

Evaluation of WFP's Supply Chain Strategic Roadmap (2022-2025)

Final Terms of reference



Contents

1. Background	3
1.1. Introduction	3
1.2. Context	3
2. Reasons for the evaluation	9
2.1. Rationale	9
2.2. Objectives	10
2.3. Stakeholder analysis	10
3. Subject of the evaluation	11
3.1. The Supply Chain Strategic Roadmap (2022-2025)	11
3.2. Scope of the evaluation	12
4. Evaluation questions, methodology and ethical considerations	13
4.1. Evaluation questions and criteria	13
4.2. Evaluation approach and methodology	14
4.3. Evaluability assessment	17
4.4. Ethical considerations	18
4.5. Quality assurance	19
5. Organization of the evaluation	19
5.1. Phases and deliverables	19
5.2. Evaluation team composition	20
5.3. Roles and responsibilities	20
5.4. Security considerations	21
5.5. Communication	21
5.6. Budget	21
Annex I. Detailed timeline	22
Annex II. Role and composition of internal reference group and external advisory group	25
Annex III. Supply chain regulatory framework	27
Annex IV. Preliminary evaluability assessment	29
Annex V. Preliminary criteria for country selection/country selection matrix	41
Annex VI. Bibliography	44
Annex VII. Acronyms and abbreviations	50

1. Background

1.1. Introduction

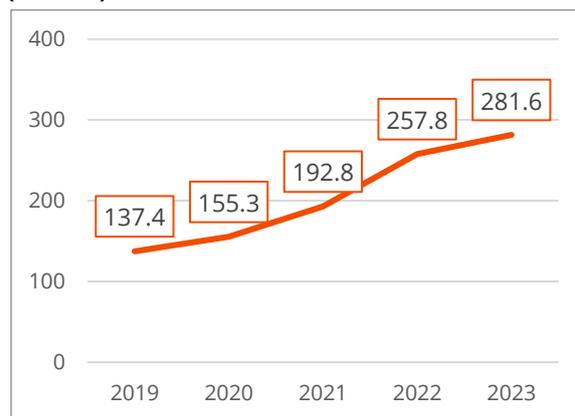
1. WFP relies on its supply chain to ensure that food and other essential items get to those who need it most and helps its partners to do the same. WFP's supply chain encompasses end-to-end planning, sourcing, and delivery of safe and quality food, goods, and services for WFP operations and the humanitarian community.¹
2. A strategic evaluation focusing on WFP's Supply Chain Strategic Roadmap (herein referred to as 'the Roadmap')², which has guided WFP's supply chain function from 2022-2025, has been included in the WFP Office of Evaluation's workplan for 2024-2026. Strategic evaluations in WFP are global in scope and focus on topics of strategic relevance, where there is opportunity to provide learning and forward-looking insight to WFP.
3. These Terms of Reference (TOR) were prepared by the WFP Office of Evaluation (OEV) based on an initial document review and a concept note that was used as a basis for consulting internally with selected stakeholders on the proposed evaluation scope and questions. Internal consultations highlighted the importance of focusing on WFP's logistics and procurement function, understanding WFP's diverse partnerships in supply chain, taking stock of organizational changes within the supply chain function, and the emerging work on digitization and sustainability.
4. The purpose of the TOR is to provide information to stakeholders about the evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil.
5. The evaluation will cover the period from January 2019, leading up to the development of the Supply Chain Strategic Roadmap, to mid-2025 when data collection will conclude.
6. It is scheduled to take place from September 2024 to November 2025 (development of Summary Evaluation Report). The evaluation report will be presented at the WFP Executive Board Session in February 2026. An independent, external evaluation team contracted and managed by WFP's Office of Evaluation (OEV) will conduct the evaluation.

1.2. Context

External context

7. The Roadmap was developed against a backdrop of rising global humanitarian challenges: frequent emergencies, limited funding, and increasing hunger. In the period leading to the development of the Roadmap, WFP was responding to increased needs and higher levels of food insecurity extending from conflict, climate change, economic instability, and the COVID-19 pandemic (2020-21) (Figure 1). Globally, progress toward the SDGs had been limited, and in some areas, reversed, putting efforts to meet the goals of the 2030 Agenda in jeopardy.³

Figure 1 Number of people in acute food insecurity (millions) 2019-2023



Source: Global Report on Food Crises 2024

¹ WFPgo. Supply Chain Operations Division. 2024.

² The Supply Chain Strategic Roadmap is an internal document and therefore will not be published in the external domain during the bidding process. The full Roadmap will be available to the successful vendor.

³ WFPgo. Supply Chain Strategic Roadmap.

8. The year 2022 was one of record humanitarian needs and displacement. The outbreak of war in Ukraine caused worldwide increases in food and fuel prices, interfering with the fragile recovery from the COVID-19 crisis. The Roadmap was designed to help WFP's supply chain function deliver – whether through in-kind assistance, cash, vouchers, capacity strengthening and/or service delivery to partners – quickly and cost-efficiently to higher levels of vulnerability and food insecurity amidst external volatility. Figures 2 and 3 illustrates the trend of food delivery by WFP supply chain.

Figure 2 Food delivered (MT, millions) by WFP 2019-2023

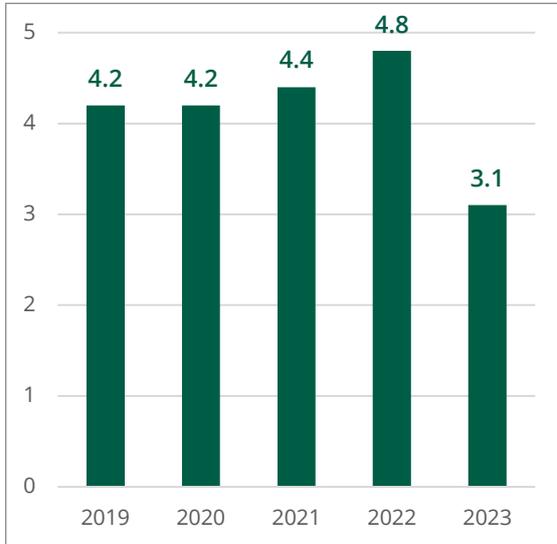
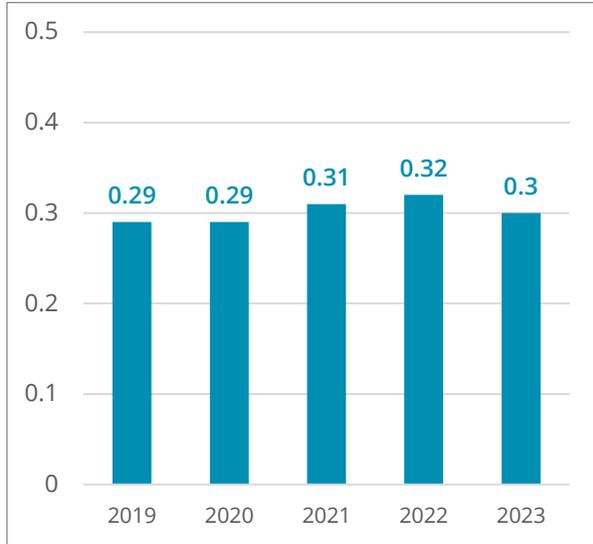


Figure 3 Specialized nutritious food delivered (MT, millions) by WFP 2019-2023



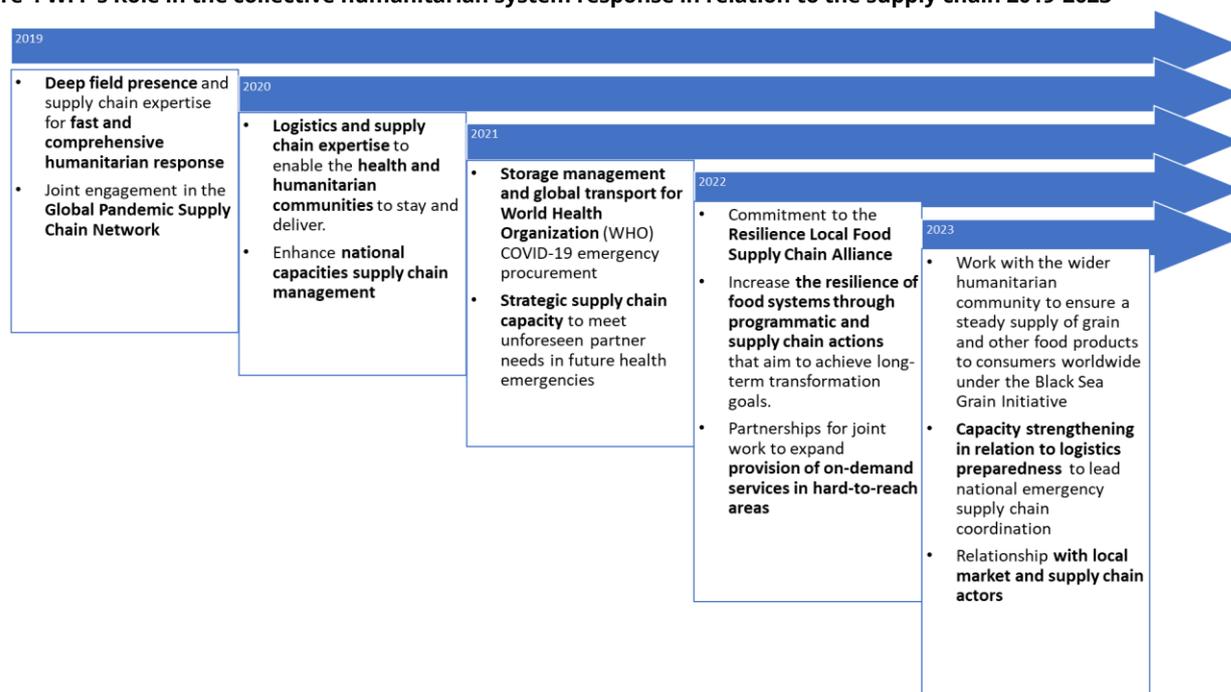
Source: World Food Programme Annual Performance Report 2023

9. WFP works with a diverse range of partners to respond to food security and nutrition needs amidst multiple crises, including conflict, extreme climate patterns and economic shocks. WFP's support to the global supply chain is part of its role in the collective humanitarian response which it performs through participation in the Inter-Agency Standing Committee (IASC), and responsibilities as lead of the logistics global cluster and co-lead of the food security and emergency telecommunications global clusters. As the Logistics Cluster lead agency, WFP acts as '*provider of last resort*' for common logistics services.⁴ Figure 2 outlines WFP's role in the collective humanitarian response in relation to the supply chain from 2019-2023 as outlined in annual reports to WFP's EB.⁵

⁴ Logistics Cluster. Logistics Cluster Strategy 2022-2026. 2021

⁵ WFP. Update on WFP's role in the collective humanitarian response 2019, 2020, 2021, 2022, 2023).WFP/EB.A/2020/5-B, WFP/EB.A/2021/5-E; WFP/EB.A/2022/5-B WFP/EB.A/2023/5-B

Figure 4 WFP's Role in the collective humanitarian system response in relation to the supply chain 2019-2023



Source: Compiled by OEV based upon annual EB Updates on WFP's role in the collective humanitarian response 2019-2023

Internal context

10. WFP's supply chain encompasses the planning, procurement, storage, transport and delivery of food, goods, and services for WFP's operations and emergency response in service of WFP's mandate. WFP's Supply Chain features prominently in WFP's current strategic plan and cuts across several policy documents (see Annex V).
11. While WFP has 60 years of experience in humanitarian supply chain management, the supply chain as a single functional area was constructed in 2015 by merging the procurement (supply) and logistics (delivery) functions. The integrated supply chain is now designed to span the "entire process of end-to-end planning, sourcing and delivery of assistance."⁶ This integration was one of the outcomes of the Fit for Purpose initiative (2012-2016), which generated changes in supply chain management, among other areas.
12. The Integrated Road Map (IRM) (2017) marked a shift for the supply chain function from engagement at the operational planning phase to participation in the CSP design process, from the beginning, to directly engage with other high-level stakeholders at the strategic level. This role for supply chain was also reflected in the inclusion of supply chain in the programme side of the corporate results framework (CRF) 2017-2022 and as part of the programme results chain.
13. The WFP Strategic Plan 2022-2025, maintains supply chain as part of programme, reflected in three strategic outcomes and two cross-cutting priorities. Since the development of the Strategic Plan, the Supply Chain Division has been restructured-- most recently in February 2024. The latest restructuring moved WFP's supply chain function from the former Operations Management Department, led by the Deputy Executive Director, to the Programme Operations Department, under the Assistant Executive Director. As part of this, a number of areas became part of the supply chain function including management of cooperating partners, cash-based transfers, and aspects of beneficiary ID management, among others.

