



Distribution: General
Date: 4 October 2021
Original: English

Agenda item 7
WFP/EB.2/2021/7-A/1
Operational matters – Country strategic plans
For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft Bangladesh country strategic plan (2022–2026)

Duration	January 2022–December 2026
Total cost to WFP	USD 1,620,221,970
Gender and age marker*	3

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

Bangladesh will graduate from the least-developed country category during the period of this country strategic plan, having made significant progress towards zero hunger: the country is self-sufficient in production of rice, meat and fish and is on track to meet high-level targets for reduced stunting and wasting.

Nevertheless, Bangladesh faces an emerging “triple burden” of malnutrition. Interventions are required throughout food systems to enhance the availability of, access to and utilization of nutritious diets. Despite the progress towards gender equality evidenced in women’s participation in the garment sector, progressive legislation and policies and near parity in primary education, gender inequality persists, with an array of consequences for food security and nutrition.

The coronavirus disease 2019 pandemic has created a new group of poor and vulnerable Bangladeshis, disproportionately in urban areas, and may result in increases in poverty, inequality, early marriage and malnutrition. The pandemic comes at a time when severe climate-induced shocks, including historic flooding and cyclones, already call for urgent action. Shock-responsive social protection is increasingly recognized as a crucial intervention for meeting these challenges.

Focal points:

Mr J. Aylieff
Regional Director
Asia and the Pacific
email: john.aylieff@wfp.org

Mr R. Ragan
Country Director
email: richard.ragan@wfp.org

The situation of the Rohingya refugees remains concerning. Refugees' food insecurity and economic vulnerability increased slightly in 2020 compared with 2019. The latest refugee influx emergency vulnerability assessment by WFP finds that 96 percent of the Rohingya refugees in Bangladesh would be unable to meet basic needs without assistance. The situation reflects a continued need for assistance, and calls for a comprehensive approach that considers social cohesion, the protection-related needs of the refugee population and sustainable solutions for the Rohingya refugees and the Bangladeshi communities affected by the crisis.

This country strategic plan is aligned with the United Nations sustainable development cooperation framework for Bangladesh for 2022–2026 and the eighth five-year plan (covering the period July 2020–June 2025) of the Government of Bangladesh. It is informed by the recommendations of an independent evaluation of the country strategic plan for 2017–2021 and consultation with key stakeholders. It will contribute to Strategic Results 1, 2, 4 and 8 of the WFP Strategic Plan (2017–2021) and Sustainable Development Goals 2 and 17 through four strategic outcomes:

- Strategic outcome 1: Populations affected by crisis in Bangladesh are able to meet basic food, nutrition and other essential needs during and after crises.
- Strategic outcome 2: By 2026, the nutrition needs of women, children and vulnerable groups in Bangladesh are met through national institutions that have enhanced capacities to design and implement gender- and nutrition-sensitive social safety net programmes.
- Strategic outcome 3: By 2026, vulnerable communities in Bangladesh are more resilient to shocks and natural disasters owing to enhanced national disaster management capacity and flexible nutrition- and gender-sensitive social safety net programmes.
- Strategic outcome 4: Vulnerable crisis-affected populations in Bangladesh benefit from enhanced coordination and improved common services during and after crises.

To contribute to these strategic outcomes, WFP will adopt four cross-cutting themes: country capacity strengthening, food systems, nutrition and digital innovation. Achievement of the strategic outcomes will be supported by strong partnerships with the Government of Bangladesh at all levels, close coordination with United Nations partners, and continued engagement of civil society, international financial institutions, donors, research partners and the private sector.

Draft decision*

The Board approves the Bangladesh country strategic plan (2022–2026) (WFP/EB.2/2021/7-A/1) at a total cost to WFP of USD 1,620,221,970.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Bangladesh was among the fastest-growing major economies prior to the onset of the coronavirus disease 2019 (COVID-19) pandemic, with gross domestic product (GDP) growth of 8.2 percent in 2019, which is now projected to fall to only 5.1 percent for 2022.¹ The country is expected to graduate from the least-developed country category during the period of this country strategic plan (CSP).
2. Sustained economic growth has enabled reductions in poverty, food insecurity and child mortality and resulted in near-universal primary school enrolment and increased secondary school enrolment.
3. Inequalities, however, are increasing. The Gini coefficient increased from 0.458 in 2010 to 0.483 in 2016.² The socioeconomic impact of COVID-19 has exacerbated existing vulnerabilities and created a group of “new poor” living in urban areas, with people working in the informal sector and households headed by women particularly vulnerable.³
4. Bangladesh is among the most densely populated countries, with natural disasters, erosion, landlessness and unemployment accelerating migration to cities. About a third of the population – 55 million people – live in cities. This figure is expected to reach 100 million by 2050.⁴ Poverty reduction in urban areas is slower than in rural areas.⁵
5. Bangladesh is exceptionally vulnerable to natural hazards, including those caused by climate change, with economic loss to disasters equivalent to 1.3 percent of GDP.⁶ Most of the population lives in areas that are prone to natural hazards: the Bangladesh Delta Plan 2100 estimates that only 10 percent of the population lives in relatively hazard-free areas.
6. Bangladesh has progressed in gender equality and ranks 65th in the Global Gender Gap Index.⁷ Women are represented in Government and have entered the labour force in millions, many in the garment industry. Girls have near parity with boys in primary school. Nevertheless, major concerns remain for women and girls, including lack of economic empowerment, low secondary educational attainment and sexual and gender-based violence. Bangladesh is among the top ten countries in rates of early marriage, the risk of which may increase owing to the COVID-19 pandemic.⁸ This limits women’s decision-making power, increases their vulnerability to violence, contributes to a lower secondary school completion rate for girls and is a major cause of poor mother-and-child nutrition outcomes. Most Bangladeshis (69 percent) have an account with a financial institution or through mobile money arrangements⁹ and mobile money platforms are transforming the private sector and social protection systems. However, only 61 percent of women own a mobile

¹ World Bank. 2021. [Global Economic Prospects, June 2021](#).

² Bangladesh Bureau of Statistics. 2018. [Statistical Pocket Book: Bangladesh 2017](#).

³ Power and Participation Research Center and Brac Institute of Governance and Development. 2020. [PPRC-BIGD Rapid Response Survey: Livelihoods, Coping and Recovery During COVID-19 Crisis](#).

⁴ Bangladesh Bureau of Statistics. 2018. [Statistical Pocket Book: Bangladesh 2017](#).

⁵ Shahan, A. M. and Saiful Islam, A. H. M. 2020. *Update of the Strategic Review of Food Security and Nutrition in Bangladesh*. (Publication pending.)

⁶ General Economics Division, Bangladesh Planning Commission. 2020. [Sustainable Development Goals: Bangladesh Progress Report 2020](#).

⁷ World Economic Forum. 2021. [Global Gender Gap Report 2021](#).

⁸ United Nations. 2021. *United Nations Sustainable Development Cooperation Framework for Bangladesh (2022–2026)*. (Publication pending.)

⁹ General Economics Division, Bangladesh Planning Commission. 2020. [Sustainable Development Goals: Bangladesh Progress Report 2020](#).

phone compared with 86 percent of men,¹⁰ suggesting a gap in women's digital and financial inclusion.

7. The Government is committed to addressing barriers to inclusive development. The eighth five-year plan presents the policy directions for reducing inequalities and promoting an inclusive society.¹¹
8. Successive waves of Rohingya people have been forcibly displaced from Myanmar into Cox's Bazar district of Bangladesh for many years. The arrival of particularly large numbers of refugees in 2017 triggered a complex humanitarian emergency. The refugee population, estimated at 884,000 people, is disproportionately composed of women and girls (52 percent) and children (51 percent).¹² An estimated 15 percent are people with disabilities.¹³ One fifth of refugee households are headed by women.¹⁴ The Rohingya refugees face lack of clarity regarding their status, and an uncertain future as repatriation is explored,¹⁵ as well as protection risks, including limited access to services, resources and livelihood opportunities and limited freedom of movement. Women and girls are at heightened risk of sexual and gender-based violence, and human trafficking and restrictions on their movement limit their access to services. Relocation of some refugees to Bhashan Char, an island in the Bay of Bengal, poses additional challenges. Socioeconomic differences exist between the refugee camps and adjoining Bangladeshi communities, between registered and unregistered refugees, and according to characteristics such as gender and age. This calls for a comprehensive approach that considers the specific needs of the people most affected by the crisis, contributes to social cohesion and addresses the impacts on the environment, natural resources and public services.

1.2 Progress towards the 2030 Agenda for Sustainable Development

9. The Government has integrated the Sustainable Development Goals (SDGs) into the eighth five-year plan. A national SDG monitoring system adopts many global SDG indicators. The costs of achieving the SDGs are projected at USD 928 billion.¹⁶
10. The United Nations sustainable development cooperation framework for Bangladesh for 2022–2026 (UNSDCF) finds that Bangladesh is at a critical point in its development: poverty and hunger have declined and the country could benefit from a “demographic dividend” if the necessary time-sensitive investments are made in education, health and nutrition. Nevertheless, it continues to face inequality, including gender inequality, and growing risks from climate change. Shock-responsive social protection is recognized as a tool for realizing sustainable development.

¹⁰ Global System for Mobile Communications (GSMA). 2020. [The Mobile Gender Gap Report 2020](#).

¹¹ General Economics Division, Bangladesh Planning Commission. 2020. [Eighth Five Year Plan, July 2020–June 2025: Promoting Prosperity and Fostering Inclusiveness](#).

¹² Inter Sector Coordination Group. [2021 Joint Response Plan – Rohingya Humanitarian Crisis, January–December 2021](#).

¹³ WFP. 2021. [Refugee influx Emergency Vulnerability Assessment \(REVA 4\)](#). Note that the assessment does not ask about disabilities, it asks about difficulties in performing day-to-day activities, based on the Washington Group Short Set of Questions.

¹⁴ Ibid.

¹⁵ A small population of Rohingya people, referred to as “registered refugees”, have refugee status. The Government refers to the unregistered Rohingya population as “forcibly displaced Myanmar nationals” (FDMN). This document refers to the registered refugee population and the FDMN population together as the “Rohingya refugees”, following the term used by United Nations partners.

¹⁶ General Economics Division, Bangladesh Planning Commission. 2017. [SDGs Financing Strategy: Bangladesh Perspective](#).

