

Evaluation of Bangladesh WFP Country Strategic Plan 2022-2027

Summary Terms of Reference



The Bangladesh Country Strategic Plan Evaluation (CSPE) will cover the entirety of WFP activities during the CSP period (2022-2027). Its purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, particularly for developing WFP's future engagement in Bangladesh; 2) to ensure accountability for results to WFP stakeholders.

Subject and focus of the evaluation

In November 2021, WFP's Executive Board approved the Bangladesh CSP for 2022-2026, subsequently extending it to 2027 to align with the United Nations Sustainability Development Cooperation Framework (UNSDCF) (2022-2027). The overarching aim of the CSP was to support the Government of Bangladesh in achieving SDG 2 and 17. The CSP focuses on: 1) crises response with a particular focus on the Rohingya refugees; 2) strengthening country capacities in shock-responsive and nutrition-sensitive social safety nets and resilience-building programmes, and planning for, managing and mitigating the impact of climate change-induced hazards and other shocks. In 2024, through a budget revision, WFP adjusted the CSP to respond to the evolving needs and government request.

In 2024, WFP revised the CSP budget to respond to evolving needs and government requests. The original 2022-2026 CSP had a planned cost of USD 1.62 billion (76 percent allocated to crisis response under Activity 1), targeting 2.58 million beneficiaries. Following the August 2024 revision, the planned number of beneficiaries increased by 195,000 due to the scale-up of the urban social safety net programme. However, the Needs-Based Plan was reduced to USD 1.56 billion, due to the phase-out of the Logistics and Emergency Telecommunications sectors. This shift reflected stronger local capacity and reduced gaps in common services.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection, and accountability to affected populations.

The evaluation will adopt standard United Nations Evaluation Group (UNEG) and Organisation for Economic Co-operation and Development /Development Assistance Committee (OECD/DAC) evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability for results to stakeholders and evidence generation for learning to inform future country-level strategic and programming decisions.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Bangladesh Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2027.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: 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?

The evaluation will assess:- **a)** whether the design and adaptation of the CSP was 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; **b)** whether WFP engaged and aligned with national and sub-national actors in responding to the needs of crisis affected (including refugees) and other vulnerable populations; and

c) whether the CSP internally adapted to respond to humanitarian and emergency needs.

QUESTION 2: What is the extent of WFP's CSP contribution to food security, nutrition and resilience outcomes of crisis affected and vulnerable populations in Bangladesh?

The evaluation will assess:- **a)** the extent to which WFP delivered expected CSP food security, nutrition and resilience outputs and outcomes; **b)** whether the CSP adopted and integrated food systems and nutrition-sensitive approaches, as well as digital innovation; **c)** whether WFP contributed to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations); **d)** whether the results of the CSP are likely to be sustainable beyond WFP's support.

QUESTION 3: To what extent has WFP used its resources efficiently towards achievement of CSP outputs and strategic outcomes? The evaluation will assess: - **a)** whether outputs and outcomes were delivered within the intended timeframe; **b)** the extent to which coverage, scale-up, modalities, targeting, and other CSP implementation decisions were operationally cost-efficient; **c)** whether WFP ensured goods and services were procured with cost-efficient (economy) considerations.

QUESTION 4: What are the critical factors, internal and external to WFP, explaining performance and results?

The evaluation will assess: - **a)** whether WFP has been able to mobilize adequate, predictable and flexible resources to finance the CSP; **b)** whether WFP used 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; **c)** the extent to which factors such as programme integration, human resources, innovation, evidence use, and other factors, affected WFP in the implementation and performance of the CSP.

Additional learning areas will be identified and further finetuned at inception phase to ensure they are included in the evaluation matrix.

Scope, methodology and ethical considerations

The unit of analysis is the CSP approved in November 2021, including subsequent budget revisions. The evaluation covers all WFP activities from 2021 to mid-2026, including pre-CSP activities, to assess the extent of strategic shifts introduced by the CSP.

A theory-based approach and mixed methods will be applied, drawing on primary and secondary data sources (desk review, key informant interviews, surveys, and focus group discussions).

The evaluation will adhere to WFP and UNEG ethical guidelines (2020), ensuring informed consent, data

privacy, confidentiality, anonymity, cultural sensitivity, fair recruitment (including women and socially excluded groups), and safeguarding participants and communities from harm.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise and evaluation experience related to the Bangladesh CSPE (i.e. humanitarian assistance response; nutrition-sensitive social safety net programmes; resilience/livelihoods/food systems; and country capacity strengthening).

OEV EVALUATION MANAGER: The evaluation will be managed by Catrina Perch, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. The Research Analyst for evaluation will be Alessandro Cassinadri. Second level quality assurance will be provided by Alexandra Chambel, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant service areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final versions of all evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Asia and Pacific Regional Office (APARO), and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in September /October 2026 to inform the new CSP design process. A country stakeholder workshop will be held in December 2026 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: March-June 2026

Data collection: August 2026

Debriefing: September 2026

Reports: September-November 2026

Stakeholder Workshop: December 2026

Executive Board: November 2027