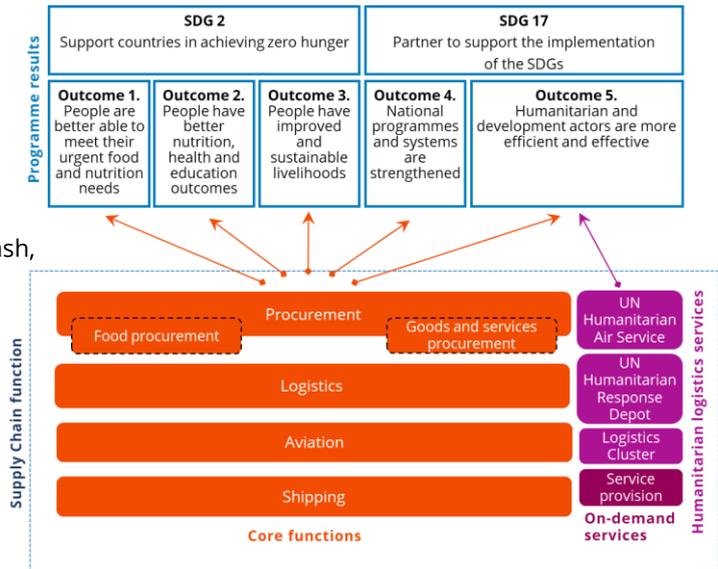
⁶ WFP. Supply Chain Division. 2016

14. WFP's supply chain function is comprised of core functions, mandated humanitarian logistics services, and on-demand services (see Figure 5).

15. WFP's supply chain core functions are:

- **Procurement** which includes purchase of food for the people WFP serves and goods and services to support global humanitarian operations.⁷
- **Logistics** for delivery of humanitarian assistance with the preferred and most appropriate transfer modality, whether cash, vouchers, in-kind assistance and capacity strengthening (e.g. to governments).⁸
- **WFP's aviation** function provides air transport services for humanitarian cargo and passengers, delivering aid to those otherwise inaccessible by land or sea;⁹
- **Shipping** solutions to support delivery of commodities to ports.

Figure 5: Supply chain functions, activities and services



16. Other supply chain functions, at the time the roadmap was developed, included **capacity strengthening**¹⁰ through supporting governments to identify opportunities to strengthen national supply chains and **market development** for the reconciliation, food safety, and the selection, contacting, and performance management of retailers and financial service providers (FSPs) in CBT operations and support for local retailers and market players.

17. **Service provision** refers to arrangements where WFP acts as a service provider to humanitarian or development partners. WFP can provide either “mandated common services” or “on-demand services”:

- **Mandated services** – apart from the Emergency telecommunications cluster, which is managed by the Technology division, all other common services that WFP is mandated to provide to the humanitarian community are under the purview of the supply chain function:
 - **UN Humanitarian Air Service (UNHAS)**, established in 2004, is the UN's only mandated humanitarian air service;¹¹ UNHAS responds to the need for access to challenging locations, often under precarious security conditions, where no safe surface transport or viable commercial aviation options are available.¹²
 - **UN Humanitarian Response Depot (UNHRD)**, a global network of hubs that store and transport emergency supplies to the humanitarian community, also managed by WFP.¹³ There are six Humanitarian Response Depots around the world, all operated by WFP as

⁷ WFP. Supply Chain and Delivery Procurement 2023 Overview. In 2023, for example WFP delivered US 3.1Bn food and goods and services sourced in 153 countries. This included 2.4 MT of food, 60 percent of which came from local and regional markets. It also included US 1.23 B in goods and services largely consisting of facility management, IT and communications and fuel

⁸ WFP.2023. Logistics Factsheet

⁹ WFP.2024. Aviation Service Factsheet

¹⁰ WFP. 2022. Supply Chain Capacity Strengthening Framework; it should be noted that capacity strengthening was brought into the developmental level in 2024.

¹¹ WFP.2023. UN Humanitarian Air Service

¹² WFP.2021. UNHAS Annual Report 2021.

¹³ WFP. 2023. UN Humanitarian Response Depot

common services for NGOs and humanitarian aid providers to pre-position relief supplies close to disaster areas.

- **The Logistics Cluster**, which is part of the cluster system established by the Inter-Agency Standing Committee (IASC), led by WFP, provides coordination and information management during emergency responses to support operational decision-making and improve the predictability, timeliness, and efficiency of humanitarian emergency response.¹⁴
- ii. **On demand services** are services that WFP provides bilaterally to partners based on their request (if they are consistent with WFP purpose, policies and activities).¹⁵ While WFP can provide a variety of services based on its expertise, including in technology, analytics or engineering, many of the services are related to the supply chain function.¹⁶
18. Support services and functions that are part of the supply chain function include i) **planning & optimization** plans for WFP's corporate inventory (financed through the Global Commodity Management Facility,¹⁷ WFP's strategic working capital management mechanism) and equips operations with planning processes and advanced analytical tools to improve supply chain efficiency. ii) **Budget and compliance** supports supply chain budgets and compliance matters including supplier and vendor management. iii) **Research and development** contributes to the development and design of innovation in supply chain activities; iv) **Market and Retail** supporting field staff in the implementation of direct and indirect market-based interventions including cash, value voucher, commodity vouchers and capacity strengthening assistance supporting markets and retailers to ensure that beneficiaries receive appropriate and diversified assistance and v) **food safety and quality assurance systems** work to ensure that the food WFP provides is safe and nutritious.
19. The structure and reporting lines of the supply chain function has changed since the development of the Roadmap and during the period of Roadmap implementation. Since 2019, the branches within the supply chain have changed over time, most recently in 2024 as shown in Figure 6.

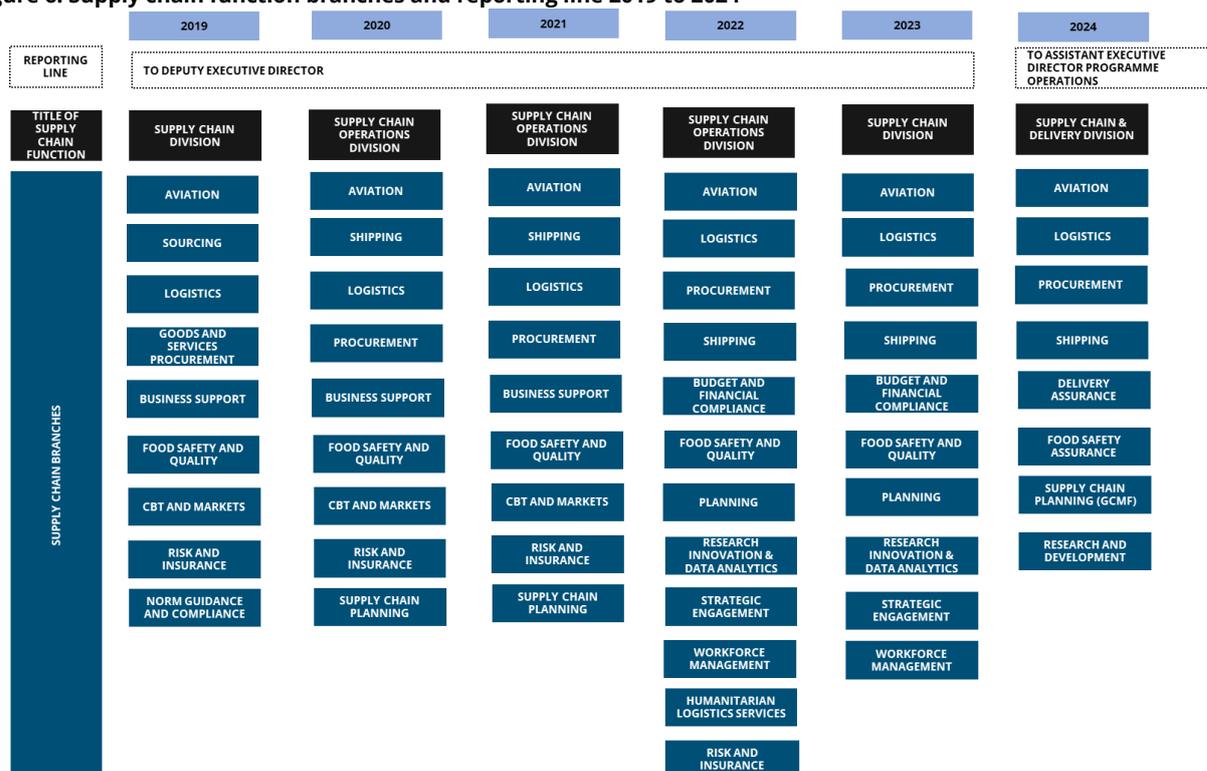
¹⁴ Logistics Cluster, About Us, 2022. <https://logcluster.org/about-us>

¹⁵ World Food Programme. 2022. WFP corporate results framework (2022-2025).

¹⁶ World Food Programme. 2024. Programme Guidance Manual – Country Strategic Planning, section 8.2 Resource Management. (Not published)

¹⁷ WFPGo. 2023. Global Commodity Management Facility

Figure 6: Supply chain function branches and reporting line 2019 to 2024



Source: OEV based upon supply chain organigrams 2019, 2020, 2021, 2022, 2023, 2024

Normative Framework and high-level guidance

20. In addition to the strategic orientation for WFP’s supply chain set out in **WFP’s Strategic Plan (2022-2025)** which reflects the role of the supply chain in service delivery and in capacity strengthening and technical assistance to governments, the vision set out in the **Supply Chain Strategic Roadmap (2022-2025)** which is the focus of the present evaluation, several WFP policies guide or govern different components of WFP’s supply chain. For example:
 - The contribution of WFP’s supply chain to the broader humanitarian community is highlighted in the [Policy on Country Strategic Plans \(2016\)](#), [Emergency Preparedness Policy \(2017\)](#), and the [South-South and Triangular Cooperation Policy \(2023\)](#).
 - Risks related to supply chain (e.g. disruption and vendor management) are included in the [Enterprise Risk Management Policy \(2018\)](#) and the [Anti-Fraud and Anti-Corruption Policy \(2021\)](#).
 - The [Aviation Policy \(2023\)](#) sets out the governance for aviation as part of the supply chain function.
 - The [Local and Regional Food Procurement policy \(2019\)](#) refers to the local and regional food procurement as a way to ensure a reliable and cost-efficient supply of food for WFP operations
 - The [Cash Policy \(2023\)](#) discusses the importance of cash in the supply chain where food is not available and markets are unlikely to respond to greater demand, where commercial supply chains are seriously disrupted or where people prefer other modalities.
21. In addition to the policies, the Supply Chain is governed by the [Executive Director Circular on Delegation of Authority for Procurement & Contracting in Supply Chain Functions \(2018\)](#) which aligns delegated levels of authority for the supply chain function across WFP’s HQ and field operations and streamlines the processes for adjusting procurement and contracting authority across Supply Chain functions to facilitate the agility in WFP’s operations while ensuring that adequate control measures are in place.
22. Finally, a range of manuals and guidelines, which are regularly updated, provide the governance, policy and guidance structure of WFP’s supply chain operations. These include manuals for transport and logistics, shipping, food procurement, goods and services procurement, food safety and quality

guidelines and a handbook on supply chain cash-based transfers.¹⁸ Further detail is provided in Annex III.

Recent assessments of WFP's Supply Chain

23. While there has not yet been a stand-alone global evaluation of WFP's supply chain, past evaluations have examined the outcomes of WFP's supply chain function or its parts in particular countries or regions, such as the recent *Evaluation of Local and Regional Food Procurement Pilot Programmes in Eastern Africa (2021-2023)*, the *Thematic Evaluation of Supply Chain Outcomes in the Food System in Eastern Africa from 2016 to 2021*, or the *WFP Contribution to Market Development and Food Systems in Southern Africa: A Thematic Evaluation, 2018 to 2021*. Multiple global evaluations of policies, themes or corporate emergency response, such as the 2021 evaluation of WFP's response to COVID-19, likewise contain findings on WFP supply chain. Country strategic plan evaluations offer some, albeit in varying levels of depth, evidence on the contribution of supply chain to CSP outcomes as well as on the efficiency of logistics and procurement. Findings related to the supply chain functions include assessment of WFP's contribution to country capacity strengthening support for local procurement, assessment of supply chain and logistics capacity at country level, supply chain pivoting amidst the COVID-19 pandemic, and contribution of operational and logistical capacity in humanitarian partnerships
24. The supply chain function has also been the subject of several internal and external audits and is regularly included in internal audits of country operations. Except where supply chain is excluded from audit scope, internal audit report typically contains observations and recommendations related to procurement, transport, service provision, vendor and retailer management, commodity management, warehouse management, and food safety and quality, as relevant.