1.3 Progress towards SDGs 2 and 17

Progress on SDG 2 targets

11. *Access to food.* Bangladesh has achieved food self-sufficiency in terms of meeting its population's calorie needs.¹⁷ During the period 2017–2019, the prevalence of moderate food insecurity was 31.5 percent, while the prevalence of severe food insecurity was 13 percent.¹⁸ Women and girls are disproportionately affected by food and nutrition insecurity owing to gender norms that often leave them eating last and least.
12. Food insecurity continues to exist in pockets of poverty across the country: in areas exposed to climate-change-related natural hazards, among vulnerable people in specific geographic zones and in urban slums. The COVID-19 pandemic has decreased access to sufficient quantities and qualities of food and negatively affected the affordability of nutritious diets, especially for the urban poor.
13. *End malnutrition.* Bangladesh is on track to reach the World Health Assembly target of 40 percent reduction in the number of stunted children and the World Health Organization's 5 percent target for wasting earlier than expected, but undernutrition remains a concern, especially for women and children. Stunting in children under 5 declined from 51 percent in 2004 to 28 percent in 2019, while wasting declined from 15 percent to 9.8 percent in the same period.¹⁹ Close to one fifth of women are underweight.²⁰
14. Micronutrient deficiencies in women and girls of reproductive age and children are critical, with high levels of anaemia among women and girls of reproductive age (36.7 percent), pregnant women and girls (42.2 percent) and children under 5 (43.1 percent).²¹
15. Simultaneously, the country faces an increase in the levels of adult overweight and obesity, contributing to an emerging triple burden of malnutrition.²²
16. Reflecting regional, income and education disparities, children from urban slums and poverty-prone areas are more likely to be undernourished, as are children and women in the lower income quintiles and children whose mothers did not complete secondary education.
17. *Smallholder productivity and incomes.* Two thirds of the rural population depend on agriculture. Despite sustained economic growth across sectors, agricultural growth has slowed and the contribution of agriculture to GDP has declined.²³ Arable land is being lost to encroaching urbanization and extreme weather conditions, making smallholders vulnerable to food insecurity and malnutrition.
18. *Sustainable food systems.* Food loss and waste are estimated at more than 15 percent of production.²⁴ Concerns over food safety and quality are growing, especially in urban areas. Rising stress on the limited resources available to feed an expanding population,

¹⁷ Bangladesh, Finance Division, Ministry of Finance. 2018. [Bangladesh Economic Review 2018](#).

¹⁸ FAO, IFAD, UNICEF, WFP and WHO. 2020. [The State of Food Security and Nutrition in the World 2020](#).

¹⁹ Bangladesh Bureau of Statistics and United Nations Children's Fund. 2019. [Multiple Indicator Cluster Survey 2019: Survey Findings Report](#).

²⁰ National Institute of Population Research and Training, Ministry of Health and Family Welfare. 2014. [Bangladesh Demographic and Health Survey 2014](#).

²¹ World Health Organization. 2017. [World Health Statistics 2017: monitoring health for the SDGs, Sustainable Development Goals](#).

²² NCD Risk Factor Collaboration. 2017. <https://ncdrisc.org/country-profile.html>.

²³ Shahan, A. M. and Saiful Islam, A. H. M. 2020. *Update of the Strategic Review of Food Security and Nutrition in Bangladesh*. (Publication pending.)

²⁴ General Economics Division, Bangladesh Planning Commission. 2020. [Sustainable Development Goals: Bangladesh Progress Report 2020](#).

exacerbated by a multi-nodal, fragmented supply chain for processed foods, increases food safety and quality risks. Disruptions to food supply chains during the COVID-19 pandemic point to fragility in these systems.

Progress on SDG 17 targets

19. *Capacity strengthening.* Bangladesh can increasingly finance safety net programming. The national social security strategy of Bangladesh for 2015–2025 (NSSS) lays out an ambitious plan for increased efficiency and effectiveness of social safety nets, but there are challenges to achieving these ambitions in terms of capacity.
20. *Policy coherence.* The Government prioritizes food security and nutrition through a multisectoral approach, as outlined in section 2.2 below, led by the Cabinet Division and the Bangladesh National Nutrition Council.
21. *Resourcing diversification.* Economic growth, along with significant remittance flows and foreign direct investment, fuels Bangladesh's development. The eighth five-year plan calls for coherent, predictable aid flows, moving away from fragmented project-based resourcing, and includes a commitment to increase the budget allocation for safety nets.
22. *Enhancement of global partnerships.* Bangladesh has a proven record in disaster management, which is coordinated by a government-led cluster system. There is a need for improved capacity to mitigate the effects of shocks through pre-emptive measures, including flexible financing instruments, adaptive information systems and institutional arrangements.

1.4 Hunger gaps and challenges

23. Despite decades of poverty reduction, 10 percent of the population still live in extreme poverty.²⁵ Disparities exist among socioeconomic groups, between urban and rural areas and regionally. Migration of food insecure rural people is shifting the brunt of food insecurity to urban centres, where food systems are weak.
24. Poor nutrition status in childhood has consequences throughout the lifecycle. Meeting the higher nutrition requirements of children, especially adolescent girls, is costly relative to the requirements of other household members.²⁶ School-based health and nutrition programming is a recognized approach to addressing these challenges while delivering complementary interventions to curb early marriage and improve gender equality and education outcomes.
25. A mid-term review of the NSSS highlights slow progress in safety net reforms. Low coverage, inclusion and exclusion errors and rigid programmatic and financing criteria prevent programmes from reaching the people most at risk. Inclusion of vulnerable groups in urban areas and evidence-based policymaking are also noted as areas for improvement. Coverage of safety nets for nutritionally vulnerable children during early childhood is low.²⁷
26. The COVID-19 pandemic has had impacts across the economy, especially on the garment sector, an engine of macroeconomic growth and jobs for rural migrants that employs 4 million workers, 65 percent of whom are women.²⁸ The pandemic has created an

²⁵ General Economics Division, Bangladesh Planning Commission. 2020. [Sustainable Development Goals: Bangladesh Progress Report 2020](#).

²⁶ WFP. 2019. [Fill the Nutrient Gap: Bangladesh Concise Report](#).

²⁷ General Economics Division, Bangladesh Planning Commission. 2020. [Midterm Progress Review on Implementation of the National Social Security Strategy](#).

²⁸ United Nations Entity for Gender Equality and the Empowerment of Women. 2020. [COVID-19 Bangladesh Rapid Gender Analysis](#).

estimated 12 million “new poor”.²⁹ More severe impacts are forecast in urban areas than in rural areas.³⁰ Urban areas also face pre-existing challenges: social protection programming for the urban poor has seen less progress than other programming under the NSSS,³¹ and 47 percent of the urban population lives in slums.³² Workers in the informal sector (85 percent of total employment) face a lack of reliable wages and employment protections.³³ The pandemic also threatens to reverse hard-won gains in nutrition.³⁴

27. A Fill the Nutrient Gap analysis conducted in 2019 found that at least one in eight households cannot afford a nutritious diet that meets the macronutrient and micronutrient needs of all household members and reflects optimal food choices.³⁵ Diets in Bangladesh are dependent on rice to meet calorie needs. Consumption of fruits, vegetables and dairy products is limited by barriers that include the accessibility of ready-to-eat processed foods that are cheap and calorie-rich but micronutrient-poor. Availability, affordability, food culture and preferences, knowledge and differences in individuals’ decision-making power contribute to low consumption of nutritious diets.
28. Prior to the major 2017 arrival of refugees, Bangladeshis in Cox’s Bazar were already lagging in their food security and nutrition status. Subsequent assessments, including the refugee influx emergency vulnerability assessments and the standardized monitoring and assessment of relief and transition (SMART) survey, found that the situation in refugee camps has somewhat stabilized owing to continued assistance. Nonetheless, the food security and nutrition situation of the refugees and adjoining Bangladeshi communities remains fragile. Socioeconomic challenges such as poverty, illiteracy and constrained livelihood opportunities continue to present serious protection, food security and nutrition concerns, including lack of access to services, negative coping mechanisms, harassment and discrimination (especially against women) and the risk of violence and exploitation.
29. In Cox’s Bazar, food insecurity and economic vulnerability increased slightly in 2020 compared with 2019 owing to several causes, including the COVID-19 pandemic, limited coping capacity and livelihood opportunities. The fourth round of the refugee influx emergency vulnerability assessment found that without assistance, 96 percent of Rohingya would be unable to meet basic needs, an increase from 92 percent in 2019. Even with assistance, most Rohingya (62 percent) still engage in crisis or emergency livelihood coping strategies, including reduced non-food spending and sale of their assistance rations.³⁶ Food consumption outcomes for refugees did not significantly differ by gender of the household head. In the host community, acceptable food consumption was lower in households headed by women (60 percent) than in households headed by men (68 percent).³⁷ The Fill the Nutrient Gap analysis found limited affordability of a nutritious diet that meets all macro- and micronutrient needs for all household members throughout the life cycle.

²⁹ United Nations. 2021. *United Nations Sustainable Development Cooperation Framework for Bangladesh (2022–2026)*. (Publication pending.)

³⁰ Madhumitha Hebbar, Solaiman Muhit and Marta Marzi. 2021. “Towards shock-responsive social protection systems: lessons from the COVID-19 response in Bangladesh”. *Shock-responsive social protection responses during COVID-19*. Oxford Policy Management, Oxford.

³¹ Ibid.

³² United Nations Human Settlement Programme. [Urban Indicators Database](#).

³³ General Economics Division, Bangladesh Planning Commission. 2020. [Sustainable Development Goals: Bangladesh Progress Report 2020](#).

³⁴ Power and Participation Research Center and Brac Institute of Governance and Development. 2020 [PPRC-BIGD Rapid Response Survey: Livelihoods, Coping and Recovery During COVID-19 Crisis](#).

³⁵ WFP. 2019. [Fill the Nutrient Gap: Bangladesh Concise Report](#).

³⁶ WFP. 2021. [Refugee influx Emergency Vulnerability Assessment \(REVA 4\)](#).

³⁷ Ibid.

