



WFP EVALUATION

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

Centralized evaluation report – Volume II Annexes

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Contents

Annex I. Summary Terms of Reference	1
Annex II. Evaluation timeline.....	3
Annex III. Methodology.....	4
3.1 Evaluability assessment	4
3.2 Evaluation questions and associated criteria.....	5
3.3 Methodological approach.....	7
3.4 Data collection methods	7
3.5 Data analysis.....	12
3.6 Ethical considerations	15
Annex IV. Evaluation matrix	17
Annex V. Data collection tools.....	42
Annex VI. Fieldwork agenda.....	48
6.1 Country mission schedule and communications.....	48
6.2 Country selection criteria.....	52
Annex VII. Logic model.....	58
Annex VIII. Data description and analysis	65
8.1 Section 1: Frequency and descriptive analysis	65
8.2 Section 2: Regression model results.....	102
Annex IX. Mapping of findings, conclusions, and recommendations	119
Annex X. Key informants' overview	120
Annex XI. Bibliography.....	121
Annex XII. Acronyms	125

List of figures

Figure 1: Implicit Logic Model	63
Figure 2: Supply Chain Causal Assumptions.....	64
Figure 3: Annual Beneficiaries by Modality.....	66
Figure 4: Annual Beneficiaries by Region	67
Figure 5: Annual Beneficiaries by Region and Modality	68
Figure 6: Beneficiaries reached by Country (2019-2024)	69
Figure 7: Annual Total Cash Based Transfers	70
Figure 8: Annual Cash Based Transfers by Region.....	71
Figure 9: Cumulative Cash Based Transfers by Country	72
Figure 10: Annual Cash Based Transfers – Country Missions (2019-2024).....	72

Figure 11: Total Annual Food Transfers	73
Figure 12: Annual Food Transfers by Region.....	74
Figure 13: Food Transfers by Country Against NBP (2019-2024)	75
Figure 14: Annual Food Transfers by Country Mission (2019-2024).....	75
Figure 15: Annual Food Purchases by Region	76
Figure 16: Overall Food Purchases by Country	77
Figure 17: Annual Food Purchases by Country Mission	77
Figure 18: Food Volume by Procurement Type, in Metric Tons	78
Figure 19: GCMF versus Direct Purchase, in Metric Tons.....	79
Figure 20: Budget Expenditures by Cost Category (2019-2023).....	80
Figure 21: Annual Evolution of Budget Expenditures by Cost Category	80
Figure 22: Budget Expenditures for Food and CBT CV Modalities (USD)	82
Figure 23: Budget Expenditures for Food and CBT by Budget Item for Top 10 Countries (2019-2024).....	83
Figure 24: Budget Expenditures for Food and CBT by Budget Item for Country Missions (2019-2024)	83
Figure 25: Annual Cost Per Metric Ton by Sourcing.....	85
Figure 26: Annual Cost Per Metric Ton by Region.....	86
Figure 27: Changes in Cost over Time by Commodity.....	87
Figure 28: Changes in Cost over Time by Commodity and Region	87
Figure 29: Changes in Cost over Time by Country Mission.....	88
Figure 30: Changes in Cost over Time by Top Recipient Countries	88
Figure 31: Changes over Time Cost per USD Transferred by Region	89
Figure 32: Changes over time Cost per USD Transferred by Country Mission.....	90
Figure 33: Changes over time Cost per USD Transferred by Top Recipient Countries	90
Figure 34: Changes over Time Cost per USD Transferred by Focus Area	91
Figure 35: Total Cost-Transfer Ratios by Modality	92
Figure 36: Total Cost-Transfer Ratios by Modality for Top 10 Countries	92
Figure 37: Total Cost-Transfer Ratios by Modality for Country Missions	93
Figure 38: Change over time in Total Cost-Transfer Ratios by Modality for Country Missions	93
Figure 39: Cash Costs Per Beneficiary	95
Figure 40: Food Costs Per Beneficiary	96
Figure 41: Cash Costs Per Beneficiary – Country Missions	97
Figure 42: Food Costs Per Beneficiary – Country Missions	98
Figure 43: Cash Costs Per Beneficiary – Top Recipient Countries.....	99
Figure 44: Food Costs Per Beneficiary – Top Recipient Countries.....	100
Figure 45: Annual Food Safety and Quality Incidents.....	101
Figure 46: Food Safety Incidents, distributions, and complaints	101
Figure 47: Percentage of L2/L3 Responses by Year	103

Figure 48: Relative Share of Food and Cash Value by CAS	103
Figure 49: Comparison of size of food operations and CAS level	104
Figure 50: Inflation Adjusted Annual Cost per MT	105
Figure 51: Cost per MT by Type of Purchase	106
Figure 52: Cost per MT Direct versus GCMF	106
Figure 53: Annual Food Transfer Costs per MT	108
Figure 54: Annual Food Transfer Costs by Response Size	108
Figure 55: Annual Food Transfer Costs by CAS	109
Figure 56: Annual Food Transfer Costs by Risk Profile	109
Figure 57: Annual Food Transfer Costs by HDI	110
Figure 58: Annual Transfer Costs – Cash	111
Figure 59: Annual Cash Transfer Costs by Operation Size	111
Figure 60: Annual Cash Transfer Costs in Visited Countries	112
Figure 61: Annual Cash Transfer Costs by CAS Profile	112
Figure 62: Annual Cash Transfer Costs by Risk Profile	113
Figure 63: Cash Transfer Costs by HDI	113
Figure 64: Annual Losses – Global	115
Figure 65: Annual Losses by Size of Operation	115
Figure 66: Losses by HDI	116
Figure 67: Losses per Visited Country	116
Figure 68: Global Lead Time – Warehouse to CP	117
Figure 69: Warehouse to CP Lead Time by Operation Size	117
Figure 70: CAS Status and Lead Time	118
Figure 71: Warehouse to CP Lead Time by HDI	118
Figure 72: Warehouse to CP Lead Time per Visited Country	118

List of tables

Table 1: Evaluability Assessment	4
Table 2: Evaluation Questions and Sub-Questions	6
Table 3: Linkages between Data Collection Methods and Evaluation Criteria	7
Table 4: Supply Chain Roadmap Implicit Outcome Indicators	9
Table 5: Summarized Stakeholder Analysis	10
Table 6: Proposed Country Visits and Primary Features	12
Table 7: Quantitative Indicators by Pillar	14
Table 8: Ethical Considerations and Safeguards	16

Table 9: Evaluation scope.....	48
Table 10: Potential Country Schedule	50
Table 11: Country selection and associated criteria.....	52
Table 12: Summary table of key categories.....	53
Table 13: Representation of key categories among selected countries.....	54
Table 14: Key Assumptions from Roadmap Logic Model.....	59
Table 15: Annual Evolution of Budget Expenditures by Cost Category.....	81
Table 16: Indicators used as Dependent Variables in Regression Model	102
Table 17: Regional Characterizations	104
Table 18: Regression Summary for Indicator 1	107
Table 19: Regression Summary for Indicator 2	110
Table 20: Regression Summary for Indicator 3	114
Table 21: Summarized Description of Interviewees	120

Annex I. Summary Terms of Reference

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 WFP's 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 Sanelia 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

Annex II. Evaluation timeline

Draft	Steps/Deliverables	Responsible	Date
Phase 1: Inception			
NA	Kick-off call	ET	11 November
	Team prepares for HQ briefings (documents review)	ET	11 Nov-2 Dec
	Document review/data sessions/virtual briefings	EM/RA/TL	18 Nov-2 Dec
	Inception mission in HQ	ET	2-6 Dec
	Virtual briefings RB/CO	ET	8 Dec-10 Jan
D1	Develop inception report components: evaluation matrix, Logic Model, country selection, methodology, scope	ET	16 Dec-16 Jan
	Feedback on inception products	RA/EM	17 Jan
	Inception mission to CO	ET	20-24 Jan
	Additional components and quality assurance	ET	17-29 Jan
	D1 Inception report	ET	31 Jan
D2	QA of inception report	EM/RA/QA2	3-4 Feb
	Finalize the inception report, integrating feedback	ET/EM	5-6 Feb
	Clear the draft inception report	QA2	11 Feb
	IRG/EAG Comments	IRG/EAG	11-25 Feb
D3	Compilation/triage of comments	RA/EM	28 Feb
	Integration of IRG/EAG integration of feedback	ET	27-28 Feb
Phase 2: Data collection			
NA	Prepare for field visits; desk-based country case analysis	ET	10 Feb-10 March
	Remote key informant interviews	ET	10 Feb-30 April
	In-country data collection	ET	10 March-30 April
Phase 3: Analysis and reporting			
NA	Data analysis and drafting of evaluation report	ET	1 May-16 June
	Analytical workshop	ET	End May
	Preparation of preliminary findings	ET/OEV	Early June
	Preliminary findings debriefing (online)	ET/IRG/OEV	16 June
D1	Submit draft evaluation report D1 to OEV	ET	July 1
	Comment on the evaluation report D1	EM/RA/QA2	7 July
D2	Develop evaluation report D2	ET	25 July
	Comment on the evaluation report D2	EM/RA/QA2	1 August
	Clear evaluation report to share with the EAG/IRG	DOE	5 August
	Comment on the evaluation report D2	IRG/EAG	6 Aug-6 Sept
NA	Stakeholders' workshop	ET/IRG/OEV	22-23 Sept
D3	Develop evaluation report D3 integrating feedback	ET	30 Sept
	Final review of the evaluation report	EM/RA/QA2	1 Oct
	Finalize evaluation report	ET	2 Oct
	Clear the final evaluation report	QA2	4 Oct
Phase 4: Development of summary evaluation report			
D1	Develop summary evaluation report D1	EM/RA	14 Oct
	Comment on summary evaluation report D1	QA2	21 Oct
D2	Revise summary evaluation report D2	EM/RA	25 Oct
	Validate draft SER	TL	28 Oct
	Comment on summary evaluation report D2	PC	1-14 Nov
D3	Integrate comments	EM/RA	15 Nov
	Clear summary evaluation report D3	QA2	18 Nov
	Final sight of SER/confirmation of final changes	ET	18 Nov
	Approve summary evaluation report	DoE	21 Nov
Phase 5: Dissemination			
	SER editing/evaluation report formatting; publication	EB	
	Management response (MR) preparation		
	Presentation of SER and MR at EB Round Table	DoE	Feb 2026
	Presentation of SER and MR to the EB Session	DoE	Feb 2026

Annex III. Methodology

3.1 Evaluability assessment

1. Evaluability is the degree to which an activity or programme can be reliably and credibly evaluated. Evaluability is predicated on four dimensions: a) a clear description of the situation before or at baseline that can be used as a baseline for determining or measuring change; b) a clear statement of expected results; c) a clearly defined and appropriate set of indicators against which to measure change; and d) a defined time frame within which results should occur.¹ Evaluability also involves the internal coherence of interventions and the establishment of a logical causal pathway between the implementation of activities and the achievement of results (articulated through a Logic Model).
2. The ToR identified some preliminary evaluability considerations, which the ET expanded upon to improve evaluability. Overall, the ET considered the evaluability to be good pending the application of these measures (Table 1).

Table 1: Evaluability Assessment

Evaluability Dimension	Observations	Mitigation Measure
A clear description of the situation before or at its start that can be used as a reference point to determine or measure change	The Roadmap does not include a clear description of the situation at the start and is structured more as a corporate statement of intent.	Quantitative trend analysis drawing on existing datasets to highlight annual supply chain performance from 2019 to 2024. Document review of annual reports and other corporate reporting from 2021, the year prior to the roll-out of the Roadmap. Qualitative key informant interviews (KIIs) exploring stakeholder observations of changes over time from 2021.
A clear statement of intended outcomes	The Roadmap defines the pillars, enablers, objectives, and anticipated activities.	None required.
A set of clearly defined and appropriate indicators with which to measure changes	Each pillar includes a paragraph describing “what success looks like” which includes specific objectives that can be transformed into indicators. However, there are no indicator targets.	The ET transformed the success objectives into indicators (see Table 3)
	Extensive corporate data exists tracking supply chain performance at the activity and output levels against Key Performance Indicators (KPIs) for Supply Chain performance. The CRF also includes a set of relevant Supply Chain performance indicators.	Draw on the extensive corporate and country level operational data to assess performance against the implied indicators and use a trend analysis from 2019–2024 as a proxy for assessing achievements in the absence of defined targets. ²
A defined timeframe by which outcomes should be occurring	The Roadmap describes a time-bound period (2022–2025)	None required.
A logical causal pathway is documented	No explicit logical model or logical causal pathway is described in the Roadmap although the narrative does describe some	The ET developed a logic model and associated causal assumptions linking anticipated activities and enablers to

¹ OECD (2021). Applying Evaluation Criteria Thoughtfully, OECD Publishing, Paris, <https://doi.org/10.1787/543e84ed-en>.

² Annex 8 includes a mapping of KPIs and CRF indicators against the implied indicators from the Roadmap.

illustrating the internal coherence of intended activities and the achievement of results	implicit assumptions regarding how Roadmap objectives may be achieved.	expected outcomes in the three pillars (Annex 7). This was used to map activities and emergent themes elicited from qualitative data and document review and ascertain which causal assumptions held true.
Additional Factors	Large body of diverse potential informants	The ET developed a stakeholder mapping identifying key categories and a set of criteria for prioritizing representative interviews from the most appropriate categories.
	A large body of existing secondary data with pre-existing reports, audits, and evaluative information	Primary data collection focuses on complementing existing documentation and filling information gaps. Especially in prioritizing procurement and logistics functions with more primary qualitative interviews to identify factors behind observed patterns.
	There is significant variation in how the supply chain functions are operationalized within country offices depending on the particularities of the response, available procurement and logistics options, and other factors.	Include six "deep dive" country visits to understand how the corporate statement of intent articulated in the Roadmap are operationalized in different country contexts including relevant successes and bottlenecks to achieving Roadmap objectives.

Source: ET based on TOR and Inception Consultations.

3.2 Evaluation questions and associated criteria

3. The evaluation adopted the standard UNEG and the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD) criteria of relevance, efficiency, effectiveness, coherence, and sustainability. The evaluation also considered compliance with humanitarian principles, protection issues, accountability to affected populations, the environmental impact of WFP activities and, to the extent possible, the differential effects on men, women, girls, boys, and other relevant socio-economic groups. Risk management is relatively underemphasized within the Roadmap itself but has emerged as an important consideration during inception consultations. The evaluation therefore integrated into the evaluation criteria the degree to which the Roadmap has enabled the supply chain function to manage key common risks.

4. Inception phase consultations confirmed that the EQs and sub-questions listed in the ToR were appropriate to accommodate key stakeholder interests and the global context. Lines of inquiry were established under each question to conform to the refined scope and proposed approaches. Mitigating measures to minimize challenges arising from the evaluability assessment are described in Table 5 above. These considerations and adjustments are integrated into the evaluation matrix as sub-sub-questions, lines of inquiry and evaluation indicators (Annex 4).³ Data collection tools are described in Annex 5. The EQs, as described in the ToR and their linkages to the OECD evaluation criteria, are presented below (Table 2).

³ The additional considerations cited above affect the specific lines of inquiry included under each EQ, not the EQ themselves.

Table 2: Evaluation Questions and Sub-Questions

		Relevance	Effectiveness	Efficiency	Coherence	Sustainability	Gender+ Inclusion
1	How well has the Roadmap supported WFP to respond and deliver, within a rapidly evolving operating context, to deliver its mandate?	Yellow	Grey	Grey	Yellow	Grey	Grey
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?	Yellow	Grey	Grey	Yellow	Grey	Grey
1.2	How well do WFP's institutional arrangements for the supply chain function support the delivery of the Roadmap? ⁴	Yellow	Grey	Grey	Yellow	Grey	Grey
1.3	How well does the Roadmap support WFP to position itself within the broader context of the international humanitarian system?	Yellow	Grey	Grey	Yellow	Grey	Grey
2	What efficiency gains have been made under the Roadmap?	Grey	Grey	Yellow	Grey	Grey	Grey
2.1	What role has the supply chain Roadmap had in supporting WFP to make cost-efficient decisions?	Grey	Grey	Yellow	Grey	Grey	Grey
2.2	Is there evidence that the initiatives envisaged in the Roadmap have enabled WFP to deliver more cost-effective supply chain solutions? ⁵	Grey	Grey	Yellow	Grey	Grey	Grey
3	What results has WFP achieved through the implementation of the Roadmap? To what extent have the results met the ambitions of the Roadmap?	Grey	Yellow	Yellow	Grey	Grey	Yellow
3.1	In what ways, and in which contexts, have the objectives to assist the most vulnerable people been achieved?	Grey	Yellow	Yellow	Grey	Grey	Yellow
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?	Grey	Yellow	Yellow	Yellow	Grey	Grey
3.3	In what ways, and in which contexts, have the objectives to provide augmented services and delivery solutions as “the partner of choice” been achieved?	Grey	Yellow	Yellow	Grey	Grey	Yellow
3.4	In what ways does the Supply Chain Strategic Roadmap address WFP's cross-cutting priorities? (Gender and equity, protection, environmental sustainability) ⁶	Grey	Yellow	Yellow	Grey	Grey	Yellow
4	To what extent have the enablers identified in the Roadmap supported or hindered results?	Grey	Yellow	Yellow	Grey	Grey	Grey
	<i>Expanded partnerships</i>	Grey	Yellow	Yellow	Yellow	Grey	Grey
	<i>Technology and Innovation</i>	Grey	Yellow	Yellow	Yellow	Grey	Grey
	<i>Sustainable funding</i>	Grey	Yellow	Yellow	Yellow	Grey	Grey
	<i>Evidence based decision making</i>	Grey	Yellow	Yellow	Yellow	Grey	Grey
	<i>Investing in people</i>	Grey	Yellow	Yellow	Yellow	Grey	Yellow
	<i>Other Factors</i>	Grey	Yellow	Yellow	Yellow	Yellow	Yellow

Source: Supply Chain Strategic Evaluation Terms of Reference.

⁴ Risk management and environmental sustainability themes were included within this EQ.

⁵ Cost-efficiency evidence requires disaggregation between cash, voucher and in-kind transfers as these rely on different conditions.

⁶ The full language of these cross-cutting themes is described in [Annex 4](#).

3.3 Methodological approach

5. **Evaluation Approach:** The methodological focus employs an elicitive, theory-based approach (employing the Logic Model) using naturalistic inquiry and a utilization-focused approach. In brief, naturalistic inquiry is useful for tracking unexpected results, cascade effects and long-term changes over time – especially in the absence of pre-established quantitative measures or clearly defined operational guidance.⁷ Naturalistic inquiry, drawing on the Logic Model, is particularly relevant to the assessment of results and emergent outcomes not considered in the original Roadmap design (under EQ2.1) or when the relative weighting of priorities is not described in the original Roadmap. The naturalistic approach can help identify which priorities were implicitly prioritized during the period under review and this can be assessed against the overarching framework in Table 3. A utilization-focused approach prioritizes learning for implementation and shaped the findings for the other EQs.

6. These approaches were operationalized through mixed methods combining document review, pre-existing quantitative data from WFP datasets, and qualitative data from KIIs. The ET visited six countries (Chad, Djibouti, Nepal, Palestine and Tanzania) to provide more contextualized understanding of the supply chain function (Annex 6.2). The relative weight of each method differed depending on the particular EQ. In combination with the Logic Model developed by the ET, this allowed a plausible mapping of interventions to identified Roadmap results, assessing the validity of the causal assumptions and understanding the factors driving changes over time. Findings were validated through regular triangulation with consistent stakeholder engagement, including an ET-only workshop and learning workshop with Supply Chain stakeholders, to ensure reliability and credibility of the evaluation.

7. **Equity and Inclusion (including Gender-Sensitivity):** The evaluation approaches and assessment of results were guided by the UNEG guidance on gender (UN SWAP) and the WFP Technical Notes on the Integration of Disability Inclusion and the Integration of Gender in Evaluation. This involves employing intersectional approaches recognizing the multiple layers of potential discrimination and addressing barriers that hinder equitable access to resources and decision-making processes.

3.4 Data collection methods

8. The links between tools, stakeholders and evaluation dimensions are summarized in Table 3. Annex 6.1 describes the field mission schedule and Annex 10 includes more details of stakeholders interviewed.

Table 3: Linkages between Data Collection Methods and Evaluation Criteria

Methods	Stakeholders	Relevance	Effectiveness	Efficiency	Sustainability	Coherence	Equity & Inclusion	Proposed number of people to be interviewed
Global Level/Remote								
Document Review	Not applicable (NA)	x	x	x	x	x	x	NA
Quantitative data	WFP data sources		x	x	x			NA
Remote Semi-structured interviews - Global level Internal Stakeholders	WFP HQ stakeholders	x	x		x	x	x	30
Remote Semi-structured interviews - Global level External stakeholders	Global UN Agencies and Cooperating Partners involved in the supply chain function or supporting through resourcing such as donors	x	x		x	x	x	6

⁷ M. Patton. 2015. *Qualitative Research and Evaluation Methods* (4th Ed). Sage Publications: Thousand Oaks, CA.

Remote Semi-structured interviews - Global level Internal stakeholders	WFP regional office stakeholders including the Deputy Regional Director, head of supply chain, Global Commodity Management Facility (GCMF) coordinator, and LRFP coordinator	x	x		x	x	x	24
Remote Semi-structured interviews - Global level from Country and Regional Offices	Relevant personnel from selected countries not involved in in-person missions: DCD, Head of Supply Chain, Dedicated Fund Manager, and Supply Chain Planning Officer	x	x		x	x	x	32
Country Missions	Chad, Djibouti, Honduras, Nepal, Palestine, ⁸ Tanzania ⁹							
Semi-structured interviews	WFP Regional bureaux, WFP country office staff, UN agencies, international and national NGOs, private sector representatives, donors, suppliers and producers, other humanitarian partners.	x	x		x	x	x	125 ¹⁰
Regional and National datasets	WFP datasets and reports managed by regional offices or country offices		x	x	x			NA
Site visits	Sites associated with the procurement and logistics functions in supply chain including warehouses, fleet centres, hubs, and associated staff and partners.		x		x	x	x	75 ¹¹

Source: Elaborated by ET.

9. **Document Review:** Document review contributed to all EQs and was particularly relevant for EQ1 and EQ4. There is a significant base of available documentation. To avoid overlap, the ET reviewed relevant documents from secondary sources including normative frameworks and high-level guidance, annual reports to governance bodies and other corporate reporting, regional and country level reporting (such as annual performance plans (APPs), annual country reports (ACRs), and available decentralized and centralized evaluations and audits. Existing documentation helped refine the focus of primary data collection activities (interviews and country visits) to contextualize documentation findings and cover information gaps. Annex 11 contains the bibliography of documentation reviewed.

10. **Quantitative Data:** Per the inception report, quantitative data did serve as the basis for the analysis to contribute to the EQ2 and EQ3 considerations, in particular related to the cost effectiveness and efficiency. As noted in the evaluability section, the Supply Chain Roadmap did not articulate specific KPIs for measuring the Roadmap performance, however, a set of outcome indicators were identified as measures of Roadmap success based on the articulated outcomes (Table 4). The indicators highlighted in bold were measured through both qualitative and quantitative methods (Annex 8) while the rest were measured through qualitative methods.

⁸ Pending feasibility for inclusion in an evolving complex crisis.

⁹ Tanzania visited during the inception phase, but information collected were considered within the data analysis.

¹⁰ 125 total or 25 per country.

¹¹ 75 total or 15 per site visit and considering one site visit per country visit.

Table 4: Supply Chain Roadmap Implicit Outcome Indicators

Pillar 1: Emergency Response
<ol style="list-style-type: none"> Efficiency: Achieved improved cost efficiencies per unit and per beneficiary Reach: Being able to expand reach to a wider range of potential beneficiaries especially in hard-to-reach areas Responsiveness: Being able to ensure assistance arrives within a timely manner for affected populations Agility: Being able to switch easily and rapidly between modalities and procurement processes to optimize cost, reach and responsiveness. Effectiveness: Being able to procure and deliver the planned outputs. Environmental sustainability: Being able to reduce the carbon intensity of supply chain operations and ensure effective waste management Programmatic Contributions: Being able to track the cascade effects of the supply chain function on programmatic outcomes such as smallholder empowerment through local purchase, household empowerment through cash-based transfers, or increased national capacities for national supply chain management through capacity development of government, cooperating partners and the private sector.
Pillar 2: National Systems
<ol style="list-style-type: none"> Resilience and equitable supply chains: Through capacity building, infrastructure development and systems enhancement, national supply chain systems are more resilient and equitable. Contextualization: Supply chain systems are tailored to the needs of local communities through the implementation of the LRFPP (measures as percentage of local procurement and inclusion of smallholder farmers) Quality: National supply chain systems are able to deliver safe and nutritious food. Programmatic Contributions: National supply chain systems provide cascade effects including the transformation of subsistence activities to profitable businesses, sustainable changes in national food systems, and increased national and local private sector engagement to meet national supply chain needs.
Pillar 3: Provision of Augmented Services and Delivery Solutions
<ol style="list-style-type: none"> Gap Filling: WFP successfully fills gaps in supply chain services on demand and through mandated services Access: Governments and Humanitarian community can access a catalogue of WFP Supply Chain services. Digitalization: Service packages include integrated e-tools for enhanced efficiency in service provision. Scalability: Service packages provide scalable overhead. Programmatic Contributions: Humanitarian partners have increased capacity to reach people in need and reliance on WFP's supply chain service provision is reduced, ensuring long-term sustainability.

Source: ET developed based on Supply Chain Strategic Roadmap document.

11. The evaluation utilized available quantitative data from WFP, including the different datasets extracted from WFP corporate databases that have already been pre-processed, organized, and provided by OEV¹². These datasets contain structured information on beneficiaries, costs, food and cash transfers, and procurement for the years 2019 to 2024. The evaluation used these datasets to address the relevant indicators related to the Roadmap including from the CRF, and Supply Chain KPIs. The primary dimensions of available data include: i) beneficiaries, ii) budget and expenditures; iii) funding; iv) smallholder sales and post-harvest losses; v) procurement processes; vi) staffing levels; and vii) food and cash transfers.

12. These dimensions and the overall quantitative data contributed to EQ2 and EQ3 as articulated by the implied outcome indicators described in the Roadmap. Additional data identified during data collection from the Supply Chain Planning units, or the environmental sustainability unit was integrated into the analysis.

13. Annex 8 provides a summary of the trends and patterns from the available corporate quantitative data and the results of the regression model calculations.

14. **Qualitative Data:** KIIs were a fundamental data stream, addressing all EQs. KIIs are crucial for naturalistic inquiry, helping to identify emergent themes, long-term cascade contributions and historical factors that contribute to understanding the observed patterns in the quantitative data. These insights are

¹² DOTS on adjusted beneficiaries; COMET; IRM Analytics, CPB Expenditures report by year and commitment item; SCDP Procurement Spend Analysis (analytics.wfp.org).

relevant for designing the next Roadmap, strategy, policy, or other instruments. KIIs were conducted with a broad range of stakeholders external and internal to WFP. Internal WFP stakeholders were interviewed at the HQ, regional, or selected country levels. In addition to the country visits, remote interviews were conducted in with specific WFP stakeholders in selected country offices. External stakeholders at the global level were largely focused on including UN agencies, donors and international NGOs.

15. Separate questions are included within KIIs to address the evolutionary nature of Roadmap initiatives, emergent themes and unanticipated outcomes. Annex 5 describes the data collection tools to be used for global and country interviews.

16. The sampling strategy for all KIIs is based on the stakeholder analysis conducted during the inception phase (Table 5) with the objective of ensuring that inclusion of representative voices from all levels and units associated with the operationalization of the Roadmap and seek to balance men and women's voices.

Table 5: Summarized Stakeholder Analysis

Stakeholder	Interest in the evaluation	Participation
Internal Stakeholders		
Supply Chain & Delivery (SCD) Division¹³	The SCD Division is core in supporting the implementation of the Roadmap together with its Units serving Divisions, its Services and its Unit serving Services (Unit).	KIIs IRG
Programme Policy & Guidance Division (under Programme Operations)	The Programme Policy and Guidance Division, through the LRFP Policy directly supports Roadmap implementation together with Units serving Divisions. Unit serving Divisions help set policy, provide guidance, offer analytical and technical support and help strengthen results monitoring.	KIIs IRG
Other relevant Divisions/Units/Offices	There are many Divisions/Units/Offices that are part of the broader supply chain function and therefore directly support Roadmap implementation together with Units serving Divisions. Unit serving Divisions help set policy, provide guidance, offer analytical and technical support, and help strengthen results monitoring these include, among others, the Risk Management Division, Emergency Coordination, Human Resources, Strategic Coordination, Management Services, Technology and Private Partnerships.	KIIs IRG
WFP Regional Bureaux (RB)	RBs play a role in advancing supply chain policy-related objectives. RBs have a global overview of programmes within each country in their region and support supply chain-related activities.	KIIs
Country Offices	COs have a primary role in advancing supply chain related objectives. Supply chain officers are responsible for the implementation of supply chain activities in their assigned country.	KIIs
WFP Offices in Geneva and New York	These offices play roles in supporting WFP's global operations through advocacy, partnerships, and resource mobilisation	Informed by Report
Executive Board	The EB is responsible for policy consideration and approval. It has an accountability role. The EB has an interest in potential wider lessons for future policy consideration and approval.	Informed by Report
External Stakeholders		
Local, Regional, National Governments	Host governments play a crucial role in WFP's assessment of policy relevance, effectiveness, and sustainability. As both beneficiaries of policy-driven initiatives and active implementation partners, they have an interest in understanding the effectiveness of supply chain operations.	KIIs in countries selected for country visits Remote KIIs in additional countries
Cooperating Partners	A range of local, national, and international entities, including national and international NGOs serve as key cooperating partners supporting the implementation of supply chain activities.	KIIs in countries selected for country visits

¹³ SCD is under the Programme Operations, together with Analysis, Planning and Performance, and Programme Policy and Guidance.

Stakeholder	Interest in the evaluation	Participation
	Additionally, some stakeholders may also be service users through shared services (UNHAS, UNHRD) or interact with WFP in forums such as the Logistics Cluster	Remote KIIs in additional countries
International and National Private Sector Partners	Supply chain activities involve national and private sector partners. Findings and recommendations altering supply chain activities may affect their operations, future strategic orientations and partnerships.	KIIs in countries selected for country visits Remote KIIs in additional countries
UN Agencies	UN agencies at country level work to develop coordinated actions that should contribute to the realisation of the government developmental objectives. Agencies therefore have an interest in ensuring WFP supply chain activities and strategies are effective and relevant in contributing to concerted efforts.	KIIs in countries selected for country visits Remote KIIs in additional countries
Donors	WFP is primarily funded by donors, who have a vested interest in evaluating the effectiveness and alignment of WFP's supply chain strategy with their policies and priorities.	KIIs in countries selected for country visits Remote KIIs in additional countries
Other Humanitarian Partners	A range of other humanitarian partners engage in supply chain related activities such universities implicated in academic research related to supply chain or IFI's funding macro-level development projects. Evaluation results could influence the relationships and partnerships with the WFP supply chain function.	KIIs in countries selected for country visits Remote KIIs in additional countries
Traders and/or Smallholder Farmers	Traders, suppliers, wholesalers and SHFs are both beneficiaries (of capacity building and other activities) and partners (as service providers). The evaluation results could influence the relationships and partnerships with the WFP supply chain function.	KIIs in countries selected for country visits
Affected Populations/ Beneficiaries	WFP's supply chain activities are essential to assistance delivery for affected populations. Findings and recommendations from this evaluation are expected to improve supply chain functioning and, ultimately, assistance delivery for affected populations.	KIIs in countries selected for country visits

Source: ET constructed based on the evaluation ToR, inception mission briefings and interviews, and document review.

17. KII participants were selected based on the following criteria:

- Information richness: Are the respondents sufficiently familiar with WFP's activities, results achieved relating to each of the three pillars, and the evolving context of the Supply chain function?
- Accessibility: Can the evaluation team access the stakeholders?
- Gender: Does the mix of stakeholders represent gender diversity?
- Diversity: Does the mix of stakeholders represent the diversity of global, national, and sub-national individuals and organizations with whom WFP works as well as relevant internal WFP levels?
- Impartiality: Can the mix of stakeholders comment impartially on WFP's engagements within the Supply chain function and Roadmap?

18. Final selection was made in consultation with WFP personnel and any necessary permission from country and external counterparts.

19. **Country visits:** The ET conducted six country visits across the six regional bureaux. For reasons of efficiency, the ET allocated two to three ET members for each country visit on a rotating basis while the others continue to engage in the remote interviews as identified in the stakeholder mapping. Country missions contributed to all evaluation questions with a particular emphasis on EQ2, EQ3 and EQ3.4. The countries were selected to represent the range of potential options for operationalizing the supply chain function within different responses, regions and procurement and logistics feasibilities. These "deep dives"

are not intended to be evaluations of the country offices themselves. Instead, they follow an inductive approach using open-ended analysis to explore how the aspirations described in the Roadmap have been articulated in varying contexts. This includes identifying emergent themes and potential challenges or bottlenecks to achieving the aspirational outcomes. Data collection for the country visits included a desk review of operational documents not available from HQ, KIIs with WFP and external stakeholders, and selected site visits to understand the reality of the supply chain infrastructure within each country context. Table 6 presents the countries visited and key features.

