverables |
| 1.Preparation | November/December 2025 | Final ToR Summary ToR Evaluation team and/or firm selection & contract |
| 2. Inception | March 2026 | HQ briefing |
| | April | Inception mission |
| | June 2026 | Final Inception report |
| 3. Data collection | July-August 2026 | Evaluation mission and data collection Exit debriefing |
| 4. Reporting | Mid-Sept 2026 | Analysis workshop (evaluation team plus, evaluation manager attendance subject to team agreement) - 2 days Preliminary findings debrief (3 weeks after the exit debriefing) |
| | November 2026 | Report drafting |
| | December 2026 | Stakeholder workshop |
| | Dec/Jan 2026 | Final evaluation report approved by DDoE |
| 5. Dissemination | Jan – Feb 2027 | Summary evaluation report drafted by the EM |
| | Mar 2027 | Management response and Executive Board preparation Wider dissemination |

6.2. EVALUATION TEAM COMPOSITION

61. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced ET of **up to five consultants** with relevant expertise - including a **team leader (an international senior evaluator), two senior thematic experts, 1 medium level evaluator** and a **data analyst**.
62. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (the national consultant should be a Bengali speaker) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in

English. The ET should have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The ET should have good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food, cash, and technical assistance modalities.

Table 4: Summary of evaluation team and areas of expertise required

| Areas of CSPE | Expertise required |
|----------------------------------|--|
| Team Leadership | <p>Minimum requirements</p> <ul style="list-style-type: none"> • Team management, supervision, coordination, planning, ability to resolve problems and deliver on time. • Strong presentation and interpersonal skills. • Excellent report writing and analytical skills. • Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, joint programmes, organisational positioning, and nexus dynamics, including with UN organizations. • Experience with applying mixed-methods and theory-based evaluation approaches, reconstruction, and use of theories of change. • Strong ability to navigate cultural and political sensitivities, and strong understanding the complexity of the relation between UN and member states. • Demonstrated experience in expertise in one of the areas of the CSP – social protection, Country Capacity Strengthening, Food Systems, Resilience programming, or humanitarian assistance. <p>Desirable</p> <ul style="list-style-type: none"> • Previous experience leading or conducting WFP evaluations. |
| Senior thematic expertise | <ul style="list-style-type: none"> • Humanitarian assistance response; • Nutrition-sensitive social safety net programmes; • Resilience/livelihoods/food systems; • Country Capacity Strengthening. <p>Other technical expertise needed in the team:</p> <ul style="list-style-type: none"> • Interagency coordination and response mechanisms and UN systems; • Supply chain service provision in humanitarian contexts and experience in evaluating provision of common services to humanitarian and development partners (including governments); • Humanitarian Principles and Protection; • Accountability to Affected Populations. |
| Medium level evaluator | <p>Minimum requirements</p> <ul style="list-style-type: none"> • Expertise in one or more of the technical areas above; • In-depth knowledge of the political, economic and social context in Bangladesh; • Proven experience in conducting data collection, including interviews and focus group discussions, for evaluations or assessments. • Fluency in English. <p>Desirable</p> <ul style="list-style-type: none"> • Experience working with UN agencies. |

| Areas of CSPE | Expertise required |
|--|---|
| Data analyst | <p>Minimum requirements</p> <ul style="list-style-type: none"> • Relevant understanding of research and analysis requirements for evaluation of country strategic plans/programmes with large and complex portfolios; • Ability to provide qualitative and quantitative research support to ET including designing surveys; analysis of M&E data; data cleaning and analysis; contributing to report writing, proofreading, and note taking. • Proficiency in use of Excel for data analysis and visualization. <p>Desirable</p> <ul style="list-style-type: none"> • Previous experience with WFP evaluation(s). |
| Quality assurance and editorial expertise | <p>Minimum requirements</p> <ul style="list-style-type: none"> • Experience in evaluations in humanitarian and development contexts. • Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries). • Experience in quality assurance of written technical reports and briefs. <p>Desirable</p> <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention. • Previous experience with WFP evaluation(s). |

6.3. ROLES AND RESPONSIBILITIES

63. This evaluation is managed by the WFP OEV. Catrina Perch has been appointed as evaluation manager (EM). The EM has not worked on issues associated with the subject of evaluation. He is responsible for drafting the ToR; selecting and contracting the ET; preparing and managing the budget; setting up the internal reference group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level QA of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Alexandra Chambel, Senior Evaluation Officer, will provide second-level QA. The Director of Evaluation or Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2027.
64. An internal reference group (IRG) composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the ET. The country office will facilitate the evaluation team's contacts with stakeholders in Bangladesh; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Bakri Osman has been nominated the WFP country office focal point and will assist in communicating with the EM and ET and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the ET or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. SECURITY CONSIDERATIONS

65. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the ET, and for making adequate arrangements for evacuation for medical or

insecurity reasons. However, to avoid any security incidents, the EM will ensure that the WFP Bangladesh country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The ET must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

6.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

66. A communication and knowledge management plan will be developed by the EM in consultation with the ET and the Country Office during the inception phase. The ET will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.
67. The summary evaluation report (SER) along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2027. The final evaluation report will be posted on the public WFP website and the OEV will ensure dissemination of lessons through the annual evaluation report.