2. Reasons for the evaluation

2.1. Rationale

25. The evaluation of the Supply Chain Strategic Roadmap (2022-2025) is expected to be relevant and timely considering the following:
 - **Significance of supply chain to WFP's mandate:** The role of WFP's supply chain is prominent in WFP's Strategic Plan, contributing across WFP's strategic outcomes and driving WFP's work toward Outcome 5 (Humanitarian and development actors are more efficient and effective). As such, conducting an evaluation of supply chain delivery including local and regional food procurement, under the Roadmap, is key to understanding WFP's performance toward its mandate.
 - **Timing:** The Roadmap runs to 2025. Initiating the evaluation in 2024 will allow the evaluation to provide a timely update on progress of implementation, successes and lessons to inform potential future strategies by presenting initial findings in mid-2025 and presenting to the Executive Board in February 2026.
 - **Shifting external context:** In recent years, the supply chain function has needed to rapidly adapt to external shocks and changes. The evaluation provides an opportunity to check that the strategic shift set out in the Roadmap has been in tune with evolving external circumstances.
 - **Revised organizational arrangements:** Preceding and during the Roadmap's implementation to date, there have been changes in the supply chain function's organizational arrangements – , internal sub-division and relation to other functions in WFP. The evaluation is an opportunity to take stock of the effectiveness of the institutional arrangements, assets, and capacities for the function at country, regional, and HQ levels
 - **No evaluative overview of the WFP's supply chain:** Evaluations have highlighted different

¹⁸ WFPGo.2024. Supply Chain Manuals and Guidelines.

aspects of WFP’s supply chain (see Annex IV) but there has not yet been a dedicated global evaluation focusing on the strategic orientation or performance of WFP’s supply chain.

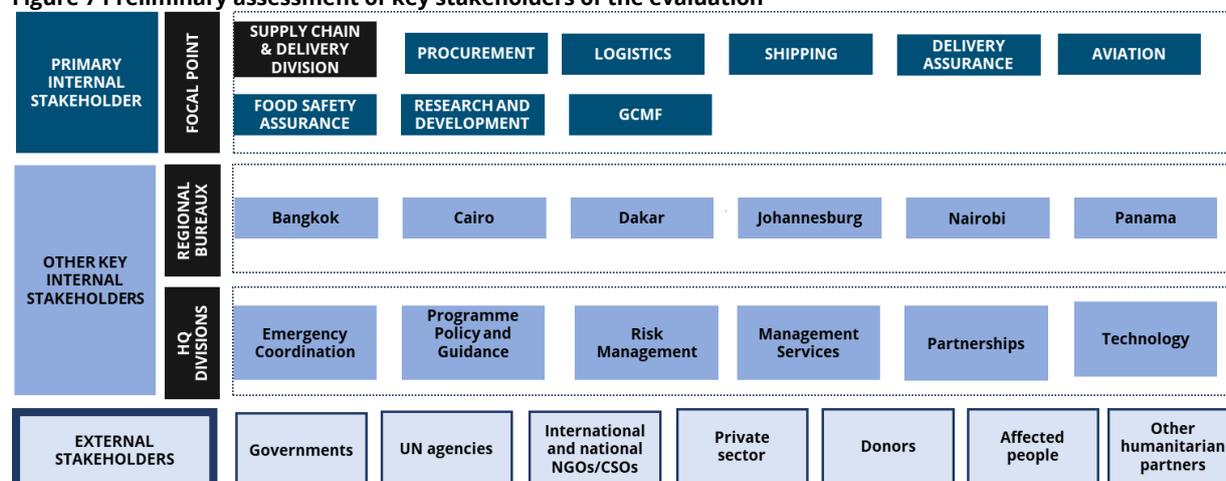
2.2. Objectives

26. This evaluation will serve the dual purposes of accountability and learning with a focus on the latter. Specifically, the evaluation is expected to assess and draw lessons about the design, implementation, results achieved, and the factors enabling the objectives of the Supply Chain Strategic Roadmap.
 - For the purposes of **accountability**, the evaluation will take stock of progress against the objectives of the Roadmap, including the Local and Regional Food Procurement policy
 - To **serve** the objective of **learning**, the evaluation will draw lessons on what is working well, and what can be strengthened in WFP’s supply chain function.
27. Specific learning may be drawn on the effectiveness of technical and digital innovations, drivers of efficiency (cost and time), the effectiveness of partnerships, and other priority elements. The aim is to generate evidence to inform WFP’s work in this area moving forward.

2.3. Stakeholder analysis

28. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. (Figure 7).

Figure 7 Preliminary assessment of key stakeholders of the evaluation



29. **Internal stakeholders** include WFP’s senior leadership and management, particularly within the Supply Chain and Delivery Division (including Procurement, Shipping, Logistics, Aviation, and Delivery Assurance) and branches of the Supply Chain and Delivery Division (Supply Chain Planning (GCMF), Research and Development, Food Safety Assurance). Other HQ divisions that are stakeholders for the evaluation include Emergency Coordination; Programme Policy and Guidance; Risk Management; management Services; Human resources, Technology, Partnerships, the WFP Offices in Geneva and New York, Regional Bureaux¹⁹ and country offices as well as other parts of WFP that are identified during inception.
30. There are many key **external stakeholders** for this evaluation given that the Roadmap covers WFP’s contribution WFP’s support to shared services through UNHAS and UNHRD, and aspects of its leadership of the Global Logistics Cluster. The WFP Executive Board, partner and host governments, regional bodies, other UN agencies, private sector partners, and international financial institutions

¹⁹ RBB: Regional Bureau Bangkok; RBC: Regional Bureau Cairo; RBD: Regional Bureau Dakar; RBJ: Regional Bureau Johannesburg; RBN: Regional Bureau Nairobi; RBP: Regional Bureau Panama

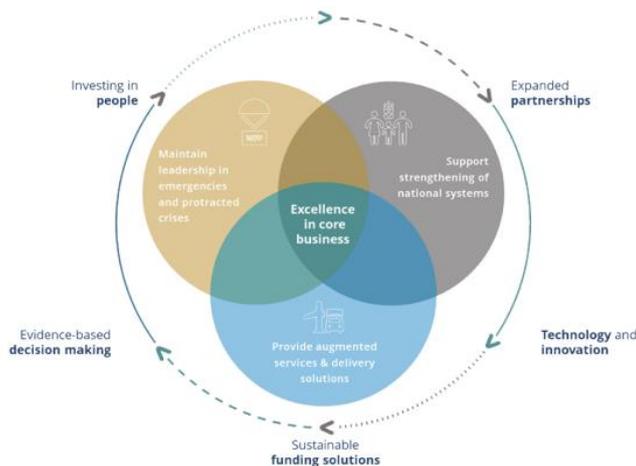
are among the stakeholders of the evaluation. A detailed stakeholder analysis will be undertaken during the inception phase.

3. Subject of the evaluation

3.1. The Supply Chain Strategic Roadmap (2022-2025)

31. The World Food Programme Supply Chain Strategic Roadmap 2022-2025 was issued to provide high-level guidance for the supply chain function under the new Strategic Plan 2022-2025.²⁰ The Roadmap follows the previous WFP Supply Chain Strategy 2017-2021 aiming to shift toward a “more proactive approach” to supply chain management.
32. While the Roadmap retains the overall substance of the Supply Chain Strategy, its stated objective is to “broaden the focus” of the supply chain function “to better reflect the new realities of evolving humanitarian needs”.²¹ The vision of the Roadmap is “to position WFP as the partner of choice in humanitarian supply chain, in pursuance of SDGs 2 and 17, to save and change lives of those WFP serves.”
33. As shown in Figure 8, the cornerstone of the Supply Chain vision and value statement is “*maintaining excellence in the core business of WFP’s mandate.*” The Roadmap articulates three pillars: 1. Maintain leadership in responding to emergencies and protracted crises; 2. Support strengthening of national systems (which according to the Roadmap, uses the Local and Regional Food Procurement Policy as an entry point) ; and 3. Provide augmented services and delivery solutions. It identifies five enablers to achieve the objectives under each pillar: people, partnerships, technology and innovation, Funding, and evidence.

Figure 8: Pillars and enablers of the Supply Chain Strategic Roadmap (2022-2025)



Source: Strategic Roadmap (2022-2025)

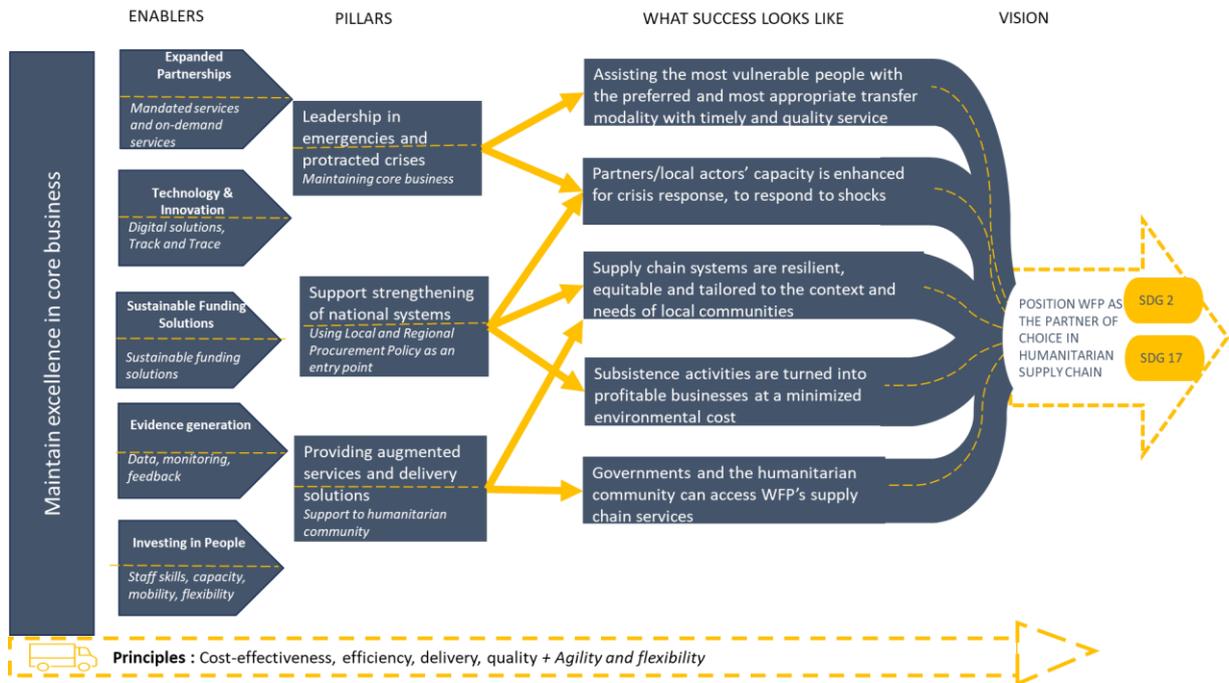
34. The Roadmap does not set out an explicit theory of change (TOC) but it does articulate what success would look like through the implementation of the objectives of each of the pillars. For the purposes of this evaluation, an illustrative model, based upon the pillars and objectives specified in Roadmap, has been developed to link the pillars of the Roadmap to its stated vision.
35. During the inception phase, the evaluation team is expected to develop (and revise) this model and validate the model with supply chain division management. Through the evaluation the model will be

²⁰ World Food Programme. 2022. [Supply Chain Division Strategic Roadmap 2022-2025](#).

²¹ World Food Programme. 2017. [WFP Supply Chain Strategy 2017-2021](#)

used to understand how, and to what extent, the envisaged successes have been achieved, to unpack what factors have supported or hindered successes, to extrapolate the causal pathways and assumptions behind the Roadmap, and to assess how WFP has maintained the cornerstone of the Roadmap and achieved its intended vision.

Figure 9 Indicative model linking Roadmap pillars to overall strategic vision



Source: Office of Evaluation, 2024

3.2. Scope of the evaluation

36. The stated purpose of the Supply Chain Strategic Roadmap is to set the trajectory for the supply chain function, by defining the current state of play, setting objectives for the future and identifying the resources required to achieve them through internal expertise and through multisectoral partnerships. To capture how the Roadmap has supported WFP's supply chain function toward this purpose, the evaluation will focus on four areas of analysis: i) organizational effectiveness; ii) operational efficiency; iii) supply chain results; and iv) WFP's role and contribution to humanitarian partnerships. While the evaluation is mostly forward looking, to inform potential strategy updates, it will include an assessment of the progress made against the objectives set out in the Supply Chain Strategic Roadmap.
37. **Thematic scope:** The evaluation will focus on the Roadmap (2022-2025). It will assess the relevance of the design and focus of the Roadmap within WFP's operating context, and the results achieved under each of the pillars of the Roadmap. As part of its assessment of the Roadmap pillars, the evaluation will include an assessment of the implementation of the Local and regional food procurement policy (2019) and its results.²²

²² An evaluation of the implementation of the Local and Regional Food Procurement Policy (2019) was foreseen for 2024, five years after the expected adoption of the policy, in line with coverage norms for WFP policies. The policy evaluation will be fully encompassed by this evaluation and will accordingly fulfil WFP evaluation coverage norms through reporting on the implementation of the policy and its results.