Table 6: Proposed Country Visits and Primary Features

Country	Regional Bureau Office Location	Primary Features
Chad	Dakar	Large-scale emergency, part of Corporate Alert system (CAS) activation, potential contributions of supply chain to the entire humanitarian-development nexus, existence of multisectoral alliances, national systems strengthening and nutrition focus, and represents the main logistics corridor into the western areas of Sudan.
Djibouti ¹⁴	Nairobi	Small scale beneficiaries, significant role as logistic centre, national systems strengthening related to social protection, provision of augmented on-demand services through Djibouti ports. Key component of the GCMF and corridor support.
Honduras	Panama City	Part of first phase of LRFP Policy pilots, strong focus on strengthening capacity of national and local partners through national systems strengthening, promotion of GEWE and diversity, multisectoral partnerships in development context.
Nepal	Bangkok	Medium-scale response, national systems strengthening through a practical governance structure for national supply chains and the assimilation of gender, equality, and social inclusion principles in government programmes. Significant emphasis on infrastructure development to enhance local supply chain capacities and climate resilience.
Palestine ¹⁵	Cairo	Large-scale response with requirements for operational agility under changing conditions. Leading Logistics cluster. Range of transfer modalities deployed.
Tanzania ¹⁶	Johannesburg	Medium-scale response. Part of first phase of LRFP Policy pilots. Significant focus in national capacity strengthening, local producer support through food handling, storage, fortification and packaging. Key component of the GCMF and corridor support. Significant engagement with smallholder farmers.

20. **Inclusion and equity:** Data collection integrated gender, equity and wider inclusion considerations. Practical steps included using available WFP data which are disaggregated (by gender, age, or disability) to assess access and coverage barriers and ensuring data collection tools incorporate specific questions covering these issues.

3.5 Data analysis

21. The quantitative and qualitative data and document review had their own analytical approaches.

22. **Quantitative data analysis** served as the starting point for deepening the responses to EQ2 and EQ3 on efficiency and results. For EQ2, the quantitative assessment evaluated cost-efficiency, alongside the other dimensions implied in the Roadmap (responsiveness, timeliness, risk management and added value). In particular, a set of key indicators were measured using the existing quantitative data: efficiency (cost per transfer (food and cash), quality (post-harvest losses) and responsiveness (or lead time). The data used for these calculations comes from WFP datasets described earlier. In addition, data regarding efficiency savings was extracted from the WFP Annual Reports from 2019-2024 and reported against EQ2.

23. A regression model was built to identify trend analysis across time and was used for attributing

¹⁴ This included an additional three-day visit to Dubai to understand the regional hub for supply chain located there.

¹⁵ This was done as a remote deep dive with a mission to Cairo to complement this exercise.

¹⁶ To be visited as part of the inception phase with remote follow up interviews during data collection.

contributions of the Roadmap. The mixed-effects regression model was developed to contribute to answering EQ2.2 (efficiency changes over time). Five indicators were used as the dependent measures to track efficiency:

- Indicator 1: Cost per Metric Ton¹⁷ (Proxy for procurement Efficiency)
- Indicator 2: Food Transfer Costs per Metric Ton¹⁸ (FTC/MT) (Proxy for efficiency in costs to deliver food assistance)
- Indicator 3: Cash and Voucher Transfer Costs (TCTR) (Proxy for efficiency in costs to delivery cash and vouchers)
- Indicator 4: Percentage of Post-Harvest Losses (Proxy for quality and organized planning efficiency)
- Indicator 5: country Level Lead time (Proxy for responsiveness)¹⁹

24. Six independent variables were inputted into the regression model to isolate external effects and determine system changes over time. These included:

- Human Development Index (HDI) as a proxy measure for National Systems Strength²⁰
- Regional Bureau
- Size of operation
- Corporate Alert System Status (None, Early Warning, Corporate Attention and Corporate Scale-up)²¹
- Type of operation (crisis and development)²²
- Type of procurement (local, regional, international and GCMF)

25. Annex 8 presents the results of the analysis for these indicators²³ Quantitative indicators were analysed primarily through descriptive trends analysis, disaggregated by relevant variables (focus area, regional bureau, country office, programme modality, type of procurement), covering the 2019-2024 period. Analyses were conducted in Tableau and R and displayed as tables and graphs where appropriate.²⁴ Methods for quantitative analysis were further refined during data collection.

26. Quantitative data for pillar 2 comes particularly from the LRFPP implementation. Given the prominence of the LRFPP Policy within the Roadmap, there is particular interest in understanding the contributions of the LRFPP Policy to strengthening local procurement and increasing the inclusion of SHFs in WFP procurements. These are assessed through available quantitative datasets managed by WFP. This will be supplemented with qualitative data from country visits. Frequency, descriptive, or correlation analysis were conducted in Tableau and R with tables and graphs displayed as appropriate.²⁵

27. Quantitative data for pillar 3 comes from the datasets managed by WFP for tracking mandated and on-demand services. Frequency, descriptive, or correlation analysis were conducted in Tableau and R with tables and graphs displayed as appropriate.

¹⁷ This indicator was an aggregation of the price paid by WFP for the four main types of procured food commodities: Legumes, cereals, oil and rice.

¹⁸ This indicator was an aggregation of the price paid by WFP for the four main types of procured food commodities: Legumes, cereals, oil and rice.

¹⁹ Lead time as such is not a complete measure of responsiveness because WFP's infrastructure and advance planning allow for extended lead time purchases while still delivering to beneficiaries at the time required. A strategic KPI has been developed to better measure responsiveness, but it is just being rolled out and there is no global aggregation data available – there is data related to examining the GCMF effect on lead time performance in procurement.

²⁰ The quality of national systems was assessed through a range of indicators including the World Bank's Doing Business indicators, an array of six governance indicators and an HDI indicator. These indicators were all highly correlated. Therefore, to simplify the analysis, only the HDI is discussed as the proxy for national systems strength.

²¹ Formerly L1, L2, and L3.

²² Based on the CSP line of sight categories.

²³ Beneficiaries reached; food and cash transferred; food purchases; Unit cost per purchased metric ton; cost per USD transferred through CBT, cost-transfer ratios for food and cash modalities separately; and cost per beneficiary for food and cash modalities separately.

²⁴ [Annex 3](#) provides further details on types of analysis.

²⁵ [Annex 3](#) provides further details on types of analysis.

Table 7: Quantitative Indicators by Pillar

Pillar	Indicators
Leadership in Emergencies	Beneficiaries reached WFP reported efficiency gains Food procurement costs Food transfer costs Cash transfer costs Food losses Lead time
Strengthening National Systems	Local procurement tonnage Smallholder farmer inclusion
Augmented and On-Demand Services	Requests for on-demand services (by type) Provision of mandates services (by type)

28. **Key Informant Interviews:**²⁶ Field notes and transcripts constitute the raw material for developing an iterative analysis. For qualitative analysis, the mechanical work of analysis involved the ET reviewing and coding the data into discrete thought units and identifying themes and patterns emerging from the collection of thought units.

29. Individual units of thought are then collected into clusters by looking for recurring regularities in the data. These regularities reveal patterns that are labelled as themes. The themes are then examined to develop categories. These thematic categories then become the basis of the presentation of the findings. This process for classifying and coding qualitative data produces a framework for organizing and describing what was collected during the data collection phase. This descriptive analysis builds a foundation for the analysis phase when meanings are extracted from the data, comparisons are made, and conclusions drawn. Data quality was assured through triangulation of interviewers, sources and feedback sessions which relied on iterative qualitative analysis.

30. **Document review:** The document review process is similar to the KII analysis, except that the raw data are the document narratives rather than notes or transcripts from interviews. The same processes of identifying discrete thought units, clustering to identify emergent themes, identifying patterns, and building categories for conclusions. The theoretical framework shaped the analysis of qualitative data from document review and KIIs. For this evaluation, conclusions were built against the evaluation matrix and EQs. In both cases, the conclusions were generated against the evaluation matrix.

31. Validity and reliability were addressed through considerations of substantive significance of the conclusions and categories asking *How solid, coherent, and consistent is the evidence in support of this category of findings?*

- To what extent or in what ways do the findings in this category increase or deepen understanding of this aspect of the Roadmap?
- To what extent are the findings consistent with other sources of data?
- To what extent are the findings useful?

32. The ET worked together to ensure consensual validation of the thought units, themes, patterns, categories, and conclusions generated to mitigate against subjectivity bias.

33. **Triangulation and Validation:** Four steps are taken to ensure triangulation and control for bias.

34. First, the selection of stakeholders interviewed was based on the stakeholder analysis and comprised a mix of stakeholders to ensure that the respective voices are included in the exercise. Sampling for the qualitative interviews to consider power relations with key stakeholders, their engagement or connection with WFP activities, as well as any potential geographical distribution. The selection was finalized in consultation with WFP Supply Chain focal points to control for possible internal bias from either the ET or OEV.

²⁶ M. Patton. 2010. *Qualitative Research and Evaluation Methods* (4th Ed). Sage Publications: Thousand Oaks, CA.

35. Second, the team developed standardized interview protocols, adapted for the individual and stakeholder category to be interviewed, to ensure that the interviews were consistent across ET members and could be easily validated.

36. Third, the ET represented a diverse mix of nationalities, genders, and expertise. Different ET members interviewed different sets of stakeholders to triangulate among potential interviewer bias. Data analysis was done collectively using the evaluation matrix and sought to balance international and national interpretations of findings.

37. Fourth, the evaluation assessed the extent to which differential needs, priorities, voices and vulnerabilities of women, men, boys, and girls have been considered in the design and implementation of supply chain activities – with a special focus on procurement and delivery considerations.

38. Throughout these measures, the principle of triangulation was done to ensure impartiality and reduce the risk of bias. Triangulation was used as a key tool for validating and analysing findings including:

- Source Triangulation: Compare information from diverse sources.
- Method Triangulation: Compare information collected by different methods, e.g. key informant interviews, pre-existing datasets, document research.
- Investigator triangulation: Involving multiple evaluators to assess the same issues and rotating the evaluation team members so that no one pair works together the entire time

39. **Stakeholder Engagement and Validation.** Opportunities for stakeholder engagement and validation of the findings included three phases: i) optional exit briefings with WFP leadership in country offices visited during the field missions; ii) the presentation of key emerging findings at the end of the data collection mission to evaluation stakeholders (from HQ, RB and CO) through two remote workshops in June 2025, and iii) a learning workshop with evaluation stakeholders in September 2025 to discuss recommendations emerging from the evaluation. These exercises enabled to present preliminary findings and generate additional insights, triangulate patterns, and elicit feedback from stakeholders on patterns and conclusions.

40. The combination of utilized methodology and data analysis approaches is intended successfully mitigated evaluability challenges cited in Section 3.1.

3.6 Ethical considerations

41. Evaluations must conform to 2020 UNEG ethical guidelines. Accordingly, KonTerra is responsible for safeguarding and ensuring ethical conduct at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting the privacy, confidentiality and anonymity of stakeholders (the evaluators have the obligation to safeguard sensitive information that stakeholders do not want to disclose to others), ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups), ensuring appropriate and inclusive representation and treatment of the various stakeholder groups in the evaluation process (and that sufficient resources and time are allocated for it), and ensuring that the evaluation results in no harm to participants or their communities.

42. Ethical were monitored and managed during the implementation of the evaluation. No additional ethical issues arose during the implementation of the evaluation. Table 8 summarizes safeguards to ensure compliance with the UNEG ethical considerations.

Table 8: Ethical Considerations and Safeguards

Ethical Considerations	Safeguards
Ensuring informed consent	Interviewees were informed at the start of the interview regarding the purpose of the evaluation, assurances of voluntary participation, and confidentiality of all responses and the intended use/dissemination of the findings and recommendations. This information was shared prior to requesting verbal or written consent to participate. Annex 5 provides the informed consent procedures connected to each interview process.
Protection of privacy, confidentiality and anonymity	<p>Data protection measures were used to ensure that no one beyond core ET can access any confidential information, including personal data of participants.</p> <p>The qualitative data from interviews, including all interview notes from the evaluation team were kept electronically on password-encrypted computers. Personal names and other potential personal identifiers were removed from the data prior to analysis. Reported data was aggregated so individual responses cannot be traced. Data analysis was conducted only with the ET members to ensure confidentiality.</p> <p>Data was maintained on evaluation team computers only until the finalization of the Evaluation Report, at which time it was deleted to further protect individuals from possible identification.</p>
Do no harm	The evaluation did comply with the principle of avoiding harm per the UNEG Ethical guidelines. In addition to protecting confidentiality, additional do no harm principles were assessed and mitigated during field mission.
Cultural sensitivity	The ET was comprised of persons who are familiar with the national contexts to be visited either as citizens or as experts with previous presence in the country. The team included two supply chain expert consultants and one research assistant who worked to ensure that supply chain data collection considerations are aligned as much as possible with their experiences in the relevant cultural and political sensitivities from the country visits and were understood and integrated into the evaluation process and the data collection techniques.
Respecting autonomy	UNEG guidelines prioritize the importance of dignity and self-worth of respondents, project participants and other evaluation stakeholders and requires evaluators to behave in a non-discriminatory manner. This can involve both obvious and subtle forms. The evaluators integrated concerns and respect for human rights, child rights and women's rights and did not trivialize cross-cutting issues. More subtly, respecting autonomy includes sharing the findings of the evaluation with the evaluation participants themselves (as is feasible) and disaggregating data by gender, age, and other ethnicity markers (to respect differences) as feasible within the collected datasets. Additionally, the evaluation ensured that products of the evaluation use inclusive, gender-sensitive language and interviews are conducted in the preferred language of the participants (as much as feasible).
Ensuring fair recruitment of participants	Recruitment of participants in the evaluation was designed to ensure the inclusion of diverse voices within the evaluation exercise, as much as is feasible within this global strategic evaluation. In the country visits, this involved ensuring diverse voices within Government, the UNCT or WFP itself were considered in the stakeholder analysis. Globally, this involved ensuring diverse branches and stakeholders are represented within WFP and the larger community. Finally, fair recruitment of participants pertained to the ET itself by ensuring gender and international/national balance within the team.

Annex IV. Evaluation matrix

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: How well has the Supply Chain Strategic Roadmap (2022-2025) supported WFP to respond and deliver its mandate within a rapidly evolving operating context?				
1.1 To what extent did the Supply Chain Strategic Roadmap (2022-2025) represent a shift in priorities, approaches, and focus from the Supply Chain Strategy 2017-2021 and, as a strategic instrument, provide guidance for WFP's supply chain work during a changing context?				
1.1.1 The shift between the Supply Chain Strategy 2017-2021 and the Strategic Roadmap 2022-2025 as a strategic instrument.	<ul style="list-style-type: none"> Degree to which the Roadmap and the Supply Chain Strategy have been used and integrated for implementation guidance by the WFP supply chain main actors.²⁷ Extent to which the WFP supply chain function acknowledges a clear shift in priorities, approaches, or focus from Supply Chain Strategy 2017-2021 to the Roadmap. 	<p>WFP documents and data</p> <ul style="list-style-type: none"> The WFP Supply Chain Strategic Roadmap (2022-2025) Supply Chain Strategy 2017-2021 <p>Stakeholders</p> <ul style="list-style-type: none"> Key WFP personnel, including supply chain and programme teams, at headquarters, regional and country levels. 	<ul style="list-style-type: none"> Systematic document review of WFP strategy. Semi-structured interviews with WFP personnel including supply chain and programme teams, at headquarters, regional, and country levels. 	<p>Thematic analysis of qualitative data from interviews and documents to identify recurring themes related to the Roadmap's guidance, agility, and integration as well as the Strategic Plan. Comparative analysis of the 2017-2021 Supply Chain Strategy and the 2022-2025 Roadmap to highlight shifts in priorities, strategies, and approaches.</p> <p>Triangulation between data sources, data collection techniques, and data types</p>
1.1.2 The potential of the Supply Chain Strategic Roadmap (2022-2025) to serve as an adaptive framework that effectively guides agile supply chain	<ul style="list-style-type: none"> Evidence of practical use of the Roadmap, or translation of the Roadmap to specific contexts/themes by WFP staff in shaping decision making and cross-functional collaboration. 	<p>WFP documents and data</p> <ul style="list-style-type: none"> The WFP Supply Chain Strategic Roadmap (2022-2025) Strategic Plan (2022-2025) and Local and Regional Food Procurement Policies or guidance. 	<ul style="list-style-type: none"> Systematic document review of WFP strategy documents, progress reports, dashboards and decision-making records to extract 	<p>Thematic analysis of qualitative data from interviews and documents to identify recurring themes related to the Roadmap's guidance, agility and integration.</p> <p>Content analysis of strategic and operational documents to assess alignment with the Roadmap's objectives</p>

²⁷ Key actors within WFP's supply chain include procurement teams, transport and logistics staff (including warehousing teams and the Logistics Cluster), Commodity Officers managing track and trace, emergency response teams, supply chain planning teams, food technologists and nutrition staff supporting government capacity strengthening, staff involved in market development and smallholder farmer engagement, cash-based transfer delivery teams, engineering teams focused on infrastructure development, and support functions such as planning and optimization, budget and compliance, research and development, market and retail, and food safety and quality assurance.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<p>operations and integrates programme functions in a changing global context.</p>	<ul style="list-style-type: none"> Degree to which the Roadmap's pillars and enablers reflect and address emerging challenges and trends in the supply chain function (e.g. people, funding, partnerships) in response to emerging priorities/changing context during implementation. Extent to which the WFP ensured the supply chain was adaptable to shocks (e.g. COVID-19, climate shocks, conflict and political instability), while also ensuring the delivery and the strengthening of local systems and provision of logistic services. Evidence and examples of innovations or initiatives, including those pertaining to last-mile delivery, linked to guidance provided by the Roadmap. 	<ul style="list-style-type: none"> Progress reports and reviews assessing WFP's supply chain function performance during the Roadmap's period. Reports on innovations, adaptations or restructuring efforts Documentation of decision-making processes and the use of the Roadmap in guiding priorities. Country-specific examples illustrating successes or challenges in applying the Roadmap. Studies on trends in global supply chain and disruptions, emergencies, and operational challenges during 2019-2024, as a baseline for assessing responsiveness. Reports from WFP working groups tasked with the responsibility of reviewing and tracking strategy implementation progress. (Quarterly Supply Chain Management Working Group, Monthly Global Supply Chain Meeting, Supply Chain Retreat.) 	<ul style="list-style-type: none"> relevant information. Semi-structured interviews with WFP personnel, UN agencies, development partners, donors, suppliers and other stakeholders to gather qualitative insights. Comparative Desk Review of global and regional WFP reports on supply chain disruptions, emergencies and operational challenges for baseline establishment purposes. Field data collection of operational details from specific countries or regions to document examples of the Roadmap's application. 	<p>and practical application in decision making.</p> <p>Country-level analysis of country-specific observations to evaluate successes, challenges and lessons learned in applying the Roadmap at diverse levels.</p> <p>Triangulation between data sources, data collection techniques, and data types</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>Stakeholders</p> <ul style="list-style-type: none"> Key WFP personnel, including supply chain and programme teams, at headquarters, regional and country levels. Key UN, development partners, donors, suppliers and other stakeholders at global, RB and CO levels. <p>Country observations to gain insights into how the Roadmap serve as an adaptive framework that effectively guides agile supply chain operations in diverse operational contexts.</p>		
1.2 How well do WFP's institutional arrangements for the supply chain function support the delivery of the Roadmap?				
1.2.1 WFP's institutional arrangements across HQ, RB and CO levels for the delivery of the Supply Chain Strategic Roadmap (2022-2025)	<ul style="list-style-type: none"> Degree of alignment between HQ-level structure and the strategic priorities outlined in the Roadmap. Extent to which HQ restructuring has facilitated or impeded Roadmap aspirations including the coordination between supply chain and programme functions and internal coordination within the Supply chain Division itself. Proportion of financial resources available against required for supporting the implementation of Roadmap priorities. Proportion of key supply chain roles filled at HQ, RB and CO levels, reflecting the capacity 	<p>Documents and data</p> <ul style="list-style-type: none"> Strategic Roadmap (2022-2025) (to identify expectations for institutional arrangements supporting the supply chain function) Documentation on HQ restructuring processes and outcomes, including timelines, objectives and implementation details. Progress reports and updates on the implementation of the Roadmap and any noted cascade effects of restructuring. Performance dashboards and key metrics tracking 	<p>Systematic Document Review of restructuring reports, Roadmap (2022-2025), progress reports, organizational charts, and supply chain performance dashboards.</p> <p>Semi-structured interviews with WFP staff at HQ, RB, and CO levels to gather insights on institutional alignment, integration and support for Roadmap delivery.</p> <p>Interviews with external stakeholders (e.g. UN agencies, donors, suppliers) to assess perceptions of WFP's institutional effectiveness (limited).</p> <p>Quantitative Data</p>	<p>Comparative analysis of institutional roles and structures, including human and financial resources, before and after restructuring at HQ, and between HQ, RB and CO levels, to assess alignment with the Roadmap's objectives.</p> <p>Thematic analysis to identify recurring themes in qualitative data (interviews) to understand strengths and weaknesses in institutional support for Roadmap delivery (e.g. corridor management, cash/food; staffing profiles; donor preferences).</p> <p>Quantitative/statistical analysis of key performance metrics compared to institutional arrangements to identify relationship between institutional arrangements and achieving Roadmap objectives.</p> <p>Trend analysis to evaluate how performance metrics have evolved since</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> to implement Roadmap priorities. Feedback from HQ, RB and CO staff on whether institutional arrangements provide clear guidance and support for Roadmap-related activities within considerations for risk management and environmental sustainability. Evidence of changes or disruptions in supply chain operations due to HQ restructuring (e.g. delays, overlaps, or gaps in responsibilities). Instances of cross-level collaboration (HQ-RB-CO) in driving innovations or initiatives linked to the Roadmap. The extent to which RB staff engaged in the supply chain function perceive HQ and COs to be effective in supporting their supply chain activities The extent to which CO staff engaged in the supply chain function perceive RBs and HQs to be effective in supporting their supply chain activities. 	<ul style="list-style-type: none"> supply chain function performance at HQ, RB and CO levels. Key documents for industry standards in supply chain management, such as ISO 28000 and 9001, the SCOR model, Sphere Standards for humanitarian logistics, and WFP-specific resources such as the WFP Supply Chain Manual, Food Quality and Safety Guidelines and Logistics Operational Guide. Evaluations and reports of WFP's organizational effectiveness (e.g. available CSPEs for the sampled countries, Audit reports, etc.). Independent assessments of supply chain function performance. <p>Stakeholders:</p> <ul style="list-style-type: none"> HQ leadership and staff to collect Insights on the intent and outcomes of restructuring, and its alignment with the Roadmap's delivery. RB and CO Personnel (Supply chain, programme, support function) to collect 	<p>Extraction. Collection of performance data from internal systems (e.g. supply chain indicators)</p> <p>Comparative Desk Review of global and regional reports on institutional effectiveness in supply chain management and trends in organizational restructuring for baseline establishment.</p> <p>Field data gathering at selected RB and CO offices to document the application of institutional arrangements and their alignment with Roadmap priorities.</p>	<p>restructuring began.</p> <p>Content Analysis through systematic coding and categorization of documents (e.g. progress reports, restructuring plans) to assess how institutional arrangements reflect Roadmap priorities.</p> <p>Analysis of selected country or regional examples to understand the cascade effects of institutional arrangements on Roadmap implementation.</p> <p>Cross-case comparisons to identify common patterns or divergent outcomes.</p> <p>Stakeholder feedback synthesis to aggregate and compare insights from internal and external stakeholders to assess alignment and effectiveness of institutional arrangements.</p> <p>Gap analysis to identify discrepancies between the intended objectives of institutional arrangements and their actual implementation or outcomes.</p> <p>Triangulation between data sources, data collection techniques and data types.</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>perspectives on institutional support for supply chain activities and any observed cascade effects of HQ restructuring.</p> <ul style="list-style-type: none"> External stakeholders to gain insights into their perception of WFP's evolved approaches to supply chain function (<i>limited</i>). <p>Country observations to gain insights into how institutional arrangements have supported or hindered Roadmap implementation in diverse operational contexts.</p>		
1.3 How well does the Roadmap support WFP to position itself within the broader context of the international humanitarian system?				
1.3.1 The Roadmap's potential to foster and leverage WFP's strategic positioning within the international humanitarian system.	<ul style="list-style-type: none"> Demonstrated improvements in logistical efficiency, last-mile delivery, and response times guided by the Roadmap. Evidence of trends in cost efficiency, demand responsiveness, and strategic alignment of on-demand services provided by WFP, reflecting the Roadmap's influence across varying operational contexts. Evidence of enhanced strategic positioning of WFP within the international humanitarian system, facilitated by the Roadmap, through leadership and contributions within the logistics cluster and inter-agency coordination mechanisms. Stakeholder perceptions of WFP as a preferred partner in supply chain-related initiatives. 	<p>Documents and data</p> <p>Performance dashboards and data on delivery lead times, cost efficiency and response rates. Progress reports and updates on Roadmap implementation Documentation on country or regional examples showcasing efficiency improvements in supply chain, last-mile delivery, etc.</p> <p>Documentation of formal partnerships for the utilization of WFP's supply chain role. Examples of collaboration in humanitarian responses where WFP's supply chain function was important.</p> <p>Evaluations, reports, partnership reviews, inter-agency evaluations,</p>	<p>Systematic document review of progress reports, Roadmap implementation updates, and evaluations to extract information and identify patterns and examples of supply chain improvements and partnerships.</p> <p>Data extraction from dashboards and ODS reports on metrics such as delivery lead times, costs, volumes, and response times to generate quantitative insights and identify trends, with complementary qualitative analysis to explore underlying factors</p>	<p>Descriptive statistics to analyse performance metrics from dashboards to identify trends and improvements or gaps across regions and over the reference period.</p> <p>Comparative analysis of performance data across regions or over time</p> <p>Quantitative/statistical analysis of key performance metrics compared to institutional arrangements to identify relationship between institutional arrangements and achieving Roadmap objectives.</p> <p>Thematic analysis to identify specific recurring themes from interviews with internal and external key informants, focused on WFP's strategic positioning, the effectiveness of its partnerships, and the cascade effects of its supply chain operations in achieving Roadmap</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> Examples of WFP leveraging comparative strengths of supply chain capabilities (e.g. forward planning, pre-positioning) to enhance collective humanitarian responses. Extent to which WFP is recognized for influencing or shaping global humanitarian policies or practices in supply chain and logistics, based on documented evidence and stakeholder perceptions. Evidence of WFP being recognized or sought after for leadership or critical roles in supply chain coordination or joint operations, at global, regional, or country levels, beyond mandated roles such as the Logistics Cluster. Evidence of WFP's enhanced role and strategic positioning in providing logistical services to humanitarian agencies, with documented examples of innovations, partnerships, or operational improvements linked to the Roadmap. 	<p>donor feedback reports, and assessments of collaborative initiatives with governments, NGOs, and private sector entities examining WFP's partnerships, strategic alignment and contributions to supply chain outcomes.</p> <p>Reports, budgets, and delivery data for humanitarian logistics service support to international humanitarian agencies</p> <p>Stakeholders: WFP teams at HQ, RO, and sampled CO levels to collect insights and examples of WFP positioning. External stakeholders (UN agencies, NGOs/CPs, donors, private sector partners) to capture perceptions of WFP's role and influence in shaping policies and practices.</p>	<p>influencing performance.</p> <p>Semi-structured interviews</p> <p>Field visits and observations of WFP's operational dynamics and examples of supply chain contributions.</p>	<p>objectives.</p> <p>Content analysis to extract key findings on WFP's contributions to global and regional humanitarian logistics, supply chain effectiveness, and its strategic positioning in advancing Roadmap objectives and supporting broader humanitarian and development goals.</p> <p>Analysis of documented examples of WFP's comparative advantage, collaborations, and positioning in the humanitarian system.</p> <p>Comparative and cross-case analysis of findings from different countries, regions to identify patterns, strengths, and gaps in WFP's strategic positioning in different operational contexts.</p> <p>Gap Analysis to identify discrepancies between the goals outlined in the Roadmap and the actual performance or perceptions of WFP's supply chain function, with a specific focus on its strategic positioning and alignment with the Roadmap's objectives.</p> <p>Triangulation between data sources, data collection techniques, and data types</p>

Evaluation Question 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?

2.1.1 Cost-efficiency of Roadmap implementation	<ul style="list-style-type: none"> Variation in cost per metric ton of food delivered or cost per beneficiary served, in light of contributing factors such as: (a) external factors, including inflation and rising global costs; and (b) internal factors, such as Roadmap implementation and strategic shifts 	<p>Documents and data Financial and operational reports tracking supply chain performance metrics before and after the Roadmap's adoption</p> <p>Performance dashboards and data from WFP's internal systems on delivery lead times, and cost</p>	<p>Document and data review including data extraction from internal platforms, dashboards, and reports to gather data on cost metrics (e.g. cost per metric ton delivered, cost per beneficiary served); cost-</p>	<ul style="list-style-type: none"> Quantitative analysis of data on cost per metric ton delivered, cost per beneficiary served, lead times, and other quantitative metrics to identify trends and patterns. Comparative and trend analyses of pre- and post-Roadmap performance
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Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> in operational priorities (e.g. breadth versus depth of beneficiary reach) Cost efficiency indicators of key supply chain components (e.g. transport cost per ton per km, storage cost per ton per month, procurement cost per good per ton) measured by resource inputs (fuel, time, labour) relative to outputs, at both national levels and specific activity levels (e.g. local procurement or prepositioning or supplier diversification). Examples of types of cost-saving measures implemented by WFP teams, such as local procurement, pre-positioning, or supplier diversification. Evidence of logistical optimization through technology or planning tools (e.g. route optimization, automation), in terms of efficiency, effectiveness, or flexibility, while balancing competing priorities such as cost-efficiency, timeliness and LRFP diversity. Perceptions from WFP teams and partners on whether the Roadmap initiatives improved cost-efficiency in supply chain operations. 	<p>efficiency across key activities (e.g. transport, storage, etc.). Historical data on supply chain costs over the period 2019–2024 in areas such as procurement, labour, transport and storage on a per country and per activity basis.</p> <p>Independent or internal evaluations, CSPEs for sampled countries or audit reports on supply chain operations focusing on efficiency and cost reduction outcomes.</p> <p>Stakeholders WFP Teams at HQ, RB, CO levels to gain insights on perceived changes in cost efficiency</p> <p>External stakeholders (e.g. UN agencies, donors, suppliers) regarding WFP's cost efficiency in joint operations.</p>	<p>saving measures and efficiency implications.</p> <p>Semi-structured interviews</p> <p>Field visits and observation in country offices to document examples of implemented cost-saving measures or specific initiatives (e.g. use of technology, supplier diversification).</p>	<p>data to capture and assess changes in cost-efficiency.</p> <ul style="list-style-type: none"> • Ratio analysis to calculate output-to-input ratios (e.g. food delivered, or beneficiaries served relative to resources used) to measure cost-efficiency. • Thematic analysis to identify recurring themes, such as effective cost-saving practices or challenges in implementation. • Analysis of the context, implementation, and outcomes of specific cost-saving measures or efficiency improvements <p>Triangulation between data sources, data collection techniques and data types</p>
2.2 What is the evidence that the initiatives envisaged in the Roadmap have enabled WFP to deliver more cost-effective supply chain solutions?				
2.2.1 Cost-effectiveness of different supply chain solutions	<ul style="list-style-type: none"> Demonstrated improvements in logistical efficiency, last-mile delivery, and response times guided by the Roadmap. 	<p>Documents and data</p> <p>Financial and operational reports tracking supply chain performance metrics 2019–2024</p> <p>Performance dashboards and data</p>	<p>Document and data review</p> <p>including data extraction from internal platforms, dashboards, and reports to gather data on cost metrics</p>	<ul style="list-style-type: none"> • Cost/Benefit analysis of financial data on cost per beneficiary served, purchase orders, and other quantitative metrics to identify trends and patterns.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> Total supply chain costs incurred per beneficiary served (incl., procurement, storage, transportation, and delivery costs) Per-beneficiary cost of support delivered through different supply chain modalities (e.g. local procurement, regional procurement, prepositioning, smallholder purchases, cash, or vouchers) Evidence of enhanced programmatic outcomes achieved through supply chain innovations (e.g. forward purchasing, pre-positioning, digital tools, or other enhanced planning methods), as reflected in faster response times, improved beneficiary reach, or increased reliability in emergency contexts Evidence and examples of cost-effectiveness of transfer modalities (in-kind food, cash transfers, or vouchers) relative to outcomes (logic model) Evidence and examples of supply chain savings enabling either expanded reach to additional beneficiaries or the ability to maintain planned levels of beneficiary coverage and geographic reach despite funding constraints 	<p>from WFP's internal systems on delivery lead times, procurement cycles, and cost efficiency across key activities (e.g. transport, storage, etc.).</p> <ul style="list-style-type: none"> Progress reports, implementation updates, monitoring reports, and reviews assessing timeliness and appropriateness of assistance. Post-distribution monitoring surveys or other studies or reports assessing targeting and/or presenting beneficiary perspectives on service quality and satisfaction in sampled countries. Historical data on supply chain costs over the period 2019–2024 in such areas as procurement, labour, transport, and storage on a per country and per activity basis. <p>Independent or internal evaluations (incl. CSPEs for sampled countries) or audit reports on supply chain operations focusing on efficiency and cost reduction outcomes.</p>	<p>(e.g. cost per metric ton delivered, cost per beneficiary served) and link these to outcomes achieved (e.g. improved food security, reach to underserved populations), along with an analysis of cost-saving measures and their implications for both efficiency and effectiveness.</p> <p>Semi-structured interviews</p> <p>Field visits and observation in country offices to document examples of implemented initiatives (e.g. use of technology, supplier diversification) to serve as illustrative examples of cost-effectiveness.</p>	<ul style="list-style-type: none"> Comparative and trend analyses of pre- and post-Roadmap performance data to compare relative cost-effectiveness of different systems pre and post Roadmap implementation. Thematic analysis to identify recurring themes linking cost-saving practices or implementation challenges to programmatic outcomes, ensuring a focus on both cost-efficiency (resource use) and cost-effectiveness (outcomes achieved relative to costs). Analysis of the context, implementation, and outcomes of specific cost-saving measures, focusing on their cascade effects on both efficiency and programmatic effectiveness, such as improvements in beneficiary outcomes or expanded reach.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		Stakeholders WFP Teams at HQ, RB, CO levels to gain insights on perceived changes in cost effectiveness of different supply chain solutions External stakeholders (e.g. UN agencies, donors, suppliers) regarding WFP's cost effectiveness in joint operations		
Evaluation 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)?				
3.1 In what ways, and in which contexts, have the objectives to assist the people at risk, or those in positions of greater vulnerability to specific risks ²⁸ (assisting people with the preferred and most appropriate modality, at the right time) been achieved? ²⁹				
3.1.1 Attainment of results for at risk or groups in position of greater vulnerability.	Evidence and examples of supply chain support for assistance delivered through preferred and contextually appropriate modalities (e.g. food, cash, vouchers), with documented rationale for modality selection and factors contributing to their effectiveness in reaching the most at risk or groups in position of greater vulnerability. Evidence of procurement approaches considering the most vulnerable.	Documents and data Performance dashboards and data on a) delivery timelines, b) modality use (e.g. food, cash, vouchers), c) compliance with nutritional standards; 4) beneficiary types, etc. Progress reports , implementation updates, monitoring reports, and reviews assessing timeliness and appropriateness of assistance.	Document review to gather quantitative and qualitative data on delivery timelines, modality use, food quality, beneficiary satisfaction, food security, and nutritional outcomes. Semi-structured interviews Field visits and observations in country	Descriptive statistics to analyse performance metrics from dashboards to identify trends and improvements. Comparative analysis of performance data across regions or over time Analysis of lessons learned, successes, and challenges in delivering assistance in specific operational contexts. Limited contribution analysis of plausible links between WFP

²⁸ The SQ 3.1 was slightly revised to adhere to WFP's approach to vulnerability, which recognises it as a context-specific product of environmental factors or the experienced consequences of these factors, rather than an inherent characteristic of individuals or groups. For the purpose of this evaluation, such groups include in particular people (men and women, boys and girls): in conflict-affected areas, including refugees and internally displaced persons (IDPs); in disaster-prone regions facing natural hazards such as droughts, floods and cyclones; Smallholder farmers and economically disadvantaged households, particularly in rural and underserved areas; Women and girls, especially pregnant and lactating women, who face disproportionate risks to food security and nutrition; Children under five and school-aged youth, due to their heightened vulnerability to malnutrition and its long-term effects; Elderly individuals, who may have limited access to resources or mobility challenges; Persons with disabilities (PWDs), who often face additional barriers to accessing food and resources; Communities affected by systemic poverty, social exclusion, or other structural inequities that limit access to food and essential services.

