



WFP EVALUATION



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

WFP Contribution to Market Development and Food Systems in Southern Africa: A Thematic Evaluation 2018 to 2021

Decentralized Evaluation Report

Final DE/ZARB/2020/052

WFP Regional Bureau Johannesburg (RBJ)

10 December 2021

Key personnel for the evaluation

WFP REGIONAL BUREAU JOHANNESBURG (RBJ)

Evaluation Managers [Grace Igweta and Jennifer Sakwiya]

PREPARED BY FORCIER CONSULTING LLC

Sithabiso Gandure [Team Leader]

Ludovico Alcorta [Lead Researcher]

Peter Mvula, Lourenço Domingos, Erika Rizzo, Amy Sullivan [Researchers]



Acknowledgements

The evaluation team would like to warmly thank all the organizations and individuals who contributed to this evaluation. This evaluation took place in the context of the COVID-19 crisis, and the evaluation team is particularly grateful for the availability and the time dedicated by all those consulted to answer our questions in this difficult context. Likewise, the evaluation team would like to warmly thank the WFP Regional Bureau Johannesburg (RBJ) and country offices in Lesotho, Madagascar, Malawi, Mozambique, Tanzania, and Zimbabwe for the essential support provided for the organization of all the interviews carried out face to face and remotely and for the logistical support provided to the field mission.

Disclaimer

The opinions expressed in this report are those of the evaluation team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designation employed and the presentation of material in maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory, or sea area, or concerning the delimitation of frontiers.

Contents

Executive Summary	i
1. Introduction.....	1
1.1 Evaluation features	1
1.2 Context	2
1.3 Subject being evaluated	3
1.4 Evaluation methodology, limitations and ethical considerations	13
2. Evaluation findings	19
2.1 Evaluation Question 1: Relevance	19
2.2 Evaluation Question 2: Effectiveness	33
2.3 Evaluation Question 3: Impact	39
2.4 Evaluation Question 4: Sustainability	50
3. Conclusions and recommendations	54
3.1 Conclusions.....	54
3.2 Lessons	57
3.3 Recommendations	60
Annexes.....	67
Annex 1. Summary Terms of Reference	67
Annex 2. Timeline	72
Annex 3. Methodology.....	75
Annex 3.1 Sampling.....	75
Annex 3.2 Geographic Location of MDA interventions	78
Annex 3.3 QuIP Methodology	82
Annex 4. Detailed Context	84
Annex 5. Evaluation Matrix	88
Annex 6. Fieldwork Agenda.....	100
Annex 7. List of people interviewed	102
Annex 8. Data collection Tools	112
Annex 8.1 Qualitative Impact Protocol (QuIP): Retailer Questionnaire Template.....	112
Annex 8.2 Qualitative Impact Protocol (QuIP): Focus Group Discussion Template	117
Annex 8.3 Key Informant Interviews with WFP Staff.....	122
Annex 8.4 Key Informant Interviews with key government stakeholders.....	122
Annex 8.5 Key Informant Interviews with key project stakeholders.....	123
Annex 8.6 Key Informant Interviews/ Focus Group Discussions with farmers	124
Annex 8.7 Key Informant Interviews/ Focus Group Discussions with retailers.....	125
Annex 9. Performance data for Zimbabwe.....	127
Annex 10. Factors associated with cause and effect and causal maps.....	129
Annex 10.1 Top 15 factors that led to change in retailers' business in Lesotho	129
Annex 10.2 Causal links in connection with assortment and quality in Lesotho	129
Annex 10.3 Causal links in connection with prices of products in Lesotho	130

Annex 10.4 Causal links in connection with access and protection in Lesotho	130
Annex 10.5 Top 15 factors that led to change in retailers' business in Malawi	131
Annex 10.6 Causal links in connection with assortment and quality in Malawi.....	131
Annex 10.7 Causal links in connection with prices of products in Malawi.....	132
Annex 10.8 Causal links in connection with access and protection in Malawi	132
Annex 10.9 Top 40 factors that led to change in retailers' business in Mozambique	133
Annex 10.10 Causal links in connection with assortment and quality (top 20 links) in Mozambique	134
Annex 10.11 Causal links in connection with prices of products in Mozambique.....	135
Annex 10.12 Causal links in connection with access and protection in Mozambique	135
Annex 10.13 Factor frequencies that contributed to changes in retailers' business in Zimbabwe	136
Annex 10.14 Causal links associated with assortment and quality in Zimbabwe	137
Annex 10.15 Causal links associated with price in Zimbabwe	138
Annex 10.16 Causal links associated with access and protection in Zimbabwe.....	139
Annex 11. Findings Conclusions- Recommendations Mapping	140
Annex 12. Membership and Roles of the Evaluation Committee (EC)	141
Annex 13. Membership and Roles of the Evaluation Reference Group (ERG)	141
Annex 14. Stakeholder Analysis Matrix.....	143
Annex 15. Bibliography	149
Acronyms	153