- Almost no Rohingya households can afford a diet meeting all nutrient needs for all household members, even with assistance.
30. The nutrition situation in the refugee camps improved between 2017 and 2020 as a result of the scale-up and integration of nutrition, food assistance, water, sanitation and hygiene and health services. Global acute malnutrition prevalence has fallen below the World Health Organization “emergency” threshold (<15 percent) but the nutrition situation remains serious: the 2020 SMART survey found a global acute malnutrition prevalence of 11 percent, indicating a serious public health concern, with younger children (age 6–23 months) more prone to acute malnutrition and a higher prevalence observed among boys than girls. Stunting prevalence remains very high (34 percent) among children age 6–59 months, indicating a very high public health concern according to World Health Organization standards.³⁸ The latest data on anaemia, from 2019, indicate that micronutrient deficiency is also a problem, with a prevalence of anaemia of 37 to 42 percent among children age 6–59 months across the camps,³⁹ classified as a “high” public health concern according to World Health Organization standards and warranting continued nutrition support.
 31. For the Cox’s Bazar operation, measures for enhancing the consumption of diverse nutritious foods include the transfer of refugees to cash-based transfers with strong local market linkages that benefit the incomes of Bangladeshi community members; expansion of safety nets for vulnerable Bangladeshis; social and behaviour change communication (SBCC) focusing on addressing known barriers to adequate infant and young child feeding; inclusion of fortified rice in programming; and multisectoral advocacy for food and nutrition security, in line with recommendations from the Fill the Nutrient Gap analysis and national priorities for social protection.

2 Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

32. *Refugee operation.* The 2017 refugee influx necessitated adaptation of the CSP (2017–2021) and an expanded operation. The evaluation of the CSP found that every Rohingya refugee had benefited consistently from WFP assistance, that WFP had had a comparative advantage in acting quickly and at scale and that key stakeholders valued the reliability and efficiency of WFP.
33. *National school meals policy.* WFP and the Government have partnered on school feeding since 2001. The Government plans to scale up the school feeding programme gradually, in line with national policy. Developed with technical support from WFP, the policy includes minimum standards for the nutrient content of school feeding assistance and envisions reaching all 16 million pre-primary and primary schoolchildren in the Government’s schools.
34. *Social safety nets.* WFP has supported improvements to nutrition-sensitive government safety nets that reach millions of Bangladeshis. An example is support provided to the Ministry of Women and Children Affairs for improvements to the mother and child benefit programme, which targets vulnerable pregnant women and households with children under 4 with a cash transfer and nutrition SBCC modules.

³⁸ Action Against Hunger. 2021. *Emergency Nutrition Assessment Final Report Makeshift Camps, Nayapara and Kutupalong Registered Rohingya Refugee Camps: Cox’s Bazar, Bangladesh, 21 November – 19 December 2020*. (Publication pending. Preliminary results, which have not changed, are available at https://fscluster.org/sites/default/files/documents/preliminary_findings_smart_survey_nov_dec_2020_final.pdf).

³⁹ Action Against Hunger. 2020. *Emergency Nutrition Assessment Final Report - Nayapara and Kutupalong Registered Rohingya Refugee Camps and Makeshift Settlements: Cox’s Bazar, Bangladesh, 25 September–23 October 2019*.

35. *Anticipatory actions.* This pilot programme allows actors to trigger early warning and early actions and release humanitarian funds for pre-agreed activities based on forecasts of extreme weather. Forecast-based financing is now incorporated into the Government's standing orders on disaster, with the potential for scale-up and links to social protection systems.
36. *Rice fortification.* WFP-led advocacy and technical support have led to the integration of fortified rice into multiple safety nets, reaching 8 million Bangladeshis, and trials of commercial fortified rice.
37. The evaluation of the CSP (2017–2021)⁴⁰ generated six recommendations, all of which have informed the design of this CSP:
- Enhance strategic partnerships.
 - Improve the effectiveness of emergency preparedness, readiness and response mechanisms.
 - Strengthen support for nutrition-sensitive social safety net programmes.
 - Enhance capacity strengthening strategy and interventions.
 - Strengthen gender equality and social inclusion interventions.
 - Strengthen performance management strategy, processes and systems.
38. This CSP develops the WFP portfolio in Bangladesh in a refined, consolidated strategic direction based on lessons from the previous CSP, the CSP evaluation and implementation of the immediate socioeconomic response plan for COVID-19.
39. WFP will strengthen linkages between the response for refugees and programming throughout the country by identifying innovations in the refugee response for potential adoption and scale-up, ensuring complementarity with national safety nets for vulnerable Bangladeshis affected by crises and strengthening internal performance management and learning systems.
40. Enhanced focus on gender, protection, accountability and inclusion issues presents opportunities for scale-up and systematization, building on the success of a complaint and feedback mechanism with inter-agency referral pathways and a disability inclusion action plan.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

41. Priorities in Bangladesh's eighth five-year plan include eliminating extreme poverty; addressing inequalities; tackling climate change impacts, managing disasters and protecting the environment; encouraging women's empowerment and empowering ethnic minorities, marginalized people and people with disabilities; and improving the quality of life in urban areas. The strategic directions adopted by WFP are based on contextual analysis and align with the eighth five-year plan and several national policy instruments:
- The NSSS aims for a social protection system that is inclusive, better mitigates risks and prioritizes the poorest and most vulnerable people.
 - The 2020 national food and nutrition security policy of Bangladesh aims to ensure healthy, nutritious diets by promoting multisectoral programmes with nutrition outcomes.

⁴⁰ The first CSP, covering the period 2017–2020, was extended by one year to adapt to the COVID-19 pandemic. The extension was not covered by the CSP evaluation.

- The 2015 national nutrition policy and the second national plan of action for nutrition (covering the period 2016–2025) emphasize the importance of a comprehensive, sustainable and multisectoral approach for enhanced nutrition outcomes, including dietary diversity and food fortification. The national strategy on prevention and control of micronutrient deficiencies (covering the period 2015–2024) recognizes fortification as a strategy for reducing micronutrient deficiencies.
 - The Ministry of Food and the Ministry of Women and Children Affairs have adopted guidelines on using fortified rice in food-based programmes and have requested technical assistance from WFP.
 - The 2010 national education policy recognizes the necessity of providing school meals to improve the quality of education.
 - The 2015 national disaster management policy and standing orders on disaster define the framework for disaster risk management and emergency response. The Government plans to incorporate innovative measures to improve these instruments, particularly by adopting anticipatory actions.
42. The Government leads the humanitarian response in Cox's Bazar through the national task force established by the 2013 national strategy on Myanmar refugees.
43. Joint assessment missions with the Office of the United Nations High Commissioner for Refugees (UNHCR), the latest conducted in 2019, envisage close coordination and joint areas of advocacy.
44. The UNSDCF has five strategic priorities: inclusive and sustainable economic development; equitable human development and well-being; sustainable, healthy and resilient environment; transformative, participatory and inclusive governance; and gender equality and gender-based violence. Gender is a cross-cutting issue. WFP contributes to strategic priorities 2 (equitable human development and well-being) and 3 (sustainable, healthy and resilient environment) and will promote gender equality through all its interventions.

2.3 Engagement with key stakeholders

45. The 2016 zero hunger strategic review was updated in 2019/2020 in cooperation with the Economic Relations Division of the Ministry of Finance, the General Economics Division of the Ministry of Planning and a technical committee that included WFP, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development, the United Nations Children's Fund (UNICEF), the International Food Policy Research Institute, the Global Alliance for Improved Nutrition and Nutrition International. The review identified three follow-up actions: introduce programmatic and context-specific interventions for reducing regional disparity; design a more adaptive, inclusive and nutrition-sensitive social protection; and promote a productive, profitable, diversified, nutrition-sensitive and climate-smart agriculture and food system for all.
46. WFP consulted local stakeholders, including beneficiaries, local and national officials, civil society and the private sector, in the formulation of this CSP. The formulation process also benefited from consultations with United Nations partners, development partners and the Government on formulation of the immediate socioeconomic response plan for COVID-19 and the UNSDCF. WFP is in ongoing dialogue with relevant ministries and development partners to identify, validate and prioritize future directions in alignment with national and donor priorities.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

47. WFP will continue to focus on strengthening country capacities in designing, managing and improving the shock-responsiveness of nutrition-sensitive social safety nets and resilience-building programmes, and in planning for, managing and mitigating the impact of climate change-induced hazards and other shocks. WFP will assist the Government in prioritizing the roll-out of national programmes based on risk and vulnerability criteria. A systematic analysis of programme coverage will identify and ensure the inclusion of the most vulnerable.
48. If requested by the Government, WFP will respond to crises through the provision of food and nutrition assistance to affected people and coordination and common services to humanitarian partners.
49. The refugee operation will continue at scale, shifting towards sustainable medium-term solutions, including the development of portable skills for self-reliance, attention to social cohesion and a view to an eventual return to Myanmar.
50. In accordance with the WFP strategic plan for 2017–2021, the WFP gender policy for 2015–2020, the WFP strategy for protection and accountability to affected people for 2019–2021, the corporate gender action plan and the evaluation of the 2017–2021 CSP, WFP will integrate gender dimensions into the development, implementation and monitoring of this CSP with the aim of ensuring gender-transformative programmes and policies. Planned activities will address needs and inequalities related to the age, sex and ability of beneficiaries so that women and men can have equal control over resources and contribute equally to decision-making, facilitating food security and nutrition for all, without discrimination.
51. WFP will adopt four cross-cutting themes:
 - *Country capacity strengthening.* As recommended by the CSP evaluation, WFP will develop a country capacity strengthening strategy for this CSP that underpins all outcome areas. WFP will design capacity strengthening interventions with a holistic approach to the factors that affect the effectiveness of shock-responsive, nutrition-sensitive social safety net and resilience programmes, including design, implementation, supply chains, policy and budget allocations. Technical assistance for strengthening nutrition governance and multisectoral coordination will be a focus at all levels.
 - *Food systems.* WFP will adopt an integrated approach to strengthening various components of the food systems. A collaborative effort involving other United Nations agencies and the private sector will enhance the availability of, access to and utilization of safe and nutritious food in crisis and normal settings and in urban and rural areas. This combined effort will link producers, processors and retailers and will also involve strengthening supply chains where needed.
 - *Nutrition.* Malnutrition remains a major concern, requiring a multisectoral approach that increases women's empowerment and enhances the availability of, access to and utilization of nutritious food for overcoming the "last mile" of malnutrition in Bangladesh. WFP will incorporate nutrition objectives and actions into all strategic outcomes through the integration of nutrition-sensitive approaches into social protection programmes, the use of both nutrition-specific and nutrition-sensitive approaches in Cox's Bazar, and targeted actions across food systems aimed at improving the availability and affordability of nutritious diets.