²⁹ For example, this would include evidence of 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.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>Evidence and examples of assistance delivered within targeted timeframes during emergencies or crises, particularly in hard-to-reach areas or for at risk or groups in position of greater vulnerability.</p> <p>Examples of adjustments made to tailor modalities to the specific needs of at risk or groups in position of greater vulnerability (and particularly, people with disabilities, elderly, women, and children) or to challenging contexts (e.g. emergencies, protracted crises, pandemics)</p> <p>Proportion of food procured meets nutritional and quality standards, including nutrient-dense and fortified foods and evidence that these reached at risk or groups in position of greater vulnerability in sampled countries</p> <p>Evidence of efforts to maintain food quality and safety throughout the supply chain, ensuring these meet the specific needs of at risk or groups in position of greater vulnerability.</p> <p>Instances of supply chain innovation or adaptation to ensure assistance reaches marginalized populations (e.g. women-headed households, refugees, or people in conflict zones).</p>	<p>Post-distribution monitoring surveys or other studies or reports presenting beneficiary perspectives on service quality and satisfaction.</p> <p>Commodity accounting, fund management reports including Track and Trace reports</p> <p>Reports or illustrations from selected countries or regional contexts showcasing lessons learned, successes, or adjustments made to modalities, with a primary focus on how supply chain activities were tailored to meet the specific needs of at risk or groups in position of greater vulnerability during emergencies or protracted crises.</p> <p>Evaluations (incl. CSPEs) for sampled countries, audits or assessments of the appropriateness, timeliness, and quality of WFP's assistance under the Roadmap.</p> <p>Reports or studies assessing food security, nutritional outcomes, and other relevant cascade effects among targeted populations, including marginalized groups, with consideration of livelihoods activities and initiatives to engage at risk or groups in position of greater vulnerability within the supply chain in sampled</p>	<p>offices to document examples of tailored modalities, innovations, food quality maintenance efforts and modalities to reach marginalised populations.</p>	<p>initiatives in sampled countries (e.g. modality selection, nutritional standards) and observed outcomes, using triangulated evidence from multiple data sources.</p> <p>Triangulation between data sources, data collection techniques and data types.</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>countries.</p> <p>Stakeholders: WFP teams at HQ, RO and CO levels to gather insights on supply chain function results and transformative potential.</p> <p>External Stakeholders (e.g. UN agencies, donors, suppliers and development partners), and Cooperating Partners (CP) to gather their feedback on WFP's contribution to supply chain effectiveness, reaching at-risk groups or groups in position of greater vulnerability, and achieving broader humanitarian and development objectives.</p>		
3.1.2 Contribution to tangible improvements in the well-being of at risk or groups in positions of greater vulnerability.	<p>Evidence and examples of initiatives in sampled countries that illustrate how modality selection (e.g. food, cash, vouchers), adherence to nutritional quality standards, and timeliness of delivery contributed to observed outcomes, such as improved food security, beneficiary satisfaction, or the inclusion of marginalized populations.</p> <p>Evidence of improvements in coping strategies, food security, and nutritional status among targeted beneficiaries in sampled countries.</p> <p>Disaggregated data on outcomes by gender, age, and vulnerability (e.g. women, children, persons)</p>	<p>Documents and data</p> <p>Performance dashboards and data on a) delivery timelines, b) modality use (e.g. food, cash, vouchers), c) compliance with nutritional standards; 4) beneficiary types, etc.</p> <p>Progress reports, implementation updates, monitoring reports, and reviews assessing timeliness and appropriateness of assistance.</p> <p>Post-distribution monitoring surveys or other studies or reports presenting beneficiary perspectives on service quality and satisfaction.</p> <p>Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments made to modalities</p>	<p>Document review to gather quantitative and qualitative data on delivery timelines, modality use, food quality, beneficiary satisfaction, food security and nutritional outcomes.</p> <p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples of tailored modalities, innovations, food quality maintenance efforts, and modalities to reach at risk or groups in position of greater vulnerability.</p>	<p>Descriptive statistics to analyse performance metrics from dashboards to identify trends and improvements.</p> <p>Comparative analysis of performance data across regions or over time</p> <p>Analysis of lessons learned, successes, and challenges in delivering assistance in specific operational contexts and to specific at risk or groups in position of greater vulnerability.</p> <p>Limited contribution analysis of plausible links between WFP initiatives in sampled countries (e.g. modality selection, nutritional standards) and observed outcomes, using triangulated evidence from multiple data sources.</p> <p>Triangulation between data sources, data</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	with disabilities) and by type of modality in sampled countries. Evidence of adaptations or innovations ensuring access to assistance for marginalized and hard-to-reach populations.	in response to emergencies or protracted crises. Thematic Evaluations, CSPEs in sampled countries, audits or assessments of the appropriateness, timeliness, and quality of WFP's assistance under the Roadmap. Reports or studies assessing food security and nutritional outcomes among targeted populations, including marginalized groups. Stakeholders: WFP teams to gather insights on supply chain function results and transformative potential. External Stakeholders (UN agencies, donors, suppliers, development partners) to gather their feedback on WFP's contribution.		collection techniques and data types.
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? ³⁰				
3.2.1 Attainment of results in strengthening national systems	<ul style="list-style-type: none"> Evidence and examples of increased public and private investment in food systems as a result of LRFP activities. Integration of smallholder farmers into strengthened food systems. National food systems have increased commodity 	Documents and data Progress reports , implementation updates, monitoring reports, and reviews assessing timeliness and appropriateness of assistance. Program reports on Country Capacity Strengthening (CCS) Interventions Case studies from specific country	Document review to gather quantitative and qualitative data on, types of capacity strengthening outcomes. Semi-structured interviews Field visits and observations in country	Comparative and trend analyses of pre- and post-Roadmap performance data to capture and assess improvements or gaps in delivery of results for national systems strengthening as a result of LRFP activities and their reasons. Comparative analysis of CCS performance data across regions or

³⁰ 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.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<div style="list-style-type: none;"> <ul style="list-style-type: none"> diversification and reduced imports as a result of LRFP activities. Increased procurement by WFP from local sources including smallholder farmers. Evidence and examples of increased Government capacity as a result of LRFP activities especially in resilience building, homegrown school feeding, and food systems. Evidence and examples of increased supply chain resilience attributed to local and regional procurement initiatives as a result of LRFP activities in sampled countries. Examples (sampled countries) of challenges or successes of integrating smallholder farmers in WFP's supply chain and broader national/regional agricultural value chains. </div>	<p>or regional contexts showcasing lessons learned, successes or adjustments.</p> <p>Thematic and CSPE Evaluations (in sampled countries), audits or assessments of the appropriateness, timeliness, and quality of WFP's assistance under the Roadmap.</p> <p>Reports or studies assessing capacity strengthening outcomes.</p> <p>Stakeholders: WFP teams at HQ, RO and (sampled countries) CO levels to gather insights on supply chain function results and transformative potential.</p> <p>External Stakeholders (UN agencies, donors, suppliers, development partners) to gather their feedback on WFP's contribution to national capacity strengthening.</p>	<p>offices to document examples of tailored modalities, innovations and results.</p>	<p>over time</p> <p>Analysis of lessons learned, successes, and challenges in delivering capacity strengthening of national systems in specific operational contexts.</p> <p>Limited contribution analysis of plausible links between WFP initiatives and observed outcomes in sampled countries, using triangulated evidence from multiple data sources.</p> <p>Triangulation between data sources, data collection techniques and data types.</p>
3.2.2 Attainment of results in strengthening humanitarian and development partners.	<div style="list-style-type: none;"> <ul style="list-style-type: none"> Evidence and examples of increased capacity of national humanitarian and development partners as a result of WFP support. Evidence and examples of strengthened institutional frameworks and enhanced coordination mechanisms among government entities, humanitarian organizations, and development partners, </div>	<p>Documents and data</p> <p>Progress reports, implementation updates, monitoring reports, and reviews assessing timeliness and appropriateness of assistance.</p> <p>Programme reports on Country Capacity Strengthening (CCS) Interventions.</p> <p>Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments.</p>	<p>Document review to gather quantitative and qualitative data on, types of capacity strengthening outcomes.</p> <p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples of tailored modalities, innovations and</p>	<p>Comparative and trend analyses of pre- and post-Roadmap performance data to capture and assess improvements or gaps in delivery of results for capacity strengthening of humanitarian and development actors as a result of LRFP activities and their reasons.</p> <p>Comparative analysis of CCS performance data across regions or over time.</p> <p>Analysis of lessons learned, successes,</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>facilitated by WFP support in sampled countries.</p> <ul style="list-style-type: none"> Evidence of strengthened local markets through market-based interventions, including CBT in sampled countries (assessed by factors such as increased market resilience to shocks, improved availability, and accessibility of goods (including specific nutritional products), and enhanced participation of smallholder farmers and local suppliers). Evidence and examples of local procurement contributions to cost/time efficiency. 	<p>Thematic and CSPE Evaluations (in sampled countries), audits or assessments of the appropriateness, timeliness and quality of WFP's assistance under the Roadmap.</p> <p>Reports or studies assessing capacity strengthening outcomes.</p> <p>Stakeholders:</p> <p>WFP teams at HQ, RO and (sampled countries) CO levels to gather insights on supply chain function results and transformative potential.</p> <p>External Stakeholders (UN agencies, donors, suppliers, development partners) to gather their feedback on WFP's contribution to national capacity strengthening.</p>	results.	<p>and challenges in delivering capacity strengthening of humanitarian and development actors in specific operational contexts.</p> <p>Limited contribution analysis of plausible links between WFP initiatives and observed outcomes in sampled countries, using triangulated evidence from multiple data sources.</p> <p>Triangulation between data sources, data collection techniques and data types.</p>
3.3 In what ways, and in which contexts, have the objectives to provide augmented services and delivery solutions as "the partner of choice" ³¹ been achieved?				
3.3.1 Progress towards WFP's strategic positioning as the "partner of choice"	<ul style="list-style-type: none"> Evidence of trends in cost efficiency, demand responsiveness, and strategic alignment of on-demand services provided by WFP, reflecting the Roadmap's influence across varying operational contexts. Evidence and examples of WFP's ability to address unique and complex humanitarian challenges. Type and scope of augmented 	<p>Documents and data</p> <p>Performance dashboards and data on service delivery</p> <p>Progress reports, logistics cluster reports, implementation updates, monitoring reports, and reviews assessing timeliness and appropriateness of services.</p> <p>Case studies from specific country or regional contexts showcasing lessons learned, successes or</p>	<p>Document review to gather quantitative and qualitative data on types of partnerships and their results.</p> <p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples of tailored services,</p>	<ul style="list-style-type: none"> Comparative and trend analyses of pre- and post-Roadmap performance data to capture and assess improvements or gaps in delivery of results and their reasons. <p>Comparative analysis of performance data across regions or over time.</p> <p>Analysis of lessons learned, successes, and challenges in delivering services in specific operational contexts.</p>

³¹ 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.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>services provided (e.g. logistics, supply chain optimization, capacity strengthening) to UN agencies, NGOs, IFIs, governments, etc.</p> <ul style="list-style-type: none"> • Evidence and examples of partnerships where WFP was explicitly selected for its expertise in delivering augmented services.³² • Partner feedback on the quality, relevance, and cascade effects of WFP's contributions to the delivery of humanitarian assistance to at risk or groups in position of greater vulnerability • Evidence and examples of WFP's augmented services improving system-wide outcomes, such as joint logistics initiatives or enhanced shared infrastructure. 	<p>adjustments in partnership nature or approaches.</p> <p>Evaluations, audits or assessments of the appropriateness, timeliness, and quality of WFP's services.</p> <p>Stakeholders: WFP teams to gather insights on supply chain function results and transformative potential.</p> <p>External Stakeholders (UN agencies, donors, suppliers, development partners), government stakeholders, logistic cluster partners, etc. to gather their feedback on WFP's contribution to the delivery of humanitarian assistance to at risk or groups in position of greater vulnerability</p>	innovations, and results.	<p>Limited contribution analysis of plausible links between WFP initiatives in sampled countries and observed results re. its strategic positioning, using triangulated evidence from multiple data sources.</p> <p>Triangulation between data sources, data collection techniques, and data types.</p>

3.4 In what ways does the Supply Chain Strategic Roadmap address WFP's cross-cutting priorities?³³

Gender and equity: In what ways have women, men, boys and girls and persons with disability 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?

3.4.1 Gender and inclusion	<ul style="list-style-type: none"> • Evidence of gender- and age-sensitive needs assessments informing supply chain decisions (e.g. culturally 	<p>Documents and data Progress reports, implementation updates, monitoring reports, and reviews assessing inclusion and</p>	<p>Document review to gather quantitative and qualitative data on delivery results.</p>	<p>Comparative and trend analyses of pre- and post-Roadmap performance data to capture and assess improvements or gaps in</p>
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³² These include: Logistics services (e.g. transport, warehousing, last-mile delivery); Supply chain optimization (e.g. procurement support, route planning); Capacity strengthening for governments, NGOs, partners, etc.; Emergency preparedness and response support; Coordination and leadership of logistics clusters; Provision of digital tools and platforms for supply chain management; Market development support (e.g. linking smallholder farmers to markets); Quality assurance services (e.g. food safety and inspection).

³³ According to the Roadmap, environmental, social and governance practices benchmarked against the industry will continue to be applied transversally across activities as applicable.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> appropriate food selection, nutritional considerations). Evidence of supply chain initiatives in sampled countries addressing the differentiated needs of marginalized groups (e.g. women-headed households, vulnerable children, persons with disabilities), including tailored approaches such as nutrient-specific food items for pregnant women or accessibility-focused delivery mechanisms. Evidence of equitable access to supply chain benefits focusing on reaching the last mile and ensuring access to essential goods and services for all targeted populations, particularly those in hard-to-reach or underserved areas Evidence of integration of gender- and age-sensitive guidelines or frameworks into supply chain policies and practices. Evidence of monitoring and evaluation systems tracking inclusivity within supply chain activities. Evidence of the extent to which supply chain activities and interventions, including Retail and Market engagement, Farm-to-Market 	<p>equitable targeting; WFP Community Feedback Mechanisms/tools.</p> <p>Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments.</p> <p>Evaluations, audits or assessments of the appropriateness and quality of WFP's services.</p> <p>Stakeholders: WFP teams at HQ, RO and (sampled countries) CO levels to gather insights on supply chain function results.</p> <p>External Stakeholders (UN agencies, donors, suppliers, development partners) to gather their feedback on WFP's contribution.</p>	<p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples of gender and equity sensitive or transformative results.</p>	<p>inclusivity in the delivery of results and their reasons.</p> <p>Comparative analysis of performance data across regions or over time</p> <p>Analysis of lessons learned, successes, and challenges in delivering services in specific operational contexts.</p> <p>Limited contribution analysis of plausible links between WFP initiatives in sampled countries and observed results, using triangulated evidence from multiple data sources.</p> <p>Triangulation between data sources, data collection techniques and data types.</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>initiatives, Procurement, and Transport, actively incorporate inclusive practices to address the needs of diverse stakeholders, such as marginalized groups, smallholder farmers, and local communities, ensuring equitable participation and benefits.</p> <ul style="list-style-type: none"> • Evidence of systematic integration of gender considerations within supply chain policies and strategies, including initiatives that address gender-specific challenges, promote equal opportunities for women and men, and enhance gender equity throughout supply chain operations and decision-making processes. 			
3.4.2 The integration of protection principles into WFP's supply chain ensuring accountability, efficient last-mile delivery, and risk mitigation in vulnerable contexts.	<ul style="list-style-type: none"> • Evidence of integration of protection principles in interventions, including measures to ensure accountability to affected populations at all stages of the supply chain. • Evidence of risk assessment and mitigation strategies including PSEA implemented within the supply chain function to address protection risks, particularly in interactions with vendors, financial service providers and 	<p>Documents and data Progress reports, implementation updates, monitoring reports, and reviews.</p> <p>Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments in the application of protection principles within supply chain interventions, particularly in reaching at risk or groups in position of greater vulnerability and ensuring equitable and safe access to assistance.</p>	<p>Document review to gather quantitative and qualitative data on delivery results and transformative potential.</p> <p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples.</p>	<p>Analysis of lessons learned, successes, and challenges in delivering services in specific operational contexts.</p> <p>Triangulation between data sources, data collection techniques and data types.</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> other third parties engaging directly with at risk or groups in position of greater vulnerability. Evidence of progresses made by WFP in terms of adherence to and application of protection principles in reaching populations affected by forced migration, socioeconomic challenges, and shocks, and their contribution to achieving results. Examples of mechanisms used to balance the trade-offs between ensuring protection and maintaining fast and efficient delivery to last-mile populations. 	<p>Evaluations, audits, or assessments of the appropriateness of WFP's protection measures.</p> <p>Stakeholders: WFP teams to gather insights on supply chain function results and transformative potential.</p> <p>External Stakeholders (UN agencies, donors, suppliers, development partners) to gather their feedback on WFP's adherence to protection standards.</p>		
3.4.3 Environmental sustainability	<ul style="list-style-type: none"> Evidence of improvement in environmental mitigation (Greenhouse gas emissions, waste management or resilience). Evidence of improvement in climate resilience (the capacity of the supply chain to withstand extreme weather patterns) including instances of WFP supply chain activities supporting climate resilience (renewable energy, low-emission transport or climate smart storage solutions). Evidence of conducted environmental risk assessments informing WFP's 	<p>Documents and data Progress reports, implementation updates, monitoring reports and reviews.</p> <p>Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments.</p> <p>Evaluations, audits, or assessments of WFP's environment sustainability measures.</p> <p>Stakeholders: WFP individuals at HQ, RO, and CO to gather insights on supply chain function results and transformative potential.</p> <p>External stakeholders (UN</p>	<p>Document review to gather quantitative and qualitative data on WFP's corporate commitments, such as climate-smart logistics, waste reduction and sustainable procurement.</p> <p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples.</p>	<p>Comparative and trend analyses of pre- and post-Roadmap performance data to capture and assess or gaps in delivery of results and their reasons and identifying actions that have been taken on the environmental impacts and initiatives including examples of sustainability in ACRs and data from ECODASH on WFP's carbon and waste impacts.</p> <p>Comparative analysis of performance data across regions or over time</p> <p>Analysis of lessons learned, successes, and challenges in delivering services in specific operational contexts.</p> <p>Triangulation between data sources, data collection techniques and data types.</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>supply chain interventions including consideration of factors such as donor priorities and financial incentives</p> <ul style="list-style-type: none"> • Evidence of WFP's supply chain activities incorporating corporate environmental standards, such as sustainable procurement practices and energy-efficient logistics operations • Evidence of waste reduction measures in supply chain operations, including minimizing food loss during transport and storage or adopting circular economy practices and addressing associated challenges. • Degree to which WFP monitors and reduces its environmental footprint (i.e. carbon footprint and waste footprint) in supply chain activities, aligned with corporate commitments to environmental sustainability. • Analysis of gains and challenges encountered in integrating environmental sustainability within supply chain operations, including factors such as donor influence, financial considerations and operational trade-offs. 	<p>agencies, donors, suppliers, development partners) to gather their feedback on WFP's contribution.</p>		

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 4: To what extent have the enablers identified in the Roadmap supported or hindered results?				
4.1.1 Expanded partnerships	<ul style="list-style-type: none"> Degree of internal cross-departmental and divisional collaboration, specifically (but not only) in areas such as resilience a livelihood, smallholders agricultural market support, cash-based transfer, nutrition, and school feeding as part of WFP's integrated value proposition. Examples of external partnerships with governments, UN agencies, NGOs, IFIs, private sector actors and other stakeholders and their contribution to strengthening WFP's capacity to support sustainable food systems, resilience-building, and longer-term development goals. Evidence of increased synergies and complementarity between WFP and its partners, resulting in improved efficiency and innovation. Evidence of WFP's evolving partnership approach towards strategic collaboration with private sector and IFIs (such as co-designing interventions, sharing data and expertise, and jointly implementing projects) 	<p>Documents and data Progress reports, implementation updates, monitoring reports and reviews.</p> <p>Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments.</p> <p>Evaluations, audits, or assessments of WFP's partnership approaches.</p> <p>Stakeholders: WFP teams to gather insights on supply chain function partnerships and their leverage potential.</p> <p>External stakeholders (UN agencies, donors, suppliers, development partners) to gather their feedback on WFP's contribution.</p>	<p>Document review to gather quantitative and qualitative data on the results of WFP's SC partnership approaches.</p> <p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples.</p>	<p>Comparative and trend analyses of pre- and post-Roadmap performance data to capture and assess or gaps in delivery of results and their reasons.</p> <p>Comparative analysis of performance data across regions or over time</p> <p>Analysis of lessons learned, successes, and challenges in nurturing partnerships in specific operational contexts.</p> <p>Triangulation between data sources, data collection techniques and data types.</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> WFP's ability to adjust its coordination and collaboration strategies in line with strategic changes and evolving needs and priorities. Evidence and examples of sustainable funding solutions identified through new and strengthened partnerships, reflecting a shift towards strategic engagement. Evidence of feedback mechanisms, such as the Supply Chain Advisory Board, contributing to improved partnership strategies, identification of opportunities and risks, and benchmarking WFP's efforts against international and local best practices. 			
4.1.2 Technology and innovation	<ul style="list-style-type: none"> Degree to which innovative practices, tools or technologies have been adopted and integrated into the Supply chain function. Range and novelty of innovations introduced compared to previous strategic cycles. Evidence of efficiency gains achieved as a result of innovations, such as reduced operational costs, time savings, or increased reach within target populations. Evidence of influence of innovative practices on improved outcomes, such as enhanced food security, better 	<p>Documents and data Progress reports, implementation updates, monitoring reports, and reviews. Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments. Evaluations, audits, or assessments of the appropriateness of WFP's innovation measures. Stakeholders: WFP teams (incl. Research & Development branch if established as envisaged in the Roadmap) to gather insights on innovation within supply chain</p>	<p>Document review to gather quantitative and qualitative data on WFP's innovation and technology advancements. Semi-structured interviews Field visits and observations in country offices to document examples.</p>	<p>Comparative and trend analyses of pre- and post-Roadmap performance data to capture and assess the role of innovation in the delivery of results. Comparative analysis of performance data across regions or over time Analysis of lessons learned, successes, and challenges in promoting innovation in specific operational contexts. Triangulation between data sources, data collection techniques, and data types.</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	nutritional status, livelihoods or emergency response and recovery.	function and related results. External Stakeholders (UN agencies, donors, suppliers, development partners) to gather their feedback on WFP's innovation.		
4.1.3 Sustainable funding	<ul style="list-style-type: none"> Evidence of the extent to which innovative resourcing solutions have been developed to support the supply chain function. Examples of engagement with private sector actors, foundations, and non-traditional donors. Examples of the provision of non-financial supports including expertise/data sharing, collaboration on projects, state-of-the-art tools, and best practices to support the supply chain function. Evidence of results in terms of supply chain outputs derived from engagement with non-traditional donors. Evidence of results in terms of supply chain outputs derived from the provision of non-financial resources. 	<p>Documents and data Progress reports, implementation updates, monitoring reports, and reviews.</p> <p>Funding data including Financial Agreements and/or Memoranda of Understanding detailing the nature and extent of financial or other supports and the consideration for which the support was provided.</p> <p>Project reports as listed under such agreements or otherwise generated by WFP to account for the resources provided.</p> <p>Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments.</p> <p>Stakeholders: WFP teams (incl. with supply chain actors that have been successful in soliciting financial and non-financial resources from non-traditional sources) to gather insights on funding possibilities and challenges.</p> <p>External Stakeholders (UN agencies, donors, development partners, private sector actors, foundations, and other non-</p>	<p>Document review to gather quantitative and qualitative data on WFP's sustainable funding advancements.</p> <p>Data extraction from WFP datasets on funding data for the supply chain functions.</p> <p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples.</p>	<p>Comparative and trend analyses of pre- and post-Roadmap performance data to capture and assess the funding trends.</p> <p>Quantitative analysis of funding data from WFP datasets regarding resourcing against needs, expenditure rates, and achievements against annual targets.</p> <p>Comparative analysis of performance data across regions or over time</p> <p>Analysis of lessons learned, successes, and challenges in promoting innovation in specific operational contexts.</p> <p>Triangulation between data sources, data collection techniques, and data types.</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		traditional donors) to gather their feedback on WFP's funding and strategic positioning		
4.1.4 Evidence-based decision making	<ul style="list-style-type: none"> Evidence and examples of the use of timely, reliable and high-quality data to inform supply chain function. Instances of data gaps or inadequate evidence hindering implementation or decision-making. Examples of data-centric culture (e.g. analytics use, data sharing) with evidence-based decision-making driving the implementation of Roadmap initiatives (e.g. programme integration, supply chain innovations). Evidence of data accessibility facilitating collaboration with partners and stakeholders. 	Documents and data Dashboards, data systems and platforms Progress reports , implementation updates, monitoring reports, and reviews. Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments. Evaluations, audits, or assessments of the appropriateness of WFP's use of data. Stakeholders: WFP teams to gather insights on the utility of evidence generation and data to inform decisions. External Stakeholders (UN agencies, donors, suppliers, development partners) to gather their feedback on WFP's use of data.	Document review to gather quantitative and qualitative data on WFP's M&E and evidence-generation measures. Semi-structured interviews Field visits and observations in country offices to document examples.	Comparative and trend analyses of pre- and post-Roadmap data to capture and assess the M&E and evidence generation measures. Comparative analysis of M&E and evidence-generation measures across regions or over time Analysis of lessons learned, successes, and challenges in supporting M&E and evidence-generation measures in specific operational contexts. Triangulation between data sources, data collection techniques and data types.
4.1.5 Investing in People	<ul style="list-style-type: none"> Degree of suitability of the staffing structure, considering the distribution of roles and responsibilities across the HQ, RB, and CO levels. Identification of the staffing profiles – including skills and attitudes – that enabled Roadmap achievements or gaps that hindered achievements. 	Documents and data Progress reports , implementation updates, monitoring reports, and reviews. Human Resource data and reports on staffing levels and staffing capacities. Case studies from specific country or regional contexts showcasing lessons learned, successes or adjustments.	Document review to gather quantitative and qualitative data on WFP's organisational structures and professional development measures. Data extraction from WFP HR datasets regarding staffing levels against expectation.	Comparative and trend analyses of pre- and post-Roadmap data to capture and assess the WFP's organisational structures and professional development measures. Quantitative Data analysis of WFP HR datasets regarding staffing levels over time. Comparative analysis of WFP's organisational structures and

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> Evidence of recruitment, retention, and upskilling initiatives aimed at strengthening WFP's supply chain function. Examples of new roles or expertise introduced to address evolving needs outlined in the Roadmap. Examples of how investments in people contributed to innovation or problem solving in implementation. Examples of investments in people driving results in diverse contexts (e.g. emergencies, protracted crises, stable operations). Degree of effectiveness of strategies implemented to preserve institutional memory in the face of staff turnover. 	<p>Evaluations, audits, or assessments of the appropriateness of WFP's structures and organisation of work.</p> <p>Stakeholders: WFP teams to gather insights on status, potential, and challenges to WFP's investment in people.</p> <p>External Stakeholders (UN agencies, donors, suppliers, development partners) to gather their feedback on WFP's organisational domains.</p>	<p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples.</p>	<p>professional development measures across regions or over time.</p> <p>Analysis of lessons learned, successes, and challenges in supporting WFP's organisational structures and professional development measures in specific operational contexts.</p> <p>Triangulation between data sources, data collection techniques, and data types.</p>
4.1.6 Other factors affecting WFP's performance	<ul style="list-style-type: none"> Evidence and examples of met or not met assumptions as per the reconstructed logic model and/or other internal/external factors that functioned as drivers/constraints for the delivery of the supply function targets. Examples of factors facilitating or hindering the delivery of supply chain function: <ul style="list-style-type: none"> internal factors external factors (COVID-19, global inflation, fuel price increase, fertilizer price shock, other contextual, political, 	<p>Documents and data</p> <p>Progress reports, implementation updates, monitoring reports, and reviews.</p> <p>Case studies from specific country or regional contexts.</p> <p>Evaluations, audits, or assessments.</p> <p>Stakeholders: WFP teams to gather insights on internal and external factors and assumptions affecting performance.</p> <p>External Stakeholders (UN agencies, donors, suppliers,</p>	<p>Document review to gather quantitative and qualitative data on internal and external factors and assumptions (logic model).</p> <p>Semi-structured interviews</p> <p>Field visits and observations in country offices to document examples.</p>	<p>Comparative and trend analyses of internal and external factors and assumptions.</p> <p>Analysis of lessons learned, successes, and challenges in specific operational contexts.</p> <p>Triangulation between data sources, data collection techniques and data types.</p>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	socioeconomic, environmental factors)	development partners) to gather their feedback on internal or external factors affecting WFP delivery of Supply chain function.		

Annex V. Data collection tools

Overview

45. This section lays out the principles that guided the evaluation team in the selection of key informant (KI) participants and conduct of the KIIs. The evaluation team conducted KIIs with participants selected for their familiarity with WFP SC activities, results achieved relating to each of the Strategic pillars within the Roadmap and the evolving context of SC function. Additional criteria for selection include Accessibility, Gender and Diversity considerations.