List of figures

Figure 1: Percentage of CBTs achieved in 2019 and 2020	4
Figure 2: Amounts of CBTs achieved in 2019 and 2020.....	4
Figure 3: Changes in number of beneficiaries reached between 2019 and 2020	5
Figure 4: WFP market development matrix	6
Figure 5: Reconstructed Theory of Change for market development activities	11
Figure 6: Causal links in connection with assortment and quality in Mozambique.....	41
Figure 7: Causal links in connection with prices of products in Lesotho	43
Figure 8: Causal links to access and protection in Malawi	44
Figure 9: Causal links to access and protection in Zimbabwe	45
Figure 10: Causal links associated with growth in business and performance in Lesotho	46
Figure 11: Causal links associated with increased growth in business and performance in Mozambique.	48
Figure 12: Causal links associated with increased growth in business and performance in Zimbabwe	49

List of tables

Table 1: Dimensions of Market Functionality	6
Table 2: Theory of Change Enabling Environment	12
Table 3: MDA evaluation criteria	13
Table 4: Ethical considerations, risks, and safeguards	17
Table 5: Estimated costs of implementing MDAs in Lesotho	21
Table 6: Costs of implementing MDAs and related activities in Mozambique	23
Table 7: Costs of implementing MDA related interventions in Zimbabwe	23
Table 8: CBT and agriculture market interventions in Malawi	24
Table 9: Smallholder agriculture market activities in the six study countries	26
Table 10: Direction of changes reported by retailers consulted in the countries	40
Table 11: Robustness test on how overall business changed in Lesotho	46
Table 12: Robustness test on how overall business changed in Mozambique	47
Table 13: Robustness test on how overall business changed in Zimbabwe	49

Executive Summary

Introduction

1. This is a thematic evaluation of the World Food Programme (WFP) market development activities (MDAs)¹, and related food systems support activities in Southern Africa. The evaluation was commissioned by WFP Regional Bureau Johannesburg (RBJ) and covered the period from 2018 to 2021. The evaluation served the mutually reinforcing objectives of accountability and learning, with greater emphasis given to learning as this is a relatively new and under-evaluated area of WFP work. The evaluation covered six countries (Lesotho, Malawi, Madagascar, Mozambique, Tanzania, and Zimbabwe) each providing specific opportunities for learning in relation to the work of WFP in market development and food systems.
2. In the past, WFP programmes have not included explicit objectives, indicators and targets related to market development activities (except general capacity development and technical support outputs). This leaves an evidence gap as to how WFP contributes to market development and food systems strengthening, what lessons WFP staff are learning, and most importantly, how these lessons can be applied to enhance such contributions. This evaluation contributed to filling this evidence gap.
3. The findings and recommendations from this evaluation will be used by the WFP Headquarters (HQ), Regional Bureau Johannesburg (RBJ) and the country office supply chain and cash-based transfer (CBT) teams across the region to enhance design and implementation of market development and system strengthening activities. The findings may also be used by other market actors to enhance their engagement and partnerships with WFP and other stakeholders.
4. The evaluation answered the overarching question: “What is the contribution of WFP to market development and food systems and how can such contribution be enhanced to contribute to zero hunger” using the following five main questions:
 - a. To what extent are MDAs and related interventions informed by market inefficiencies identified during relevant WFP multisectoral market assessments and country contexts?
 - b. To what extent did the identified MDAs deliver expected outputs and contribute to expected outcomes?
 - c. To what extent are WFP MDAs contributing to improving market efficiencies in different country contexts?
 - d. Are the results of the contributions from WFP sustainable, i.e., continuing, or likely to continue after its interventions?
 - e. What lessons are emerging from different approaches and how can WFP enhance design and implementation of MDAs to increase WFP contribution?