- *Digital innovation.* WFP will use digital innovation to strengthen all aspects of the CSP, while respecting the need for data privacy and data protection. Focusing on national capacities to develop and manage data platforms for better targeting, planning and implementation, WFP will support improvements to management information systems and integrated data platforms, including by examining the prospects for distributed ledger (blockchain) technology, targeting tools with multidimensional poverty data, geographical information system services, transfers and entitlement management, and remote vulnerability analysis and mapping.

52. Theories of change describe the intervention logic, assumptions and partnerships supporting the strategic outcomes.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Populations affected by crisis in Bangladesh are able to meet basic food, nutrition and other essential needs during and after crises

53. The refugee operation represents the only active crisis under this strategic outcome. Other responses to emerging crises would be conducted under national leadership, with close coordination through the humanitarian coordination task team and the national clusters.

54. This strategic outcome contributes to SDG target 2.1 and WFP Strategic Result 1.

Focus area

55. The focus area for this strategic outcome is crisis response.

Alignment with national priorities

56. The outcome aligns with the annual joint response plans for the refugee crisis.

Expected outputs

57. This strategic outcome will be achieved through four outputs:

- Crisis-affected populations receive food assistance using diversified modalities and commodities, including fortified food and fresh locally produced foods, to support their needs for nutritious diets.
- Crisis-affected nutritionally vulnerable population groups, such as pregnant and lactating women and girls, and children under 5, have access to nutritious food and complementary services to address all forms of malnutrition.
- School-age girls and boys of crisis-affected populations are provided with nutrient-rich school feeding to complement their nutrient intake.
- Crisis-affected Bangladeshi and refugee populations receive support in order to enhance self-reliance and resilience, build and restore livelihoods and create employment opportunities.

58. These outputs ensure that beneficiaries will be able to meet their immediate food needs without having to engage in negative coping mechanisms, utilizing an approach that equips targeted households to reduce dependency on assistance in the long term. Women and girls are disproportionately affected by negative coping strategies such as reduced consumption and other protection risks, including early or forced marriage. All interventions will incorporate nutrition objectives and nutrition actions through SBCC and multisectoral interaction.

Key activities

Activity 1: Provide food, nutrition and self-reliance assistance to crisis-affected populations

59. WFP will implement an array of programmes that promote access to and affordability of nutritious diets for Rohingya and nearby Bangladeshi communities.
60. WFP will deliver general food assistance (GFA) to refugees primarily through e-vouchers, which are cash-based transfers redeemable at WFP-contracted retailers – a system that enables greater choice, dietary diversity and dignity while ensuring food safety and quality. To empower women through access to and control of resources, the e-voucher cards are issued in the name of the most senior woman of the household wherever possible. WFP will explore solutions that link local retailers and producers to the response for the provision of safe, locally produced fresh food to improve dietary diversity. WFP will maintain a contingency stock of in-kind assistance for providing rapid response in the event of disasters, protection-related concerns or other disruptions, and may adapt or change modalities based on changed circumstances.
61. With a view to delivering integrated services with other actors, WFP will continue to coordinate and collaborate with key partners such as UNICEF and UNHCR on the nutrition response, which includes prevention and treatment of moderate acute malnutrition in the camps among children age 6–59 months and pregnant and lactating women and girls. WFP will strengthen nutrition SBCC in all programmes and explore opportunities for cash programming for nutrition interventions and the local production of safe and nutritious foods.
62. In Bangladeshi communities in Cox's Bazar, WFP will continue to provide treatment of moderate acute malnutrition for children age 6–59 months and pregnant and lactating women and girls where acute malnutrition rates are high, complementing national health and nutrition programmes.
63. WFP will provide micronutrient-fortified biscuits to school-age girls and boys at learning centres in the camps, complementing GFA, and will engage with United Nations partners, including UNICEF, on complementary health and nutrition interventions for school-age children. WFP will explore the provision of support for adolescent learning centres.
64. The school feeding programme in the surrounding Bangladeshi communities will be combined with a comprehensive “essential learning package” for schoolchildren, parents and teachers, including information on health, nutrition and girls' education. WFP will engage with the community and advocate their participation in managing the school feeding programme, such as by supplying fruits and vegetables, while working with government partners to ensure food safety and quality.
65. WFP will strengthen the food security and nutrition of vulnerable refugees, including women, men, at-risk individuals, people with disabilities and elderly people, through self-reliance programming. Targeted individuals learn portable skills that increase individual capacities, build household resilience and, by supplementing household income, contribute to dietary diversity.
66. WFP will continue to support livelihood programming for food insecure Bangladeshi women and their families in Cox's Bazar, complementing national safety nets.
67. WFP will conduct disaster risk reduction programming through food assistance for assets in the camps, while also engaging Bangladeshi men and women in Cox's Bazar District in disaster risk reduction, ~~thus complementing including through anticipatory actions. This will complement~~ capacity strengthening under strategic outcome 3 ~~and introducing anticipatory actions.~~

68. WFP will continue to leverage digital technologies, including its corporate digital beneficiary information and transfer management platform (SCOPE) and distributed ledger (blockchain) technology. WFP will offer SCOPE and blockchain technology to partners as services for the harmonization of entitlements across sectors.
69. WFP will undertake research and assessments to inform programmatic response and generate evidence on outcomes.
70. Through the Safe Access to Fuel and Energy Plus Livelihoods (SAFE Plus) programme, WFP, FAO and the International Organization for Migration will address cooking fuel needs while engaging in livelihood and afforestation activities.
71. In the event of refugee movements to other locations, WFP will aim to provide a comparable package of food, nutrition and self-reliance assistance appropriate to the circumstances, under national leadership and in coordination with United Nations and humanitarian partners.
72. Should the Government request emergency assistance apart from the refugee response, WFP will respond under national leadership, coordinating through the humanitarian coordination task team and national cluster system to provide food assistance through the modalities deemed the most appropriate and feasible. WFP will also deploy innovative approaches, including anticipatory actions, where appropriate.

Partnerships

73. The Government provides oversight and strategic guidance to the Cox's Bazar operation through the national task force chaired by the Ministry of Foreign Affairs. The Refugee Relief and Repatriation Commissioner, under the Ministry of Disaster Management and Relief, has operational responsibility.
74. The Strategic Executive Group provides guidance and high-level government engagement for humanitarian partners. The Senior Coordinator of the Inter-Sector Coordination Group ensures coordination of the response at the operational level.
75. WFP has leadership roles in the food security, logistics and emergency telecommunications sectors is a member of the nutrition sector and participates in relevant working groups. [Strong coordination in thematic and sectoral structures supports partnerships with an array of government entities, international and local non-governmental organizations and United Nations partners.](#)
76. WFP and UNHCR operate according to an agreement and joint action plan on sharing refugee data to produce an accurate beneficiary database and provide services more effectively.

Assumptions

77. Although efforts towards repatriation are under way, it is assumed for planning purposes that the Rohingya refugees will remain in Bangladesh during the implementation of this CSP. Significant repatriation would necessitate a budget revision.
78. It is assumed that GFA transfers will be used by affected households to purchase essential food, that specialized nutrition foods are consumed at an acceptable level by targeted beneficiaries, and that livelihoods activities are undertaken by targeted beneficiaries and have an adequate return on investment. Transfer values will be reviewed periodically and adjusted if required.

Transition/handover strategy

79. It is expected that assistance will continue at scale and international support will continue to be required. WFP will explore a more prioritized or targeted approach to food assistance

and increased localization of the response, targeting the most vulnerable women, men, boys and girls. WFP will develop a localization strategy including capacity strengthening for local partners, engagement of the local private sector, promotion of local procurement and capacity strengthening for national staff.

Strategic outcome 2: By 2026, the nutrition needs of women, children and vulnerable groups in Bangladesh are met through national institutions that have enhanced capacities to design and implement gender- and nutrition-sensitive social safety net programmes

80. WFP will focus on strengthening national capacities to improve the design and implementation of nutrition-sensitive national safety nets, guided by a comprehensive capacity strengthening strategy and an appraisal of the value added by WFP in social protection and nutrition in Bangladesh, as recommended in the CSP evaluation report.

81. This strategic outcome contributes to SDG target 2.2 and WFP Strategic Result 2.

Focus area

82. The focus area for this strategic outcome is root causes.

Alignment with national priorities

83. This strategic outcome aligns with the NSSS, the second national plan of action for nutrition and the approach to social protection in the eighth five-year plan. It contributes to UNSDCF strategic priority 2.

Expected outputs

84. This strategic outcome will be achieved through two outputs:

- School-age girls and boys have access to nutritious food through enhanced capacity of national institutions to manage and scale up a nutrition-sensitive school feeding programme for improving the nutrition status of children.
- Targeted vulnerable populations benefit from the availability and accessibility of safe, nutritious and locally produced food through the engagement of smallholder farmers and private sector producers and processors to have improved food security and healthy diets.

85. These outputs contribute to the achievement of the strategic outcome by strengthening national capacity to design and implement nutrition-sensitive safety net programmes while supporting the availability and affordability of nutritious food.

Key activities

Activity 2: Support national institutions in strengthening 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

86. WFP will continue to provide technical assistance for the scale-up of the Government's school feeding programme in line with the approved policy, government requests and the 2019 Systems Approach for Better Education Results exercise.

87. WFP will implement nutrition-sensitive school feeding pilots in urban areas prioritized by the Government, supporting the Government in developing and scaling up a nutrition-sensitive school feeding programme for urban areas. These pilots will be combined with a comprehensive "essential learning package" for schoolchildren, parents and teachers, including information on health, nutrition and girls' education.

88. WFP will develop evidence to inform the strengthening and scaling of programmes, including through support for the Government in creating a school feeding research and development centre.

89. Guided by a comprehensive strategy for advocacy and resource mobilization, WFP will continue to explore innovations in school health and nutrition programming. WFP will advocate expansion of school feeding into secondary schools to increase secondary enrolment and improve the diets and nutrition status of adolescent girls and boys, also aiming to reduce early marriage. WFP will further explore ways of strengthening the inclusivity of school health and nutrition programming, including for students with disabilities and students whose access to primary and basic education services is outside government primary schools.
90. WFP will work with private sector producers and processors across food systems to improve the availability and affordability of safe, nutritious food. WFP will provide capacity support for expanding the provision of fortified rice and other fortified foods in social safety nets, school meals programmes and commercial markets, in cooperation with the private sector, development partners and civil society. This includes technical assistance for public and private sector food safety laboratories. WFP will also provide technical support for improving SBCC approaches to the promotion of nutritious diets and explore other forms of fortification, such as locally produced nutritious foods, including fortified biscuits.
91. As part of its food systems approach, WFP will engage the private sector and collaborate with key partners such as FAO in improving market linkages with safety net and urban programmes. This includes linkages between rural farmers, including female farmer cooperatives, and urban programmes that strengthen fresh food supplies in urban centres, and linkages between local male and female producers of fresh food and the school meals programme.