46. The ET developed a single KII guide for use in this evaluation with all stakeholder types. The guide was designed to be a "semi-structured" interview guide; it provides some guidance to a conversation, but with the flexibility for modification according to specific stakeholder expertise. The facilitators engaged in probes as themes emerged. Facilitators had the freedom to follow emergent themes pertinent to the overall evaluation matrix and the evaluation objectives. Importantly, not all questions were considered relevant for all stakeholder groups. Thus, the interviewer rephrased questions as they saw fit to make them appropriate for their audiences.

47. Each section covers a different segment of the Evaluation ToR and Matrix. The facilitator only covered a segment if the respondent had sufficient experience or insights to address the segment. Some items were only for internal WFP stakeholders while others were asked of all stakeholders.

48. **Not all questions could be asked in all interviews.** KIIs were anticipated to last approximately an hour. Therefore, facilitators prioritized which sections were the most information rich with the participating stakeholder(s). Triangulation of themes and observations from multiple stakeholders ensures the mitigation of a single interview not collecting all the possible key insights and observations.

49. An additional mitigation measure included prioritizing key themes. **Key questions to be explored with relevant stakeholders are highlighted in bold.** The remaining questions pertaining to the specific evaluation criteria were applied on a stakeholder-by-stakeholder basis.

50. The interviewer introduced themselves and clarified the purpose of the evaluation, as well as the confidentiality of the interview (i.e. when quoting KIs, attribution was made to categories of stakeholders, not individuals or organizations).

General guidelines for KIIs for Interviewers

51. *Establish rapport.* Beginning with an explanation of the purpose of the interview, the intended uses of the information and assurances of confidentiality (See introduction below). Except when interviewing technical experts, questioners should avoid jargon and acronyms.

52. *Phrase questions carefully to elicit detailed information.* Avoid questions that can be answered by a simple yes or no. For example, questions such as "Please tell me about the supply chain programme activities?" are better than "Do you know about the supply chain programme activities?"

53. *Use probing techniques.* Encourage informants to detail the basis for their conclusions and recommendations. For example, an informant's comment, such as "The supply chain function has really changed things around here," can be probed for more details, such as "What changes have you noticed?" "Who seems to have benefitted most?" "Can you give me some specific examples?"

54. *Maintain a neutral attitude.* Interviewers should be sympathetic listeners and avoid giving the impression of having strong views on the subject under discussion. Neutrality is essential because some informants, trying to be polite, will say what they think the interviewer wants to hear.

55. *Minimize translation difficulties.* Sometimes it may be necessary to use a translator, which can change the dynamics and add difficulties. For example, differences in status between the translator and informant may inhibit the conversation. Information is often lost during translation. Difficulties can be minimized by using translators who are not known to the informants, briefing translators on the purposes

of the study to reduce misunderstandings and having translators repeat the informant's comments verbatim.

56. *Collect additional documentation.* During the interview, the KI may refer to documentation. Ask for copies preferably in digital form, but in hard copy if unavailable. This can help fill in any gaps and add to the existing documentation. If a formal request is required for additional documentation, the office can contact WFP's focal point for the evaluation at OEV via email (judith.friedman@wfp.org)

57. *Thank the key informant.* Thank the key informant for the time given to the interview and the information provided. You may suggest, if appropriate, contacting them again to confirm statements or to seek more information.

Ethical and Safety Considerations

58. Conducting work of this nature requires high ethical standards to ensure that expectations are not raised, confidentiality is maintained, and respondents are treated with dignity and respect, and are never forced to participate or encouraged to speak about subjects that may be traumatizing or may put them at risk. This entails:

59. **Dignity and Respect:** Key Informants understand the purpose of the exercise, the types and intended use of the data that are going to be collected. They are reassured that there would be no repercussions should they choose not to participate.

60. **Confidentiality:** Key Informants are aware that any reference to their interview in resulting reports will be generic to make it impossible to trace information to its individual source. However, the information provided during the interview would be recorded and used for the purpose of the evaluation.

61. **Safety:** Location and timing are crucial. Discussion is held in a private, non-threatening, and easily accessible and safe place, and at a time that is appropriate to the key informant's needs and schedule.

Introduction (Beginning of Interview)

62. **Who are we:** We are an evaluation team of seven persons commissioned by WFP Office of Evaluation to conduct an independent evaluation of WFP's Supply Chain Strategic Roadmap and the evolution of the supply chain function in WFP.

63. **The evaluation:** The purpose of this evaluation is to assess the progress, results, lessons learned and to generate recommendations for future improvement of WFP's support via the supply chain function (this includes planning, procurement, managing warehouses, transport, and ensuring food safety). In the humanitarian community as envisaged in the Roadmap. We are asking you to participate in the evaluation because you are in a position to contribute a relevant and valuable perspective on the operations of this function so far. If you decide to participate, the interview may last an hour.

64. **Participation is voluntary:** Your participation in the interview is voluntary. You can withdraw from the interview after it has begun, for any reason, with no penalty.

65. **Risks and benefits:** This evaluation is designed to help improve future WFP programming in the supply chain road map by learning from the perspectives of everyone involved. You may not benefit personally from being in this evaluation. You should report any problems to (judith.friedman@wfp.org).

66. **Confidentiality:** The evaluation team will use findings from this and the other meetings. We will collect and summarize the views and opinions of participants without connecting them to specific individuals and without using names at any time. Any report of this research will be presented in a way that makes it as difficult as possible for anyone to determine the identity of individuals participating in the evaluation.

67. If you have any questions, now or at any time in the future, you may call _____

68. Are you willing to be part of this interview? (Verbal response only requested)

OPENING AND ROLE	Types of Stakeholders
1. First of all, can you briefly describe your role and the nature of the relationship with the Supply chain processes at [note to interviewer: at HQ/RB/CO/FO] and the Supply Chain Roadmap?	All
GENERAL PATTERNS	
1. Results: What do you see have been the major evolutions in the Supply chain function in the recent period/changes? (Focus on any or all that are applicable to the stakeholder interviewed)	All
2. Success: What things are going well? What do you see as having been most advanced/improved? (Focus on any or all that are applicable to the stakeholder interviewed)	All
3. Challenges: What are some of the challenges or bottlenecks that you have observed? What have been some of the challenges facing the Supply chain [note to interviewer: at HQ/RB/CO/FO]? <ol style="list-style-type: none"> <li data-bbox="330 709 679 736">a. How were these overcome? <li data-bbox="330 736 679 763">b. Which challenges still remain? 	All
4. In your experience, how have the Supply chain processes been able to adapt to changing contexts and emergent needs? What have been some of the bottlenecks for adaptation and flexibility?	All
5. In your view, how effectively has WFP integrated innovative practices or technologies into its supply chain? Are there examples of innovations that have significantly improved efficiency, flexibility, or outcomes?	All
6. Stakeholder collaboration: How has collaboration with governments, humanitarian and development partners, and other stakeholders strengthened the supply chain's ability to deliver assistance? How has WFP's supply chain operations supported partners to be able to deliver? Are there specific ways in which these partnerships have addressed or solved supply chain concerns?	All
7. Sustainability: How has WFP's supply chain addressed the need for environmental and social sustainability ? <ol style="list-style-type: none"> <li data-bbox="330 1145 1156 1226">a. Can you provide specific examples where sustainability practices have been prioritised, including those that address diverse needs (e.g. gender-sensitive or disability-inclusive approaches)? <li data-bbox="330 1226 1156 1275">b. Have there been instances where opportunities have been identified, but not prioritized? What factors led to this? 	All
8. Equity and inclusion: How has WFP ensured its supply chain activities are reaching the last mile to address diverse needs, particularly for women, men, boys, girls and persons with disabilities? What do you see as opportunities to enhance equity and inclusion further?	All
9. Next Steps: Thinking ahead to the next five years, what do you see as important next steps or elements for WFP to address or strengthen in the Supply Chain function?	All
EVALUATION DIMENSIONS (Discretionary application based on stakeholder alignment)	
RELEVANCE (for WFP stakeholders primarily, but can be asked of others who are familiar with the SC function)	
10. To what extent does the Roadmap represent the shift in priorities, approaches and focus within WFP and provide guidance for WFP's supply chain work? (To be asked only of relevant HQ stakeholders with knowledge of the Roadmap)	WFP HQ
11. What measures have been taken to ensure the supply chain remains flexible and responsive in different contexts? <ol style="list-style-type: none"> <li data-bbox="330 1767 1156 1825">a. How relevant is WFP's supply chain function in addressing global disruptions (e.g. COVID-19, climate shocks, conflicts) and local challenges? <li data-bbox="330 1825 1156 1875">b. Are there examples of the supply chain function anticipating and preparing for emerging challenges? 	WFP HQ, RB and CO
12. How well do WFP's institutional arrangements support the delivery of the Supply Chain function?	WFP HQ, RB and CO

<p>13. What are some strengths and challenges regarding WFP's strategic positioning within the broader context of the international humanitarian system (or country context)?</p> <p>a. How well does WFP's supply chain function align with and contribute to broader humanitarian and development objectives?</p> <p>14. In what ways has the supply chain supported national food systems, local market development, or capacity-building? (For country mission stakeholders)</p> <p>a. To what extent are WFP supply chain interventions and activities aligned to national priorities?</p>	WFP HQ, RB and CO + external government stakeholders, cooperating partners and suppliers.
<p>EFFICIENCY - How has WFP's supply chain function achieved cost-efficiency while maintaining operational effectiveness?</p>	
<p>15. What have been measures implemented to optimize cost efficient decisions across procurement, transport, storage, or delivery?</p> <p>a. Are there examples where local procurement, pre-positioning, or supplier diversification have led to significant cost savings?</p> <p>b. How have initiatives such as innovations, route optimization, automation, or forward purchasing contributed to logistical optimization? Please, share examples of specific technologies or methods that significantly reduced costs or improved flexibility</p> <p>16. In your view, what are WFP's strengths in terms of balancing cost-efficiency with the need to ensure timely and equitable delivery to beneficiaries? What are the next steps?</p> <p>a. How are these dynamics in sudden onset emergencies or when WFP activates the logistics cluster?</p> <p>b. Are there instances where one supply chain modality [note to interviewer: local procurement, cash transfers, vouchers, in-kind food] was proven to be better in terms of cost-effectiveness compared to others?</p>	WFP HQ, RB and CO
<p>17. Can you provide some examples of cost-saving measures within the supply chain that enabled WFP to expand its reach or improve outcomes? To what extent have these measures or supply chain savings allowed for additional beneficiaries to be served or expanded geographic coverage?</p>	WFP HQ, RB and CO
<p>18. What evidence exists of improved outcomes linked to modality selection, timeliness, or adherence to quality standards?</p> <p>19. Are there examples of successful innovations or adaptations that ensured assistance reached marginalized or hard-to-reach groups?</p>	WFP HQ, RB and CO
<p>EFFECTIVENESS</p>	
<p>Enablers</p>	
<p>Partnerships and Collaboration</p> <p>20. What are some examples of partnerships which have improved supply chain efficiencies or effectiveness?</p> <p>a. How effectively has WFP collaborated with partners (e.g. governments, NGOs, UN agencies, private sector) to achieve shared supply chain objectives?</p> <p>b. Can you provide examples of partnerships that strengthened supply chain capacity, improved outcomes, or supported sustainable funding solutions?</p> <p>21. How has WFP adjusted its collaboration strategies to align with evolving needs and strategic priorities?</p> <p>a. What are the next steps?</p>	WFP HQ, RB and CO plus Government, cooperating partners, suppliers, and producers
<p>Innovation</p> <p>22. What are some examples of technology or innovations that have improved efficiencies or effectiveness in supply chain performance?</p> <p>a. Can you provide some examples where innovations that were introduced across Supply Chain influenced outcomes like food security, nutrition, or emergency response effectiveness? What are the next steps?</p>	WFP HQ, RB and CO plus Government, cooperating partners, suppliers, and producers

<p>Monitoring and Evidence-Based Decision-Making</p> <p>23. How has WFP leveraged data and evidence to inform and improve its supply chain activities?</p> <ul style="list-style-type: none"> a. Are there examples of innovations or programme integration guided by high-quality, timely data? b. How has data accessibility facilitated collaboration with stakeholders or improved decision-making? <p>24. In what manner are the programmatic M&E and Supply Chain M&E functions interacting or aligned to assess WFP performance and the achievement of outcomes? (for country missions M&E stakeholders)</p> <p>25. What are some specific cases where monitoring and evaluation led to improvements in supply chain strategies or delivery mechanisms? (for country missions stakeholders)</p>	<p>RB and CO WFP stakeholders</p>
<p>Sustainable funding</p> <p>26. What are some examples in this context of sustainable funding for supply chain such as expanding augmented services, private sector engagements or collaborative resourcing examples?</p> <ul style="list-style-type: none"> a. Can you share any examples of successful partnerships with private sector actors, foundations, or non-traditional donors? b. Are there examples of ways in which non-financial contributions, such as expertise or technology sharing, have enhanced supply chain operations? 	<p>WFP HQ, RB and CO UN agencies, donors</p>
<p>Investing in people</p> <p>27. What initiatives have been implemented to recruit, retain and upskill staff across HQ, RB and CO levels? What are the next steps?</p> <p>28. Can you share examples of how investments in people have driven innovation or solved specific challenges in diverse operational contexts?</p>	<p>WFP HQ, RB and CO</p>
<p>Results</p>	
<p>Reaching the most vulnerable</p> <p>29. In what ways has WFP ensured that assistance reaches the most vulnerable populations through the most appropriate modalities, at the right time?</p> <ul style="list-style-type: none"> a. Can you please provide examples of ways in which changes across the Supply chain have maximised the reach? <p>30. Can you provide examples of adjustments made to tailor modalities to the specific needs of groups such as women, children, or people with disabilities?</p> <p>31. In what ways has WFP addressed challenges in delivering timely assistance in hard-to-reach areas or during emergencies in your region/country?</p>	<p>WFP HQ, RB and CO plus Government, cooperating partners, UN agencies, donors</p>
<p>National systems</p> <p>32. In what way has WFP supported the strengthening of national systems through local and regional procurement activities?</p> <ul style="list-style-type: none"> a. Can you provide some examples where the government, as a result of capacity strengthening, has taken ownership of interventions initiated by WFP or government interventions supported by WFP? <p>33. Please share some examples of how WFP contributed to increased resilience in supply chains, market systems, or government capacity in your country/region?</p> <p>34. Can you highlight successes or challenges in integrating smallholder farmers into national supply chains?</p>	<p>WFP HQ, RB and CO plus Government, cooperating partners, suppliers, and producers</p>
<p>WFP as partner of choice</p> <p>35. How effective has WFP been in positioning itself as “the partner of choice” for augmented services and delivery solutions?</p> <ul style="list-style-type: none"> a. Can you share examples of WFP's contributions to faster delivery times, cost savings, or reduced disruptions in partner operations? <p>36. How do you see WFP's expertise and added value in delivering logistical or capacity-building support?</p>	<p>WFP HQ, RB and CO plus Government, cooperating partners, UN agencies, donors</p>

<p>a. From a supply chain perspective, how would you distinguish WFP from other partners?</p> <p>37. What are the next steps for WFP to achieve its strategic positioning as partner of choice in supply chain?</p>	
CROSS-CUTTING ISSUES	
<p>Gender and Equity</p> <p>38. In what ways have WFP's supply chain processes been inclusive of diverse needs, particularly those of women, men, boys, girls, and persons with disabilities?</p> <p>39. Can you provide examples of gender- and age-sensitive approaches or guidelines integrated into supply chain activities?</p> <p>a. What trainings on gender, or on how to integrate gender in supply chain interventions have you received?</p> <p>40. How has WFP ensured equitable access to benefits across diverse demographic groups?</p> <p>a. What are the next gaps to address?</p>	WFP HQ, RB and CO plus Government, cooperating partners, suppliers, and producers
<p>Protection</p> <p>41. How have protection principles, including accountability to affected populations and risk mitigation (e.g. protection from sexual exploitation and abuse, data protection), been integrated into supply chain activities?</p> <p>a. How have Triple Nexus implications been considered in the distribution of food and resources as potential root causes of conflict?</p> <p>42. Are there examples of interventions where protection risks were effectively identified and addressed?</p> <p>43. What evidence demonstrates WFP's progress in adhering to protection principles in challenging contexts?</p> <p>a. What may be next steps?</p>	WFP HQ, RB and CO plus Government, cooperating partners
<p>Environmental Sustainability</p> <p>44. How has environmental sustainability been incorporated into WFP's supply chain interventions?</p> <p>45. Can you share examples of environmentally sustainable practices, such as waste reduction, low-emission logistics, sustainable food procurement, or climate-smart storage solutions?</p> <p>46. To what extent has WFP monitored and reduced its supply chain's environmental footprint (i.e. carbon footprint or waste reduction practices)?</p> <p>a. What have been opportunities identified but not prioritized? Why?</p> <p>b. What are possible next steps?</p>	WFP HQ, RB, and CO plus Government, cooperating partners, suppliers, and producers

Annex VI. Fieldwork agenda

6.1 Country mission schedule and communications³⁴

69. The following annex served as a basis to start the discussions between the CO and the ET to ensure an efficient and smooth country visit for all stakeholders. This communication brief below was adapted for the particularities of each context.

Communication Brief

70. The independent consultancy firm the KonTerra Group has been commissioned by the World Food Programme's (WFP) Office of Evaluation (OEV) to undertake the evaluation of WFP's **Supply Chain Strategic Roadmap (2022-2025)**.

Purpose

71. While the purposes of the evaluation are both accountability and learning, it will mostly focus on learning. To serve the objective of learning, the evaluation will draw lessons on the emergent themes and challenges within WFP's supply chain function to understand how well the Roadmap has articulated a strategic direction relevant for WFP. Specific learning may be drawn on various elements of supply chain functioning including 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 the development of the next Supply Chain Roadmap, strategy, or other instruments.

Scope of the Evaluation

72. The evaluation will examine the Supply Chain Strategic Roadmap (2022-2025) across four focus areas: organizational effectiveness, operational efficiency, Roadmap results, and WFP's role in humanitarian partnerships. The primary focus was on supply chain activities from 2022-2025 with the scope also covering 2019-2022 to capture the period preceding the Roadmap development. It will assess global implementation with a sample of country offices showcasing diverse supply chain functions. Table 9 below outlines the key dimensions of the evaluation scope, highlighting its thematic, temporal, geographic, and operational focus.

Table 9: Evaluation scope

Scope Dimension	Details
Thematic Scope	Evaluates the results of the interventions described in the Roadmap (2022-2025), its design, relevance and results, including the 2019 Local Procurement Policy.
Temporal Scope	Covers 2019-mid-2025, including pre-Roadmap activities (2019-2021) and implementation (2022-2025).
Geographic Scope	Global, with a sample of country offices reflecting diverse supply chain roles and contexts.
Operational Focus	Assesses operational functions and support to humanitarian and development partnerships.

73. The following four **questions** guide the evaluation:

- How well has the Roadmap supported WFP to respond and deliver, within a rapidly evolving operating context, to deliver its mandate?
- What efficiency gains have been made under the Roadmap?
- 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)?

³⁴ This section presents the country agenda communication brief shared with all country offices that were visited during the data collection phase.

- To what extent have the enablers identified in the Roadmap supported or hindered results?

74. The evaluation relies on a **mixed-method approach** for data collection and analysis. Methods include document and literature review and semi-structured key informant interviews at HQ, RB and CO levels. Key informant interviews were held both remotely and in person.

Evaluation team

75. Terrence Jantzi (Team Leader), Zehra Kacapor-Dzihic (Deputy Team Leader), Tikwi Muyundo (Intermediate Evaluator, WFP Supply Chain Expert), Thomas Debandt (Intermediate Evaluator, WFP Supply Chain Expert), Covadonga Canteli (Quantitative Data analyst), Ian Pinault (Senior Evaluator), Mélanie Romat (Qualitative Data Analyst)

Evaluation Manager

76. Judith Friedman for WFP (OEV) and Mélanie Romat for The KonTerra Group

Internal Reference Group³⁵

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

78. From HQ Divisions/Offices: Marco Cavalcante (Strategic Coordination and AED Office), Harriet SPANOS (Risk Management), Lara FOSSI (Staffing Coordination and Capacity), Fetelework ASSEGED (Human Resources), Samer ABDELJABER (Emergency Coordination), Delphine Dechaux (Climate and Resilience Service), Brenda BEHAN (Gender Protection and Inclusion), Ross SMITH (Emergency Preparedness and Response Service), Francesca ERDELMANN (Nutrition and Food Quality Service), Sara ADAMS (Management Services), Vedjai MAHANAND (Technology), Richard Wilcox (Private Partnerships),

79. From Regional Bureaux: Kirsi Junnila (Regional Supply Chain Officer, Bangkok), Sherif Georges (Regional Supply Chain Officer, Cairo), Nuru Jumaine (Regional Supply Chain Officer, Dakar), Angjelin Mingu (Regional Supply Chain Officer, Johannesburg), Abdullah Zaman (Regional Supply Chain Officer, Nairobi), Nenad Loncarevic (Regional Supply Chain Officer, Panama).

Planning for country case study visits

Aims, duration and timing of the country visits

80. The countries were selected to represent the range of potential options for operationalizing the supply chain function within different responses, regions and procurement and logistics feasibilities. These “deep dives” are not intended to be evaluations of the country offices themselves. Instead, seek to explore how the aspirations described in the Roadmap have been articulated in varying contexts.

81. A purposive sample of six countries has been selected to understand the nature, role, and contribution of WFP’s supply chain footprint across WFP’s different operating contexts. The first country visit, in Tanzania, was conducted during the inception phase to reach a better understanding of the supply chain function and refine the evaluation’s methodology and design accordingly.

82. Out of an original list of over 80 WFP country offices, an initial set of seven operational categories were identified in the ToR and refined over the inception phase to develop a shorter list of countries:

- Expenditure category: small (below USD 15 million), medium (USD 15 to USD 100 million) and large (over USD 100 million)
- Presence of a Logistics cluster
- Corporate Assistance or Corporate Scale-Up in Corporate Alert System

³⁵The list was provided in the ToR. While names may change throughout the evaluation, the positions will remain constant.

- Presence of on-demand services and emergency preparedness activities in the country strategic plan and value: Small (below USD 100,000), Medium (between USD 100,000 and USD 1 million), Large (over USD 1 million)
- Pilot country for the Local and Regional Food Procurement Policy (LRFP)
- Unconditional Resource Transfers beneficiaries (having received both in-kind and cash): Small (under 16,000 beneficiaries), Medium (between 16,000 and 160,000 beneficiaries), Large (over 160,000 beneficiaries)
- Malnutrition Treatment Programmes beneficiaries: Small (under 5,000 beneficiaries), Medium (between 5,000 and 50,000 beneficiaries), Large (over 50,000 beneficiaries)

83. The country selection process was based on two perspectives: (i) operational categorisation and (ii) key priorities outlined in the Supply Chain Roadmap. Within the operational categorisation, selection was required first to represent all six Regional Bureaux (RB). Subsequent selection was applied to ensure that each of the seven operational categories presented in the extensive list provided by OEV was represented in the final selection at least once. As a result of the selection process, the six countries were selected: Chad, Djibouti, Honduras, Nepal, Palestine and Tanzania (visited during inception phase)

84. **Each country visit will involve a 5-8-day visit** depending on each context. The purpose is to help the ET to explore the operationalization of the Supply Chain function, adaptation to different contexts and crises, partnerships with governments and stakeholders, and effectiveness of supply chain systems. Country visits will also provide primary qualitative evidence, allowing for a deeper understanding of successes, challenges and lessons learned. These visits will also be instrumental in validating the Theory of Change and assessing how supply chain interventions contribute to WFP's strategic objectives in varied environments. Sub-teams of **two evaluation team members (respecting gender balance as much as possible) will be travelling to each selected country**, ensuring proper triangulation between evaluators.

85. The primary stakeholders for each country visit would be WFP staff, government ministries and stakeholders relevant to the supply chain function, and cooperating partners. Suppliers, transporters, and producers would also be relevant stakeholders for selected interviews.

86. Distribution of days would be roughly in the following manner although this would need to be adapted prior to any country visit: WFP and Government (3 days), CP, suppliers and producers (1 day), site visit (1 day).

87. Before each country visit, it is recommended to conduct remote interviews with the DCD and Head of Supply Chain to garner a preliminary overview of the operations prior to the field mission. After the mission, the team may programme additional remote interviews with WFP staff or cooperating partners who were not able to be interviewed during the field mission.

88. Below is a potential schedule for the country visit communicated to each CO prior to the visit:

Table 10: Potential Country Schedule

Example Schedule for Field Visit					
Time	Day 1	Day 2	Day 3	Day 4	Day 5
A.M.	Security briefing, kick-off meeting in country and management of KII process Meeting with DCD	Semi-structured interviews with KIs in capital (WFP, Govt., CP, etc.)	Semi-structured interviews with cooperating partners, suppliers and transporters as relevant	Travel and visit to project sites and meeting with cooperating partners or other relevant stakeholders	Other KIs as needed And preparation of exit debriefing
	Meeting with Head of programmes & SCD unit and other WFP relevant units				Exit debriefing with CO (optional)

Overall support requirements

89. After agreeing on dates, each CO will appoint a focal point to support the evaluation team, facilitate stakeholders' engagement and field visits. The focal point will provide support for the visit preparation, in-country interviews/meetings and follow-up activities during and after the visits.

90. Key activities include:

Pre-visit/preparation

- Collection of relevant documents for the period 2019–2025 upon request of the ET; OEV has already provided substantial documentation.
- In close consultation with the ET, identification of stakeholders for interviews (see the section below on stakeholders' mapping) and project site selections.
- Scheduling meetings.
- Support with logistics (transport to and from project sites; accommodation; venues for meeting, etc.), administrative, and security issues, as needed.
- Support for conducting remote interviews with the following key stakeholders: DCD, Head of programmes and Head of Supply Chain.

During

- Security arrangements: security briefings, provision of appropriate vehicle, radios, and phones, answering security requirements.
- Support with logistics and administrative issues as needed, including vehicles, desks, printer, internet connectivity, offices space, etc.
- Adjustments to the agenda and support to travel to other locations if needed.

After

- Support with the collection of remaining documentation.
- Liaison with relevant stakeholders as needed.
- Follow-up requests as needed.

Interviews, field visits and stakeholder mapping

91. Field visits will take place just after the inception phase, during the months of March-May. The ET and the CO will need to take into consideration that the Ramadan will be observed during the entire month of March and the Eid festivities during the first week of April. In advance of the field visits the ET will undertake a stakeholder mapping exercise with the country offices. This exercise will form the basis of identifying, selecting, and informing the KIs for in-country interviews. The detailed stakeholder analysis in Annex 9 will provide a basis for this discussion.

92. The ET will conduct a number of KIs in line with the sample schedule above. The exact number of stakeholders will vary within each country depending on circumstances, but a general target would be approximately **20 to 30 interview events over the 5 days**. Ideally, KIs will be done in pairs with both consultants and ensuring gender balance but individual interviews can also be conducted to increase coverage.

93. Before country visits, the ET anticipates having three remote interviews with the COs: With the DCD, with the head of programme and with the head of supply chain. During the country visits, it would be relevant for the ET to have the first interviews with the following WFP staff:

- One group meeting with all SO managers.
- One group meeting with the head of procurement, the head of logistics, the fund manager, and the supply chain planning and operation officer.
- One KII with the M&E officer

94. In terms of government partners, the ET prioritises the strategic-level counterpart rather than the technical ones. Regarding UN agencies, it is primarily those holding service level agreements (SLAs) that are relevant to this evaluation. Other relevant KIs will be:

- Suppliers
- Emergency preparedness response-related partners
- The Logistics Clusters if deployed
- Cooperating partners

95. Field visits will allow the ET to interview internal and external stakeholders outside of the capital. The actual details of each field visit were to be adjusted in consultation with the CO.

Ethical and Safety Considerations

96. The evaluation will follow high ethical standards to ensure a shared understanding of expectations, that confidentiality is maintained, and respondents are treated with dignity and respect, and are never forced to participate or encouraged to speak about subjects that may put them at risk. This is described in more detail in the Annex 5 interview guide protocols.

6.2 Country selection criteria

Selection of countries for data collection

97. The OEV provided the ET with a list of 18 countries as a preliminary sampling frame from which to select countries for data collection. These countries offered a reflection of the diverse nature, role, and contribution of WFP's supply chain footprint across WFP's different operating contexts while ensuring these countries were not already burdened by other ongoing evaluations. From this list, the ET selected six countries to serve as the focus of the evaluation, ensuring that the sample provides a comprehensive representation of all supply chain activities and that all six Regional Bureaux are represented (see Table 11 below).

Table 11: Country selection and associated criteria

Country	Chad	Djibouti	Honduras	Nepal	Palestine	Tanzania
Regional Bureau	Dakar	Nairobi	Panama	Bangkok	Cairo	Johannesburg
Expenditure Large	✓				✓	
Expenditure Medium		✓		✓		✓
Expenditure Small			✓			
Logistics Cluster					✓	CA/
CA / CSU in Corporate Alert System	✓				✓	
Emergency Preparedness		✓	✓	✓		✓
Value of On Demand Services (ODS) USD 0 –USD 100,000			✓	✓		✓
Value of ODS USD 100,000 – USD 1.0M	✓					
Value of ODS > USD 1.0M		✓			✓	
Local and Regional Food Procurement (LRFP)			✓			✓
Unconditional Resource Transfers (URT) beneficiaries: 0–16,000				0		
URT beneficiaries: 16,000–160,000		✓	✓			
URT beneficiaries: >160,000	✓				✓	✓
Malnutrition Treatment Programme beneficiaries: 0–5,000			0	0	0	✓
NTA beneficiaries: 5,000–50,000		✓				
NTA beneficiaries: >50,000	✓					

Rationale for Country Selection

98. The country selection process was based on two perspectives: operational categorization and key priorities outlined in the Supply Chain Roadmap. Within the operational categorization, selection was required first to represent all six RBs. Subsequent selection was designed to ensure that each of the nine operational categories presented in the extensive list provided by OEV was represented in the final selection at least once and that assessment of each country will include at least five distinct categories, with the exception of Nepal where only three are present.

99. Where variables are numerical, countries were selected to represent the diversity of the variable in question, with categories created to capture this variation based on a list of 87 countries provided by OEV. The expenditure category was determined by the Operation Management support unit and shared to OEV. For all other categories, the range of values was determined and an envelope that closely approximated the full range was then divided into three on a logarithmic basis. A logarithmic categorization was selected as the most appropriate for a distribution where frequency decreases substantially with value. The logarithmic approach was nevertheless still distorted by the high values for URT and NTA beneficiaries in Afghanistan, which was therefore excluded from the calculation of category ranges but included for potential selection in the categories themselves. Ranges and subdivisions are shown in Table 12 below.

Table 12: Summary table of key categories

Key categories	Categories	Range Minimum	Range Maximum
Expenditure category	Large: Above 100 million Medium: Between 15-100 million Small: Below 15 million	Below 15 million	Above 100 million
Presence of the Logistics Cluster	Yes/No	NA	NA
CA / CSU in Corporate Alert System ³⁶	Yes/No	NA	NA
Emergency Preparedness and Early Action	Yes/No	NA	NA
On-Demand Services (ODS) ³⁷	All yes	NA	NA
Value of supply chain service provision contracts for ODS	Small <100,000 Medium: 100k-1.0 M Large≥1.0M	0	10 M
Local and Regional Food Procurement pilot (LRFP)	Yes/No	NA	NA
Unconditional Resource Transfers beneficiaries (both in-kind and cash) ³⁸	Small <16,000 Medium: 16,000 - 160,000 Large >160,000	0	16.0M
Malnutrition Treatment Programmes	Small: <5,000 Medium: 5,000 - 50,000 Large >50,000	0	500,000
Regional bureaux	All 6	NA	NA

100. The second perspective was based upon the Roadmap, wherein selection was designed to allow key elements of the Roadmap to be assessed in one or more of the chosen countries. This second perspective was used when different countries fell into related categories and were then selected on the

³⁶ Under the Corporate Alert System, humanitarian partners use three levels to classify the level of alert starting at Early Action and Emergency Response, then moving up to Corporate Attention, to finish with Corporate Scale-Up.

³⁷ The ODS activity category covers the range of on-demand services WFP provides at the request of governments or partners, e.g. supply chain (including logistics, NFI procurement and Food procurement), data and analytics, cash transfer services, technology services, administration and engineering.

³⁸ This figure does not take school feeding programmes into account.

basis of the richness of the Roadmap activities that were reported for each country. Those countries for which Country Strategic Plans (CSPs) and Country Reports indicated greater emphasis on Roadmap activities were preferred. This was particularly significant in the selection of Chad, Nepal and Palestine in preference to Afghanistan, as these countries either provide a greater breadth of evidence (Nepal) or duplicate the evidence (Chad and Palestine).