38. **Temporal scope:** The evaluation will cover the period 2019 to mid-2025. The evaluation scope begins in 2019 to capture the period preceding the development of the Supply Chain Strategic Roadmap.²³ The scope will cover the Roadmap’s implementation from 2022-2025 inclusive, and related activities.
39. **Geographic scope:** The evaluation will be global and will include a purposive sample of country offices where the diverse range, roles, and functions WFP’s supply chain can be understood. The criteria for country selection are summarized in section 4.2 and described in detail in Annex V.
40. **Operational focus:** The supply chain comprises a range of operational and support functions, as well as support to humanitarian and development partnerships, which will be considered within the scope of the evaluation.
41. The Assurance workplan for 2024²⁴ anticipates three audits related to the supply chain function: i) WFP’s service provision, ii) procurement, and iii) fleet management. Consequently, to avoid overlap, the evaluation will not focus on the corporate and thematic risks related to these areas.

4. Evaluation questions, methodology and ethical considerations

4.1. Evaluation questions and criteria

42. The following evaluation questions are proposed. these will be further discussed, refined and prioritized during the evaluation inception phase.

Proposed evaluation questions		OECD-DAC criteria					+
		Relevance	Effectiveness	Efficiency	Coherence	Sustainability	
1	How well has the Roadmap supported WFP to respond and deliver, within a rapidly evolving operating context, to deliver its mandate?						
1.1	To what extent did the Roadmap represent a shift from the Supply Chain Strategy 2017-2021 and, as a strategic instrument, provided guidance for WFP’s supply chain work during a changing context						
1.2	How well do WFP’s institutional arrangements for the supply chain function support the delivery of the Roadmap?						
1.3	How well does the Roadmap support WFP to position itself within the broader context of the international humanitarian system?						
2	What efficiency gains have been made under the Roadmap?						
2.1	What role has the supply chain roadmap had in supporting WFP to make cost-efficient decisions ?						
2.2	Is there evidence that the initiatives envisaged in the Roadmap have enabled WFP to deliver more cost-effective supply chain solutions?						
3	What results has WFP achieved through the implementation of the Roadmap? To what extent have the results met the ambitions of Roadmap (i.e. to maintain excellence of core business and broaden the focus						

²³ The year 2019 was identified as an appropriate starting point for the evaluation in order to capture the period preceding the development of the Roadmap that allows the evaluation to capture the pre-COVID context as well as changes experienced by the supply chain function as part of the COVID response.

²⁴ Office of Internal Audit. 2023. Assurance Workplan

	of the supply chain)?					
3.1	In what ways, and in which contexts, have the objectives to assist the most vulnerable people (assisting people with the preferred and most appropriate modality, at the right time) been achieved? ²⁵					
3.2	In what ways, and in which contexts, have the objectives of strengthening of national systems through implementation of the local and regional food procurement policy been achieved? ²⁶					
3.3	In what ways, and in which contexts, have the objectives to provide augmented services and delivery solutions as “ the partner of choice²⁷” been achieved?					
3.4	In what ways does the Supply Chain Strategic Roadmap address WFP’s cross-cutting priorities²⁸ ? <ul style="list-style-type: none"> • Gender: In what ways have women, men, boys, and girls been included in supply chain processes? • Protection: In what ways have protection risks, including data protection, protection from sexual exploitation and abuse, and accountability to affected populations been factored into the delivery of the Roadmap? • Environmental sustainability: In what ways has environmental sustainability been factored into the delivery of the Supply Chain Strategic Roadmap? 					
4	To what extent have the enablers identified in the Roadmap supported or hindered results?					
	<ul style="list-style-type: none"> • Partnerships: Developing or expansion of the right partnerships (internally and externally) in the right ways to achieve the roadmap’s objectives • Technology and innovation: Digital tools, systems, and processes, and innovative approaches to achieve the roadmap’s objectives • Funding: Availability and sustainability of funding • Evidence and data: Using and managing data to share information and improve performance toward the objectives of the supply chain • People: Profile, capacities,, institutional structures and culture to deliver on the roadmap’s objectives • Other factors supporting or hindering results of the implementation 					

4.2. Evaluation approach and methodology

43. OEV welcomes the use of diverse, participatory, and innovative evaluation methods. The evaluation team is expected to take a rigorous methodological approach to maximise the quality, credibility and use of the evaluation. WFP has a wealth of quantitative data on its supply chain function. Therefore, OEV encourages proposals that include quantitative methods.
44. The evaluation will employ relevant internationally agreed evaluation criteria including relevance, coherence, efficiency, effectiveness and sustainability.²⁹ The methodology will systematically address the evaluation questions and sub-questions in a way that meets the dual purpose of accountability and learning.

²⁵ This would include evidence of e.g. beneficiary engagement and beneficiary satisfaction with the quality of services, provided; procurement and delivery of nutrient-dense foods; adaptation for food quality and nutritional value throughout the supply chain.

²⁶ For example through the objectives set out in the Local and Regional Procurement Policy: Applying the policy to decision making; Programme integration; Engagement of partners; Risk management; Upfront investment in key areas and contribution to programme level outcomes

²⁷ This refers to a broad spectrum of partners (national and local governments, civil society, other UN agencies, NGOs, and international financial institutions) and internal-departmental partnerships and cross-functional integration across the supply chain function

²⁸ Per Roadmap, environmental, social and governance practices benchmarked against the industry will continue to be applied transversally across activities as applicable.

²⁹ OECD-DAC Evaluation Criteria

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

45. The methodology should demonstrate attention to impartiality and reduction of bias by drawing on a cross-section of primary and secondary information sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, direct observation in different locations, etc.) and a mix of qualitative and quantitative methods, with an emphasis on the latter.
46. The methodology will consider any challenges to data availability, validity, or reliability, as well as budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview guides etc.). During the inception phase, it is expected that the evaluation team conducted a detailed mapping of the quantitative data against the evaluation matrix.
47. The evaluation team is required to ensure the quality of data (validity, consistency, and accuracy) throughout the data collection/analysis and reporting phases. The proposals should include examples of prior use of the methods chosen for analysis.
48. The methodology should be sensitive in terms of gender equality and women's empowerment (GEWE), equity, disability and inclusion, indicating how data collection methods will ensure the inclusion of women and marginalized groups.

Design elements

49. The following approach is indicatively proposed. The Office of Evaluation welcomes proposals that suggest alternative approaches or methods:
50. A **systematic desk-based analysis** will be required to understand the evolution and current state of play for the supply chain function at the global level. Analysis of the following evidence sources is suggested as a component of the data collection, to be defined during inception:
 - **Quantitative data:** Corporate, country level and operational supply chain data (see preliminary evaluability assessment in section 4.3)
 - **Normative framework and high-level guidance.** Governance documents, directives, circulars, and memoranda, as well as operational handbooks and manuals.
 - **Reporting to the governance bodies and other corporate reporting.** Annual reporting on the supply chain function published and high-level reports relating to various components of supply chain submitted to the WFP Executive Board or published otherwise externally or internally (e.g. annual updates to the Executive Board on food procurement, on the implementation of the LRFPP, on food losses, on the use of strategic financing (including GCMF), or on the UN humanitarian air service.)
 - **Reporting at regional, and at country level.** Country reporting on supply chain activities from annual country reports, annual performance plan mid-year and end-year reviews, to monthly situation reports, to daily operational briefs.
 - **Analysis of WFP's decentralized and centralized evaluations.** Evidence on supply chain effectiveness and efficiency can be found across country strategic plan evaluations and decentralized evaluations.
 - **Analysis of other evidence sources.** Important information on the performance of supply chain can be found in external and internal audits, reviews, analyses and studies.
51. **Key informant interviews** at HQ, regional and country levels with WFP staff and interviews with external partners including other UN agencies, cooperating partners, government partners and representatives from relevant inter-agency bodies (e.g. IASC).
52. **Country and regional visits** will be conducted to country offices (and/or Regional Bureaux as applicable). A purposive sample of 3-4 countries will be selected to understand the nature, role, and contribution of WFP's supply chain footprint across WFP's different operating contexts. The first country visit will be conducted during the inception phase to test data collection tools. An initial set of criteria were identified to develop an initial long list of countries (Table 1):
 - Corporate scale-up since 2019,
 - Presence of Logistics cluster and on-demand services and emergency preparedness activities in the country strategic plan

- Pilot country for the Local and regional Food Procurement Policy (LRFP)
- Country offices that distributed the highest amount of cash in 2023, and
- Reporting above-threshold post-delivery losses.³⁰

53. Further detail on country selection is provided in Annex V.³¹

Table 1: Indicative long list for country studies based upon selection criteria (Annex V)³²

Size (expenditure 2023)		Scale-up activated since 2019	Logistics cluster	On-demand services	Emergency preparedness	LRFP pilot country	Cash transfers top 12	Above-threshold post-delivery losses 2023
Size (expenditure 2023)	Country							
Large (above 100 million)								
RBB	Afghanistan	X		X	X		X	X
RBC	Ukraine	X	X	X			X	X
RBD	Chad	X		X				
RBN	Ethiopia	X	X	X	X	X		X
RBN	South Sudan	X	X	X	X			X
Medium (between 15 million and 100 million)								
RBB	Nepal			X	X			
RBC	Turkiye, Republic of		X	X				
RBJ	Congo, Republic of			X			X	
RBJ	Tanzania			X	X	X		
RBN	Djibouti			X	X			
RBP	Honduras			X	X	X		
RBP	Guatemala			X	X	X		
Small (below 15 million)								
RBB	Philippines				X			
RBC	Armenia			X				
RBD	Senegal			X	X			
RBD	Togo	X		X				
RBJ	Angola			X				
RBP	Caribbean Community			X				

³⁰ The term “above-threshold post-delivery losses” refers to losses that exceed WFP thresholds for country-level post-delivery losses of a single food type, valued either at USD 20,000 or more and accounting for at least 2 percent of the volume handled, or at USD 100,000 or more. (Source: WFP. 2024. *Report on global losses for the period from 1 January to 31 December 2023*. WFP/EB.A/2024/10-C.

³¹ The final selection will be coordinated with regional bureaux and country offices, and considered alongside other ongoing global exercises (e.g. Strategic Evaluation of Targeting and Prioritization)

³² NB: During the IRG commenting period (July-Aug 2024), feedback on country selection has been received from RBB, RBD, and RBP. Input from RBC, RBN, and RBJ will inform the final short-list for the evaluation.

4.3. Evaluability assessment

54. A preliminary evaluability assessment is summarized below (Table 2) and further detailed in Annex IV. During the inception phase, the evaluation team will deepen the evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods and map available data against the evaluation questions and sub-questions.

Table 2 Evaluability opportunities and challenges

	Evaluability opportunities	Evaluability challenges
Evaluand	<ul style="list-style-type: none"> • Clear scope: Strategic Roadmap is time-bound with defined pillars, enablers and objectives 	<ul style="list-style-type: none"> • Lack of targets: The Roadmap does not have an explicit theory of change or an implementation plan with measurable targets
Stakeholders	<ul style="list-style-type: none"> • Interest in evaluation: Engaged stakeholders with an interest in the findings and use of this evaluation to shape potential future strategy • External perspectives: WFP's supply chain works with a large body of partners that may offer diverse perspectives for the evaluation 	<ul style="list-style-type: none"> • Large body of diverse potential informants: Large number of internal and external stakeholders required to inform the evaluation
Quantitative Data	<ul style="list-style-type: none"> • Extensive corporate data: WFP's CRF (2022-2025) includes at least³³ 24 indicators (comprising output and outcome indicators and high-level targets) related to achievement of the objectives of the Roadmap.³⁴ Annual WFP supply chain reporting includes: <ul style="list-style-type: none"> • Global losses of food³⁵: pre-delivery, post-delivery by volume, commodity type, by country • Food procurement: Amount of food procured by type, volume, country of origin, lead time • UNHAS³⁶: Number of flights, number passengers transported, volume, cargo transported, MEDEVACS performed, user organizations served, donor contributions, allocation breakdown • UNHRD³⁷: Reporting on consignments, weight dispatched, value of services provided • Cluster data: Annual reporting is available from the Logistics cluster³⁸ (e.g. humanitarian cargo transported and received, and delivered by emergency) • Extensive country level and operational data: The supply chain function measures its work across operations through a range of data 	<ul style="list-style-type: none"> • Large dataset: Need to carefully refine and map data to focus on those data points that support decision making and insight on performance

³³ Indicators that directly relate to logistics, procurement, shared services and platforms.

³⁴ WFP Indicator Compendium 2022-2025. **Outcome Indicators** Measure the targeted assistance provided, such as the number of beneficiaries reached, quantity of food distributed or value of cash transferred.; **Output Indicators** Measure progress towards commitments WFP has made to maximize programme effectiveness, **Cross cutting indicators** measure gains toward corporate priorities: Protection and Accountability to Affected Populations, Gender Equality & Women's Empowerment, Nutrition Integration & Environmental Sustainability. Cross-cutting Indicators; **High level targets** define WFP's level of ambition across the five strategic outcomes of the Strategic Plan (2022–2025).

³⁵ WFP. 2024. Report on global losses for the period from 1 January to 31 December 2023. Reporting is available annually.