Partnerships

92. WFP will closely work with concerned ministries and departments, the Cabinet Division, the Bangladesh National Nutrition Council and the Bangladesh Bureau of Statistics for multisectoral solutions. WFP will strengthen partnerships with United Nations entities, including the United Nations Development Programme, the International Fund for Agricultural Development, FAO and UNICEF. At the regional and local levels, WFP will work closely with local authorities and non-governmental organizations. Private sector ties will be strengthened, especially for food fortification and through the Scaling Up Nutrition (SUN) Business Network.

Assumptions

93. It is assumed that the Government will continue to have the resources for, and political commitment to, implementing safety net programmes and that local authorities are supportive of implementation.

Transition/handover strategy

94. WFP will work to institutionalize school feeding for school-age boys and girls beyond 2026 by providing support for ensuring the successful roll-out of the primary school feeding programme, further bolstering stakeholder support and advocating sustainable national funding allocations.

Strategic outcome 3: By 2026, vulnerable communities in Bangladesh are more resilient to shocks and natural disasters owing to enhanced national disaster management capacity and flexible nutrition- and gender-sensitive social safety net programmes

95. The intensity, frequency and scale of shocks are increasing owing to the country's exposure and vulnerability to climate change and environmental degradation, combined with population growth and poverty. These factors erode community capacities to cope and recover and increase the number of people at risk of falling below the poverty line. In line with the recommendations arising from the CSP evaluation, WFP will introduce dimensions

of adaptation and resilience into safety nets to improve shock-responsiveness. WFP will strengthen national capacity at all levels to support communities in disaster preparedness.

96. This strategic outcome contributes to SDG target 2.4 and WFP Strategic Result 4.

Focus area

97. The focus area for this strategic outcome is resilience building.

Alignment with national priorities

98. This strategic outcome aligns with the approaches to social protection and disaster management in the eighth five-year plan and the NSSS, including priorities identified in the NSSS action plan. It contributes to UNSDCF strategic priorities 2 and 3.

Expected outputs

99. This strategic outcome will be achieved through two outputs:

- Vulnerable populations affected by climate and other shocks enhance their resilience through support that includes anticipatory actions and scaled-up flexible gender- and nutrition-sensitive social safety net programmes, implemented by national institutions that are targeted for technical assistance in programme design, testing and scale-up.
- Vulnerable communities have enhanced resilience to disasters and climate-induced shocks as a result of strengthened capacity of national institutions to implement effective disaster risk reduction measures and emergency preparedness and response with efficient supply chain and information management systems.

100. These outputs contribute to the achievement of the strategic outcome by consolidating innovations in resilience building and adaptive social protection with institutional capacity strengthening for disaster management and response, enabling a coherent nutrition- and gender-sensitive national portfolio of interventions for building resilience.

Key activities

Activity 3: Assist national institutions and communities in strengthening their capacity to implement inclusive, responsive and nutrition- and gender-sensitive safety net programmes and in disaster risk preparedness and response to protect the food security and nutrition of vulnerable populations

101. WFP will build on the success of institutional partnerships to support nutrition-sensitive and gender-responsive social safety net programmes, including the mother and child benefit programme, the investment component of the vulnerable group development programme and the vulnerable women's benefit programme, targeting vulnerable women based on vulnerability criteria such as poverty and food insecurity. WFP will continue to provide technical assistance to these programmes and the concerned ministries in order to expand coverage, improve targeting, including through self-enrolment, upgrade the management information system, and establish institutional mechanisms for improved planning and results-based monitoring and evaluation. WFP will also support the expansion of these programmes in urban areas and to vulnerable groups such as elderly people, people with disabilities and workers in the informal economy. Nutrition-sensitive, gender-responsive and protection elements of technical assistance for safety nets will include SBCC on strengthening nutrition, improved access to cross-sectoral services, improved grievance redress mechanisms, [protection analyses, accessibility enhancements to ensure disability inclusion](#), and enhanced programmatic focus on maternal health, the first 1,000 days following conception, infant and young child feeding, adolescent girls' nutrition, disability inclusion and women's digital and financial inclusion and empowerment.

102. WFP will add shock-responsive and adaptation elements to selected safety nets to enhance resilience, including [through the implementation of limited-scale pilots to develop proofs of concept and lessons learned. These elements will include](#) innovations used in urban social safety nets during the [response to the COVID-19 response pandemic](#), improvements to targeting, programme expansions in response to shocks and seasonal livelihood planning. WFP will strengthen institutional capacity in support of the adoption of anticipatory action as an operational tool in the national disaster risk reduction portfolio. WFP will work towards institutionalizing impact-based forecasts for improved planning and preparation for disasters, refining multi-hazard forecast triggers and using digital tools to provide real-time information. WFP will explore microinsurance solutions for protecting populations that lack access to risk management tools, with a view to generating lessons learned and advocating linkages with national disaster management and social protection systems.
103. WFP will work at the institutional level to support the design, implementation and financing of adaptive social protection. Envisaged actions include the establishment of linkages with early warning systems and the emergency preparedness and response cluster system, development of an integrated database and beneficiary information management system in line with data protection standards, enhancement of financial arrangements, and design of simulations and standard operating procedures for ministries. WFP will also provide technical assistance in the collection, management and use of data for improved national programme management. WFP will develop an array of preparedness and anticipatory actions, with a view to government adoption of an adaptive social protection model.
104. WFP will join and strengthen high-level platforms for multisectoral coordination, public-private partnerships, human capacity development, systems strengthening and policy dialogue aimed at enhancing food and nutrition security. This approach will include high-level partnerships with the Bangladesh National Nutrition Council, the Cabinet Division and relevant ministries.
105. Collaborating with research partners, WFP will carry out research and assessments that support this work, including socioeconomic vulnerability analysis, market assessments, multi-hazard analysis, climate hotspot analysis, generation of evidence on the impact and value-addition of anticipatory action and assessment of synergies with other resilience-building tools.
106. WFP will strengthen institutional capacity for effective preparedness and response to disasters and climate-induced shocks. WFP will strengthen national capacities in the management of all aspects of the emergency supply chain. This includes, when deemed necessary, the establishment of humanitarian staging areas integrated into existing preparedness systems and building on existing information and communications technology infrastructure to ensure timely availability of critical information. WFP will work with United Nations agencies and other partners on pre-positioning and packaging complementary services, including collaboration with the United Nations Population Fund on increasing the availability and accessibility of dignity kits for adolescent girls, and support for the development and implementation of national minimum standards for nutrition in emergencies. A deeper understanding of the impact of disasters on the downstream availability of and access to supplies will also inform the development of robust national and private supply chains and the engagement of retailers.
107. In Cox's Bazar, WFP will collaborate with stakeholders from the Ministry of Disaster Management and Relief on identifying areas where disaster risk reduction can contribute to prevention, mitigation and response. In collaboration with partners, United Nations entities, the Refugee Relief and Repatriation Commissioner, the District Commissioner and the International Red Cross and Red Crescent Movement, WFP will support enhanced community-based disaster preparedness and response capacity through training and the

provision of technical support. These interventions complement resilience-building work for Bangladeshi communities in Cox's Bazar under strategic outcome 1.

108. WFP will support coordination meetings, undertake coordination gap analyses and prepare joint operational plans and standard operating procedures.

Partnerships

109. WFP will engage with the Ministry of Disaster Management and Relief, the Bangladesh Bureau of Statistics, the Bangladesh Meteorological Department, the Flood Forecasting and Warning Centre, United Nations partners, the private sector, academia and non-governmental organizations. WFP will collaborate with the Ministry of Women and Children Affairs and the Ministry of Social Welfare on the development of adaptive social protection programming, and with FAO, the United Nations Population Fund and the International Fund for Agricultural Development on scale-up of anticipatory action. WFP will partner with the Ministry of Finance and the Ministry of Disaster Management and Relief on evidence generation regarding microinsurance. With research partners, WFP will support a research agenda for inclusive, flexible and nutrition-sensitive social safety nets. WFP will also work closely with the membership of the national food security and logistics clusters, and the Forecast-based Financing Task Force Committee.

Assumptions

110. It is assumed that the Government will have sufficient resources and staff to implement effective systems and that local authorities support implementation.

Transition/handover strategy

111. WFP will advocate the mainstreaming of nutrition, gender and "do no harm" considerations and innovations with relevant ministries and stakeholders. WFP aims for widespread adoption of anticipatory action in national emergency preparedness programming by 2026.

Strategic outcome 4: Vulnerable crisis-affected populations in Bangladesh benefit from enhanced coordination and improved common services during and after crises

112. In the refugee crisis response, WFP has leadership roles in the food security, logistics and emergency telecommunications sectors. In accordance with humanitarian needs and partner demands, WFP will provide services to partners as needed.

Focus area

113. The focus area for this strategic outcome is crisis response.

Alignment with national priorities

114. This outcome aligns with the annual joint response plans for the refugee crisis and contributes to UNSDCF strategic priority 2.

Expected outputs

115. This strategic outcome will be achieved through two outputs:
- Crisis-affected populations benefit from the coordination support and service delivery provided to humanitarian actors with regard to emergency preparedness and response in the fields of food security, logistics and emergency telecommunications.
 - Crisis-affected populations in Bangladesh benefit from enhanced programme efficiency through on-demand services provided to humanitarian actors.