Category-based selection

101. The Table below indicates the extent to which each country reflects the key categories of the extensive list.

Table 13: Representation of key categories among selected countries

Key categories	Selected countries					
	Chad	Djibouti	Honduras	Nepal	Palestine	Tanzania
Expenditure category	Large	Medium	Small	Medium	Large	Medium
Presence of the Logistics Cluster	No	No	No	No	Yes	No
CA / CSU in Corporate Alert System	Yes	No	No	No	Yes	No
Emergency Preparedness and Early Action activities	No	Yes	Yes	Yes	No	Yes
On-Demand Services ³⁹	Yes	Yes	Yes	Yes	Yes	Yes
Value of supply chain service provision contracts for ODS	Med. 0.89 M	Large 2.58 M	Small 0.03 M	Small 0.05 M	Large 4.01 M	Small 0.005 M
Local and Regional Food Procurement pilot (LRFP)	No	No	Yes	No	No	Yes
URT beneficiaries (both in-kind and cash) ⁴⁰	Large 1.54 M	Medium 0.10 M	Medium 0.06M	Small 0	Large 1.57 M	Large 0.22 M
Malnutrition Treatment Programme beneficiaries	Large 485,000	Medium 18,000	Small 0	Small 0	Small 0	Small 3,000
Regional bureaux	Dakar	Nairobi	Panama	Bangkok	Cairo	Johannesburg

102. **Expenditure category:** For the purpose of country selection, the evaluation used the categorisation provided in the ToR, initially compiled by the Regional Bureaux Coordination Service. This classification groups country offices into three categories based on their expenditure: small (below \$15 million), medium (USD 15 to USD 100 million), and large (over USD 100 million). These categories, comprising 32 small, 29 medium and 26 large country offices, served as strata from which the selection of country offices was drawn from the shortlist provided by OEV. The ET ensured that all sizes of countries were represented.

103. **Unconditional Resource Transfer:** WFP's supply chain provides URT in crises. Within the full list of countries provided, most (64 of 87, i.e. 74 percent) had URT beneficiaries in 2023. Accordingly, five of the six selected countries are implementing URT. Although countries that support the very largest numbers of beneficiaries are not included, the six selected countries nevertheless represent all three categories (small, medium, and large) of URT beneficiary numbers⁴¹ ranging from 62,000 beneficiaries in Honduras to 1.6 million in Palestine.⁴²

³⁹ The ODS activity category covers the range of on-demand services WFP provides at the request of governments or partners, e.g. supply chain (including logistics, NFI procurement and Food procurement), data and analytics, cash transfer services, technology services, administration, and engineering.

⁴⁰ This figure does not take school feeding programmes into account.

⁴¹ The ET categorized URT beneficiary loads into small, medium, and large caseloads using three logarithmic ranges that covered the full range of 18 countries in the extensive list. Beneficiary numbers for Afghanistan were so large as to distort the distribution and were treated as an outlier.

⁴² NTA beneficiary numbers were categorised in a comparable manner to those for URT beneficiary numbers.

104. **Nutrition Targeting Activities:** Ten countries in the extensive list are implementing NTA, in five Regions. In two of those regions, the single countries implementing NTA have not been selected due to political uncertainty, leaving only three countries to be selected from RBP, RBJ and RBD. The selection covers the range of 2023 beneficiary numbers from nearly half a million in Chad to only 2,500 in Tanzania, allowing the variation of this aspect of SC to be comprehensively assessed.

105. **LRFP Policy pilot country:** The Roadmap identifies implementation of the LRFP policy as an entry point for strengthening national systems. Eleven countries have been operationalizing the first phase⁴³ of the policy from 2020 until 2022 and have now moved into the second phase⁴⁴ that runs from 2023 until 2027. Two of those countries were selected for this evaluation (Tanzania in the RBJ and Honduras in the RBP) on the basis of reported progress in implementation.⁴⁵

106. **On demand services:** All countries in the long list are providing ODS. The country selection includes all three of the SC ODS categories: small (3), medium (1) and large (2). SC ODS values within selected COs range from USD 5,500 in Tanzania to USD 4.0 M in Palestine,⁴⁶ providing a diverse sample of SC ODS activities at every scale.

107. **Logistics Cluster:** Within the extensive list, the Logistics Cluster is only currently active in Palestine and Haiti. Palestine was selected to represent the Logistics Cluster over Haiti to provide representation from the RBC. Given the current volatility in Palestine, this CO visit was shifted to a remote field visit and a field visit to the RBC in Cairo. This was clarified with the RBC during the planning for each country visit.

108. **Corporate Attention (CA)/Corporate Scale-Up (CSU) in Cooperate Alert System:** The ET selected two out of the six countries in which the CAS has been activated, either at the CA or CSU level. These countries are not only characterised by a challenging operational environment for WFP's supply chain but also represent critical emergency response contexts, which align with WFP's commitment to maintaining leadership in emergencies, a key pillar of the Roadmap. In November 2023, Palestine was elevated from CA to CSU. Chad was similarly escalated from CA to CSU in January 2024.

109. **Emergency Preparedness and Early Action (EPA):** EPA activities include risk assessments, supply chain planning and capacity building in high-risk areas and are critical to WFP's capacity to provide a timely response to emergencies. EPA activities are implemented by four of the six selected countries. EPA activities implemented by WFP in Tanzania and Djibouti are of particular interest as they offer the opportunity to assess the support of the GCMF, WFP's advance financing mechanism.

Supply Chain Roadmap-specific reasons for selection

110. **Chad** offers an opportunity to understand WFP's ability to manage large-scale emergencies. Additionally, WFP is actively addressing food insecurity and malnutrition in Chad through several initiatives that reflect Roadmap principles including:

- Working across the humanitarian-development nexus through supporting national institutions in managing food security, nutrition and social protection policies and programme and investing in disaster risk reduction, emergency preparedness and adaptive social protection.

⁴³ The first phase covered a period of two years (2020/22) including activities and a related budget for the design and testing of procedures and guidance for scaling up the new indirect contract modalities, the development and testing of a digital traceability system, strengthening of the capacities of WFP staff and partners in adopting the new procedures and systems, and enhanced engagement with local partners. (Local and regional food procurement policy, November 2019, p. 20).

⁴⁴ The second phase entails the dissemination and consolidation of the procedures, tools, and systems assessed in the first phase, enabling more efficient and effective local and regional food procurement throughout WFP. (Local and regional food procurement policy, November 2019, p.20).

⁴⁵ WFP, Update on the implementation of the local and regional food procurement policy, 2023.

⁴⁶ SC ODS total values were divided into three logarithmic categories that cover the full range of all 18 countries in the extensive list.

- **Increasing/strengthening local capacity:** Support for the development of resilient supply chains including restoring degraded land for food production, promoting children's education through school canteens, and increasing incomes of smallholder producers.
- **Nutritional focus:** An emphasis on nutrition providing specialised treatment for 125,000 women and children.
- **Multisectoral alliances:** WFP is collaborating with the World Bank, European Commission, Japan, and the United States to implement these initiatives, expanding supply chain partnerships.

111. **Djibouti:** In addition to its work to support a relatively small caseload of beneficiaries in the country of Djibouti, WFP is engaged in the following activities under the Roadmap:

- Working across the humanitarian-development nexus through transitioning towards support for a nationally led social protection programming and making logistics expertise available to the Government and the private sector.⁴⁷
- **Increasing/strengthening local capacity:** Developing local capacity through a logistics training programme making use of the Humanitarian Logistic Base.
- **Service delivery** through fulfilling a key role as the logistics centre for delivering aid to countries like Ethiopia, Somalia, and South Sudan. According to the WFP Djibouti CSP (2020-2024) the Djiboutian Government and WFP have developed a regional humanitarian logistics base with a food storage capacity of 65,000 mt.
- Providing on demand services to other humanitarian agencies that use the ports at Djibouti.

112. **Honduras** is one of the 11 selected countries for the first phase of the LRFP Policy. Other Roadmap elements include:

- **Working across the humanitarian-development nexus:** Focus on strengthening the capacity of national and local partners.
- **Increasing/strengthening local capacity:** Support for sustainable local production, implementing the first phase of the LRFP Policy and assessing the required systems and tools to effectively achieve operationalization.
- **Promoting diversity:** Broad emphasis on gender equality and healthy masculinity and reducing gender-based violence (GBV) and Connecting smallholder farmer (SHF) organizations to public procurement and the private sector.
- **Multisectoral alliances:** Partnership development through collaboration with the Government at national and local levels, as well as with United Nations partners, civil society, academia and the private sector.
- **Nutritional focus:** Nutritional development activities (including school feeding programmes) in conjunction with local partners, promoting behavioural change that can lead to improved diets.

113. **Nepal:** Essential elements of the Roadmap in Nepal include:

- **Working across the humanitarian-development nexus:** A key element of the CSP in Nepal has been to assist the Government in its development of a practical governance structure by 2023 that will lead to the achievement of SDG2.
- **Increasing/strengthening local capacity:** Construction of community assets such as roads, markets and irrigation facilities that can strengthen both production and access to food, as well as providing training and assistance in climate resilient activities such as terracing, water harvesting and plantation development.
- **Promoting diversity:** Mainstreaming of crosscutting issue, working in conjunction with Government partners to integrate gender, equality and social inclusion (GESI) principles into all key programmes, placing a strong emphasis on women's empowerment.
- **Multisectoral alliances:** A substantial proportion of activities in Nepal have been based upon partnerships at diverse levels and with different agencies. The country provides an opportunity to assess the process of partnership development and evaluate its effects upon the sustainability of

⁴⁷ WFP, Djibouti Country Strategic Plan (2020–2024), November 2019.

capacity building initiatives.

Nutritional focus:

- Mother and child nutrition is a focal area as is support to the Government to integrate food and nutrition security, including school feeding programmes in policies and institutions.
- Expansion of rice fortification through the provision of training, rice blending equipment and procurement of rice for distribution in food areas through the national social safety net programme.

114. **Palestine.** Palestine offers an opportunity to understand WFP's ability to manage large-scale emergencies. Roadmap elements exhibited in Palestine include:

- **Operational agility:** Deployment of supply chain expertise to deliver humanitarian assistance under rapidly changing conditions, including the distribution of food parcels and flour to families in shelters and the provision of hot meals through community kitchens.
- **Logistics Cluster:** Leading the logistics cluster that aims to:
 - Support comprehensive coordination across different entry points and operational areas
 - Engage in augmenting the logistics capacity of key relief actors, such as the Egyptian Red Crescent (ERC) and Palestine Red Crescent Society (PRC)
 - Mitigate bottlenecks and increases efficiency in support of the humanitarian community
 - Use technological solutions to provide crucial information management support, including:
 - Warehouse mapping surveys to assess storage capacities and needs
 - Three-month pipeline forecasts with inputs from over 30 partners
 - Notification services for cargo arrivals at distribution points
 - Provide essential services to humanitarian partners
 - Enable significant adaptability in response to change circumstances
- **Nutritional focus:** Supporting nutrition, e.g. by offering special nutritional products for mothers and small children, supporting local bakeries to produce bread and distributing nutritional snacks for children in UNICEF-established safe areas
- **Transfer modalities:**
 - Providing CBTs for up to one million Palestinians including the testing of a cash assistance programme in Deir Al-Balah to enable families to buy food and inject liquidity into Gaza's economy.
 - Using technological solutions such as the provision of vouchers to 215,000 beneficiaries in the West Bank.

115. **Tanzania.** Tanzania is one of the 11 selected countries for the first phase of the LRFP Policy.⁴⁸ Other Roadmap elements being implemented in Tanzania include:

- **Working across the humanitarian-development nexus:**
 - Strengthening institutional capacity by training health workers and supplying nutrition equipment and tools to enhance their effectiveness, working with the Government to enhance the health sector supply chain system, and supporting the provision of in-country logistics service.
 - Supporting Government to facilitate the design and implementation of sustainable school-meals programmes that engage local production capacity.
- **Increasing/strengthening local capacity:**
 - Supporting local producers and processors through training in food handling, storage, fortification, packaging and delivery practices and overall post-harvest loss management.
 - Strengthening logistical capacity through training in communication and technology and the provision of software, as well as training national railway staff on a "cold chain" transport system to reduce waste and ensure fresh produce reaches urban markets faster and more efficiently.
- **Promoting diversity:** Scaling-up of pro-smallholder farmer (SHF) purchases from six percent in 2020 to 34 percent in 2022.

⁴⁸ WFP, Local and Regional Food Procurement Policy, November 2019.

Annex VII. Logic model

Background

116. The WFP Supply Chain Roadmap (2022-2025) Logic Model reflects the evolving role of the supply chain as a critical enabler of WFP's mandate to save and change lives. The Roadmap articulates how strategic investments in supply chain operations, coupled with targeted actions, lead to sustainable impacts on food security and resilience for vulnerable populations. Rooted in WFP's dual mandate, the Roadmap aligns with the global Sustainable Development Goals (SDGs), notably SDG 2 (Zero Hunger) and SDG 17 (Partnerships for the Goals).

117. The Roadmap is built on three foundational pillars: 1) maintaining leadership in emergencies and protracted crises; 2) supporting the strengthening of national systems; and 3) providing augmented services and delivery solutions. These pillars are underpinned by five critical enablers: expanded partnerships, technological innovation, sustainable funding solutions, evidence generation and workforce development. Together, these elements provide a comprehensive framework to position WFP as the partner of choice for humanitarian supply chain services.

118. The review of the Roadmap showed that an explicit Logic Model was not included. The ET subsequently reconstructed the Logic Model, deriving the following links in the chain of results as elaborated below using a series of if...then...statements.

119. **Enablers:**

- **Partnerships:** IF WFP strengthens its partnerships with governments, UN agencies, NGOs, private sector entities and financial institutions, THEN it will be in position to mobilize collective capacities to address systemic challenges and leverage complementary investments. This collaborative approach ensures that food systems are supported by diverse expertise and resources, fostering innovation and sustainability.
- **Technology and innovation:** IF WFP integrates advanced technologies such as digitalization and automation into its supply chain operations, THEN the efficiency and adaptability of these operations will improve, allowing for timely and cost-effective delivery of assistance tailored to local needs.
- **Sustainable funding solutions:** IF WFP diversifies its funding streams and secures sustainable resources from non-traditional donors, THEN it will ensure financial stability to support long-term interventions and invest in innovation. Such funding enables WFP to respond flexibly to emerging needs and build resilience into its supply chain operations.
- **Evidence generation:** IF evidence generation is prioritized through robust data collection and analysis, THEN decision-making processes will be more accurate, transparent and aligned with the specific needs of affected populations. This focus on evidence ensures that interventions are impactful and that resources are used efficiently.
- **Investing in people:** IF WFP invests in developing a skilled, agile, and diverse workforce, THEN it will have the capacity to implement strategies effectively across dynamic and challenging operational contexts. A well-trained workforce equipped with context-specific knowledge and technical expertise ensures that WFP's supply chain operations remain innovative and responsive.

120. **Outputs:** These strategic actions generate key outputs:

- Resilient and equitable supply chain systems are established, ensuring that food and resources reach the most vulnerable populations efficiently and effectively with minimal environmental costs.
- Services are designed to be flexible and responsive, meeting the needs of partners and communities.
- Institutional and individual capacities are enhanced, enabling national systems to manage food supply chains sustainably.
- Humanitarian and development partners benefit from improved operational frameworks that strengthen their ability to deliver inclusive and need-based assistance.

121. **Outcomes:** If these outputs are achieved, then they contribute to critical outcomes.

- National and local food systems become more robust and capable of withstanding shocks, ensuring reliable access to safe and nutritious food for vulnerable populations.
- Humanitarian and development partners gain the capacity to deliver assistance that is timely, effective and sustainable.
- Communities and institutions develop resilience to food insecurity, reducing dependence on external aid and fostering long-term stability.

122. **Impact:** If these outcomes are realized, then WFP's efforts contribute to transformative impacts.

- Vulnerable populations consistently access sufficient, safe, and nutritious food, addressing both acute and chronic hunger.
- Food systems are restructured to promote equity, sustainability, and resilience, aligning with global efforts to combat food insecurity.
- Strong partnerships drive systemic change, enhancing global cooperation to achieve the SDGs and fostering a future where hunger is eradicated.

123. **Assumptions:** This Logic Model is guided by key assumptions that are critical to ensuring that the Roadmap's goals are achieved, and that WFP's supply chain operations continue to deliver transformative results. Key assumptions are as follows:

- Governments and stakeholders remain committed to supporting WFP's objectives
- Sufficient and flexible funding is available
- Technological advancements are accessible and scalable
- Data systems provide timely and accurate insights
- External risks such as climate change and geopolitical instability are managed effectively.

124. The logic model is presented graphically in Figure 1. Assumptions are listed in Figure 2. The Table 14 below describes the findings from the evaluation regarding which assumptions were met, partially met, or not met during the period of the Roadmap. Of the 26 separate assumptions under the Roadmap, 30 percent were met, 46 percent were partially met and 23 percent were unmet. The unmet assumptions were related to expectations of stability in operating contexts, government commitments or socioeconomic environments.

Table 14: Key Assumptions from Roadmap Logic Model

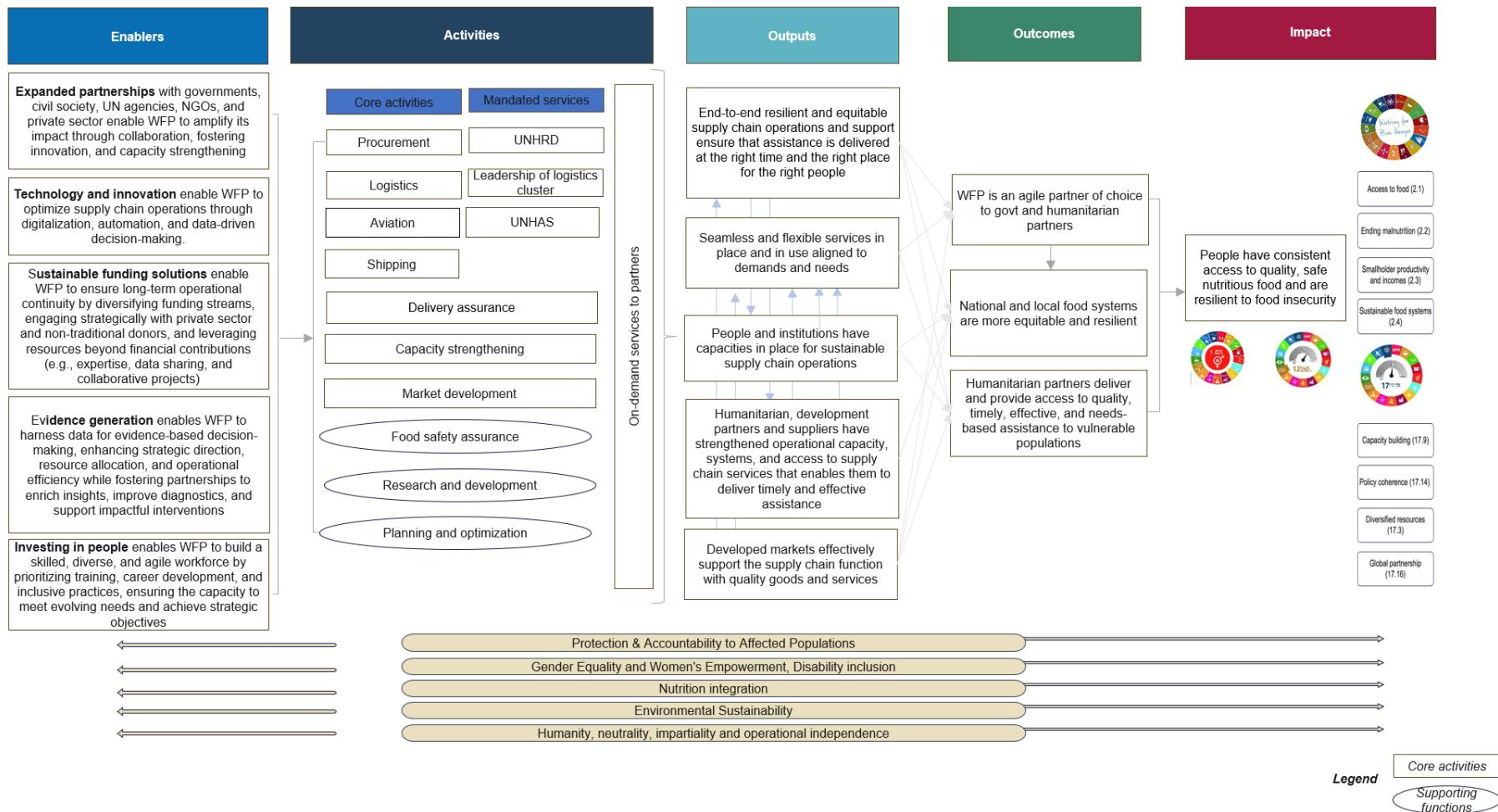
Assumption	Observations
Key assumptions from Inputs and Activities to Outputs	
Availability of sufficient and predictable financial resources to support uninterrupted operations.	This assumption is partially met . There has been increased funding for emergency response. Country offices also manage to find alternative or flexible ways to mobilize funds or manage resources despite overall funding constraints. This includes forming partnerships with the private sector, leveraging existing infrastructure more efficiently, or aligning with donor priorities to secure targeted funding, particularly in response to emergencies. However, overall corporate funding has declined since the development of the Roadmap, limiting the predictability and sufficiency of resources required to fully implement planned activities and sustain uninterrupted operations.
WFP is consistently able to attract, develop, and retain a skilled and diverse workforce required for the efficient execution of supply chain functions.	This assumption is partially met . WFP has managed to maintain supply chain staff and invested in their training more less consistently. Evaluation showed that expectations on staff have increased significantly without a corresponding increase in staffing levels or targeted upskilling. Training has focused primarily on technical functions, with gaps remaining in the development of broader competencies such as marketing, coordination, negotiation and strategic engagement, particularly at the national staff level, which comprises the majority of the workforce.

Timely availability of commodities, cash, and other resources, along with functional logistics, ensures uninterrupted operations.	This assumption is partially met . There is evidence of overall improvement in supply chain efficiency and responsiveness, especially during sudden-onset emergencies, supported by inter-country infrastructure and coordination mechanisms. However, the availability of commodities and other operational resources has been affected by funding variability, contextual volatility and system-level inefficiencies, which have occasionally constrained the timely and uninterrupted delivery of assistance.
Cooperating partners have adequate technical, operational, and organizational capacity to support WFP's activities.	This assumption is met . Cooperating partners, including private sector actors and service providers, have played a key role in supporting WFP operations (last mile), enabling WFP to meet its operational needs.
WFP, governments, partners and donors maintain a shared commitment to collaborative partnerships and sustainable funding mechanisms.	This assumption is partially met . Evaluation found that WFP maintains operational relationships across all partner groups, but the nature and depth of commitment vary between these partners, and in most cases it is transactional. Engagement with governments is evident, particularly in development contexts, but the depth and breadth of the partnerships with governments remain context specific. Predictable and sustained financing has declined overall, and there is a trend of donor prioritisation of crisis response funding, supporting WFP's emergency role. Partnerships with other UN agencies and international financial institutions are primarily transactional and focused on service provision, with limited strategic coordination. Similarly, private sector engagement remains largely transactional, with few examples of long-term, consultative collaboration.
WFP's neutrality and impartiality are recognized, ensuring unhindered access to affected populations.	This assumption is fully met . WFP is recognised as the logistics and supply chain partner of choice, particularly in emergency and protracted crisis contexts, where it plays a leadership role. This recognition has contributed to WFP's ability to maintain access in complex operating environments and deliver assistance effectively.
Authorities uphold commitments to provide unrestricted access for humanitarian and development activities.	This assumption is partially met . The extent to which authorities uphold commitments varies, particularly between stable development settings and sudden-onset or protracted crises, requiring WFP to continuously adapt its approach to maintain operational presence.
Infrastructure, including transportation and storage, remains functional to support supply chain operations.	This assumption is met . Inter-country infrastructure, such as corridors and coordinated logistics mechanisms, has played a crucial role in maintaining efficiency and responsiveness, particularly during emergencies. Although these systems are not always prominently featured in corporate reporting, they have functioned effectively to support uninterrupted supply chain operations.
National and local institutions are willing to engage in capacity development for sustainable supply chain operations.	This assumption is met . WFP is regarded by national counterparts as a credible and strategic partner in efforts to strengthen supply chain systems. There is institutional interest in working with WFP on supply chain capacity development, with country-level examples of demand for technical assistance.
Global and local markets remain stable to meet supply needs without significant disruptions.	This assumption is not met . Operating contexts considerably vary, including inflation spikes and crisis-related disruptions, which have directly affected market stability and WFP's ability to source and deliver efficiently. These fluctuations have caused unpredictability across supply chain functions.

Local communities understand and support WFP's operations, enabling effective ground-level implementation.	This assumption is met . WFP's logistical role is well integrated at the local level, which to a high level reflects a high degree of community acceptance and operational continuity in field implementation.
Key assumptions from Outputs to Outcomes	
WFP systems and processes are adaptable and transferable, enabling smooth integration into government-led arrangements.	This assumption is partially met . WFP has supported national systems through technical assistance which has been adaptable more generally. However, mainly transactional nature of WFP's interactions and also persistent fragmentation across systems have limited consistent and smooth integration into government-led arrangements.
Governments allocate stable and sufficient financial and human resources to implement and maintain new mechanisms and capacities.	This assumption is not met . There is very limited evidence of governments' consistent provision of the necessary financial and human resources, and concerns were raised about the sustainability of national engagement without external support, particularly in crisis-affected or low-capacity contexts.
Governments and partners remain committed to translating acquired knowledge and capacities into policy and operational actions that align with resilience-building priorities.	This assumption is partially met . Evaluation found some country examples of positive engagement in capacity strengthening, particularly in more development contexts. It found that the strengthening national systems through capacity development contributes directly to WFP's operational efficiency, including improved response speed, highlighting a direct link between system strengthening efforts and the effectiveness of WFP's own supply chain performance (i.e. interaction between Pillar I and Pillar II of the Roadmap). However, the extent to which the capacity strengthening gains is systematically translated into sustained policy or operational commitments varies, and is often influenced by context, available resources, absorption capacity of institutions and competing priorities.
A collaborative and enabling environment exists among governments, partners, and humanitarian actors, fostering effective implementation and sustainability.	This assumption is partially met . WFP has maintained operational cooperation with various actors (as mentioned above), but it has been rather transactional over the reference period, with some albeit slow evolution of partnerships. The enabling environment was also found to be uneven, with coordination often affected by contextual constraints, such as fragmented systems and variable national capacities.
Political and governance conditions remain stable, enabling uninterrupted food security and nutrition initiatives.	This assumption is not met . There has been an increase in sudden-onset and protracted crises, with a raising need/number of corporate-scale emergency responses since 2019, and growing instability in operating contexts across the board of WFP operations. These have disrupted the continuity of food security and nutrition initiatives and operations.
Local and regional markets remain functional and accessible, supporting the sustained delivery of food security and nutrition services.	This assumption is partially met . WFP has maintained and promoted local and regional procurement across the majority of WFP's sourcing, which was a positive contribution. However, market functionality has varied across contexts, with disruptions caused by inflation, conflict and sudden-onset crises affecting access and reliability in certain settings.
Social, economic and environmental contexts remain conducive to sustaining and scaling results, with stakeholders responsive to changing conditions.	This assumption is partially met . There has been an increase of geopolitical tensions, inflation spikes or crisis-related disruptions over the reference period which affected the extent to which WFP results could be scaled or sustained.
Vulnerable populations are accurately identified, and their	This assumption is met . WFP increasingly integrates considerations such as gender, protection, and disability into supply chain processes,

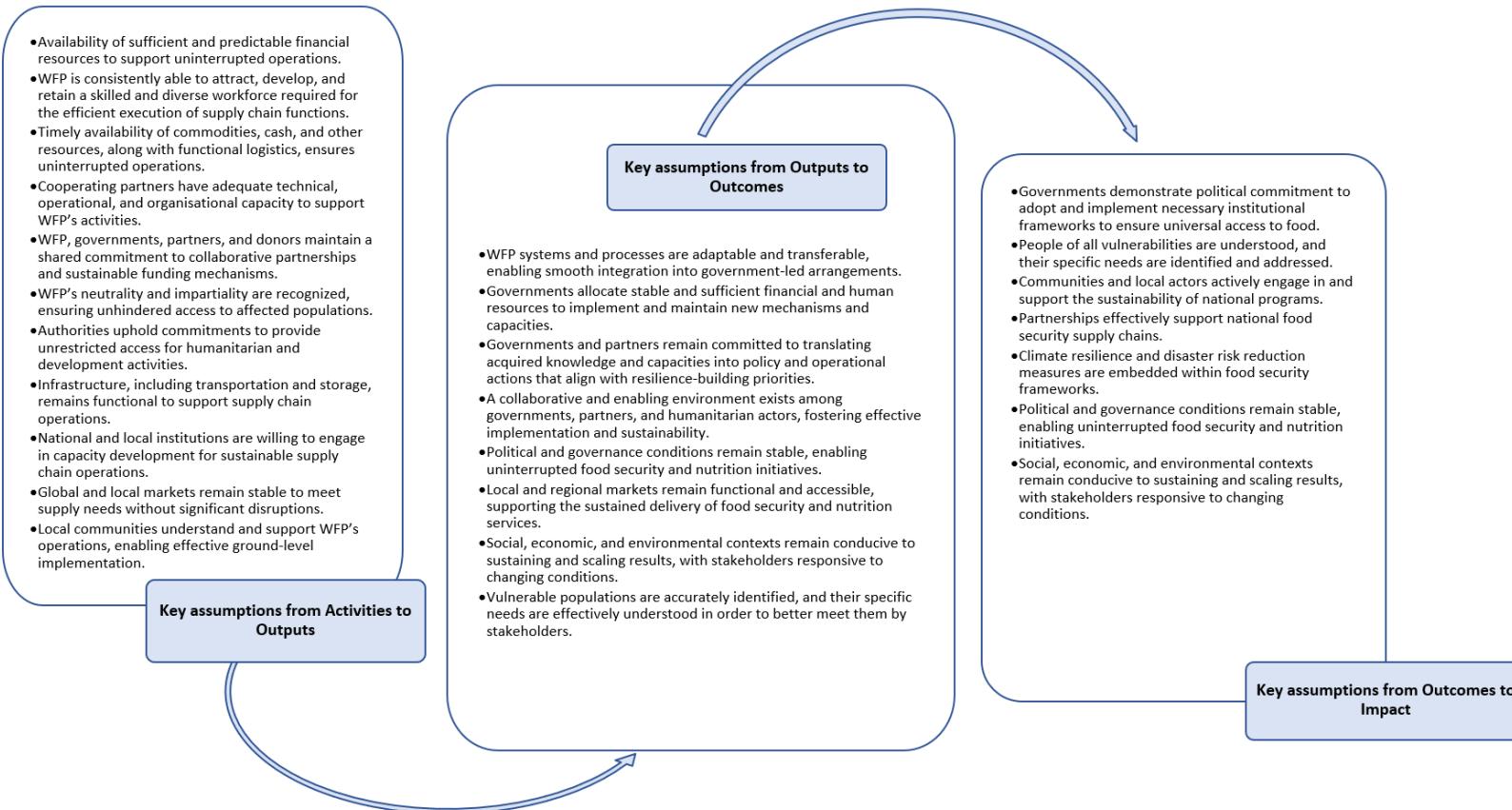
specific needs are effectively understood in order to better meet them by stakeholders.	with improved collaboration between programmes and supply chain staff to ensure that the specific needs of vulnerable groups are addressed, particularly at the last mile.
Assumptions from Outcomes to Impacts	
Governments demonstrate political commitment to adopt and implement necessary institutional frameworks to ensure universal access to food.	This assumption is partially met . As noted above, governments generally show willingness/interest to engage with WFP on system strengthening and capacity development, but the level of political commitment and institutional follow-through varies significantly by context. Evaluation also found varied sustainability national investment in food access frameworks.
People of all vulnerabilities are understood, and their specific needs are identified and addressed.	This assumption is met . There is growing attention to integrating gender, protection, disability, and other vulnerabilities into supply chain through more collaborative efforts with programme teams. However, this integration is still evolving, and consistency and comprehensive identification and response across all contexts is still not common.
Communities and local actors actively engage in and support the sustainability of national programmes.	This assumption is partially met . The depth and consistency of local actor involvement in sustaining national programmes vary by context and are not yet systematically established.
Partnerships effectively support national food security supply chains.	This assumption is met . WFP engages with a broad range of partners from governments, UN agencies and the private sector. These partnerships contribute to the functionality of supply chains, particularly in emergency contexts.
Climate resilience and disaster risk reduction measures are embedded within food security frameworks.	This assumption is not met . There is a growing albeit inconsistent focus on environmental sustainability within WFP operations, including reductions in the organization's carbon footprint and various initiatives at country, regional and global levels. However, climate resilience and disaster risk reduction are not yet systematically integrated across all food security frameworks.
Political and governance conditions remain stable, enabling uninterrupted food security and nutrition initiatives.	This assumption is not met . There has been an increase in sudden-onset and protracted crises since 2019 along with growing political and governance instability that has disrupted or slowed the continuity of food security and nutrition efforts.
Social, economic and environmental contexts remain conducive to sustaining and scaling results, with stakeholders responsive to changing conditions.	This assumption is not met . There has been some progress in areas such as environmental sustainability and local stakeholder responsiveness across WFP interventions. However, the broader social and economic conditions remain variable and, in some contexts, unstable, limiting the consistent scaling and sustainability of results.