³⁶ WFP. 2024. UNHAS Annual Review. (available annually)

³⁷ WFP. 2023. UNHRD in Review (available annually)

³⁸ Global Logistics Cluster. 2024. Annual Report (available annually)

	Evaluability opportunities	Evaluability challenges
	sources (detail Annex IV).	
Qualitative data	<ul style="list-style-type: none"> • Annual Country Reports: Annual update on supply chain activities at country level • Country level audits: Opportunity to systematically analyze trends across contexts on supply chain performance from recent country level audits • Audits of specific areas: Thematic audits related to aspects of supply chain available for the strategic period 	<ul style="list-style-type: none"> • Avoid overlap: The evaluation should be designed carefully to benefit from available information and focus on areas where there is less data, and more opportunity for learning.
	<ul style="list-style-type: none"> • Availability of evaluative information: Aspects of supply chain are well evidenced. This evaluation can draw upon the insights from recently completed or ongoing evaluations including the Decentralized evaluation of Supply Chain Food Systems Outcomes; The Environmental Policy Evaluation 	<ul style="list-style-type: none"> • As above, avoid overlap: The evaluation should be designed carefully to benefit from available information and focus on evidence gaps.

4.4. Ethical considerations

55. Evaluations must conform to WFP and UNEG ethical standards and norms.³⁹ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).⁴⁰ This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
56. The commissioning office will ensure that the evaluation team and evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP supply chain function have no vested interest, nor have any other potential or perceived conflicts of interest."⁴¹

³⁹ For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

⁴⁰ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

⁴¹ Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

57. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, internet and data security statement.
58. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfphotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

4.5. Quality assurance

59. WFP's Evaluation Quality Assurance System (EQAS) sets out processes with steps for quality assurance and templates for evaluation products based on standardized checklists. Quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
60. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's EQAS prior to submission of the deliverables to OEV.
61. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

5. Organization of the evaluation

5.1. Phases and deliverables

62. To present the evaluation in the First EB session of 2026, the following timetable will be followed (Table 3).

Table 3: Summary timeline - key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1. Preparation	July-October 2024	Final TOR Evaluation team and/or firm selection and contract
2. Inception	October 2024- January 2025	Stakeholder interviews Inception mission(s) Inception report
3. Data collection	February- April 2025	Data collection missions and exit debriefings Primary and secondary data collection
4. Reporting	May- November 2025	Report drafting and comments process Stakeholder workshop Final evaluation report Summary evaluation report (SER)

5. Dissemination	December 2025-Feb 2026	SER editing/evaluation report formatting Management response and Executive Board preparation
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5.2. Evaluation team composition

63. A team of 3-5 people, including the team leader, will conduct the evaluation. The team should be interdisciplinary, with strong capacity in conducting global evaluations and demonstrated capacity to handle large quantities of quantitative data. All team members must have experience with humanitarian contexts. To the extent possible, the evaluation team should be balanced in terms of gender, geography, culture, language and disability.

Team leader

64. The team leader position requires a minimum of 15 years' experience in evaluation with specific experience conducting evaluations for humanitarian organizations. Understanding of the humanitarian supply chain, logistics and procurement is critical. Knowledge of the humanitarian cluster system and humanitarian shared services will be an asset.
65. The primary responsibilities of the team leader will be:
- setting out the methodology and approach in the inception report
 - guiding and managing the team during the inception and evaluation phases
 - overseeing the preparation of data collection outputs by other members of the team
 - consolidating team members' inputs to the evaluation products in line with agreed Centralized Evaluation Quality Assurance System (CEQAS) standards and agreed timelines.
 - representing the evaluation team in meetings with stakeholders

Team composition

66. The evaluation team should have knowledge of gender, equity, wider inclusion issues. including disability and power dynamics. The team should possess complementary knowledge of:
- Humanitarian supply chains (i.e. logistics, transportation, storage, food quality and safety)
 - Local and regional procurement
 - Familiarity with humanitarian shared services and the cluster system
 - Capacity to analyze high volumes of quantitative data and qualitative analytical skills
 - Cross-cutting issues (Protection, Gender, Environmental Sustainability) in humanitarian activities
 - Expertise in evaluating capacity strengthening and technical assistance to governments
 - Digital supply chain solutions
67. When conducting country studies, core team members should also be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (French and Spanish).
68. The team should include dedicated quality assurance support as indicated in section 4.5.

5.3. Roles and responsibilities

69. The evaluation manager is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference group; organizing the team briefing and the stakeholder's workshop; participating in the inception mission and supporting the preparation of the field mission; conducting the first-level quality assurance of the evaluation products (inception report and evaluation report); and soliciting WFP stakeholders' feedback on draft products. The Office of Evaluation encourages the evaluation team to consider evaluation manager participation at analysis workshops, though this decision rests with the team.
70. The evaluation manager will be responsible for writing the summary evaluation report (SER). The evaluation manager will be the main interlocutor between the team, represented by the team leader,

the long-term agreement firm focal point, and WFP counterparts to ensure a smooth implementation process.

71. An internal reference group (IRG) will be formed and asked to review and comment on draft evaluation reports, provide feedback during evaluation briefings and be available for interviews with the evaluation team. An external advisory group (EAG) will be constituted to provide expert input on key deliverables and engage in discussions on key topics during the evaluation process.
72. The Director of Evaluation will approve the final evaluation products and present the SER to the WFP Executive Board for consideration.

5.4. Security considerations

73. Security considerations will vary depending upon the nature of the context and the nature of the contracting arrangements with WFP.
74. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP CO registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE and SSAFE) and attending in-country briefings.
75. The contracted firm should have the necessary insurance and access to field safety training to allow consultants to visit the field locations identified during the inception phase. Companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts as per the LTA agreement.

5.5. Communication

76. It is important that evaluation reports are accessible to a wide audience contributing to the credibility of WFP, through transparent reporting, and the utility of evaluations. All strategic evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
77. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.

5.6. Budget

78. The evaluation will be financed from PSA. The offer will include a detailed budget for the evaluation, including consultant fees and travel costs. For the financial proposal, it is suggested that the evaluation firm prepare a realistic estimate, based upon the indicated country selection, for travel costs. The evaluation manager will be responsible for liaising with country offices to determine the best approach for local transportation which will be covered by the evaluation firm and included in the financial proposal. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annex I. Detailed timeline

Description of steps and deliverables		By whom	Indicative timeline
Phase 1 – Preparation			Until mid-October
	Request for proposals	EM/RA	21 August 2024
	Submission of proposals	LTAAs	13 Sept 2024
	Team selection	EM/RA/QA2	End Sept 2024
	Finalization of contract with LTA firm	EM/RA/QA2	11 Oct 2024
Phase 2 – Inception			Oct 2024-Jan 2025
	Team preparation prior to HQ briefing (reading docs)	ET	14-18 October
	Inception mission in HQ and virtual briefings with RB/CO	EM/RA/TL	21 October – 1 November
	Develop inception report V1	ET	15 November
	Comment on the inception report V1	EM/RA/QA2	22 November
	Develop inception report V2	ET	29 November
	Clearance of inception report V2 prior to sharing with the IRG	QA2	6 December
	Inception mission to CO	ET	9-13 December
	Comments from the IRG on the inception report	IRG	9-20 December
	Finalization of Inception report, integrating IRG comments	ET/EM	20 Dec-17 Jan
	Clearance of the final inception report	QA2	31 January
Phase 3 – Data collection phase			February- April 2025
	Field visit preparation and desk-based country case	ET	3-14 February
	Remote key informant interviews	ET	17 Feb-30 April
	In-country data collection and country mission	ET	17 Feb-30 April
Phase 4 – Data analysis and reporting			May-September 2025
	Data analysis and drafting of evaluation report V0	ET	6 May- 7 June 2025
	Preliminary findings debriefing (online)	ET/IRG/OEV	22 May 2025
V0	Submit draft evaluation report V0 to OEV	ET	7 June 2025
	Comment on the evaluation report V0	EM/RA/QA2	14 June 2025
V1	Develop evaluation report V1	ET	21 June 2025
V2	Comment on the evaluation report V1	EM/RA/QA2	5 July 2025
	Clearance of evaluation report prior to sharing with IRG	DOE	12 July 2025
	Comment on the evaluation report V2	IRG	26 July 2025
	Stakeholder workshop	ET/IRG/OEV	End July 2025
V3	Integrate comments into evaluation report	ET	9 August 2025
	Review of comments integrated into the evaluation	EM/RA/QA2	16 August 2025
	Develop evaluation report final version	ET	6 September 2025
	Clearance of the final evaluation report	QA2	13 September 2025
Development of Summary Evaluation Report		EM/RA	September-October 2025
	Develop Summary Evaluation report V0	EM/RA/QA2	20 September 2025
	Validate draft SER	TL	20 September 2025
	Comment on Summary Evaluation report V1	OPC	11 October 2025
	Approval of Summary Evaluation report	DoE	25 October 2025
Phase 5 – Dissemination and follow-up			
	SER editing/evaluation report formatting and final publication	EBS	8 November 2025
	Management response (MR) preparation	CPPG	15 November 2025
	Presentation of SER and MR at EB Round Table	DoE	December 2025
	Presentation of SER and MR to the EB Session	DoE	February 2026

Annex II. Role and composition of internal reference group and external advisory group

Internal reference group

79. The table below presents the proposed membership of the evaluation Internal Reference Group. There is broad representation from the Supply Chain and Delivery Division (SCD) given the focus and coverage of the Division's work. Other divisions and units work closely with SCD are also indicated. Expected roles, and type of engagement of IRG members are outlined in section 5.3 of the Terms of Reference.

Proposed representation in the Internal Reference Group**:

***Nominations will be confirmed during the inception phase of the evaluation*

Table 4 Supply Chain and Delivery Division (Branches are indicated in bold)

Supply Chain and Delivery	Betty KA
Procurement	Rainatou BAILLET
Shipping	Henrik HANSEN
Logistics	Matthew DEE
Field Support	Baptiste BURGAUD
Logistics Cluster	Mailin FAUCHON
Sustainability	Aldo SPAINI
UNHRD	Walid IBRAHIM
Research and Development	Priya SINGH
Aviation	Franklyn FRIMPONG
Delivery Assurance	Cheryl HARRISON
Supply Chain Planning & Optimization (GCMF)	Claudio DELICATO

Table 5 HQ Divisions/Offices

Strategic coordination and AED office	Marco Cavalcante
Risk Management	Harriet SPANOS
Staffing Coordination and Capacity	Lara FOSSI
Human Resources	Fetlework ASSEGED
Emergency Coordination	Samer ABDELJABER
Programme and Policy Guidance	
Climate and Resilience Service	Gernot LAGANDA
Gender Protection and Inclusion	Brenda BEHAN
Emergency Preparedness and Response Service	Ross SMITH
Nutrition and Food Quality Service	Abigail PERRY

Management Services	Sara ADAMS
Technology	Vedjai MAHANAND
Private Partnerships	Richard Wilcox

Table 6 Regional Bureaux

Regional Supply Chain Officers=	
Bangkok	Kirsi Junnila
Cairo	Sherif Georges
Dakar	Nuru Jumaine
Johannesburg	Angelin Mingu
Nairobi	Abdullah Zaman
Panama	Nenad Loncarevic

External advisory group

The External Advisory Group (EAG) is an advisory body providing substantive advice and feedback to the Evaluation Manager on topics related to their specific areas of expertise at key moments during the evaluation process. Work to identify potential members begins during the preparatory phase of the evaluation but the group may not be fully formed until into the inception phase. Prospective EAG members include:

- * Members of the Logistics Cluster Strategic Advisory Group
- * Supply Chain function leads from other UN agencies -Private sector representatives from the Logistics Emergency Team
- * Representatives from the Secretary General Office of Supply Chain Management, Department of Operational Support and United Nations Global service Centre

Annex III. Supply chain regulatory framework

Table 7 Documents relating to supply chain regulatory framework

Year	Policy	
Supply chain policies and strategies		
2017	WFP Supply chain strategy 2017-2021	
2019	Local and regional food procurement policy	
2022	WFP Supply chain strategic roadmap 2022-2025)	
2023	Aviation policy	
2024	A strategy for knowledge management in WFP Supply Chain Division 2024-2027	
2024	RBB Supply chain capacity strengthening strategy 2024-2027	
Other policies relevant to supply chain management		Supply chain components
2006	Policy on humanitarian access and its implications for WFP	Logistics cluster; mandated services; transport
2011	WFP policy on disaster risk reduction and management	Capacity strengthening; Logistics cluster;
2013	WFP policy on school feeding (revised)	Local, regional and international procurement
2016	Policy on country strategic plans	mandated services; emergency response; When supporting the response to an emergency, WFP may provide supply chain, logistics and communications support to the broader humanitarian community, such as procurement services and provision and management of communication systems, storage facilities, cargo and personnel transport. . . These contributions can be identified and mapped at the country level, in relevant national, United Nations or other frameworks.
2017	Environmental policy	Procurement; logistics; transport; capacity strengthening
2017	Emergency preparedness policy	GCMF; pre-positioning; LESS; capacity strengthening; Logistics cluster The policy refers to enhancing internal processes and systems for supply chain support <i>inter alia</i> the Global Commodity Management Facility (GCMF) and Support to enhance government and WFP staff capacity to manage supply chains in emergencies and support to government in overcoming supply chain challenges.
2017	Nutrition policy	Procurement
2018	Enterprise risk management policy	Supply chain disruption identified as operational risk.
	Local and regional food procurement policy	Policy states that local and regional food procurement directly supports the operational objectives of ensuring a reliable and cost-efficient supply of food for WFP operations.