Key activities

Activity 4: Provide coordination and common services to humanitarian and development partners and the Government

116. WFP will provide services based on partners' needs and requests, subject to funding. These services include the following:
- *Food security sector.* WFP will integrate and coordinate sectoral interventions for a harmonized approach to food security, livelihoods, self-reliance and natural resource management. WFP will coordinate complementary food assistance from partners, coordinate messaging, provide information management and improve monitoring and evaluation systems and accountability to enhance programme quality.
 - *Logistics sector.* WFP will provide information management and common logistics services to support the government-led humanitarian response. Depending on funding and demand, this may include facilitation of access to critical logistics services, information management, and capacity strengthening for humanitarian and government partners.
 - *Emergency telecommunications sector.* To ensure the availability of common inter-agency emergency telecommunications services, WFP will provide coordination, information management and technical support for augmenting in-country telecommunications services, deploying staff and equipment.
 - *Digital solutions.* WFP will offer relevant services and technical guidance for improving partners' digitalization efforts and supporting the harmonization of entitlements across sectors.
 - *Engineering services.* WFP will provide on-demand engineering services, including for the joint Site Maintenance and Engineering Project with UNHCR and the International Organization for Migration, which aims to improve site access and maintenance, drainage, emergency repairs and construction and rehabilitation of infrastructure. WFP will work closely with the site management sector, the office of the Refugee Relief and Repatriation Commissioner and the Local Government Engineering Department.
 - *Transport services.* The possible relocation of Rohingya refugees in significant numbers to Bhashan Char may require the deployment of air and sea transport to the island. If required, WFP will provide transport services.
117. On request, WFP will provide other services that support the efficiency of partners' programmes, including possible procurement services for school feeding programming, and research and assessments on, for instance, the impact of COVID-19 on food security and nutrition and the impact of climate change and economic shocks on resilience.

Partnerships

118. WFP partners with the Government, which leads national humanitarian responses. WFP will partner with sector co-leads and members in coordinating and delivering services.

Assumptions

119. It is assumed that the refugee operation will continue at scale, that coordination structures will continue to function and that demand for services will continue. In the event of a scale-down, it is assumed that WFP will continue to play a lead role in coordination.
120. It is assumed that the camps will remain accessible and will not be affected by catastrophic disasters.

Transition/handover strategy

121. WFP will continue to play its sector leadership roles in Cox's Bazar, subject to partner demands and contextual requirements. In the event of a scale-down of operations, WFP will maintain residual capabilities to facilitate scale-up in response to future increases in needs.

4. Implementation arrangements

4.1 Beneficiary analysis

122. WFP will reach more than 2.5 million direct beneficiaries, most of whom are under strategic outcome 1, reflecting the continued emphasis on the refugee response. Strategic outcome 2 includes school meals beneficiaries in urban pilots. Under strategic outcome 3, WFP will reach direct beneficiaries with pilot cash-based transfer programmes aimed at developing interventions for adoption in government programmes.

123. Targeting criteria will consider characteristics including gender, age and ability, and protection concerns that may lead to vulnerability in the country setting and contribute to food insecurity. While limited data on people with disabilities are currently available, the inclusion of ability in targeting criteria and monitoring will inform programme design and adjustments. WFP will adopt a comprehensive approach to targeting in the Cox's Bazar region, complementing the refugee response with interventions in the neighbouring communities most affected. WFP will use SCOPE for beneficiary information management to inform distribution cycle plans, generate transfer instructions for external service providers in cash-based transfer interventions, and record assistance delivered.

124. The move towards capacity strengthening enables WFP to contribute to enhanced food security and nutrition outcomes at scale, most evident under strategic outcomes 2 and 3, which benefit millions of Bangladeshis by improving safety net programmes.

Strategic outcome	Activity	Output	Modality	Beneficiary group	2022	2023	2024	2025	2026	Total
1	1	1.1	Food	Girls	762	762	762	762	762	3 810
				Boys	798	798	798	798	798	3 990
				Women	786	786	786	786	786	3 930
				Men	654	654	654	654	654	3 270
				Total	3 000	3 000	3 000	3 000	3 000	15 000
			Cash-based transfers	Girls	232 980	232 980	232 980	232 980	232 980	280 980
				Boys	241 420	241 420	241 420	241 420	241 420	281 420
				Women	242 940	242 940	242 940	242 940	242 940	302 940
				Men	202 660	202 660	202 660	202 660	202 660	254 660
		Total	920 000	920 000	920 000	920 000	920 000	1 120 000		
		1.2	Food	Girls	70 709	70 709	70 709	70 709	70 709	70 709
				Boys	73 595	73 595	73 595	73 595	73 595	73 595
				Women	50 410	50 410	50 410	50 410	50 410	50 410
Men										

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND MODALITY (2022-2026)										
Strategic outcome	Activity	Output	Modality	Beneficiary group	2022	2023	2024	2025	2026	Total
				Total	194 714					
			Food and cash-based transfers	Girls	48 624	48 624	48 624	48 624	48 624	48 624
				Boys	50 608	50 608	50 608	50 608	50 608	50 608
				Women						
				Men						
				Total	99 232					
		1.3	Food	Girls	194 880	194 880	171 000	144 000	144 000	256 000
				Boys	201 120	201 120	180 000	156 000	156 000	265 000
				Women						
				Men						
				Total	396 000	396 000	351 000	300 000	300 000	300 000
		1.4	Cash-based transfers	Girls	82 087	82 087	82 087	82 087	82 087	82 087
				Boys	77 756	77 756	77 756	77 756	77 756	77 756
				Women	93 055	93 055	93 055	93 055	93 055	93 055
				Men	79 087	79 087	79 087	79 087	79 087	79 087
				Total	331 985					
2	2	2.1	Food	Girls	30 600	30 600	30 600			51 000
				Boys	29 400	29 400	29 400			49 000
				Women						-
				Men						-
				Total	60 000	60 000	60 000	0	0	100 000
3	3	3.1	Cash-based transfers	Girls	104 400	74 400	24 000	24 000	19 200	246 000
				Boys	87 000	62 000	20 000	20 000	16 000	205 000
				Women	140 100	93 000	30 000	30 000	24 000	317 100
				Men	113 100	80 600	26 000	26 000	20 800	266 500
				Total	444 600	310 000	100 000	100 000	80 000	1 034 600
Total (without overlap)					1 726 656	1 592 056	1 337 056	1 226 056	1 206 056	2 581 656

4.2 Transfers

Food and cash-based transfers

125. Transfer values are designed according to the objectives of each activity and the needs of the targeted beneficiaries in each category. WFP will select modalities based on programme and strategic objectives, feasibility, context analysis, consideration of different needs according to age and gender, and cost-efficiency and cost-effectiveness. Most transfers will be cash-based and directed to the refugee operation.
126. In the event of a new emergency, WFP will select the most feasible and appropriate modalities and revise the budget accordingly. WFP will coordinate with the Government in providing technical assistance for national cash transfer systems and, when appropriate, use those systems for transfers. WFP will review transfer modalities regularly and choose the most suitable modalities.

REVISION MODE

TABLE 2: FOOD RATION (g/person/day) OR CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

	Strategic outcome 1													Strategic outcome 2				Strategic outcome 3			
	Activity 1													Activity 2				Activity 3			
Beneficiary type	Refugees (GFA)	Refugees (GFA rapid response)	Schoolchildren (host community)	Schoolchildren (host community)	Schoolchildren (host community)	Schoolchildren (refugee)	PLWG MAM prevention	PLWG MAM treatment	Children 6-23 months (MAM prevention)	Children 24-59 months (MAM prevention)	Children 6-59 months MAM treatment	Women (subsistence allowance)	Women (cash grant)	Schoolchildren	Schoolchildren	Schoolchildren	Women	Forecast-based financing	Seasonal livelihood planning	Microinsurance	
Modality	CBTs*	Food	Food	Food	Food	Food	Food	Food	Food	CBTs	Food	CBTs	CBTs	Food	Food	Food	CBTs	CBTs	CBTs	CBTs	
Cereals	400	375		90	90										90	90					
Potatoes	20			15	15										15	15					
Pulses	100	110		25	25										25	25					
Oil	34	40		12	12		20								12	12					
Egg	40			60											60						
Vegetables					35											35					
Fortified biscuits			75			50								75							
Super Cereal							225														
Super Cereal Plus									200												
RUSF											100										
LNS-MQ								75													
Sugar																					
Iodized salt	5	5		3	3										3	3					
Total kcal/day	2 126	2 081	338	605	531	225	1 035	383	802		535			338	605	531					

TABLE 2: FOOD RATION (g/person/day) OR CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

	Strategic outcome 1												Strategic outcome 2				Strategic outcome 3			
	Activity 1												Activity 2				Activity 3			
Beneficiary type	Refugees (GFA)	Refugees (GFA rapid response)	Schoolchildren (host community)	Schoolchildren (host community)	Schoolchildren (host community)	Schoolchildren (refugee)	PLWG MAM prevention	PLWG MAM treatment	Children 6-23 months (MAM prevention)	Children 24-59 months (MAM prevention)	Children 6-59 months MAM treatment	Women (subsistence allowance)	Women (cash grant)	Schoolchildren	Schoolchildren	Schoolchildren	Women	Forecast-based financing	Seasonal livelihood planning	Microinsurance
Modality	CBTs*	Food	Food	Food	Food	Food	Food	Food	Food	CBTs	Food	CBTs	CBTs	Food	Food	Food	CBTs	CBTs	CBTs	CBTs
% kcal from protein	10.5	10.2	11.1	14.4	10.5	11.1	14.3	15	18.1		10.5			11.1	14.4	10.5				
% kcal from fat	17.0	18.7	30.0	27.0	21.8	30.0	29.1	46	22.4		59.0			30.0	27.0	21.8				
Cash-based transfers (USD/person/day)	0.43									0.1		0.08	35				0.102	53	213	30
Number of feeding days/year	365	365	40	80	120	275	365	365	365	365	365	365	One-off	40	80	120	365	One-off	One-off	One-off

* The food ration indicated in this column is indicative.

Abbreviations: LNS-MQ, lipid-based nutrient supplements - medium-quantity; MAM, moderate acute malnutrition; PLWG, pregnant and lactating women and girls; RUSF, ready-to-use supplementary food.

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	10 949	6 277 533
Pulses	3 043	2 051 527
Oil and fats	1 872	2 736 513
Mixed and blended foods	50 635	71 469 814
Other	1 750	3 490 983
Total (food)	68 249	86 026 370
Cash-based transfers		848 307 073
Total (food and cash-based transfer value)	68 249	934 333 443

4.3 Country office capacity and profile

127. The country office and its Cox's Bazar office expanded to respond to the refugee crisis. This expanded capacity will continue throughout the CSP period, with augmented capacity in gender, performance management and capacity strengthening for delivering the programme in accordance with the recommendations of the CSP evaluation.

4.4 Partnerships

128. While maintaining its operational independence, WFP maintains strong relationships with the Government at all levels.