Figure 1: Implicit Logic Model



Source: ET compiled from Inception Consultation and Supply Chain Roadmap Document.

Figure 2: Supply Chain Causal Assumptions



Source: ET compiled from Inception Consultation and Supply Chain Roadmap Document.

Annex VIII. Data description and analysis

125. The following two sections provide a summary of the available datasets shared with the ET during the inception and data collection phases and updated with the most data through 2024 (or 2025 partial year as available).

126. The first section outlines the progress of WFP supply chain effectiveness and efficiency. The analysis includes a descriptive overview of key trends in transfers, procurement and executed budgets, followed by an assessment of efficiency indicators. Trends are portrayed for the 2019–2024 period, covering the overall supply chain, regional performance, sampled country offices and main recipient country offices. Additionally, the efficiency of purchases through the GCMF, a centralized procurement and stock management system, is evaluated to assess the gains enabled by this mechanism.

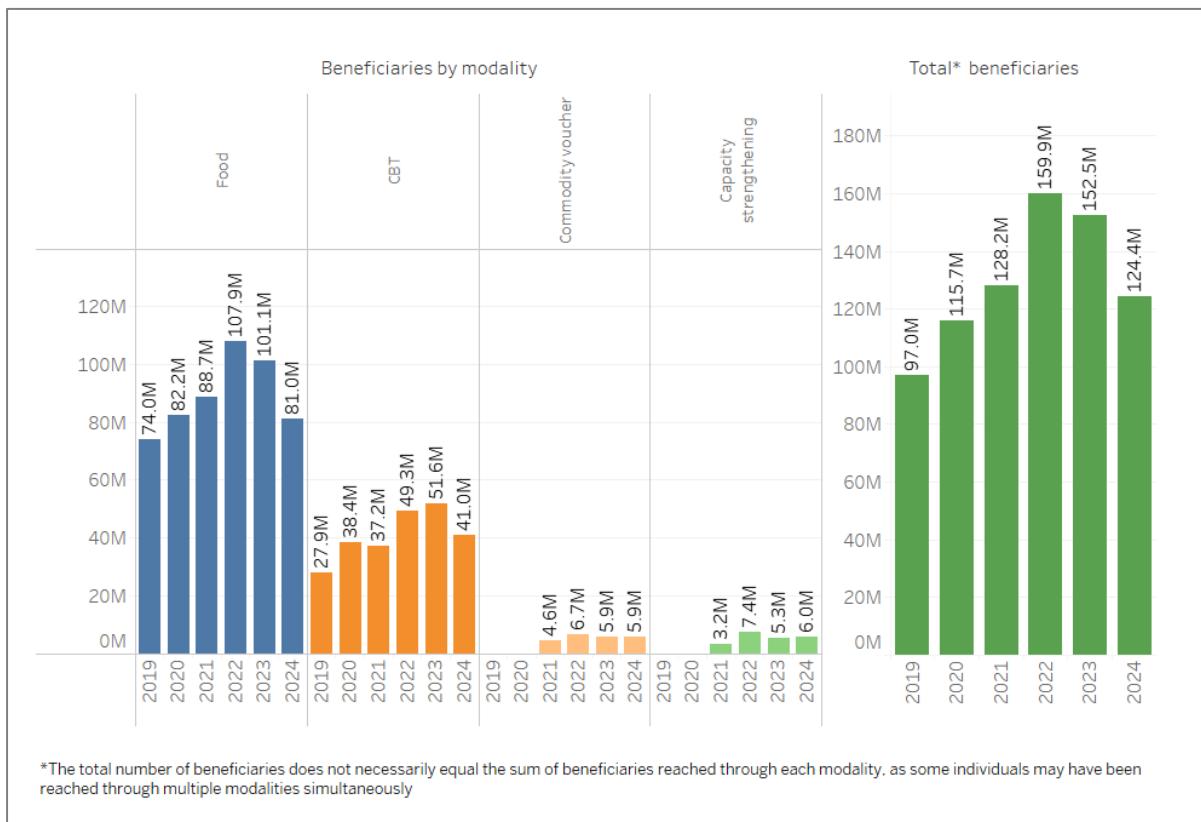
127. The second section outlines the key findings from the regression model used to identify key explanatory variables affecting results.

8.1 Section 1: Frequency and descriptive analysis

8.1.1 Beneficiaries – Descriptives

128. **Annual Evolution.** The total number of beneficiaries reached annually showed an increasing trend from 2019, starting at 97.0M, and reaching a peak of 159.9M in 2022, before slightly decreasing to 152.5M in 2023 and more pronouncedly to 124.4 M in 2024. In particular, beneficiaries reached through the modality of food assistance increased from 74.0M in 2019 to a peak of 107.9M in 2022, followed by a decline to 101.1M in 2023 and 81.0 in 2024. However, the proportion of these beneficiaries among the total number steadily decreased from 76.3 percent in 2019 to 65.1 percent in 2024. Additionally, the number of beneficiaries reached through Cash-Based Transfers (CBT) grew steadily from 27.9M in 2019 to 51.6M in 2023 and decreased to 41.0 in 2024. Capacity Strengthening and Commodity Vouchers (CV), which began in 2021, contributed to smaller but more stable numbers, ranging from 4.6M to 7.4M annually.

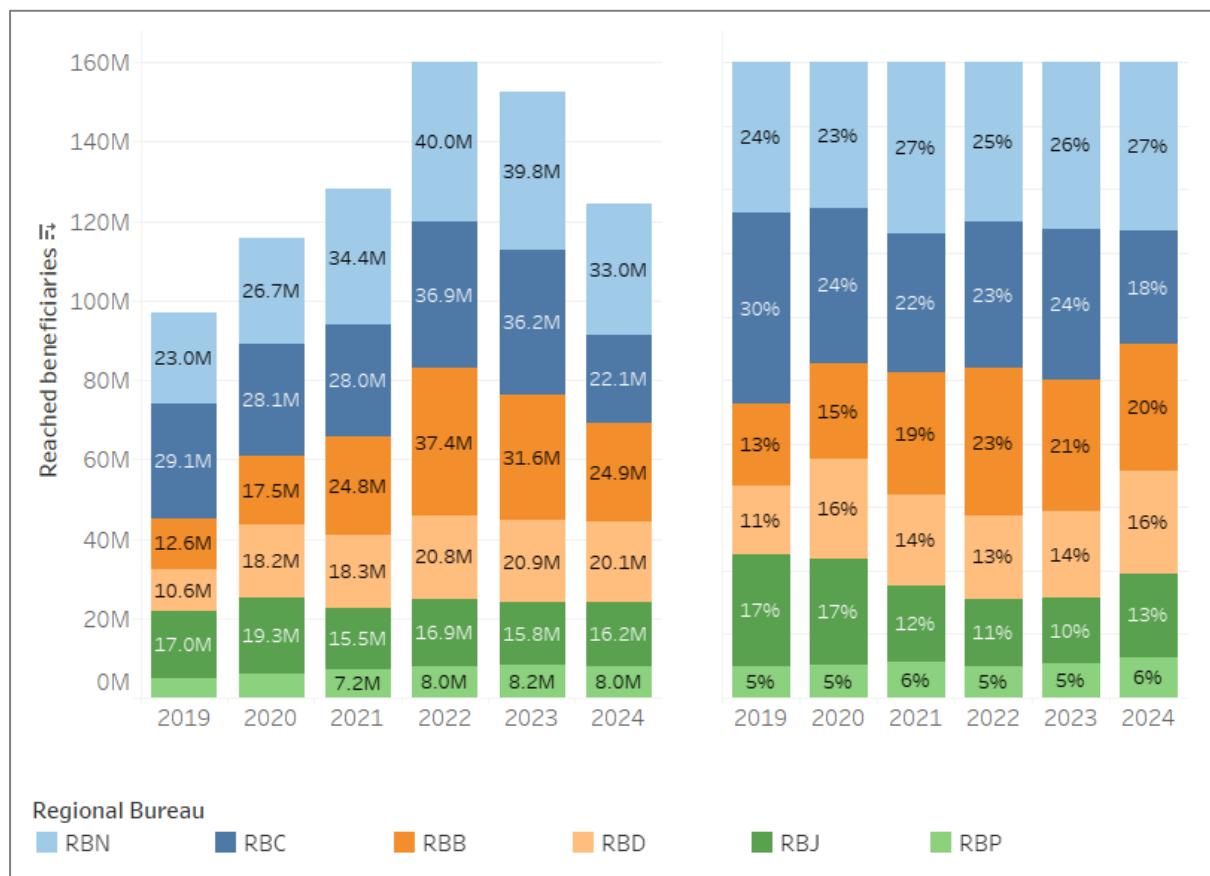
Figure 3: Annual Beneficiaries by Modality



Source: WFP DOTS Database 2019–2024 as of June 2025.

129. **Regional Patterns:** The regional distribution of beneficiaries reached was very stable from 2021 to 2023, with 25-27 percent of beneficiaries located in the RBN region, 22-24 percent in the RBC region, 19-23 percent in RBB, 13-14 percent in RBD, 10-12 percent in RBJ and 5-6 percent in RBP. In 2024, the share of beneficiaries reached in RBC shrunk to 18 percent, while the share of beneficiaries in RBD increased slightly to 16 percent.

Figure 4: Annual Beneficiaries by Region



Source: WFP DOTS Database 2019–2024 as of June 2025.

130. The breakdown by region and modality (Figure 5) shows that, generally, the number of beneficiaries reached through the food modality is approximately double or triple those reached through CBT across years and regions. However, some key differences are notable. In RBD, the number of beneficiaries reached through CBT equalled those reached through the food modality in 2022, with 10M beneficiaries for each. In 2023, this difference remained narrow, with 12M reached through food and 9M through CBT. In RBJ, the gap also narrowed in 2023, with 9.1M beneficiaries reached through food and 6.1M through CBT compared to 10.2M and 5.4M, respectively, in 2022.

Figure 5: Annual Beneficiaries by Region and Modality



Source: WFP DOTS Database 2019-2024 as of June 2025.

131. **Country Variations:** Operations with the highest numbers of beneficiaries are characterized by a significantly higher number of beneficiaries reached through the food modality, exceeding three times the number of beneficiaries reached through CBT. An exception is Somalia, which serves nearly twice as many beneficiaries through the CBT modality compared to the food modality. Therefore WFP's supply chain most support food assistance in the largest operations. Somalia uses the CBT modality as well because of access challenges, market conditions being supportive of cash and beneficiary preferences.

Figure 6: Beneficiaries reached by Country (2019-2024)

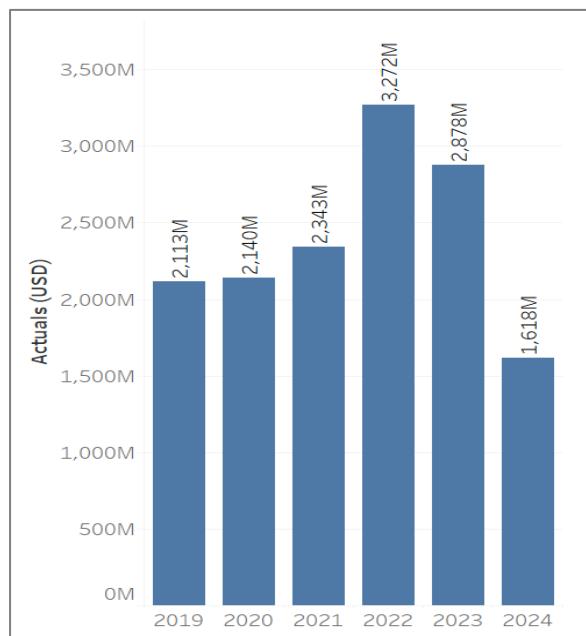
Country	RB	Food	CBT	Commodity voucher	Capacity strengthening	Total
Yemen	RBC	68.6M	14.0M	5.0M		83.7M
Afghanistan	RBB	60.5M	18.5M	5.0M	0.0M	83.1M
Ethiopia	RBN	40.9M	9.5M		0.5M	48.9M
Sudan	RBN	37.7M	9.2M	0.5M	1.0M	46.1M
Somalia	RBN	13.5M	25.4M		2.0M	39.5M
DRC	RBJ	27.2M	9.6M		1.6M	36.6M
Syria	RBC	34.8M	2.1M	0.3M	0.1M	36.2M
South Sudan	RBN	25.1M	8.2M		0.2M	31.5M
Ukraine	RBC	13.0M	5.6M	0.0M	0.0M	17.7M
Niger	RBD	8.9M	7.8M		1.2M	17.1M
Pakistan	RBB	10.1M	6.0M		2.5M	16.6M
Chad	RBD	10.0M	6.0M		0.3M	16.1M
Malawi	RBJ	6.3M	8.6M	0.9M	0.7M	14.2M
Mozambique	RBJ	7.4M	4.0M	2.3M	0.5M	13.6M
Madagascar	RBJ	9.2M	4.7M	0.2M	0.4M	13.6M
Burkina Faso	RBD	9.2M	4.1M		0.2M	13.5M
Bangladesh	RBB	7.2M	9.1M	0.2M	0.5M	12.9M
Myanmar	RBB	9.0M	3.7M	0.0M	0.3M	12.2M
Mali	RBD	4.6M	10.1M		0.6M	11.9M
Nigeria	RBD	6.0M	5.6M		1.1M	11.6M
Zimbabwe	RBJ	9.8M	1.9M		0.3M	11.4M
Lebanon	RBC	1.9M	9.0M	0.4M	0.0M	11.0M
Uganda	RBN	6.3M	4.9M		0.5M	11.0M
Kenya	RBN	7.6M	4.7M		0.3M	10.2M
Honduras	RBP	6.9M	1.4M	1.0M	0.1M	9.1M
Haiti	RBP	4.7M	4.4M	1.0M	0.4M	8.7M
Colombia	RBP	2.1M	5.1M	1.0M	0.1M	7.8M
Central African Repu..	RBD	4.5M	2.8M		0.2M	7.5M
Burundi	RBN	6.0M	2.1M		0.2M	7.3M
Egypt	RBC	3.1M	3.4M		0.3M	6.7M

Source: WFP DOTS Database 2019-2024 as of June 2025.

8.1.2 Cash Based Transfers Descriptives

132. **Cash Based Transfers:** CBTs totalled USD 14,365 million during the 2019–2024 period. Country offices of RBC and RBN regions accounted for 60 percent of the total value. For the first three years, CBT values remained relatively stable, slightly increasing from USD 2,113 million in 2019 to 2,343 million in 2021. Notably, a substantial 40 percent surge occurred in 2022, reaching USD 3,272 million. This was followed by a moderate decline to USD 2,878 million in 2023. During the study period, the most important share of actual transfers went to country offices in the RBC region (USD 5,921 million, 41 percent), followed by RBN (USD 2,968 million, 21 percent), RBB (USD 1,800 million, 13 percent), RBD (USD 1,764 million, 12 percent), RBJ (USD 1,043 million, 7 percent), and RBP (USD 869 million, 6 percent).

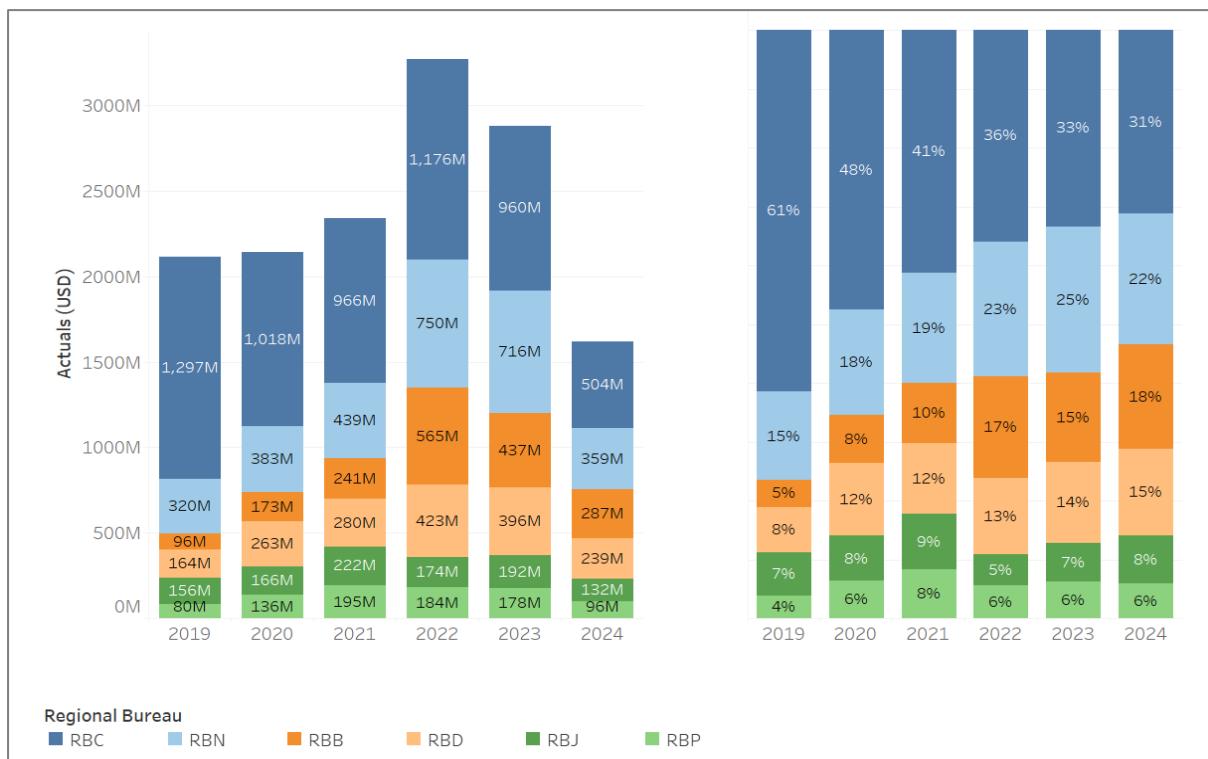
Figure 7: Annual Total Cash-Based Transfers



Source: COMET, CM-RO14, December 2024.

133. **Regional Variations:** Trends analysis indicates that the distribution of CBT values by region has evolved toward a more balanced breakdown over the study period, although regional differences persisted in 2024. Throughout the evaluation period, country offices in the RBC region steadily reduced their relative share of CBT actual transfers, declining from 61 percent in 2019 to 31 percent in 2024. In contrast, the relative shares of country offices in the RBN, RBB, and RBD regions progressively increased, reaching 22 percent, 18 percent and 15 percent, respectively, in 2024. Meanwhile, RBJ and RBP country offices maintained a stable share of 6–8 percent annually.

Figure 8: Annual Cash-Based Transfers by Region



Source: COMET, CM-RO14, December 2024.

Annual Cash-Based Transfers by Country

134. The figure below presents all country offices that transferred a CBT actual value of USD 120 million or more in the 2019–2024 period. These 31 offices, out of a total of 84, accounted for 93 percent of all actual transfers. During the 2019–2024 period, the largest recipients of CBTs were Lebanon (USD 1,550.96 million), Somalia (USD 1,492.50 million), Yemen (USD 1,114.78 million), Jordan (USD 895.29 million), Ukraine (USD 721.93 million), Afghanistan (USD 719.07 million), Bangladesh (USD 718.99 million) and Türkiye (USD 710.75 million). Together, these eight offices accounted for 55 percent of all actual CBTs. Among these largest recipients, three country offices experienced significant under coverage of CBT needs as determined in the Needs-Based Plan (NBP), with less than 50 percent of commitments met: Yemen (25.2 percent coverage), Ukraine (36.1 percent), and Lebanon (45.7 percent). Additionally, Syria, where CBT needs were high at USD 1,620.74 million, had a markedly low coverage rate, with only 13.1 percent of required CBTs executed.

Figure 9: Cumulative Cash-Based Transfers by Country

Country	Regional Bureau	Actuals (USD)	NBP Commitments (USD)	Needs coverage (%)
1 Lebanon	RBC	1,550,956,106	3,395,212,979	45.7%
2 Somalia	RBN	1,492,498,713	2,535,953,536	58.9%
3 Yemen	RBC	1,114,777,128	4,431,790,828	25.2%
4 Jordan	RBC	895,294,895	1,114,555,520	80.3%
5 Ukraine	RBC	721,933,531	2,000,254,142	36.1%
6 Afghanistan	RBB	719,067,824	1,363,293,614	52.7%
7 Bangladesh	RBB	718,987,004	993,215,956	72.4%
8 Turkey	RBC	710,569,728	1,109,415,981	64.0%
9 Nigeria	RBD	451,138,289	863,419,462	52.3%
10 DRC	RBG	389,599,951	842,680,976	46.2%
11 Sudan	RBN	343,045,597	519,979,846	66.0%
12 Mali	RBD	316,432,066	777,927,411	40.7%
13 Colombia	RBP	314,422,395	517,979,647	60.7%
14 Kenya	RBN	296,127,958	592,334,917	50.0%
15 South Sudan	RBN	285,024,107	563,430,265	50.6%
16 Uganda	RBN	255,383,595	531,882,255	48.0%
17 Niger	RBD	254,891,648	436,713,284	58.4%
18 Mozambique	RBG	220,197,157	432,778,646	50.9%
19 Palestine	RBC	212,587,353	410,604,120	51.8%
20 Syria	RBC	211,704,613	1,620,744,928	13.1%
21 Egypt	RBC	211,513,243	372,927,463	56.7%
22 Haiti	RBP	209,613,649	527,696,595	39.7%
23 Chad	RBD	207,412,784	588,669,471	35.2%
24 Myanmar	RBB	199,312,052	381,339,658	52.3%
25 Iraq	RBC	195,132,031	397,163,827	49.1%
26 Burkina Faso	RBD	179,267,940	480,509,125	37.3%
27 Ethiopia	RBN	167,828,247	852,639,333	19.7%
28 Malawi	RBG	143,047,557	366,984,774	39.0%
29 Zimbabwe	RBG	134,711,631	322,272,757	41.8%
30 Ecuador	RBP	130,855,272	180,668,384	72.4%
31 CAR	RBD	121,713,141	266,019,819	45.8%

Source: COMET, CM-RO14, December 2024.

Figure 10: Annual Cash-Based Transfers – Country Missions (2019-2024)

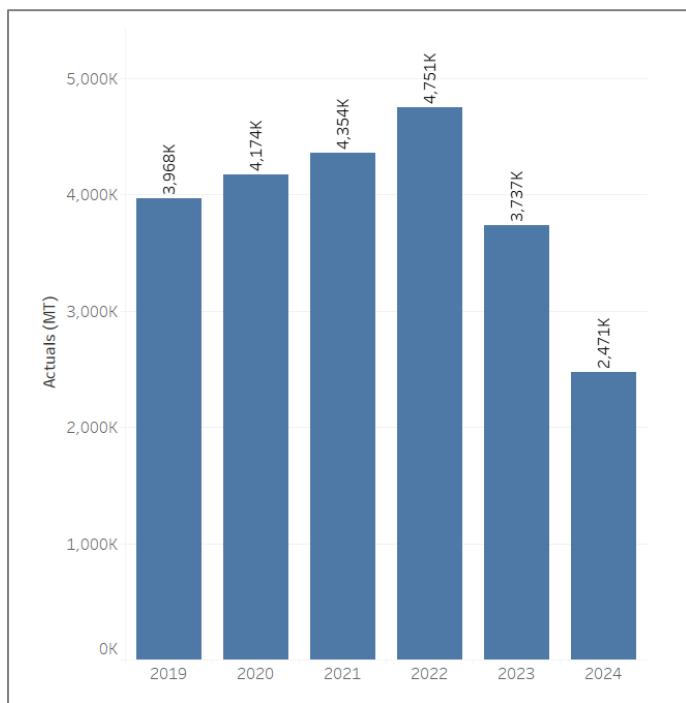
Country	Regional Bureau	Actuals (USD)	NBP Commitments (USD)	Needs coverage (%)
19 Palestine	RBC	212,587,353	410,604,120	51.8%
23 Chad	RBD	207,412,784	588,669,471	35.2%
36 Honduras	RBP	62,070,153	218,161,040	28.5%
46 Djibouti	RBN	21,145,778	31,611,324	66.9%
53 Nepal	RBB	12,636,516	36,918,383	34.2%
70 Tanzania	RBG	3,154,629	72,244,054	4.4%

Source: COMET, CM-RO14, December 2024.

8.1.3 Food Transfers Descriptives

135. **Food Transfers.** Food transfers totalled 23,454,584 MT in the 2019–2024 period, with country offices of RBC and RBN regions accounting for 64 percent of the total volume. Initially, there was an increasing trend in the annual volume of transferred food, from 3,968K MT in 2019 to 4,751K MT in 2022, subsequently declining to 3,737K MT in 2023 and 2,741K MT in 2024. During the study period, the largest share of actual transfers went to country offices in the RBC region (8,524K MT, 36 percent), followed by RBN (6,563K MT, 28 percent), RBB (3,612K MT, 15 percent), RBD (2,397K MT, 10 percent), RBJ 2,041K MT, 9 percent) and RBP (317K MT, 1 percent).

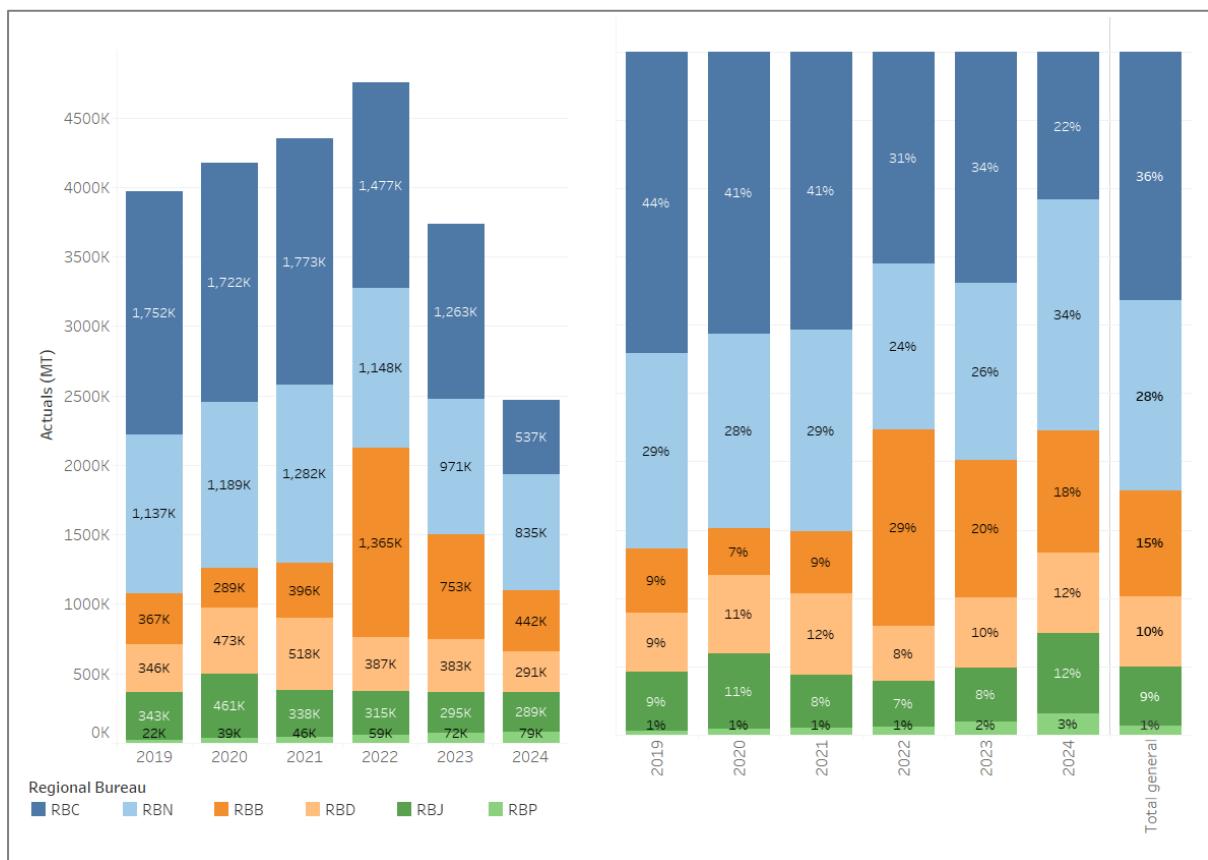
Figure 11: Total Annual Food Transfers



Source: COMET, CM-RO14, as of June 2025.

136. **Regional Variations:** Trends analysis indicates that the distribution of actual food transfers by region has evolved toward a more balanced breakdown over the study period, although regional differences persisted in 2024, with RBN becoming the first recipient of food transfers in 2024, absorbing 37 percent of them. Food transfers increased in the RBB – rising from 367,000 MT in 2019 to 1.36 MT in 2022 while food transfers declined in the RBC from 1.75 million MT to 1.26 million MT in 2023 than again to 537,000 MT in 2024. Meanwhile, RBJ and RBP country offices maintained relatively stable proportions of transfers.

Figure 12: Annual Food Transfers by Region



Source: COMET, CM-RO14, as of June 2025.

137. **Country Variations:** The following table depicts all country offices that distributed food transfers for a volume of 100,000 MT or more in the 2019-2024 period. These 29 offices, out of a total of 84, accounted for 94 percent of all actual food transfers. During the 2019-2024 period, the largest recipients of food transfers were Yemen (4,988K MT), Afghanistan (2,581K MT), Syria (2,481K MT), Ethiopia (2,317K MT), South Sudan (1,351K MT) and Sudan 1,242K MT). Together, these six offices accounted for 63 percent of all actual food transfers. Among these largest recipients, two country offices experienced significant under coverage of food needs as determined in the Needs-Based Plan (NBP), with less than 50 percent of commitments met: Afghanistan (49.6 percent coverage) and Sudan (50.4 percent). Additionally, Somalia, where food needs were high at 977K MT, had a markedly low coverage rate, with only 43.5 percent of the needed food volume actually transferred.

Figure 13: Food Transfers by Country Against NBP (2019-2024)

	Country	Regional Bureau	Actuals (MT)	NBP Commitments (MT)	Needs coverage (%)
1	Yemen	RBC	4,988,125	7,145,132	 69.8%
2	Afghanistan	RBB	2,581,627	5,203,032	 49.6%
3	Syria	RBC	2,480,755	4,545,242	 54.6%
4	Ethiopia	RBN	2,316,742	4,019,954	 57.6%
5	South Sudan	RBN	1,350,883	2,261,360	 59.7%
6	Sudan	RBN	1,244,508	2,470,283	 50.4%
7	DRC	RBJ	607,146	1,141,756	 53.2%
8	Uganda	RBN	548,881	818,553	 67.1%
9	Nigeria	RBD	524,611	754,744	 69.5%
10	Kenya	RBN	498,784	642,921	 77.6%
11	Zimbabwe	RBJ	440,462	867,284	 50.8%
12	Ukraine	RBC	435,946	653,602	 66.7%
13	Somalia	RBN	424,829	976,551	 43.5%
14	Chad	RBD	398,136	798,410	 49.9%
15	Niger	RBD	375,086	601,165	 62.4%
16	Burkina Faso	RBD	346,054	664,940	 52.0%
17	Myanmar	RBB	321,676	538,895	 59.7%
18	Mozambique	RBJ	306,735	593,342	 51.7%
19	Madagascar	RBJ	260,458	475,970	 54.7%
20	Bangladesh	RBB	254,309	257,557	 98.7%
21	Palestine	RBC	225,848	317,548	 71.1%
22	Tanzania	RBJ	223,952	283,491	 79.0%
23	Pakistan	RBB	217,166	209,920	 103.5%
24	Cameroon	RBD	197,235	475,367	 41.5%
25	CAR	RBD	165,746	422,865	 39.2%
26	Algeria	RBC	139,881	171,058	 81.8%
27	Lebanon	RBC	124,884	272,586	 45.8%
28	Benin	RBD	123,646	197,283	 62.7%
29	Burundi	RBN	115,557	215,860	 53.5%

Source: COMET, CM-RO14 as of June 2025.