(2019) ⁴²		
2021	WFP people policy	
2021	Anti-fraud and anti-corruption Policy	Inclusion of entities that have contractual arrangements with WFP including cooperating partners, vendors and other contracted third parties. Consideration of prevention of fraud and corruption into programme design and support activities including procurement.
2022	Country capacity strengthening policy update	Emergency preparedness; emergency response; logistics;
2022	WFP gender policy	Procurement;
2023	South-South and triangular cooperation Policy	Capacity strengthening; Reference to demand for SSTC in supply chain where WFP has a demonstrated expertise.
2023	Cash policy	Discussion of cash as part of WFP's portfolio and as an option where food is not available and markets are unlikely to respond to greater demand, where commercial supply chains are seriously disrupted or where people prefer other modalities, WFP uses vouchers, in-kind food or a combination of modalities.
2023	Aviation Policy	Governance for aviation managed and implemented as part of the supply chain function including mandated and on demand services to improve the efficiency and effectiveness of transport for humanitarian interventions, and air operations, as part of WFP's supply chain activities.

WFP supply chain management is additionally governed by:

- UN Charter
- Standards of Conduct for the International Civil Service
- WFP General Regulations
- WFP General Rules
- WFP Financial Rules

Executive Director's and Supply chain division circulars, memoranda, guidelines and other normative guidance, among which:

- 2018 Executive Director's Circular (Supply Chain Division) Delegation of authority (DoA) for procurement and contracting in supply chain functions (OED 2018/006)
- 2008 Disclosure of financial interests, outside activities and honours, decorations, favours, gifts or remuneration (OED 2008/004)
- 2017 Disclosure of gifts (OED 2008/002)
- Protection from harassment, sexual harassment, abuse of authority, and discrimination (OED 2018/007)
- Special measures for protection from sexual exploitation and sexual abuse
- WFP Directive on information disclosure (CP 2010/001)
- 2018 Memorandum General standards of ethics and code of conduct in WFP⁴³

Supply chain manuals

- Transport and logistics services manual
 - Landside logistics and associated logistics services
 - Aviation/air transport
 - Operational risk management

⁴² WFP. Local and regional food procurement policy. 2019. WFP/EB.2/2019/4-C*

⁴³ Transport and Logistics Services Manual. Section 1.3 Regulatory Framework.

- Logistics fleet manual
- Food storage manual
- Warehouse management handbook
- Postharvest handling and storage
- Shipping manual
- Food procurement manual
- Goods and services procurement manual
- Supply chain retail and markets handbook
- Managing supply chain of specialized nutrition foods
- Market Functionality guidance
- Retailer Performance and Evaluation guidance
- Market System Analysis guidance
- Market Development Activities Guidance

Annex IV. Preliminary evaluability assessment

80. While the supply chain function reaches across WFP, the evaluation focuses specifically on the Supply chain strategic roadmap 2022-2025 which is structured according to three pillars and five enablers. The definition of what success looks like under each pillar can be operationalized into multiple indicators, which can be measured using existing data from multiple internal data sources, complemented by qualitative analysis.
81. The inception period will be used to further assess the utility of available data to answer the evaluation questions and sub-questions.
82. *Corporate results framework indicators (2022-2025)*
83. As discussed in section 4.3, WFP has a wealth of quantitative data including that measured through WFP's Corporate Results Framework CRF (2022-2025) includes at least⁴⁴ 24 indicators (comprising output and outcome indicators and high-level targets) related to achievement of the objectives of the Roadmap that are designed to assess performance aspects of the supply chain function, supporting systems and to help WFP understand its impact. This includes indicators related to the provision of food and essential needs, smallholders' productivity, service provision, resources transferred, capacity development, and shared services and platforms which comprise the majority of relevant indicators.⁴⁵ Of these, 13 are mandatory for inclusion in CSPs, as relevant.

⁴⁴ Indicators that directly relate to logistics, procurement, shared services and platforms.

⁴⁵ WFP Indicator Compendium 2022-2025. **Outcome Indicators** Measure the targeted assistance provided, such as the number of beneficiaries reached, quantity of food distributed or value of cash transferred.; **Output Indicators** Measure progress towards commitments WFP has made to maximize programme effectiveness, **Cross cutting indicators** measure gains toward corporate priorities: Protection and Accountability to Affected Populations, Gender Equality & Women's Empowerment, Nutrition Integration & Environmental Sustainability. Cross-cutting Indicators; **High level targets** define WFP's level of ambition across the five strategic outcomes of the Strategic Plan (2022-2025).

Table 8: CRF 2022-2025 Indicators related to supply chain delivery

Category	HLT	Outcome	Output		Mandatory
Food & essential needs				Percentage of essential need items available to beneficiaries in the targeted markets where WFP operates	
				Percentage increase in purchasing power of WFP voucher beneficiaries	
Smallholders productivity and sales				Food purchased from regional and local suppliers and smallholder farmers, as a percentage of food distributed by WFP in country (country-specific)	
				Percentage of WFP food procured from smallholder farmer aggregation systems	
Service Provision				Percentage of users satisfied with services provided	
Resources transferred				Number of retailers participating in cash-based transfer programmes (country-specific)	
Capacity Development and Technical Support Provided				Percentage of retailers with overall good performance score	
Shared services and platforms				Number of shared services, data and analytics platforms provided by type	
				Number and type of clusters established that provide coordination, platforms for information exchange and support services to enable humanitarian/peace/development actions	
				Number of engineering works prioritized by national actors completed	
				Total volume of cargo transported	
				Total value of technical assistance provided as a service to governments to establish government-to-person payments systems	
				Total value of cash transferred to people by WFP as a service to governments	
				Total number of passengers transported	
				Value of services procured from local service providers (country-specific)	
				Total tonnage of food procured (country-specific)	
				Number of organizations engaged in cluster coordination activities/forums	
				Number of destinations/service locations served	
				Number of trucks deployed under global fleet service provision scheme in response to humanitarian needs	
				Number of active UNHAS user organizations	
			Number of timely medical and security evacuations performed ⁴⁶		
Institutional capacity strengthening				Percentage of users satisfied with services provided	
Outcome 5				Number of countries benefiting from WFP 'mandated' and/or 'on demand' services and solutions	
Outcome 5				Share of countries in which governments or partners avail themselves of WFP 'mandated services' out of all countries where the United Nations Country Team requests and the IASC endorses activation of 'mandated services'	
TOTAL	3	4	17		

⁴⁶ In addition to the CRF indicator, UNHAS collects data on the effectiveness of the Humanitarian Air Service activities. The indicators are: Number of destinations covered; Number of passengers transported ; Cargo transported (MT) ; Number of medical evacuations (MEDEVACs); Number of security evacuations (SEDEVACs); Number of organizations using UNHAS

84. Beyond the CRF indicators, a variety of quantitative and qualitative data can be sourced from reports to the Executive Board and other reports produced to inform different stakeholders on WFP's supply chain.

Table 9: Supply Chain annual reporting

Report	Availability	Key data (based on latest issue)
Reports to WFP Executive Board		
Update on food procurement	2019-2023, annually	amount of food procured by type, volume, country of origin, lead time
Update on the implementation of the Local and regional food procurement policy	2021, 2023	
Report on global losses	2020-2023, annually	pre-delivery losses and post-delivery losses by volume, commodity type, by country
Update on the UN Humanitarian air service	2020-2023	passengers transported, volume, cargo transported, MEDEVACS performed, user organizations served, donor contributions, allocation breakdown
Oral update on the UNHAS (presentation)	February 2019, June 2019	Cost per passenger per km, CO2 emission per passenger kilometre, UNHAS financial overview, flights and passenger metrics, evacuations
Update on the implementation of the Aviation policy	2023	Fleet description and data
Update on WFP's role in the collective humanitarian response	2019-2023, annually	Qualitative data on global clusters contributions
Report on the utilization of strategic financing	2022-2023, annually	Global commodity management facility purchases by country and lead time gain
Report on the utilization of advance financing	2019-2021, annually	
Additional global reporting		
WFP Supply chain annual report	2020	MT of food delivered, procurement and logistics metrics for emergencies
UNHAS Annual review	2020-2023	number of passengers transported, number of evacuations, MT of cargo transported, number of airdrops conducted, MT of cargo airdropped, donor contributions, allocation breakdown
WFP Aviation annual report	2019	
UNHRD in review	2019-2023	consignments, weight dispatched, value of services provided
Logistics cluster annual report	2019-2021; 2023	Countries supported, number of partners and stakeholders, logistics capacity assessments undertaken, trainings metrics, meetings conducted, common logistics services metrics
WFP Annual performance report	2019-2023	CRF indicators, qualitative and quantitative data on aggregate contributions to SDG17 (on-demand and mandated services), aggregate food procurement and delivery, amount and value of food purchased from local and regional markets
Country level reporting		
Annual Country Reports		CRF indicator values, quantitative and qualitative data on contributions to outcomes
Annual Performance Plan		Supply chain management KPIs (% of post-delivery losses, % of tonnage uplifted as per the agreed date, % of metric tons not reconciled)

Supply Chain Performance Indicators Register

85. To measure efficiency gains made under the roadmap (evaluation question 2), the evaluation can make use of the existing supply chain KPI initiative; an internal framework based on the Supply Chain Operations Reference model, with defined indicators and developed data models. The KPI initiative

envisaged measurement of results at multiple levels, linking operational efficiency to programmatic delivery.

It has been rolled out in regional bureaux starting from 2018 to build reporting capacity and address reporting gaps on supply chain. The initiative is operationalized through the Supply Chain Performance Indicators Register, which comprises 16 indicators across four categories (reliability, responsiveness, agility, and asset management efficiency):

Table 10: Supply Chain KPI initiative indicators

<ol style="list-style-type: none"> 1. Reliability – “the ability to perform tasks as expected” <ul style="list-style-type: none"> • RL.3.1 – Delivery Quantity Accuracy • RL.3.4 – Tonnage uplifted as per the agreed date (STO) – Transporter Performance • RL.3.6 – Transport documents are accurate and issued on time • RL.3.7 – Data reliability indicator • RL.3.8 – % of transactions captured in real-time in LESS • RL.3.11 – % of cost recovered vs cost of services (Bilateral Services) 2. Responsiveness – “the speed at which tasks are performed” <ul style="list-style-type: none"> • RE.3.1 – Number of days it takes to pay an account payable (ITS) • RE.3.4 – Number of Days between STO planned dispatch date and actual uplift date • RE.3.5 – Lead Time for Delivery to CP 3. Agility – “the ability to and speed of change” <ul style="list-style-type: none"> • AG.3.1 – Effectiveness in L3 (emergency operations) 4. Asset management efficiency – “the ability to efficiently utilize assets” <ul style="list-style-type: none"> • AM.3.3 – % of post-delivery losses • AM.3.4 – % of pre-delivery losses • AM.3.5 – \$ and MT change in food losses due to expired best before date • AM.3.6 – % of UHC food compared to WH inventory • AM.3.7 – Number of days it takes to dispose UHC commodities • AM.3.9 – % of expiring commodities (MT) delivered to CP (e.g. expiring within 60 days)

86. As part of the initiative, KPI focal points have been appointed in each regional bureaux supply chain unit. The focal points have periodically produced KPI reports (“dashboards”) for all countries in their region; the periodicity and availability of these reports is unknown, as they are not part of corporate reporting. The HQ-based Commodity accounting unit has additionally produced custom dynamic reports/dashboards (see section on DOTS below), which can be used to calculate the value of these indicators for each country office and regional bureau and for any period of time. During the evaluation’s inception period, the evaluation team should work with OEV, Commodity accounting unit and regional bureau KPI focal points to assess the availability, relevance, and veracity of these indicators for assessing the Supply Chain Strategic Roadmap.