Methodology

5. Data was collected through a detailed literature review of WFP market development related documents. The experiences of Kenya WFP Supply Chain pilot on retail and market development at Kakuma provided lessons that were also used to inform the findings of this evaluation. The standardized [Qualitative Impact Protocol](#) (QuIP) methodology and tool was used to collect data using key informant interviews and focus group discussions with retailers in four countries (Lesotho, Malawi, Mozambique, and Zimbabwe). Due to a different set of circumstances for country offices in Madagascar and Tanzania, traditional qualitative approaches of key informant interviews were used.
6. The sample used to collect data through QuIP methodology was not representative of the wider population and findings cannot be generalized across wider project target areas. The number of women retailers in the sector is small and gender disaggregation of the data collected was not possible due to the very small sub-sample of women respondents. WFP approach to designing and implementing MDAs was varied across the countries, with Tanzania having no CBTs at all while Madagascar had unrestricted cash with limited/no direct engagement with market actors. As there was no direct engagement with retailers to interview, it was not possible to apply the QuIP methodology in these two countries. To the extent possible, the evaluation team addressed the challenges outlined above by devoting extra time and effort to stakeholder consultations.

¹ WFP headquarters defines an MDA as any activity that could improve the availability, assortment and the quality of services offered by the retailers. It has a link to supply chain activities that in turn impact the local retail markets.

Context

7. The Southern Africa region suffers from high levels of poverty and the most rapid growth in absolute poverty is concentrated in the poorer countries of the region i.e., Madagascar, Malawi, Mozambique, Zimbabwe, and Lesotho. Southern Africa suffers widespread food and nutrition insecurity and in July 2021, 47.6 million people were estimated to be food insecure in Southern Africa, which is a 5.5 percent increase from 2020 and 34.3 percent above the 5-year average.

8. Southern Africa is also prone to recurrent extreme climatic shocks including droughts and floods and eastern parts of the region are particularly vulnerable to cyclones. The onset of the COVID-19 pandemic occurred when the economies of the region were already under strain, with dim growth prospects primarily due to lower commodity prices, drought, and power shortages. There was an alarming increase in urban food insecurity linked to food supply-chain and trade disruptions that resulted from COVID-19, and that had far-reaching implications for national economies and general livelihoods.

9. The expanding role of small and medium-sized enterprises (SMEs) in food systems has been central to recent and unprecedented reductions in global poverty, hunger, and undernutrition, and these systems are also likely to be the foundation of future progress. These small- and medium-sized enterprises include food processors, wholesalers, and retailers, providing a range of services, from transport and logistics to the sale of inputs such as fertilizer and seed to farmers.

10. Food insecurity and poor nutrition in Southern Africa are directly correlated to gender inequality. Women in the SADC region contribute more than 60 percent to total food production and provide the largest labour force in the agricultural sector, but the majority receive a disproportionately low share of income. Many women engage in entrepreneurial activities that form part of the subject of this evaluation, but studies from the International Labour Organization (ILO) have shown that female entrepreneurs face many additional barriers due to gender norms, such as access to credit and financial literacy.

Subject of the evaluation

11. The subject of the evaluation is the MDAs implemented as part of CBT and related interventions. The sub-national scope of the evaluation covered urban, peri-urban, and rural areas where CBTs and other relevant activities have been implemented. In Tanzania, the evaluation covered areas that have been affected by the implementation of supply chain activities.

12. Depending on the nature of WFP CBT programming and delivery approach in each country, the evaluation covered three main types of groups benefiting from: (i) Restricted Cash with specific MDAs linked to specific market actors (Lesotho, Mozambique, Zimbabwe), (ii) unrestricted Cash with/without specific MDAs (Malawi, Madagascar) and (iii) no CBTs, only system strengthening (Tanzania) covering government officials, private sector staff and other actors working within the supported institutions/sectors.

13. For the purposes of engaging in MDAs, WFP measures market functionality through nine dimensions: assortment and quality, availability, price, resilience of the supply chain, infrastructure, service, competition, access, and protection. The definitions of the nine dimensions are found in table 1. This evaluation uses these dimensions to assess WFP contribution to market development.

14. Critical to contribution from WFP to food systems are smallholder farmers and their linkages to SMEs. While smallholder farmers were not the core focus of this evaluation, the work WFP did to link farmers to small and medium-sized enterprises was reviewed, and emerging lessons were documented.

Evaluation findings

15. The evaluation findings and the evidence to substantiate them are presented below according to the

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_2217