Figure 14: Annual Food Transfers by Country Mission (2019–2024)

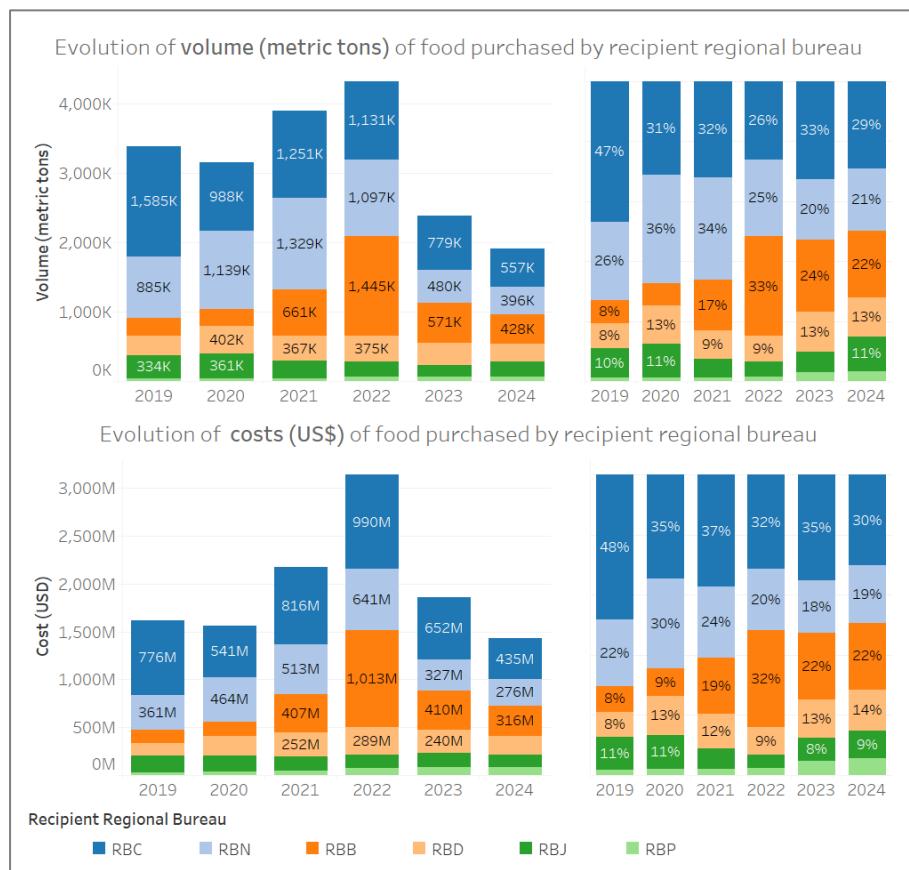
	Country	Regional Bureau	Actuals (MT)	NBP Commitments (MT)	Needs coverage (%)
14	Chad	RBD	398,136	798,410	 49.9%
21	Palestine	RBC	225,848	317,548	 71.1%
22	Tanzania	RBJ	223,952	283,491	 79.0%
31	Honduras	RBP	85,484	154,258	 55.4%
46	Djibouti	RBN	32,585	51,211	 63.6%
51	Nepal	RBB	25,274	32,763	 77.1%

Source: COMET, CM-RO14 as of June 2025.

8.1.4 Food Procurement Descriptives

138. **Annual Evolution.** Food purchases by WFP steadily increased between 2019 and 2022, with a temporary setback in 2020, likely attributable to the COVID-19 pandemic. In 2019 WFP purchased 3.4 million MT of food for USD 1.6 billion. By 2022, this rose to 4.3 million MT at a cost of USD 3.1 billion. Although the volume of food purchased annually increased by 28 percent over this period, the annual cost nearly doubled, reflecting a substantial rise in the cost per MT. Following the 2022 peak, food purchases contracted significantly in 2023, with 2.4 million MT procured at a value of USD 1.9 billion (2024 is not a full year value in this chart).

Figure 15: Annual Food Purchases by Region



Source: analytics.wfp.org, SCDP Procurement Spend Analysis, December 2024.

139. The relative contributions of regional bureaux⁴⁹ to total food purchases shifted during the study period. From 2019 to 2021, RBC and RBN accounted for 66-73 percent of total metric tons purchased. However, from 2022 to 2024, the distribution became more balanced, with RBC accounting for approximately one-third and RBN and RBB each contributing between 33-20 percent annually. The distribution of purchase values across regional bureaus followed a similar trend towards a more balanced breakdown in the second half of the analysis period.

140. **Country Variations in Procurement.** During the study period (2019–2024), 30 out of 80 recipient country offices accounted for approximately 95 percent of food purchases. This represents 18.2 million metric tons (95.3 percent of the total quantity) and USD 11.1 billion (93.9 percent of the total cost). Figure

⁴⁹ The recently updated nomenclature for WFP's regional presence is as follows: Asia and Pacific Office (APARO) in Bangkok, Thailand. Eastern and Southern Africa Regional Office (ESARO) in Nairobi, Kenya. Latin America and the Caribbean Regional Office (LACRO) in Panama City, Panama. Middle East, Northern Africa, and Eastern Europe Regional Office (MENAEERO) in Cairo, Egypt. and Western and Central Africa Regional Office (WACARO) in Dakar, Senegal.

21 below provides a detailed breakdown of these country offices, including the volume and cost of their respective purchases. Among these, the top four recipient country offices stand out significantly, collectively accounting for half of the overall food purchases during the study period (Afghanistan, Ethiopia, Syria and Yemen).

Figure 16: Overall Food Purchases by Country

Country	Regional Bureau	Volume (MT thousands)	Cost (USD Millions)	Volume (% of total)	Cost (% of total)
1 Yemen	RBC	2,749.3	1,529.1	14.4%	13.0%
2 Afghanistan	RBB	2,718.2	1,776.7	14.3%	15.1%
3 Ethiopia	RBN	2,556.5	1,046.2	13.4%	8.9%
4 Syrian Arab Republic	RBC	2,405.8	1,598.3	12.6%	13.6%
5 Sudan	RBN	905.2	398.5	4.7%	3.4%
6 South Sudan	RBN	826.8	425.6	4.3%	3.6%
7 Uganda	RBN	496.2	252.6	2.6%	2.1%
8 Ukraine	RBC	456.7	474.3	2.4%	4.0%
9 Nigeria	RBD	422.2	333.8	2.2%	2.8%
10 Burkina Faso	RBD	389.4	235.4	2.0%	2.0%
11 Zimbabwe	RGB	373.7	158.8	2.0%	1.3%
12 Mozambique	RGB	329.4	199.2	1.7%	1.7%
13 Myanmar	RBB	323.8	163.4	1.7%	1.4%
14 Kenya	RBN	303.6	195.3	1.6%	1.7%
15 Niger	RBD	297.9	202.4	1.6%	1.7%
16 Chad	RBD	297.8	188.2	1.6%	1.6%
17 State of Palestine	RBC	288.9	286.3	1.5%	2.4%
18 Democratic Republic of the Congo	RGB	260.0	225.3	1.4%	1.9%
19 Bangladesh	RBB	256.0	174.9	1.3%	1.5%
20 Madagascar	RGB	229.5	145.5	1.2%	1.2%
21 United Republic of Tanzania	RGB	189.3	84.1	1.0%	0.7%
22 Pakistan	RBB	170.1	221.8	0.9%	1.9%
23 Benin	RBD	154.0	86.6	0.8%	0.7%
24 Lebanon	RBC	141.8	153.3	0.7%	1.3%
25 Algeria	RBC	137.7	73.1	0.7%	0.6%
26 Cameroon	RBD	125.4	66.5	0.7%	0.6%
27 Somalia	RBN	111.4	181.5	0.6%	1.5%
28 Central African Republic	RBD	92.6	54.2	0.5%	0.5%
29 Burundi	RBN	85.0	54.5	0.4%	0.5%
30 Honduras	RBP	83.3	86.9	0.4%	0.7%

Source: analytics.wfp.org, SCDP Procurement Spend Analysis, December 2024.

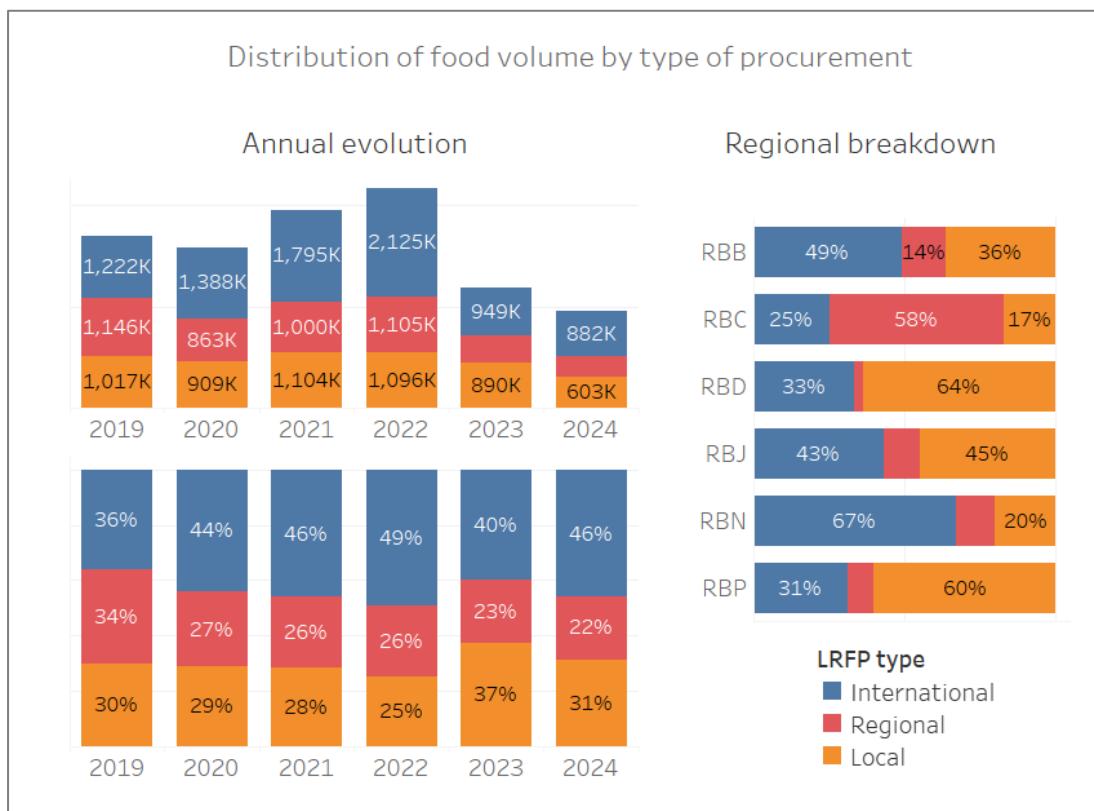
Figure 17: Annual Food Purchases by Country Mission

Country	Regional Bureau	Volume (MT thousands)	Cost (USD Millions)	Volume (% of total)	Cost (% of total)
16 Chad	RBD	297.8	188.2	1.6%	1.6%
17 Palestine	RBC	288.9	286.3	1.5%	2.4%
30 Honduras	RBP	83.3	86.9	0.4%	0.7%
49 Djibouti	RBN	20.2	11.6	0.1%	0.1%
67 Nepal	RBB	3.2	2.3	0.0%	0.0%

Source: analytics.wfp.org, SCDP Procurement Spend Analysis, December 2024.

141. **Types of Purchases:** During the analysis period, more than half of the volume of food was procured locally or regionally. Cumulative food purchases for this period were distributed as follows: 27 percent were regional, 29 percent were local and 44 percent were international, based on volume. However, over this time, regional purchases have steadily declined, decreasing from 34 percent in 2019 to 22 percent in 2024. International purchases have shown an overall upward trajectory, rising from 36 percent in 2019 to 46 percent in 2024, with fluctuations in between, including a peak of 49 percent in 2022. Local purchases have remained relatively stable, ranging from 25-37 percent throughout the period analysed.

Figure 18: Food Volume by Procurement Type, in Metric Tons



Source: analytics.wfp.org, SCDP Procurement Spend Analysis, December 2024.

142. The analysis highlights distinct procurement profiles across regions, reflecting varying reliance on international, regional, and local food purchases. These differences likely stem from tailored procurement strategies designed to adapt to diverse operational contexts, shaped by variations in market accessibility, supply chain logistics and programmatic priorities:

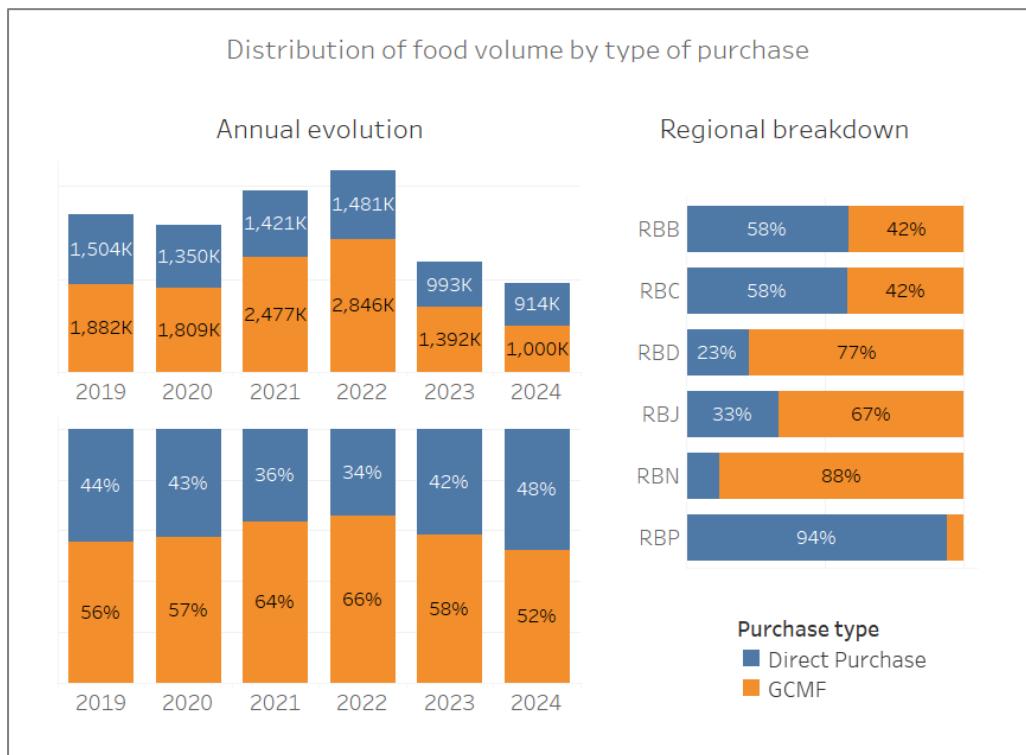
- RBN demonstrates a strong reliance on international purchases, which account for 67 percent of the total procurement volume.
- RBB and RBJ show significant international procurement, though less than half of the total volume, at 49 percent and 43 percent, respectively. Local procurement also plays a considerable role, accounting for 36 percent in RBB and 45 percent in RBJ.
- RBD and RBP rely predominantly on local procurement, which constitutes 64 percent and 60 percent of their total procurement volumes, respectively.
- RBC stands out for its heavy reliance on regional procurement, which is far more significant than in any other region, representing 58 percent of the total volume.

143. **Global Commodity Management Facility (GCMF):** The GCMF is a centralized food procurement and stock management system aimed at enabling WFP to buy and pre-position food in advance, based on anticipated needs. Food is purchased ahead of demand and stored strategically in warehouses closer to high-need areas. This aims to allow WFP to respond more quickly to emergencies or changing needs, as food stocks are readily available, and to lower costs through bulk purchases. Throughout the analysis period, GCMF purchases initially increased from 56 percent of the total volume in 2019 to a peak of 66 percent in 2022. However, they subsequently declined progressively, decreasing to 58 percent in 2022 and 52 percent in 2024 (although the latter does not represent full year value yet).

144. Countries draw from the GCMF stocks as needs arise, with costs allocated back to the respective operations. However, reliance on this mechanism varies significantly across regions. RBN relies heavily on the GCMF, with 88 percent of its purchases (by volume) sourced through this mechanism. RBD follows at 77 percent and RBJ at 67 percent. In contrast, RBB and RBC utilize the GCMF for only 42 percent of their

purchased food. RBP exhibits the lowest reliance, with just 6 percent of its purchases linked to the GCMF. This is likely associated with the high value per metric ton noted in the earlier section.

Figure 19: GCMF versus Direct Purchase, in Metric Tons

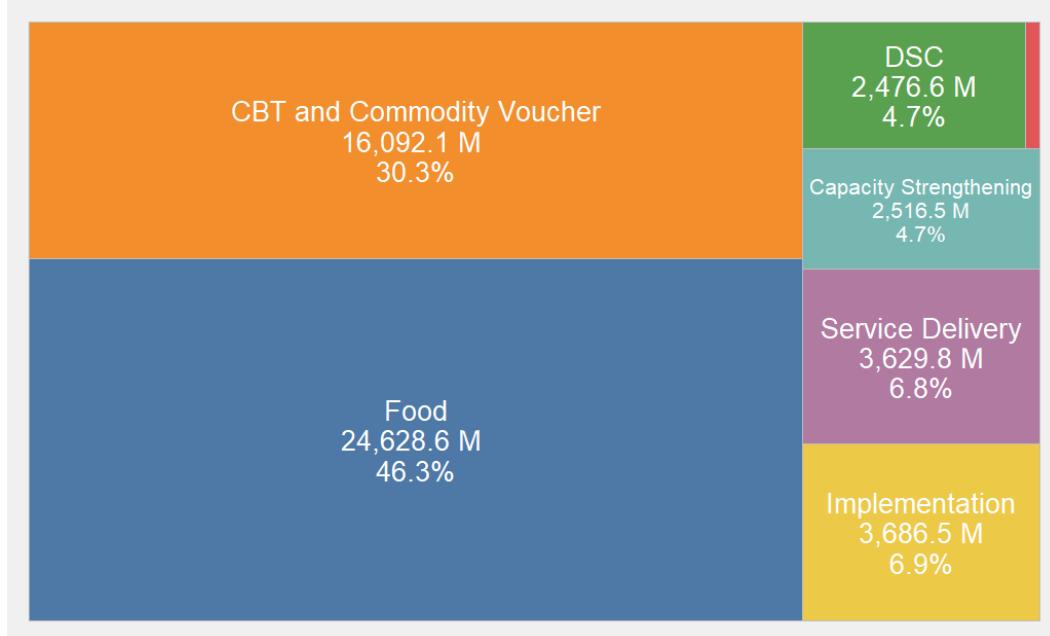


Source: analytics.wfp.org, SCDP Procurement Spend Analysis, December 2024.

8.1.5 Budget Expenditures – Descriptives

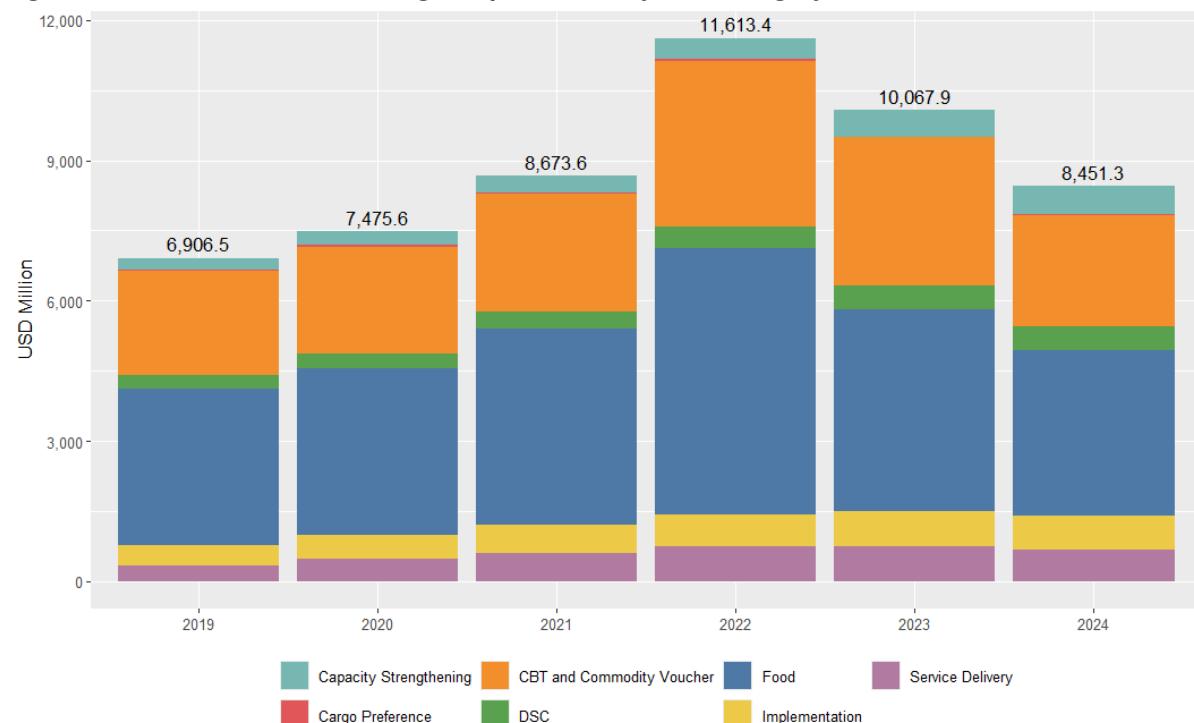
145. Budget expenditures aligned closely with the trends in food and CBT transfers presented in previous sections. Total expenditure increased steadily from USD 6,905.5 million in 2019 to USD 8,673.6 million in 2021, followed by a significant surge in 2022, reaching USD 11,613.4 million. However, a decline was observed in 2023 and 2024. Every year, approximately 30 percent of the budget is allocated to CBT and CV, while 48 percent is directed toward food. Notably, in 2023, food expenditure dropped by 6 percentage points, accounting for 43 percent of the total budget while cash expenditures increased.

Figure 20: Budget Expenditures by Cost Category (2019-2023)



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed in May 2025.

Figure 21: Annual Evolution of Budget Expenditures by Cost Category



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed May 2025.

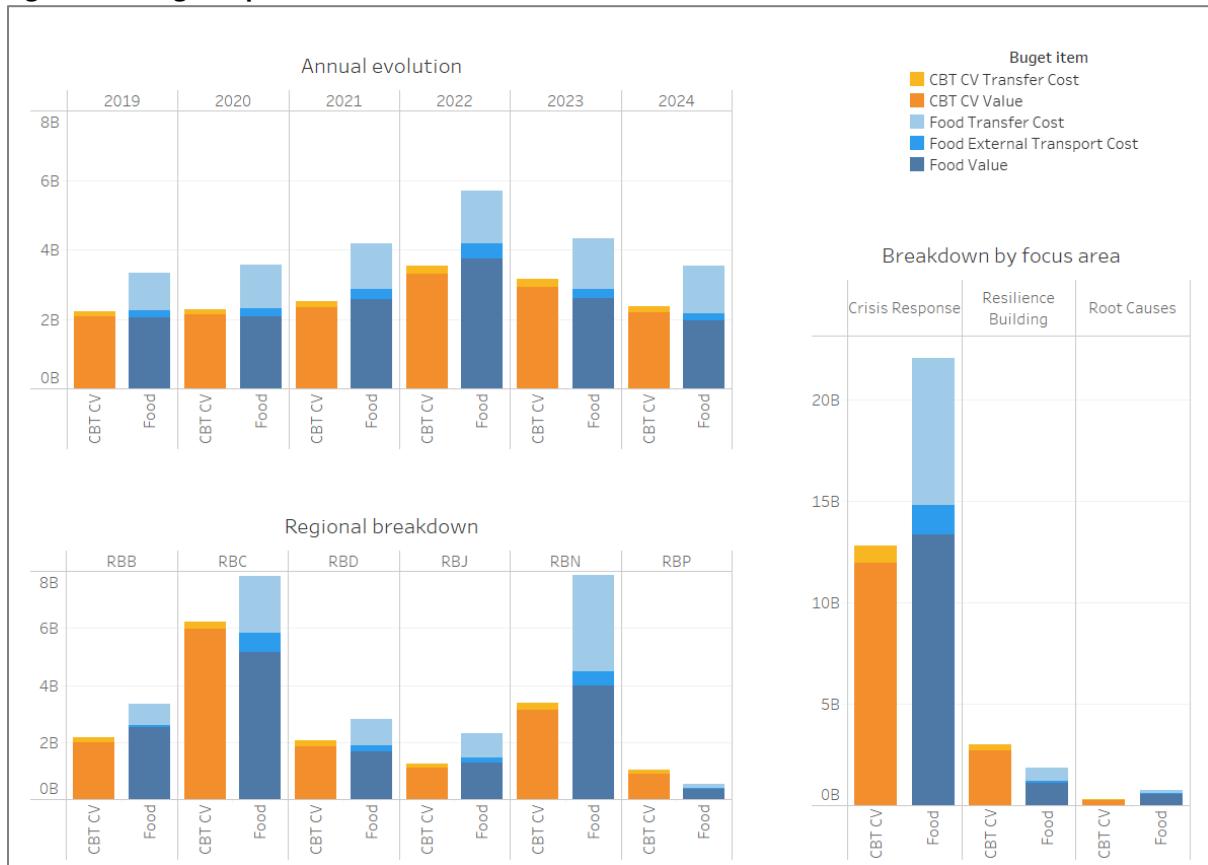
Table 15: Annual Evolution of Budget Expenditures by Cost Category

	2019		2020		2021	
Cost categories	Expenditures (USD)	Percent	Expenditures (USD)	Percent	Expenditures (USD)	Percent
Food	3,341,247,583	48.4%	3,562,140,300	47.7%	4,188,879,077	48.3%
CBT and CV	2,211,656,317	32.0%	2,291,644,019	30.7%	2,509,356,430	28.9%
Implementation	435,659,494	6.3%	513,289,491	6.9%	608,755,427	7.0%
Service Delivery	349,740,275	5.1%	473,950,172	6.3%	614,394,896	7.1%
DSC	293,766,663	4.3%	309,315,457	4.1%	364,653,773	4.2%
Capacity Strengthening	245,985,753	3.6%	282,396,462	3.8%	375,031,652	4.3%
Cargo Preference	28,416,394	0.4%	42,839,008	0.6%	12,546,395	0.1%
Grand Total	6,906,472,478	100.0%	7,475,574,909	100.0%	8,673,617,650	100.0%
	2022		2023		2024	
Cost categories	Expenditures (USD)	Percent	Expenditures (USD)	Percent	Expenditures (USD)	Percent
Food	5,682,198,406	48.9%	4,311,458,382	42.8%	3,542,679,653	41.9%
CBT and CV	3,542,521,833	30.5%	3,165,255,766	31.4%	2,371,649,760	28.1%
Implementation	673,120,693	5.8%	750,259,455	7.5%	705,383,885	8.3%
Service Delivery	758,085,298	6.5%	745,036,991	7.4%	688,585,947	8.1%
DSC	475,953,913	4.1%	515,400,008	5.1%	517,467,367	6.1%
Capacity Strengthening	450,871,134	3.9%	560,919,860	5.6%	601,286,491	7.1%
Cargo Preference	30,632,720	0.3%	19,607,492	0.2%	24,203,095	0.3%
Grand Total	11,613,383,998	100.0%	10,067,937,953	100.0%	8,451,256,198	100.0%

Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed May 2025.

146. Budget expenditures on food and CBT CV modalities: As highlighted above, food and CBT/CV modalities collectively account for 77.8 percent of the total budget during the 2019–2023 period. The charts below illustrate that, in general, the food modality incurs higher budget costs across both years and regions. Specifically, the difference between food and CBT/CV budgets is typically comparable to food transfer costs, which tend to elevate food budgets by approximately 50 percent.

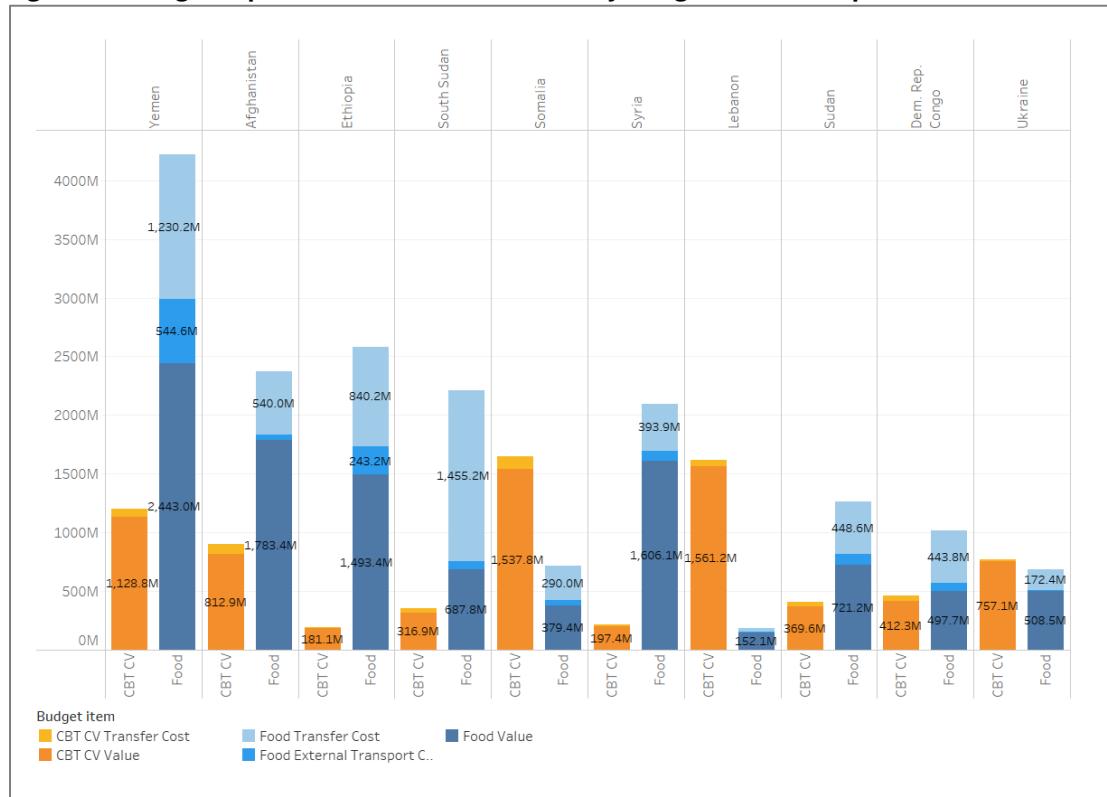
Figure 22: Budget Expenditures for Food and CBT CV Modalities (USD)



Source: IRM Analytics, CPB Expenditures report by year and commitment item, May 2025.

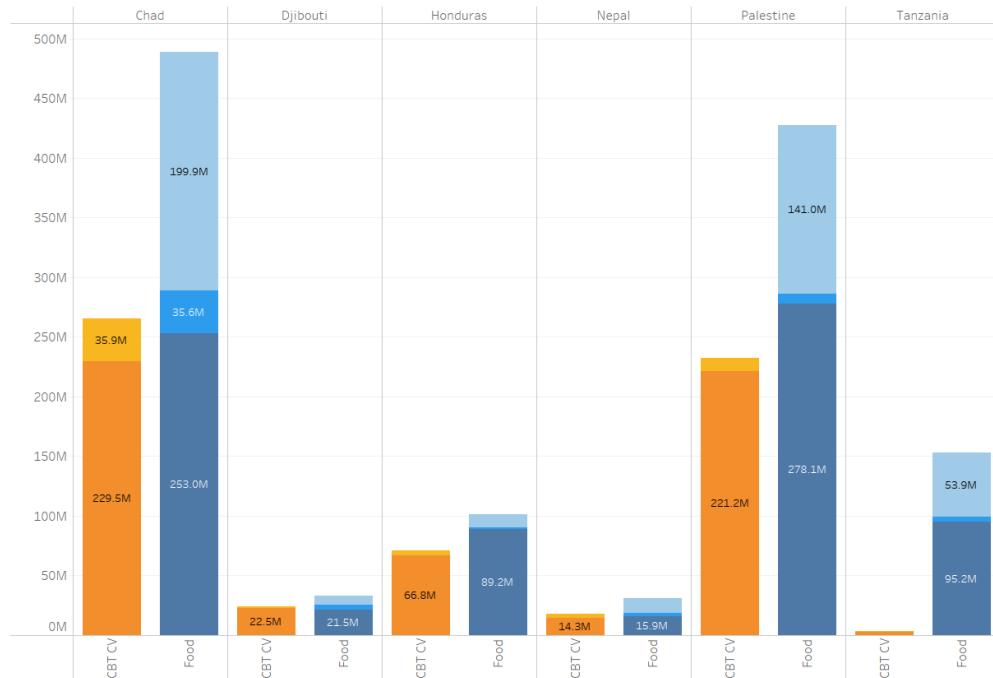
147. The figures below for the top ten CO and for the country missions illustrate significant inter-country variation in budget expenditures for food and CBT/CV modalities by region, transfer values versus costs, and focus area. This reaffirms that inter-country and inter-region comparisons may be less useful than trend analysis over time within a single country for assessing Roadmap contributions.

Figure 23: Budget Expenditures for Food and CBT by Budget Item for Top 10 Countries (2019-2024)



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed May 2025.

Figure 24: Budget Expenditures for Food and CBT by Budget Item for Country Missions (2019-2024)



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed May 2025.

