

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



Summary Terms of Reference

Strategic evaluations focus on systemic issues of corporate relevance as defined in strategic documents, policies, and directives. The purpose of this evaluation is to meet both accountability and learning needs with a strong emphasis on learning.

Subject and focus of the evaluation

WFP relies on its supply chain to ensure that food and other essential items get to those who need it most. 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.

WFP works with a diverse range of partners to respond to food security and nutrition needs amidst multiple crises. WFP's support to the global supply chain is part of its role in the collective humanitarian response. WFP is lead of the global Logistics 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.

WFP's Supply Chain Strategic 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).

The Roadmap sets out the vision and value statement for WFP's supply chain to *maintain excellence in the core business of WFP's mandate*. To support this, the Roadmap articulates three pillars:

1. Maintain leadership in responding to emergencies and protracted crises;
2. Support strengthening of national systems (using the Local and Regional Food Procurement Policy as an entry point); and
3. Provide augmented services and delivery solutions.

The Roadmap identifies five enablers to achieve the objectives under each pillar: *people, partnerships, technology and innovation, funding, and evidence*.

Objectives and users of the evaluation

The objectives of the evaluation are to:

- a) Take stock of progress against the objectives of the Roadmap, including the Local and Regional Food Procurement policy
- b) Draw lessons on what is working well, and what can be strengthened in WFP's supply chain function.

Key intended users of the evaluation are WFP's Executive Board, Senior Management within the Supply Chain and Delivery Division and other HQ divisions including the Emergency Coordination, Programme Policy and Guidance, Risk Management, Management Services, Human resources, Technology, Partnerships, and Regional Bureaux and Country Offices.

A wide range of partner organizations are also key users, including the leadership of the Global Logistics Cluster, donors, other UN agencies, private sector partners, and international finance institutions.

Evaluation questions

The evaluation will address the following four questions:

QUESTION 1: How well has the Roadmap supported WFP to respond and deliver, within a rapidly evolving operating context, to deliver its mandate?

QUESTION 2: What efficiency gains have been made under the Roadmap?

QUESTION 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 of the supply chain)?

QUESTION 4: To what extent have the enablers identified in the Roadmap supported or hindered results?

Scope, methodology and ethical considerations

The scope of the evaluation is global in nature and will include analysis of how the Roadmap has supported organizational effectiveness; operational efficiency; supply chain results; and WFP's role and contribution to humanitarian partnerships.

The evaluation will assess results achieved from 2019, to capture the period preceding the development of the Roadmap, through the period of the Roadmap's implementation from 2022-2025 inclusive.

The scope of the evaluation will be further elaborated during the inception phase and will be informed by extensive consultation and reflection as part of the overall evaluation design to be developed by the evaluation team.

The evaluation will adopt a mixed approach combining qualitative and quantitative data, with an emphasis on the latter, employing multiple methods of data collection including desk review drawing upon quantitative supply chain data, corporate and country-level reporting.

While having a strategic, global outlook, the evaluation will have a clear focus at country level. It is anticipated that there will be visits to 3-4 country offices and/or regional bureaux to understand the WFPs efforts across a range of contexts.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with proven capacity to conduct complex global evaluations, They will possess strong thematic expertise in humanitarian supply chain, logistics and procurement and knowledge of the humanitarian cluster system and humanitarian shared services.

OEV EVALUATION MANAGEMENT: The evaluation will be managed by Judith Friedman, Senior Evaluation Officer in the WFP Office of Evaluation with the support of Sanela Muharemovic in a Research Analyst

capacity. They will be the main interlocutors between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and adherence with OEV quality standards for process and content. Second level quality assurance will be provided by the Deputy Director of Evaluation, Julia Betts.

An **INTERNAL REFERENCE GROUP** of a cross-section of WFP stakeholders from relevant units and Divisions at different WFP levels will be consulted throughout the process to review and provide feedback on evaluation products. The group will include representatives from across WFP.

An **EXTERNAL ADVISORY GROUP** will review and comment on evaluation deliverables from a subject-matter perspective. The group will include members of the Logistics Cluster Strategic Advisory Group, supply chain function leads from other UN agencies and coordination bodies.

The **DIRECTOR OF EVALUATION**, Anne-Claire Luzot, will approve the final versions of all evaluation products.

Communication

The emphasis on learning will require ongoing communication with stakeholders throughout the evaluation. Preliminary findings will be shared with WFP stakeholders in Headquarters, the Regional Bureaux and the Country Offices, during a debriefing session at the end of the data collection phase.

A stakeholder workshop will be held to ensure a transparent evaluation process and promote understanding and ownership of the findings and preliminary recommendations.

A Summary Evaluation Report (SER) will be presented to the Executive Board and findings will be actively disseminated. The final evaluation report will be publicly available WFP's website.

Timing and key milestones

Inception Phase: Oct 2024-Jan 2025

Data collection: Feb-April 2025

Reporting: May-Nov 2025

Stakeholder Workshop: July 2025

Executive Board Presentation: February 2026