Supply chain quantitative data:

87. In 2019, WFP launched DOTS, a data platform that unifies data from multiple systems across WFP into a single data hub, whose purpose is to enable end-to-end visibility of all operational activities.⁴⁷ DOTS makes available raw data related to programme, partnerships, funding, finance and accounting, and supply chain, among others. The supply chain category on DOTS comprises 74 objects (structured data models) of varying size and complexity. This is in addition to the objects relating to fleet management and GCMF. Key objects from this universe are described in the table below:

Table 11: Supply Chain WFP data hub “DOTS” and supply chain raw data

⁴⁷ WFPgo. 2019. [WFP launches DOTS, a new data engine to drive digital transformation | WFPgo](#)

Dataset	Description	Size of data set (number of entries)
Supply chain		
Distributions Food (previously "Received by CP")	Food distribution and WFP cooperating partner commodity movements	3.6m
Handovers to cooperating partners	The quantity of food handed over to cooperating partners, by commodity type and activity	7.5m
Food losses	Losses by originating process i.e. transport, transformation, and warehouse as well as the type, reason and value of the loss. It can be aggregated to Country or broken down by Storage Location.	244k
Food purchase orders	Purchase order details captured when procuring food from a specific supplier	64.3k
Goods and services purchase order items	Purchase order details captured when procuring goods and services from a specific supplier	1.4m
Food reconciliations	Handovers to cooperating partners, returns, distributions, opening and closing stock, by commodity type and activity.	105.6k
Food safety and quality incidents	Reported incidents related to food safety and quality, including quantitative data on quantities and values of affected commodities, and qualitative data on incident.	865
Food suppliers; Goods and services suppliers	List of companies, manufacturers and traders that have been pre-qualified to sell or supply food/goods and services.	6.4k; 50.9k
Food supplier reviews; Goods and Services supplier evaluations	Data on the evaluation of food supplier performance captured within the process of food purchase order/data on evaluation of goods and services supplier against a contract/purchase order	2k; 2k
Inbound deliveries	Data relevant to the cargo being transported towards a destination	5.2m
Landside transport instruction items	Transportation details about a specific commodity from one origin to one destination and/or consignees, within a specific time period	2.3m
Shipping instructions	Data on the lifecycle of shipping instructions reflecting their status, history and lead-times.	53.4k
Storage locations	Data on storage locations where WFP stock is kept	7k
Transport purchase orders	Data captured in the process of creating purchase orders for commercial transporters to secure funds to move food from one location to another	498k
Transporters	List of commercial transport service providers and/or WFP own fleet with details	12.5k
Transporter reviews	Performance evaluation scores of transporters	7.4k
Fleet management		
Vehicles	Motorized asset owned, managed or operated by WFP, Vehicle trips	9.4k
Vehicle trips	Official log book entries for WFP truck movements	406.9k
GCMF		
GCMF quotations	Data captured in the process of GCMF team approving/allocating stock from the GCMF inventory to a country office that has expressed interest in buying it	15.3k
CBT		
Retailers; Retailer branches	List of persons or businesses that sell goods and/or services to the public for use or consumption	25.7k;30.4k
Retailer branch	Aggregation of retailer performance monitoring and evaluation data	6.8k

Dataset	Description	Size of data set (number of entries)
evaluation		
Retailer contracts	Detailed data on the contractual relationship between WFP and a retailer	22.8k
Retailer logistics invoice verifications	Invoices to CBT retailers	152.1k

Mapping of evidence from evaluations and audits

88. Aspects of WFP's supply chain are regularly addressed in internal country audits and have been the subject of a number of internal and external thematic audits. Below is an indicative list of such audits published during the period included in the evaluation scope, which could be analyzed to inform findings:

Table 12 Thematic audits

Publication date	Reference	Title
August 2019	AR/19/15	Internal Audit of WFP's Level 3 Emergency Response for the Sahel
October 2019	WFP/EB.A/2020/6-G/1	Report of the External Auditor on air transport services
November 2019	AR/19/20	Internal Audit of Food Safety and Quality as a Corporate Risk
January 2020	AR/20/02	Internal Audit of Third Party Access to WFP Data & Information Systems
May 2020	PIR/01/20	Proactive Integrity Review (PIR) of School Feeding programmes
February 2021	AR/21/02	Internal Audit of LESS functionality and application controls
March 2021	AR/21/03	Internal Audit of Business Continuity Management in WFP
April 2021	AR/21/05	Internal Audit of the Operating and Financial Models of the UN Humanitarian Response Depot
February 2019	AR/19/05	Internal Audit of Food Procurement in WFP
May 2021	AR-21-07	Internal Audit of Goods and Services Procurement in WFP
July 2021	AR-21-11	Internal Audit of WFP's Ocean Transport (Shipping)
May 2023	PIR/23/01	Proactive Integrity Review of Food Commodity Management Phase 2
May 2023	WFP/EB.A/2023/6-G/1	Report of the External Auditor on fuel management
November 2023	AR-23-14	Internal Audit of WFP's Supply Chain Cash-Based Transfers, Retail and Markets Unit
May 2024	AR-24-06	Internal Audit of WFP IT Third- Party Risk Management

Table 13 Country operations audits:

Publication date	Reference	Title	Supply chain components addressed							
			Procurement	Logistics	Retailer management	Transport	Warehouse management	Service provision	Commodity management	Food safety and quality
March 2022	AR/22/05	Internal Audit of WFP Operations in Afghanistan	x	x					x	
March 2024	AR/24/04	Internal Audit of WFP Operations in Afghanistan		x						
April 2024	AR/24/05	Internal Audit of WFP Operations in Angola						x		
October 2021	AR/21/17	Internal Audit of WFP Operations in Bangladesh								
May 2023	AR/23/06	Internal Audit of WFP Operations in Benin	x	x		x			x	

Publication date	Reference	Title	Supply chain components addressed							
			Procurement	Logistics	Retailer management	Transport	Warehouse management	Service provision	Commodity management	Food safety and quality
April 2021	AR/21/06	Internal Audit of WFP Operations in Burkina Faso	x	x		x	x		x	x
July 2021	AR/21/12	Internal Audit of WFP Operations in Cambodia	x	x			x		x	x
August 2021	AR/21/15	Internal Audit of WFP Operations in Cameroon	x	x		x			x	
January 2019	AR/19/03	Internal Audit of WFP Operations in Central African Republic	x	x		x				x
August 2019	AR/19/16	Internal Audit of WFP Operations in Chad	x	x						x
August 2023	AR/23/09	Internal Audit of WFP Operations in Chad	x	x			x		x	x
August 2021	AR/21/14	Internal Audit of WFP Operations in Colombia	x	x					x	
June 2020	AR/20/12	Internal Audit of WFP Operations in DRC	x	x		x			x	
May 2023	AR/23/05	Internal Audit of WFP Operations in the Democratic Republic of the Congo	x	x		x			x	
June 2019	AR/19/12	Internal Audit of WFP's Management of the Djibouti-Ethiopia corridor		x		x		x		
March 2022	AR/22/07	Internal Audit of WFP Operations in Djibouti	x	x						
February 2020	AR/20/05	Internal Audit of WFP Operations in Ethiopia		x				x	x	
July 2023	AR/23/07	Internal Audit of WFP Operations in Ethiopia	x	x				x		
November 2022	AR/22/18	Internal Audit of WFP Operations in Guatemala	x	x				x		
March 2023	AR/23/03	Internal Audit of WFP Operations in Guinea	x							
August 2022	AR/22/12	Internal Audit of WFP Operations in Haiti	x	x		x				x
August 2019	AR/19/17	Internal Audit of WFP Operations in Honduras	x							
October 2023	AR/23/13	Internal Audit of WFP Operations in Honduras	x	x						
February 2022	AR/22/03	Internal Audit of WFP Operations in Iran	x	x						
May 2022	AR/22/08	Internal Audit of WFP Operations in Jordan	x	x					x	
December 2021	AR/21/21	Internal Audit of WFP Operations in Lebanon	x	x					x	x
April 2019	AR/19/08	Internal Audit of WFP Operations in Lesotho	x							x

Publication date	Reference	Title	Supply chain components addressed							
			Procurement	Logistics	Retailer management	Transport	Warehouse management	Service provision	Commodity management	Food safety and quality
April 2019	AR/19/09	Internal audit of WFP Operations in Liberia	x	x		x			x	x
August 2023	AR/23/08	Internal Audit of WFP Operations in Liberia								
February 2019	AR/19/04	Internal Audit of WFP Operations in Libya		x		x			x	x
December 2023	AR/23/21	Internal Audit of WFP Operations in Madagascar				x				
September 2021	AR/21/16	Internal Audit of WFP Operations in Mali	x	x					x	
November 2022	AR/22/17	Internal Audit of WFP Operations in Mauritania	x	x		x			x	
February 2022	AR/22/02	Internal Audit of WFP Operations in Mozambique	x	x	x	x				
December 2022	AR/22/20	Internal Audit of WFP Operations in Nepal	x	x					x	
June 2019	AR/19/13	Internal Audit of WFP Operations in Niger	x							x
July 2021	AR/21/13	Internal Audit of WFP Operations in Nigeria	x	x					x	
March 2024	AR-24-03	Internal Audit of WFP Operations in Nigeria	x			x				
June 2019	AR/19/11	Internal audit of WFP Operations in Pakistan	x							
December 2022	AR/22/19	Internal audit of WFP Operations in the State of Palestine	x					x		
September 2019	AR/19/18	Internal Audit of WFP Operations in Peru	x							
March 2023	AR/23/02	Internal Audit of WFP Operations in Sierra Leone	x							
November 2021	AR/21/20	Internal Audit of WFP Operations in Somalia	x	x						x
December 2023	AR/23/22	Internal Audit of WFP Operations in Somalia			x				x	
August 2022	AR/22/14	Internal Audit of WFP Operations in South Sudan	x	x						
December 2023	AR/23/20	Internal Audit of WFP Operations in Sri Lanka	x							
July 2019	AR/19/14	Internal Audit of WFP Operations in Sudan	x	x						
February 2022	AR/22/04	Internal Audit of WFP Operations in Syria	x	x					x	
January 2019	AR/19/01	Internal Audit of WFP Operations in Tunisia	x	x		x				
September 2022	AR/22/15	Internal Audit of WFP Operations in Turkiye								

Publication date	Reference	Title	Supply chain components addressed							
			Procurement	Logistics	Retailer management	Transport	Warehouse management	Service provision	Commodity management	Food safety and quality
February 2020	AR/20/06	Internal Audit of WFP Operations in Uganda	x							x
October 2023	AR-23-12	Internal Audit of WFP Operations in Uganda	x			x	x			x
December 2023	AR/23/16	Internal Audit of WFP Operations in the Bolivarian Republic of Venezuela								
January 2020	AR/20/03	Internal Audit of WFP Operations in Yemen	x	x						x
October 2022	AR/22/16	Internal Audit of WFP Operations in Yemen	x	x					x	
January 2022	AR/22/01	Internal Audit of WFP Operations in Zimbabwe	x	x	x	x			x	

89. Aspects of supply chain have been assessed in centralized and decentralized evaluations. Below is an indicative list of evaluations containing findings related to different components of supply chain:

Table 14 Indicative sample of centralized and decentralized evaluations containing findings related to supply chain

Publication date	Title	Selected themes/findings related to supply chain
Centralized evaluations, global		
January 2020	Strategic Evaluation of WFP's Capacity to Respond to Emergencies	<ul style="list-style-type: none"> WFP capacity in common service provision (including in the logistics, food security and emergency telecommunications clusters, aviation and the United Nations Humanitarian Response Depot) has made a significant contribution to humanitarian responses, enabling efficiency and coverage
January 2022	Strategic Evaluation of WFP's Use of Technology in Constrained Environments	<ul style="list-style-type: none"> There is evidence that the use of digital technologies and data improves . . . supply chain management and reductions in monitoring costs, among other things
January 2022	Evaluation of the WFP Response to the COVID-19 Pandemic	<ul style="list-style-type: none"> Expansion of country capacity strengthening support for supply chains, logistics etc WFP also led or co-led with governments the coordination of the logistics and supply chain aspects of the United Nations response, including by engaging in the supply chain interagency coordination cell.
October 2023	Evaluation of the Corporate Emergency Response in Myanmar (2018-2022)	<ul style="list-style-type: none"> Strong supply chains, logistics capability and decentralized but very integrated management approach supported WFP's approach. The country office was able to respond to the COVID-19 pandemic and the military takeover proactively and collaboratively within the broader humanitarian system.