129. WFP will remain a member of the SUN movement, advancing the nutrition research agenda with partners, including the International Food Policy Research Institute, advocating action on nutrition recommendations in relevant sectors, and engaging in technical working groups and forums for nutrition, including the maternal nutrition and complementary feeding and infant and young child feeding working group and the fortification task force.

130. WFP co-facilitates the SUN Business Network with the Global Alliance for Improved Nutrition under the direction of the Ministry of Industry. The SUN Business Network will raise private sector awareness of the national nutrition agenda and provide guidance on opportunities for the private sector, working across food systems to contribute to the creation of an enabling environment for improved nutrition outcomes. Entry points include strengthening of supply chains and nutritious food production, improvement of workforce nutrition, social marketing and nutrition awareness-raising.

131. To support gender equality and women's empowerment actions, WFP will participate in relevant thematic and working groups such as the gender in humanitarian action working group and the United Nations country team gender equality theme group. WFP will partner with women's rights and gender equality entities, ~~and disability~~ organizations, ~~including foref people with disabilities~~, the Ministry of Women and Children Affairs, the United Nations Entity for Gender Equality and the Empowerment of Women and Humanity and Inclusion in order to reach women, men, elderly people, young people, girls and boys.

132. WFP will continue to engage international financial institutions, including the Asian Development Bank and the World Bank.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

133. Monitoring arrangements will be guided by WFP's revised corporate results framework for 2017–2021 and appropriate standards, including country-specific results related to gender equality, accountability to affected populations, data protection and disability inclusion. Theories of change inform the evidence, monitoring and evaluation needs of the CSP.
134. Monitoring arrangements will be gender-responsive to allow for an understanding of which women, men, girls and boys are being served. Data will be collected, disaggregated and analysed by sex, age and disability to enable evidence-based decision-making through an understanding of how and why change occurs for different groups.
135. The CSP will have an enhanced focus on process and output monitoring throughout the strategic outcomes, particularly under strategic outcome 1, to support analysis for better decision-making. Field monitors will independently monitor each activity, adhering to minimum monitoring requirements. WFP will improve the capacity of cooperating partners to monitor output data. WFP will consult male and female beneficiaries and make efforts to further strengthen beneficiary complaint and feedback mechanisms, ensuring that they are safe, accessible and responsive to the needs and risks that women, men, girls, boys, elderly people and people with disabilities identify and experience.
136. In line with the recommendations of the CSP evaluation, WFP will review its approach to performance and knowledge management, strengthening the links between monitoring and evaluation and vulnerability analysis, and will strengthen its evidence-generating efforts for the design and adjustment of interventions and advocacy with the Government and partners.
137. Outcome measurement ~~will focus on~~, in addition to tracking the outcomes of interventions which that WFP implements directly, will also track the contributions of capacity strengthening activities to government safety net programmes. Technical assistance for government safety net programmes will include strengthening monitoring and evaluation functions and generating evidence on contributions to SDG targets.
138. WFP will work closely with United Nations partners to define and monitor progress in joint areas of work under the UNSDCF, including the COVID-19 response. WFP will explore opportunities for joint evaluations and lessons learned exercises.
139. WFP will commission a mid-term review to inform adjustments of CSP design and implementation, a thematic decentralized evaluation focused on school feeding, and a CSP evaluation to provide evidence on the achievement of results, causal contributions and performance.

5.2 Risk management

Strategic risks

140. There may be difficulties in recruiting qualified staff for capacity strengthening and digital innovation. The country office will work closely with headquarters to ensure adequate staffing.
141. There is a risk of large-scale shocks, including from the arrival of large numbers of refugees and from natural hazards. WFP will continue to engage with United Nations partners in Bangladesh and regionally in order to ensure a thorough understanding of the risk environment, including security risks, protection risks and risks related to gender inequality.

WFP will enhance scenario planning and assessment mechanisms and maintain its response capacity for contingencies.

Operational risks

142. Operations in Cox's Bazar may be hampered if authorities restrict the movement of refugees and impose checks that affect operational adaptability and speed. WFP will continue to engage with authorities regarding the movement of personnel and assistance.
143. There is a risk of compromised food safety and quality, including for locally produced fresh foods, fortified foods and specialized nutritious foods. WFP will strive to maintain strict compliance with food safety standards, closely monitor partners and maintain a complaint and feedback mechanism.
144. To rectify challenges related to limited capacity of cooperating partners, WFP will continue capacity development efforts with its partners and consider new partnerships where feasible and relevant.
145. Any relocation of refugees within Bangladesh will have an impact on WFP operations, increase operational costs and pose risks related to gender and protection. Contingency plans for addressing such relocation carefully, addressing potential gender and protection risks, will help mitigate this risk.

Fiduciary risks

146. There is a risk of COVID-19 spreading as the result of WFP operations. WFP will monitor the situation, comply with and advocate best practices and develop alternative strategies for ensuring quick implementation of appropriate measures.
147. To avoid the risk of fraud in cash-based transfer systems, WFP will strengthen internal assurance mechanisms, enhance awareness of the proper usage of cards among beneficiaries and ensure that proper safeguards are in place. WFP will also maintain internal controls to protect itself from potential accusations of leakage and corruption in government-funded programmes.
148. WFP will continue to strengthen the operating procedures and risk management frameworks in place for mitigating prevailing and foreseen health, safety and security risks, especially in the refugee response and disaster management.

Financial risks

149. Price fluctuations that affect commodities may necessitate a budget revision.

5.3 Social and environmental safeguards

150. The size and density of the Cox's Bazar refugee settlement have caused significant environmental impacts, including deforestation. The SAFE Plus programme provides liquefied petroleum gas as an alternative cooking fuel, along with livelihood and afforestation activities. Work on protecting and restoring the environment and natural resources will be embedded throughout existing programmes. In 2021, WFP and FAO signed a landmark agreement on enhancing self-reliance, livelihoods and natural resource management in refugee camps and host communities. WFP will continue to work with United Nations partners, national and local authorities and civil society with a view to understanding and mitigating adverse social and environmental impacts.
151. *Gender equality.* Gender will be mainstreamed throughout programme design and implementation.

152. *Community health, safety and security.* Through a site maintenance and engineering project, WFP has put in place engineering works for avoiding the erosion of access paths to distribution points, e-voucher shops and other infrastructure in the refugee camps. Refugee dwellings that cannot be protected by these actions are relocated within the camp environment.
153. *Accountability to affected populations.* WFP will take protection risks into consideration in the design and implementation of all programmes and will regularly review such risks in order to provide non-discriminating, safe, dignified and integrated assistance. WFP will consult communities with a view to informing programme design and implementation. Accessible complaint and feedback mechanisms will help to reduce protection risk, improve programme quality and ensure accountability. Gender-responsive situation analysis and protection assessments will be undertaken regularly in order to monitor and assess how interventions affect gender relations between men and women, contribute to gender equality and mitigate protection risk. Communications with beneficiaries will be tailored through the use of different media selected according to age, literacy, language, ability and safe access, so that people of different ages, abilities and circumstances can receive the information.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	Activity	2022	2023	2024	2025	2026	Total
1	1	275 384 552	275 481 388	276 550 037	277 175 937	277 462 104	1 382 054 017
2	2	9 775 738	8 316 749	7 789 201	4 710 379	4 803 867	35 395 934
3	3	12 570 012	11 816 699	8 845 812	7 672 830	6 956 573	47 861 926
4	4	30 458 617	31 203 963	31 377 786	30 855 266	31 014 461	154 910 093
Total		328 188 918	326 818 799	324 562 835	320 414 413	320 237 004	1 620 221 970

154. Most of the budget (85 percent) is allocated to strategic outcome 1, reflecting the significance of the refugee response. Root causes and resilience (strategic outcomes 2 and 3) account for 5 percent of the budget while service delivery (strategic outcome 4) represents 10 percent. Activities that promote gender equality make up 15 percent of the budget.

6.2 Resourcing outlook and strategy

155. The overall funding level for the first CSP reached 64 percent. In 2020, annual contributions were approximately USD 270 million towards a plan of USD 294 million for that year, higher than the trend up to that point. Based on this trend, projected funding will enable WFP to resource strategic outcomes 1 and 4, focused on crisis response.
156. Funding for root causes and resilience building (strategic outcomes 2 and 3) is more challenging. According to conservative estimates based on trends and future outlook, WFP anticipates that it will be able to resource 80 percent of this requirement for the first two years of the CSP.
157. The CSP is expected to be funded mainly by existing donors. The Government of Bangladesh made a cash contribution to support WFP school feeding under the first CSP.

158. WFP will continue to pursue government support for programmes, as well as new partnerships with private sector actors, international financial institutions and other non-traditional donors. A partnerships strategy, updated regularly, will ensure strong engagement and alignment of priorities.

REVISION MODE

ANNEX I

LOGICAL FRAMEWORK FOR BANGLADESH COUNTRY STRATEGIC PLAN (JANUARY 2022–DECEMBER 2026)

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Populations affected by crisis in Bangladesh are able to meet basic food, nutrition and other essential needs during and after crises.