6.6 THE PROPOSAL

68. Considerations for the preparation of the financial offer:
 - In-country inception mission - budget for 5 working days plus travel days for the Team Leader only.
 - Evaluation data collection mission and exit debriefing – budget for 3 weeks plus travel days for the evaluation team (Team Leader and senior thematic expert(s)).
 - Should translators/ interpreters be required for data collection including virtual interviews, the evaluation firm will make arrangements and include the cost in the budget proposal.
 - Analysis workshop 2 days (in person) for core team members should be budgeted.
 - Stakeholder workshop to be held in Dhaka - budget for 4 working days plus travel days for the Team Leader only.
 - While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.
 - Proposals should build in sufficient flexibility to deal with possible risks e.g., natural disasters or flare-up of civil unrest / conflict.

All evaluation products will be produced in English.

69. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annexes

Annex 1: Overview of Performance data Availability

| Table 1: Country Strategic Plan Bangladesh (2022-2026) logframe analysis | | | | |
|---|--------------------------------|--------------------|--------------------------|-------------------|
| Logframe version | | Outcome indicators | Cross-cutting indicators | Output indicators |
| CRF 2017-2021 v 1.0 | Total nr. of indicators | 31 | 9 | 52 |
| CRF 2022-2025 v 1.0 | New indicators | 0 | 15 | 43 |
| | Discontinued indicators | 0 | -9 | -49 |
| | Total nr. of indicators | 31 | 15 | 46 |
| v 2.0 | New indicators | 4 | 0 | 13 |
| | Discontinued indicators | -1 | 0 | 0 |
| | Total nr. of indicators | 34 | 15 | 59 |
| v 3.0 | New indicators | 18 | 4 | 9 |
| | Discontinued indicators | 0 | -1 | 0 |
| | Total nr. of indicators | 52 | 18 | 68 |
| Total number of indicators that were included across all logframe versions | | 30 | 0 | 46 |

| Table 2: CSP Bangladesh (2022-2027) annual performance reporting | | ACR 2022 | ACR 2023 |
|--|--|-----------|-----------|
| Outcome indicators | Total number of indicators in applicable logframe | | |
| Baselines | Nr. of indicators with any baselines reported | 26 | 31 |
| Year-end targets | Nr. of indicators with any year-end targets reported | 26 | 33 |
| CSP-end targets | Nr. of indicators with any CSP-end targets reported | 26 | 29 |
| Follow-up | Nr. of indicators with any follow-up values reported | 25 | 32 |
| Cross-cutting indicators | Total number of indicators in applicable logframe | | |

| | | | |
|--------------------------|--|-----------|-----------|
| Baselines | Nr. of indicators with any baselines reported | 6 | 6 |
| Year-end targets | Nr. of indicators with any year-end targets reported | 6 | 5 |
| CSP-end targets | Nr. of indicators with any CSP-end targets reported | 7 | 6 |
| Follow-up | Nr. of indicators with any follow-up values reported | 6 | 2 |
| Output indicators | Total number of indicators in applicable logframe | | |
| Targets | Nr. of indicators with any targets reported | 40 | 54 |
| Actual values | Nr. of indicators with any actual values reported | 40 | 50 |

Annex 2: List of relevant Previous Evaluations and Audits

Centralized Evaluations

2021 Evaluation of Bangladesh WFP Country Strategic Plan 2016-2019

Decentralized Evaluations

2024 Evaluation of WFP's contribution to market systems in South Sudan and Bangladesh 2018 to 2022

2021 End-Term Evaluation of WFP School-Feeding USDA McGovern Dole Grant 2017-2020

2022 Baseline Study of WFP School-Feeding Programme for USDA McGovern-Dole Grant

Reviews/Studies

2024 Joint World Bank-WFP: Impact of food ration cuts on the displaced Rohingya population in Cox's Bazar

2024 Refugee Influx Emergency Vulnerability Assessment (REVA-7) Report

2023 World Bank-WFP: Food assistance in the Rohingya crisis: An evaluation of fresh food corners scale-up in Cox's Bazar refugee camps

2022 Refugee Influx Emergency Vulnerability Assessment (REVA-5) Technical Report

Audits

Internal Audit Report of WFP Operations in Bangladesh - December 2023

Internal Audit of WFP Operations in Bangladesh - October 2021

Annex 3: Acronyms

| | |
|---------------|---|
| BR | Budget Revision |
| CO | Country Office |
| COVID | Corona Virus Disease |
| CSP | Country Strategic Plan |
| CSPE | Country Strategic Plan Evaluation |
| EM | Evaluation Manager |
| ET | Evaluation Team |
| FAO | Food and Agriculture Organization |
| FLA | Field Level Agreement |
| GAIN | Global Alliance for Improved Nutrition |
| GDP | Gross Domestic Product |
| IOM | International Organization for Migration |
| IPC | Integrated Phase Classification |
| NGO | Non-Governmental Organizations |
| OEV | Office of Evaluation |
| QA | Quality Assurance |
| RB | Regional Bureau |
| SDG | Sustainable Development Goals |
| SO | Strategic Outcome |
| SUN | Scaling Up Nutrition |
| UNCT | United Nation Country Team |
| UNDP | United Nations Development Programme |
| UNHCR | United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| WFP | World Food Programme |

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70
00148 Rome, Italy
T +39 06 65131 wfp.org