Publication date	Title	Selected themes/findings related to supply chain
May 2024	Strategic Evaluation of WFP's Protection from Sexual Exploitation and Abuse	<ul style="list-style-type: none"> • Procurement, supply chain and logistics staff have not had the training to be able to engage on PSEA.
Centralized evaluations, country strategic plans		
October 2022	Evaluation of Sudan WFP Country Strategic Plan 2019-2023	<ul style="list-style-type: none"> • UNHAS services essential to supporting humanitarian assistance • Timeliness of supply chain performance increased
October 2022	Evaluation of Sri Lanka WFP Country Strategic Plan 2018-2022	<ul style="list-style-type: none"> • Contribution of WFP technical assistance for national supply chain development
January 2023	Évaluation du plan stratégique de pays du PAM en Mauritanie 2019-2023	<ul style="list-style-type: none"> • Operational and logistical capacity and its know-how in terms of coordination are broadly recognized by partners as essential comparative advantages for WFP,
January 2023	Evaluation of Nigeria WFP Country Strategic Plan 2019-2022	<ul style="list-style-type: none"> • WFP promoted an enabling environment for • private sector initiatives for reducing hunger by improving agricultural production and optimizing supply chain and logistical solutions. • Benefits through short supply chains and support to local production • Food distribution planning may not have been sufficiently collaborative between programmes and supply chain units
January 2023	Évaluation du plan stratégique de pays du PAM au Tchad pour 2019-2023	<ul style="list-style-type: none"> • WFP is generally operating efficiently in Chad; however, COVID-19-related restrictions, the late arrival of funding and weaknesses in supply chains have affected resilience building activities, seasonal assistance and cash-based transfers.
May 2023	Evaluation of Egypt WFP Country Strategic Plan 2018-2023	<ul style="list-style-type: none"> • WFP's support for the development of a geospatial platform • helped the Government to facilitate the monitoring of the supply chain for wheat.
October 2023	Évaluation du plan stratégique de pays du PAM pour Haïti 2018-2022	<ul style="list-style-type: none"> • Populations affected by crises have benefited from more effective interventions by humanitarian partners through telecommunications, logistics, supply and air transport services provided by WFP
Decentralized evaluations		
December 2021	WFP Contribution to Market Development and Food Systems in Southern Africa: A Thematic Evaluation, 2018 to 2021	<ul style="list-style-type: none"> • Smallholder farmer support was critical in all countries to address low production, post-harvest losses, loan availability, and fair markets. • Market development outputs and outcomes varied between countries. The achievements are not extensively recorded since they are part of the wider CBTs and supply chain interventions. • WFP assistance improved retailers' businesses and financial security by increasing demand for products and improving their capacity to supply that demand.
March 2022	Evaluation of WFP's Support to Smallholder Farmers and its Expanded Portfolio across the Agriculture Value	<ul style="list-style-type: none"> • WFP began to build a value proposition focused on the strengthening of smallholder access to markets and a WFP role as a food systems "enabler".

Publication date	Title	Selected themes/findings related to supply chain
	Chain in Bhutan, January 2019 to June 2021	
March 2022	Evaluation of Humanitarian Response Facilities Network in Pakistan from January 2014 to September 2020	<ul style="list-style-type: none"> The project improved the timeliness and effectiveness of government disaster response through its contributions to increased capacity in supply chain management and through strengthened warehousing and stockpiling systems for critical emergency relief items and search and rescue equipment
August 2022	Thematic Evaluation of Supply Chain Outcomes in the Food System in Eastern Africa from 2016 to 2021	<ul style="list-style-type: none"> There is an ongoing tension between WFP understandable commitment to low costs and efficient performance through its larger commercially orientated contracts, and its commitment to sustainable and equitable food systems development. WFP supply chain systems are often gender-blind.
February 2024	Evaluation of WFP's Contribution to Market Systems in South Sudan and Bangladesh 2018-2022	<ul style="list-style-type: none"> Market development activities focused on improving retailer business practices enabled the availability of nutritious food at fair prices and enhanced affordability WFP contributed to resilience not only through improving market practices but also through creating lasting market linkages
April 2024	Evaluation of Local and Regional Food Procurement Pilot Programmes in Eastern Africa (2021-2023)	<ul style="list-style-type: none"> Local procurement was relevant to local and national priorities, as well as WFP strategies, but there are opportunities for great collaboration between WFP and external partners in subsequent phases of the Local and regional food procurement policy When WFP's local and regional food procurement was properly integrated into WFP and its partners' programming interventions it could be an effective mechanism for addressing bottlenecks in value chains, enhancing food systems, and for improving the livelihoods and resilience of smallholder farmers.

Annex V. Preliminary criteria for country selection/country selection matrix

90. The evaluation is global in its geographic scope. Its findings should inform and be useful to a range of WFP's operational contexts; therefore, the evidence will also need to mirror this diversity. The criteria here presented to select potential sites for visits and desk studies are derived from:
91. Purposive selection of operational and geographic contexts: The evaluation should cover a sample of WFP Regional bureaux (Asia and the Pacific (RBB), Eastern Africa (RBN), Latin America and the Caribbean (RBP), Southern Africa (RBJ), Middle East, Northern Africa and Eastern Europe (RBC), and Western Africa (RBD) in order to understand the supply chain footprint across different operating contexts.
92. For the purpose of selection, WFP's country strategic plans are grouped in three size categories based on 2023 expenditures. While there are a number of different ways to categorize countries by size (needs-based plan, number of beneficiaries, number of staff, expenditures), the categorization used here is used by the Regional Bureaux Coordination Service. This categorization uses cut-off points of 100 million and 15 million to cluster country offices into large (26 country offices), medium (29 country offices) and small (32 country offices). These categories served as strata from which to draw a selection of country offices.
93. The initial selection was done based on simple indicators related to the three pillars of the strategic roadmap:
 - **WFP responded to the highest-level emergency** (pillar 1) since July 2019, as flagged in the corporate alert system (CAS) – corporate strategic attention (CSA) through September 2021) or corporate scale-up (CSU) since November 2021. The Corporate Alert System (CAS) is an internal tool that combines latest quantitative and qualitative information, providing a global overview of WFP operations and highlighting countries and topics of highest corporate concern.⁴⁸
 - **Supply chain role in programme delivery** (pillar 1): as the supply chain function supports Programme teams to deliver assistance to the most vulnerable, country selection took into account the number of actual beneficiaries of unconditional resource transfers and of nutrition treatment activities (using data from 2023). Countries with no beneficiaries of these activities are also included when they have either emergency preparedness activities or provide on-demand services; this ensure that countries where supply chain participates in the capacity strengthening of host government and other partners are included.
 - **Country office distributes high amount of cash transfers** (pillar 1), operationalized by labelling top 12⁴⁹ countries in terms of total cash transfers distributed in 2023. While total cash distribution is correlated with both country size (total expenditure) and with having scale-up activated since 2019, cash operations are an interesting dimension of supply chain as they require a different infrastructure, different capabilities, and different business processes compared to food

⁴⁸WFP. July 2024. OpWeb. As of July 2024, The State of Palestine and Sudan are under corporate scale-up while 15 operations require corporate attention, and 13 require early action and emergency response.

⁴⁹ Total cash transfers include cash, value vouchers and commodity vouchers. The top 12 countries create a cluster, with cash transfers of the 11th and 12th country in order insignificantly different from the 10th; however, after the 12th country there is a significant drop to the next country. Source: WFP Analytics, Dashboard. Accessed 11 June 2024.

distribution.

- **The country office was included in the Local and regional food procurement policy pilot** (pillar 2): The Local and Regional Food Procurement Policy has been implemented through 11 pilot countries across Africa and Latin America where through 2020-2022 WFP has been developing and testing the required systems and tools to effectively operationalise the LRFP Policy.⁵⁰
- **Logistics cluster is included in the country strategic plan** (pillar 3). See below on the scope of the evaluation and the operational focus.
- **WFP delivery includes on-demand services to partners** (pillar 3). The provision of on-demand services is another important dimension of working in partnership with governments, other UN agencies and non-governmental organizations. While this indicator was included, it did not provide meaningful variation to aid in the selection process, as most country strategic plans include an on-demand service. This indicator can be further refined in the inception phase.
- **Emergency preparedness activity is included in the country strategic plan** (pillar 1 and pillar 3). As part of emergency preparedness, WFP supply chain often works towards strengthening the capacity of the host government to respond to emergencies.

94. An additional indicator is included to flag those countries that reported above-threshold post-delivery losses in 2023.⁵¹ This is a long-standing indicator of efficiency used at WFP, included regularly in country office annual performance planning and reported on to the Executive Board. High post-delivery losses indicate that the country office may be facing either a very challenging operational context or needs improvement of internal processes for commodity management. However, this indicator was only partially helpful as most countries reporting above-threshold post-delivery losses are countries with large operational footprint and emergency scale-up, and were already included in the long selection based on those criteria.

95. Scope of the evaluation and the operational focus. While WFP provides multiple mandated services, for the purpose of this selection, only the presence of the Logistics cluster activity was used as an indicator to align the selection to the operational focus on logistics as well as to the overall scope of the evaluation; in particular, although WFP leads the UN Humanitarian Air Service in a number of countries, this was not explicitly taken into account. However, in practice, UNHAS is present in most countries where WFP leads the Logistics cluster.

96. With the country offices categorized according to these criteria, they were further prioritized taking into account:

- Inclusion in previous global evaluations since 2019 – those country offices where data was collected through an in-person visit for at least two global evaluations were de-prioritized, and
- Likely access constraints – those country offices where corporate scale-up is active as per latest CAS were de-prioritized. However, the resulting preliminary list of countries includes some countries where access is constrained.

97. This exercise results in the following preliminary selection of 18 country offices for in-country data collection and/or desk studies, which covers all six regional bureaux, all three size categories, and all the programmatic criteria specified above. This pre-selection is expected to be further refined based on stakeholder consultations.

⁵⁰ WFP. 2022. Local and regional food procurement policy factsheet. Pilot countries, grouped by region, are: Eastern Africa: Sudan, Ethiopia and Uganda; Southern Africa: Mozambique, Zambia, Tanzania and Zimbabwe; Latin America and the Caribbean: Guatemala, El Salvador, Nicaragua and Honduras

⁵¹ The term “above-threshold post-delivery losses” refers to losses that exceed WFP thresholds for country-level post-delivery losses of a single food type, valued either at USD 20,000 or more and accounting for at least 2 percent of the volume handled, or at USD 100,000 or more. (Source: WFP. 2024. *Report on global losses for the period from 1 January to 31 December 2023*. WFP/EB.A/2024/10-C.

Table 15 Country studies pre-selection

Size (expenditure 2023)	Scale-up activated since 2019	Logistics cluster	On-demand services	Emergency preparedness	LRFPF pilot country	Cash transfers top 12	Above-threshold post-delivery	2023 URT beneficiaries	2023 NTA beneficiaries	Access constraint level (ACAPS ⁵²)	
RB	Country										
Large (above 100 million)											
RBB	Afghanistan	X		X	X		X	X	15,781,405	2,808,881	4
RBC	Ukraine	X	X	X			X	X	4,431,694	0	5
RBD	Chad	X		X					1,539,878	484,897	3
RBN	Ethiopia	X	X	X	X	X		X	6,346,857	2,703,455	4
RBN	South Sudan	X	X	X	X			X	3,610,393	1,266,719	4
Medium (between 15 million and 100 million)											
RBB	Nepal			X	X				0	0	1
RBC	Turkiye, Republic of		X	X					2,260,043	0	2
RBJ	Congo, Republic of			X			X		195,040	35,133	1
RBJ	Tanzania			X	X	X			215,456	2,562	2
RBN	Djibouti			X	X				95,493	17,726	1
RBP	Honduras			X	X	X			62,140	0	2
RBP	Guatemala			X	X	X			64,877	0	2
Small (below 15 million)											
RBB	Philippines				X				0	0	2
RBC	Armenia			X					61,659	0	1
RBD	Senegal			X	X				70,440	24,142	1
RBD	Togo	X		X					52,000	0	2
RBJ	Angola			X					120,975	32,513	1
RBP	Caribbean Community			X					17,428	0	N/A

⁵² The indicator used is [ACAPS humanitarian access indicator](#), where the value of 1 represents low access constraints and the value of 5 represents extreme access constraints. Data source: ACAPS. 2024. [ACAPS Humanitarian access dataset](#). Accessed 27 August 2024.

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Annex VII. Acronyms and abbreviations

Abbreviation	Definition
ACR	Annual Country Report
AED	Assistant Executive Director
APR	Annual Performance Report
CAS	Corporate Alert System
CBT	Cash-based transfer
CEQAS	Centralized evaluation quality assurance system
CO	Country Office
COMET	Country Office Tool for Managing (programme operations) Effectively
COVID-19	Coronavirus disease 2019
CP	Cooperating partner
CRF	Corporate results framework
CSA	Corporate strategic attention
CSU	Corporate scale-up
CSP	Country Strategic Plan
DOTS	WFP Data Hub
EAG	External advisory group
EB	Executive Board
ED	Executive Director
EM	Evaluation manager
ET	Evaluation team
FAO	UN Food and Agriculture Organization
GCMF	Global commodity management facility
GEWE	Gender equality and women's empowerment
HLT	High-level target
HQ	Headquarters
IASC	Inter-Agency Standing Committee

Abbreviation	Definition
IRG	Internal reference group
KPI	Key performance indicator
LESS	Logistics execution support system
LRFPP	Local and Regional Food Procurement Policy
OEV	Office of Evaluation
OIGI	Office of Inspections and Investigations
NBP	Needs-based plan
MEDEVAC	Medical evacuation
RA	Research analyst
SCD	Supply Chain and Delivery Division
SDG	Sustainable Development Goals
SER	Summary evaluation report
TOC	Theory of change
TOR	Terms of Reference
UNEG	United Nations Evaluation Group
UNHAS	United Nations Humanitarian Aviation Service
UNHRD	United Nations Humanitarian Response Depot
WFP	World Food Programme

**Office of Evaluation
World Food Programme**

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

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