Outcome category:

Maintained/enhanced individual and household access to adequate food

Focus area: crisis response

Nutrition-sensitive

Assumptions:

Price of essential food items are at an affordable level for the affected households
 Women put their newly acquired knowledge into practice
 Acceptable level of consumption of supplementary feeding by PLWG and children
 Adequate return on investment of the livelihood activities

Outcome indicators

Attendance rate (new)

Consumption-based coping strategy index (average)

Enrolment rate

Food consumption score

Food consumption score – nutrition

Livelihood-based coping strategy index (percentage of households using coping strategies)

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Percentage of students who, by the end of two grades of primary schooling, demonstrate ability to read and understand grade level text (new)

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Retention rate/Drop-out rate (new)

Value and volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

Provide food, nutrition and self-reliance assistance to crisis-affected populations. (URT: Unconditional resource transfers to support access to food)

1.1 Crisis-affected populations receive food assistance using diversified modalities and commodities, including fortified food and fresh locally produced foods, to support their needs for nutritious diets. (A: Resources transferred)

1.1 Crisis-affected populations receive food assistance using diversified modalities and commodities, including fortified food and fresh locally produced foods, to support their needs for nutritious diets. (B: Nutritious foods provided)

1.2 Crisis-affected nutritionally vulnerable populations, such as pregnant and lactating women, and children under 5, have access to nutritious food and complementary services to address all forms of malnutrition. (A: Resources transferred)

1.2 Crisis-affected nutritionally vulnerable populations, such as pregnant and lactating women, and children under 5, have access to nutritious food and complementary services to address all forms of malnutrition. (B: Nutritious foods provided)

1.2 Crisis-affected nutritionally vulnerable populations, such as pregnant and lactating women, and children under 5, have access to nutritious food and complementary services to address all forms of malnutrition. (E*: Social and behaviour change communication (SBCC) delivered)

1.3 School-age girls and boys of crisis-affected populations are provided with nutrient-rich school feeding to complement their nutrient intake. (A: Resources transferred)

1.3 School-age girls and boys of crisis-affected populations are provided with nutrient-rich school feeding to complement their nutrient intake. (B: Nutritious foods provided)

1.3 School-age girls and boys of crisis-affected populations are provided with nutrient-rich school feeding to complement their nutrient intake. (N*: School feeding provided)

1.4 Crisis-affected Bangladeshi and refugee populations receive support in order to enhance self-reliance and resilience, build and restore livelihoods and create employment opportunities. (A: Resources transferred)

1.4 Crisis-affected Bangladeshi and refugee populations receive support in order to enhance self-reliance and resilience, build and restore livelihoods and create employment opportunities. (D: Assets created)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 2: By 2026, the nutrition needs of women, children and vulnerable groups in Bangladesh are met through national institutions that have enhanced capacities to design and implement gender- and nutrition-sensitive social safety net programmes.

Outcome category:
Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations

Nutrition-sensitive

Focus area: root causes

Assumptions:

Required resources, initiatives and institutionalization process are made available by the Government for effective use capacity support

Political commitment of the Government to scale up safety nets

Supportive local governance

Production and supply of fortified rice in school meals programme

Outcome indicators

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening (new)

Percentage increase in production of high-quality and nutrition-dense foods

Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (new)

SABER school feeding national capacity (new)

Activities and outputs

Support national institutions in strengthening 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. (CSI: Institutional capacity strengthening activities)

2.1 School-age girls and boys have access to nutritious food through enhanced capacity of national institutions to manage and scale up a nutrition-sensitive school feeding programme for improving the nutrition status of children. (A: Resources transferred)

2.1 School-age girls and boys have access to nutritious food through enhanced capacity of national institutions to manage and scale up a nutrition-sensitive school feeding programme for improving the nutrition status of children. (C: Capacity development and technical support provided)

2.1 School-age girls and boys have access to nutritious food through enhanced capacity of national institutions to manage and scale up a nutrition-sensitive school feeding programme for improving the nutrition status of children. (K: Partnerships supported)

2.1 School-age girls and boys have access to nutritious food through enhanced capacity of national institutions to manage and scale up a nutrition-sensitive school feeding programme for improving the nutrition status of children. (M: National coordination mechanisms supported)

2.1 School-age girls and boys have access to nutritious food through enhanced capacity of national institutions to manage and scale up a nutrition-sensitive school feeding programme for improving the nutrition status of children. (N*: School feeding provided)

2.2 Targeted vulnerable populations benefit from the availability and accessibility of safe, nutritious and locally produced food through the engagement of smallholder farmers and private sector producers and processors to have improved food security and healthy diets. (C: Capacity development and technical support provided)

2.2 Targeted vulnerable populations benefit from the availability and accessibility of safe, nutritious and locally produced food through the engagement of smallholder farmers and private sector producers and processors to have improved food security and healthy diets. (E*: Social and behaviour change communication (SBCC) delivered)

2.2 Targeted vulnerable populations benefit from the availability and accessibility of safe, nutritious and locally produced food through the engagement of smallholder farmers, and private sector producers and processors to have improved food security and healthy diets. (F: Purchases from smallholders completed)

2.2 Targeted vulnerable populations benefit from the availability and accessibility of safe, nutritious and locally produced food through the engagement of smallholder farmers and private sector producers and processors to have improved food security and healthy diets. (K: Partnerships supported)

2.2 Targeted vulnerable populations benefit from the availability and accessibility of safe, nutritious and locally produced food through the engagement of smallholder farmers and private sector producers and processors to have improved food security and healthy diets. (M: National coordination mechanisms supported)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 3: By 2026, vulnerable communities in Bangladesh are more resilient to shocks and natural disasters owing to enhanced national disaster management capacity and flexible, nutrition- and gender-sensitive social safety net programmes.

Outcome category:
Improved household adaptation and resilience to climate and other shocks

Focus area:
resilience building

Assumptions:

Required resources, initiatives and institutionalization process are made available by the Government for effective use of capacity support
Disaster management strategy remains functional to ensure risk reduction, climate change adaptation and mitigation in the country

Outcome indicators

Number of innovative approaches to enhance resilience tested

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support (new)

Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (new)

USD value of funds raised with a climate risk reduction objective (new)

Activities and outputs

Assist national institutions and communities in strengthening their capacity to implement inclusive, responsive and nutrition- and gender-sensitive safety net programmes and in disaster risk preparedness and response to protect the food security and nutrition of vulnerable populations. (CSI: Institutional capacity strengthening activities)

3.1 Vulnerable populations affected by climatic and other shocks enhance their resilience through support that includes anticipatory actions and scaled-up flexible, gender- and nutrition-sensitive social safety net programmes, implemented by national institutions that are targeted with technical assistance in programme design, testing and scale up. (A: Resources transferred)

3.1 Vulnerable populations affected by climatic and other shocks enhance their resilience through support that includes anticipatory actions and scaled-up flexible, gender- and nutrition-sensitive social safety net programmes, implemented by national institutions that are targeted with technical assistance in programme design, testing and scale up. (C: Capacity development and technical support provided)

3.1 Vulnerable populations affected by climatic and other shocks enhance their resilience through support that includes anticipatory actions and scaled-up flexible, gender- and nutrition-sensitive social safety net programmes, implemented by national institutions that are targeted with technical assistance in programme design, testing and scale up. (G: Linkages to financial resources and insurance services facilitated)

3.1 Vulnerable populations affected by climatic and other shocks enhance their resilience through support that includes anticipatory actions and scaled-up flexible, gender- and nutrition-sensitive social safety net programmes, implemented by national institutions that are targeted with technical assistance in programme design, testing and scale up. (K: Partnerships supported)

3.1 Vulnerable populations affected by climatic and other shocks enhance their resilience through support that includes anticipatory actions and scaled-up flexible, gender- and nutrition-sensitive social safety net programmes, implemented by national institutions that are targeted with technical assistance in programme design, testing and scale up. (M: National coordination mechanisms supported)

3.2 Vulnerable communities have enhanced resilience to disasters and climate-induced shocks as a result of strengthened capacity of national institutions to implement effective disaster risk reduction measures and emergency preparedness and response with efficient supply chain and information management systems. (C: Capacity development and technical support provided)

3.2 Vulnerable communities have enhanced resilience to disasters and climate-induced shocks as a result of strengthened capacity of national institutions to implement effective disaster risk reduction measures and emergency preparedness and response with efficient supply chain and information management systems. (K: Partnerships supported)

3.2 Vulnerable communities have enhanced resilience to disasters and climate-induced shocks as a result of strengthened capacity of national institutions to implement effective disaster risk reduction measures and emergency preparedness and response with efficient supply chain and information management systems. (M: National coordination mechanisms supported)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 5: Partner for SDG results

Strategic Result 8: Sharing of knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs

Strategic outcome 4: Vulnerable crisis-affected populations in Bangladesh benefit from enhanced coordination and improved common services during and after crises.

Outcome category:
Enhanced common
coordination platforms

Focus area: crisis response

Assumptions:

Coordination entities and structures continue to function throughout the CSP implementation

The refugee camp sites continue being accessible and are not affected by major disasters

Continuous maintenance of roads and bridges for access to programme sites is ensured

Outcome indicators

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Partnerships index (new)

User satisfaction rate

Activities and outputs**Provide coordination and common services to humanitarian and development partners and the Government. (CPA: Service provision and platforms activities)**

4.1 Crisis-affected populations benefit from the coordination support and service delivery provided to humanitarian actors with regard to emergency preparedness and response in the fields of food security, logistics and emergency telecommunications (H: Shared services and platforms provided)

4.1 Crisis-affected populations benefit from the coordination support and service delivery provided to humanitarian actors with regard to emergency preparedness and response in the fields of food security, logistics and emergency telecommunications (K: Partnerships supported)

4.1 Crisis-affected populations benefit from the coordination support and service delivery provided to humanitarian actors with regard to emergency preparedness and response in the fields of food security, logistics and emergency telecommunications (M: National coordination mechanisms supported)

4.2 Crisis-affected populations in Bangladesh benefit from enhanced programme efficiency through on-demand services provided to humanitarian actors. (H: Shared services and platforms provided)

4.2 Crisis-affected populations in Bangladesh benefit from enhanced programme efficiency through on-demand services provided to humanitarian actors. (K: Partnerships supported)


Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)

C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)

C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1*: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk



ANNEX II

INDICATIVE COST BREAKDOWN, BY STRATEGIC OUTCOME (USD)					
	WFP Strategic Result 1/ SDG target 2.1	WFP Strategic Result 2/ SDG target 2.2	WFP Strategic Result 4/ SDG target 2.4	WFP Strategic Result 8/ SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Crisis response	Root causes	Resilience building	Crisis response	
Transfers	1 097 652 485	22 904 995	37 039 857	136 214 242	1 293 811 579
Implementation	137 155 671	8 748 398	5 753 926	11 187 641	162 845 635
Adjusted direct support costs	62 895 146	1 582 227	2 146 993	7 508 209	74 132 575
Subtotal	1 297 703 302	33 235 619	44 940 776	154 910 093	1 530 789 789
Indirect support costs (6.5 percent)	84 350 715	2 160 315	2 921 150	0	89 432 180
Total	1 382 054 017	35 395 934	47 861 926	154 910 093	1 620 221 970

Acronyms

COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
GFA	general food assistance
NSSS	national social security strategy of Bangladesh for 2015–2025
SAFE Plus	Safe Access to Fuel and Energy Plus Livelihoods
SBCC	social and behaviour change communication
SCOPE	WFP's corporate beneficiary and transfer management platform
SDG	Sustainable Development Goal
SMART	standardized monitoring and assessment of relief and transition
SUN	Scaling Up Nutrition
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework for Bangladesh for 2022–2026