8.1.6 Food Procurement – Cost Efficiency

148. **Unit Cost for Food Procurement.** For this exercise, procurement data was used to assess cost efficiency for primary commodities (cereals and grains, pulses, and vegetables, mixed or blended foods, oils, and fats), which account for 98 percent of volume and 95 percent of total procured foods. We examined factors influencing cost efficiency, such as regional differences, sourcing methods (local, regional, or international) and reliance on the GCMF mechanism. The calculations are drawn from the existing corporate datasets. However, the unit costs for food procurement can be influenced by a number of factors which can limit the degree to which inter-country comparisons can be made.⁵⁰ As such, it is more productive to understand general changes over time within a single unit. The calculations used the following ratio:

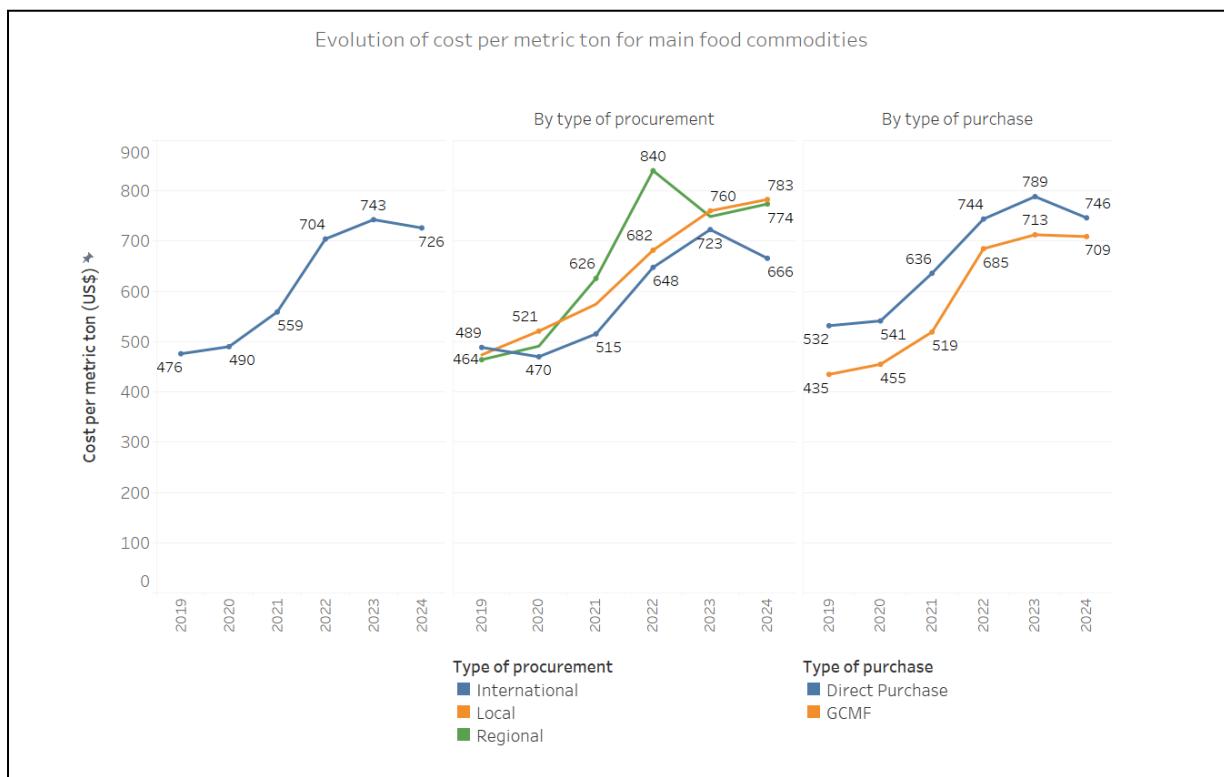
149. *Cost per metric ton = (Purchase order cost (USD))/ (Purchase order volume (MT))*

150. Further refinements were made to the existing datasets during the data collection period including adjusting for inflation. In the current dataset, the main patterns observed are:

- **Trend in Unit Costs:** There was an overall increase in cost per metric ton, with a moderate rise between from USD 476 in 2019 to USD 559 in 2021. This was followed by a sharp increase in 2022, rising to USD 704 (25.9 percent increase). In subsequent years, the unit cost increases were slight, stabilizing at USD 743 in 2023 and USD 726 in 2024.
- **Key Drivers of Cost Increases:** The significant rise in 2022 was primarily driven by increased costs for oils and fats, as well as cereals and grains. Pulses and vegetables also showed notable cost increases in the RBC region and, very significantly, in the RBP region.
- **Regional Variations:** Unit costs were consistently higher in the RBP region throughout the analysis period.
- **Impact of GCMF:** Commodities procured through the GCMF mechanism demonstrated lower unit costs across the analysis period.

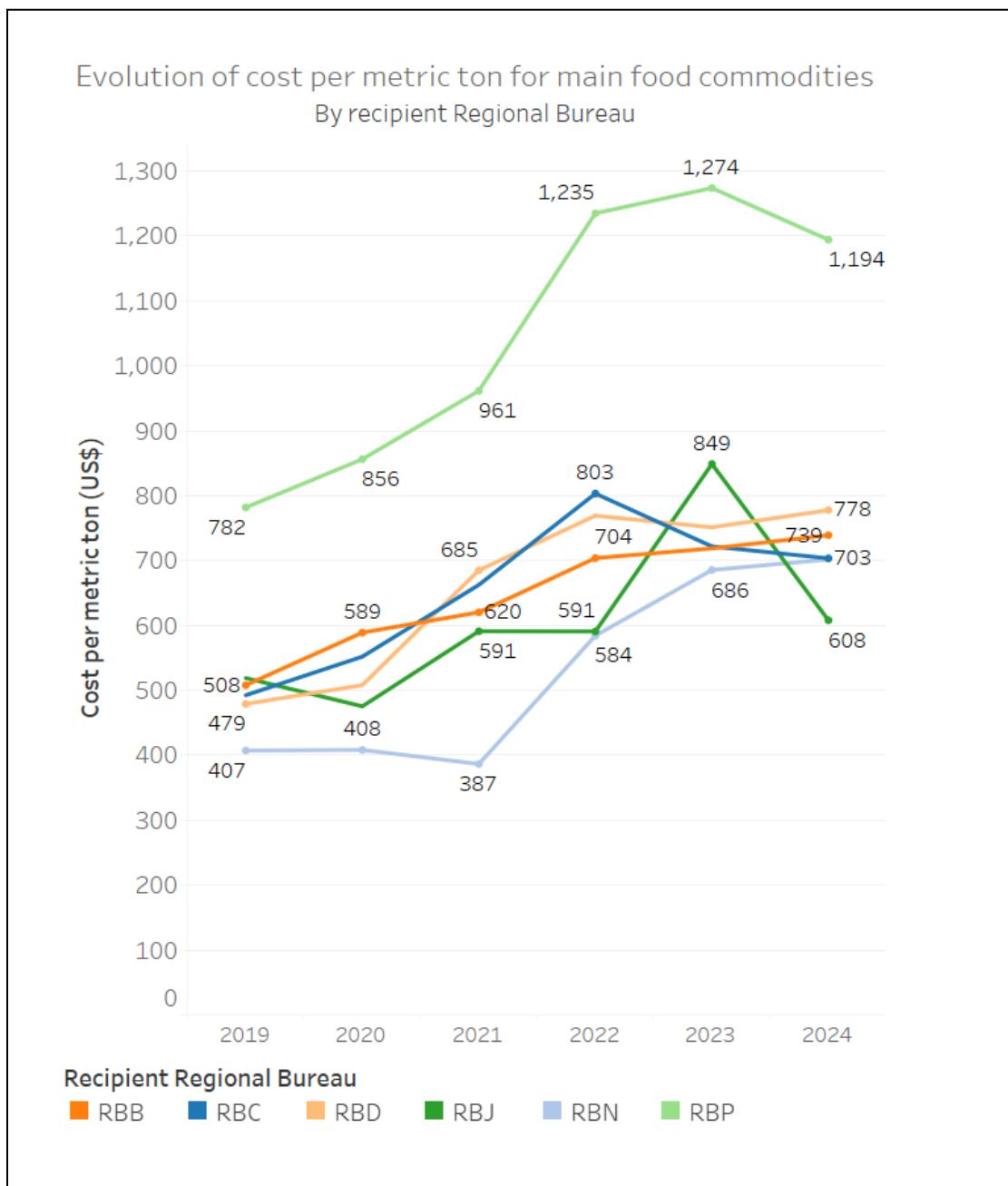
⁵⁰ analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Figure 25: Annual Cost Per Metric Ton by Sourcing



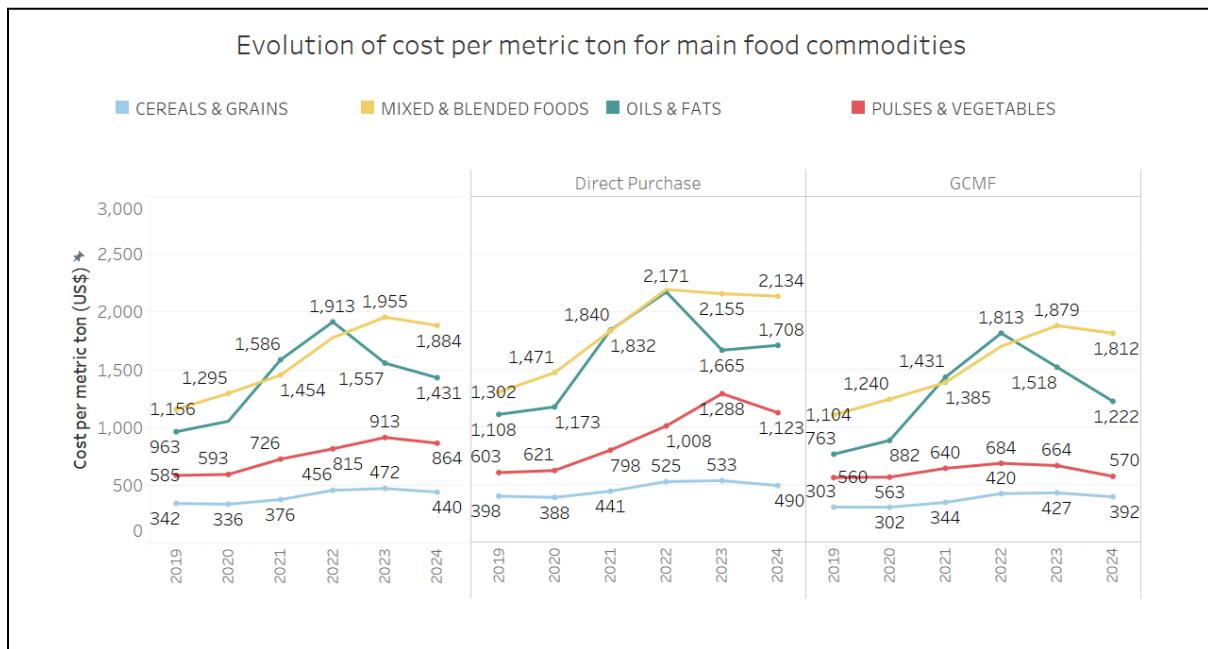
Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Figure 26: Annual Cost Per Metric Ton by Region



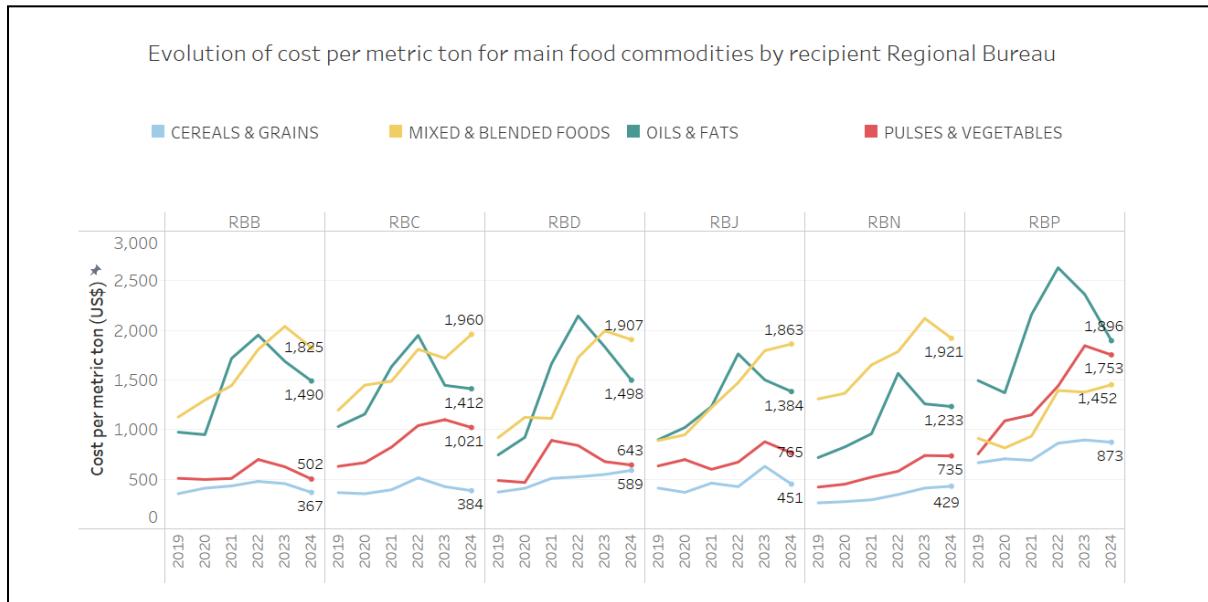
Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Figure 27: Changes in Cost over Time by Commodity



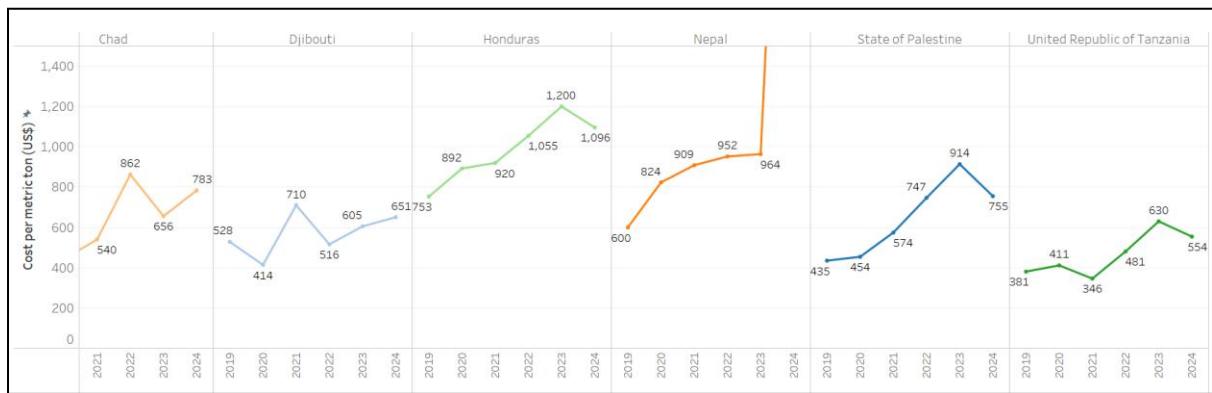
Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Figure 28: Changes in Cost over Time by Commodity and Region



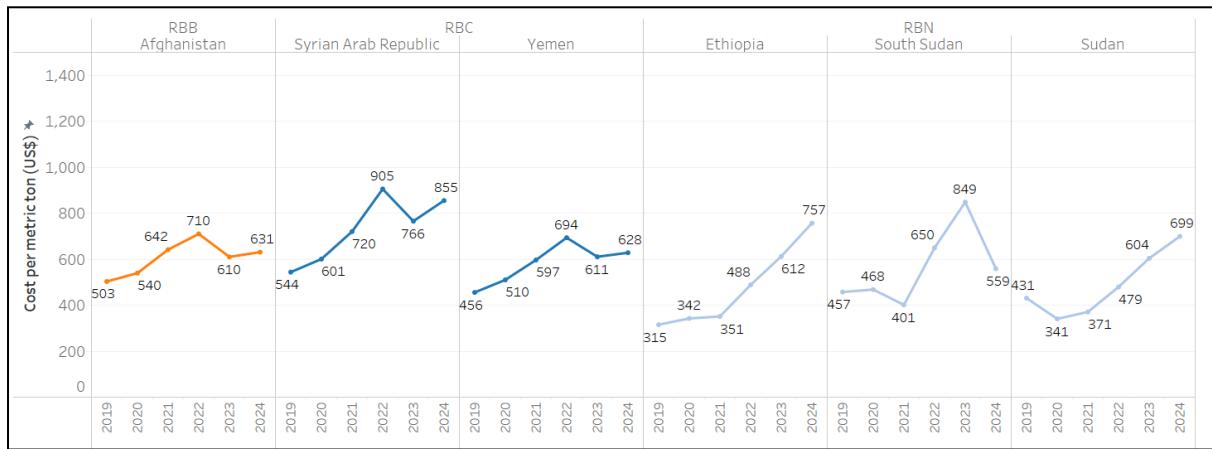
Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Figure 29: Changes in Cost over Time by Country Mission⁵¹



Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Figure 30: Changes in Cost over Time by Top Recipient Countries



Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

⁵¹ 2024 spike in Nepal due to September floods and CAS scale-up.

8.1.7 Cash Transfers – Cost Efficiency

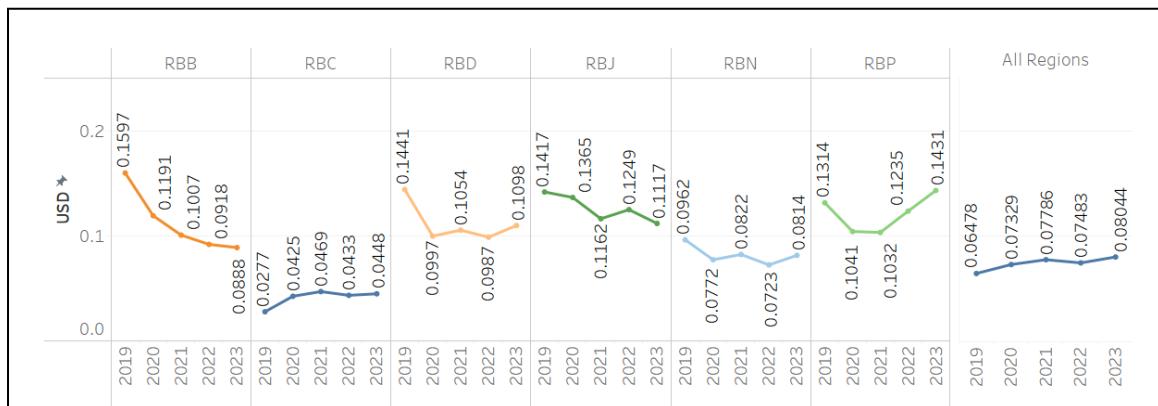
151. **Cost per USD transferred through Cash and Vouchers Modality.** For this exercise, CPB expenditures report data was used to assess cost efficiency. The calculations used the following ratio:

152. *Total cost (to WFP) per USD transferred = (CBTCV Transfer Cost)/ (CBTCV value)*

153. These calculations represent the cost of transferring USD 1. As an example, if the following figures show a transfer cost of USD 0.045, this should be interpreted as WFP incurring a cost of 4.5 cents to transfer USD 1. The main patterns observed are:

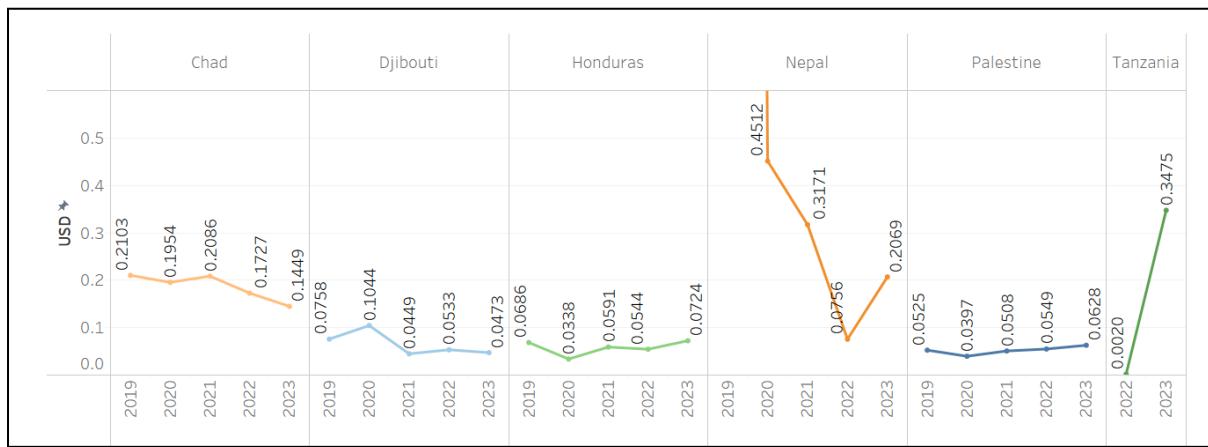
- Moderate overall increasing trend: Budget expenditure per USD transferred showed a gradual increasing trend over the analysis period, rising from USD 0.0648 in 2019 to USD 0.0804 in 2023, reflecting a 24 percent overall increase.
- Crisis Response Transfers: The cost per USD transferred remained stable throughout the period, ranging between USD 0.0642 and USD 0.0690.
- Resilience Building Transfers: In contrast, unit costs under the resilience-building focus area exhibited an upward trend, increasing from USD 0.0571 in 2019 to USD 0.1290 in 2023, representing a 125 percent overall increase.
- Regional Variations: Significant differences were observed in cost efficiency across regions, as reflected in the average values calculated for the 2019–2023 period, summarized below:
 - **Highest Costs:** RBJ and RBP regions recorded the highest costs per USD transferred, at USD 0.1246 and USD 0.1204, respectively. RBJ and RBP have the lowest amount of cash distribution suggesting economies of scale are important.
 - **Moderate Costs:** RBD (USD 0.1077), RBB (USD 0.0995), and RBN (USD 0.0800) followed.
 - **Lowest Costs:** RBC emerged as the most cost-efficient region, with a cost of USD 0.0403 per USD transferred.
- Regional trends show efficiency gains: Most regions showed a decline in cost per USD transferred over the period. The exceptions were RBP, which exhibited fluctuations without a clear trend, and RBC, which initially experienced an increase but stabilized at USD 0.045.

Figure 31: Changes over Time Cost per USD Transferred by Region



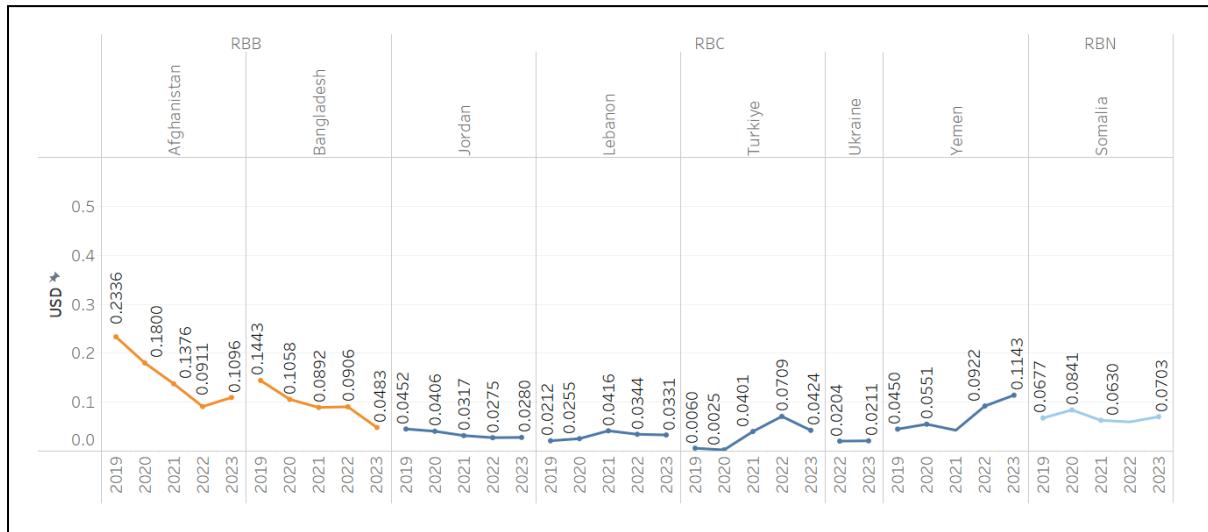
Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024.

Figure 32: Changes over time Cost per USD Transferred by Country Mission



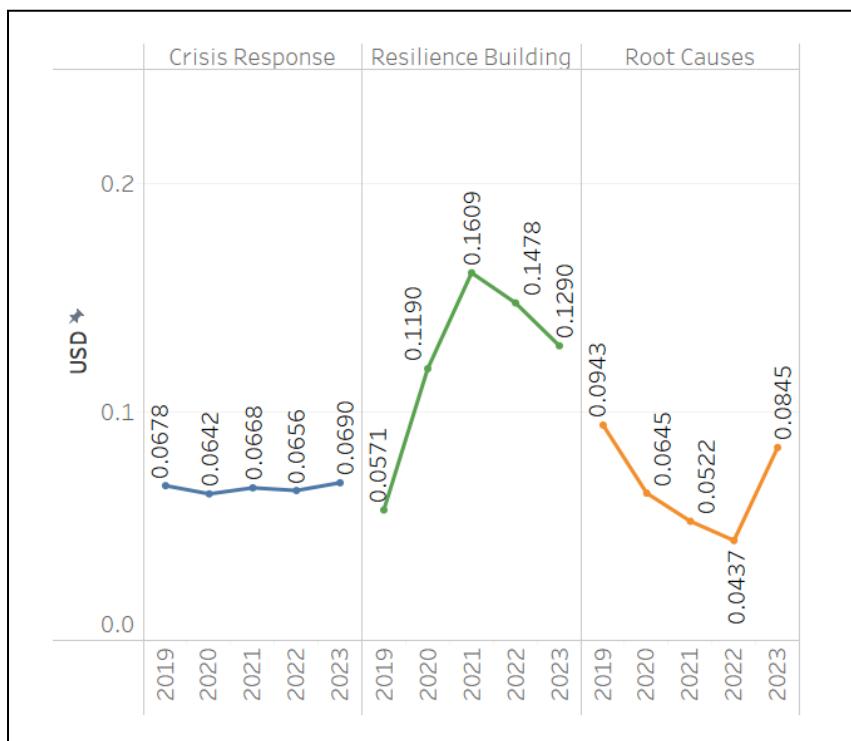
Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024.

Figure 33: Changes over time Cost per USD Transferred by Top Recipient Countries



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024.

Figure 34: Changes over Time Cost per USD Transferred by Focus Area



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024.

8.1.8 Total Cost Transfer Ratios – Food and Cash/CV

154. Cost-transfer ratios are calculated for food and cash transfers on an annual basis, using the budget expenditure data and applying the following definitions:

$$\text{CBTCV Modality Total Cost – Transfer ratio} = \frac{\text{CBTCV transfer cost (USD)}}{\text{CBTCV transfer cost (USD)} + \text{CBTCV value (USD)}}$$

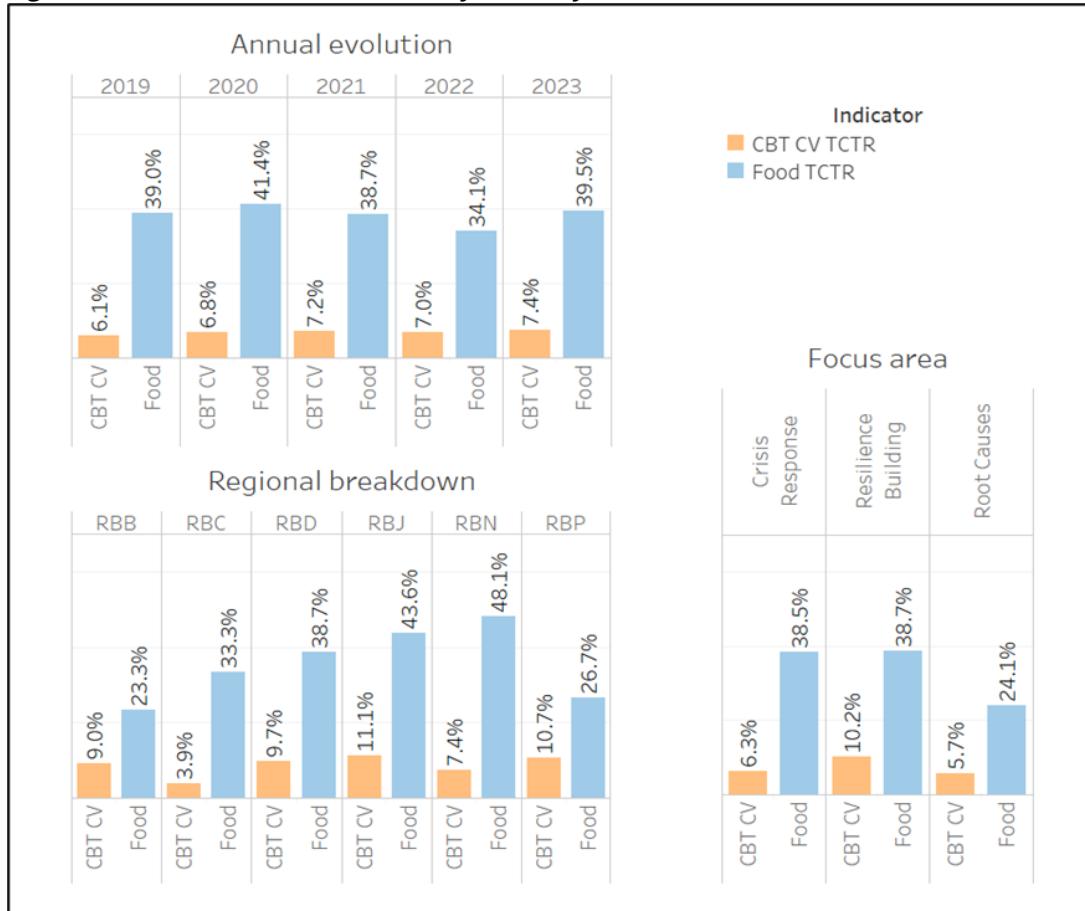
$$\text{Food Modality Total Cost – Transfer ratio} = \frac{\text{Food cost (USD)}}{\text{Food cost (USD)} + \text{Food value (USD)}}$$

155. The total cost-transfer ratio indicates how much of the total programme budget is devoted to non-transfer costs. A higher CTR suggests less cost efficiency, meaning a larger proportion of resources is allocated to administrative or operational expenses rather than direct transfers.

156. Key patterns include:

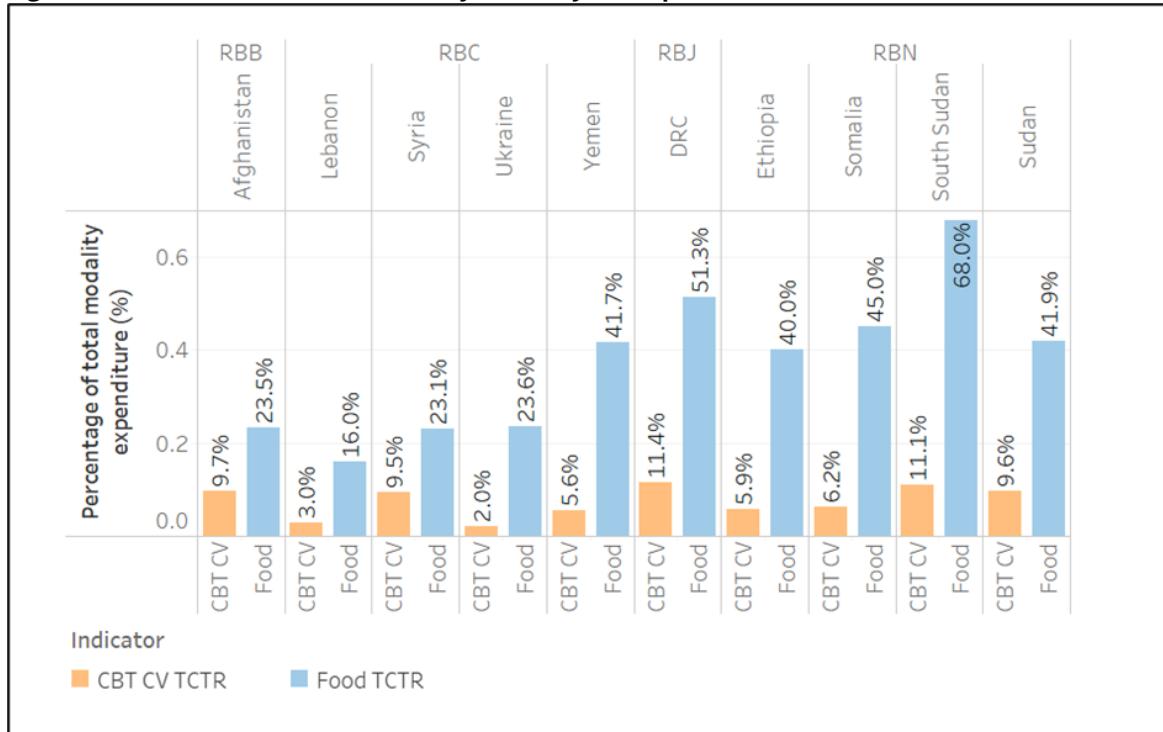
- The total cost-transfer ratio is significantly lower (better) for CBT/CV modalities across the years and regions (around 7 percent) than for the food modality (approximately 40 percent).
- The total cost-transfer ratio for CBT/CV is consistent across regions and countries, generally at 10% or below.
- The cost-transfer ratio for food shows more volatility both regionally and by country ranging from a high (less efficient) 68 percent in South Sudan to a low (more efficient) 16 percent in Lebanon.

Figure 35: Total Cost-Transfer Ratios by Modality



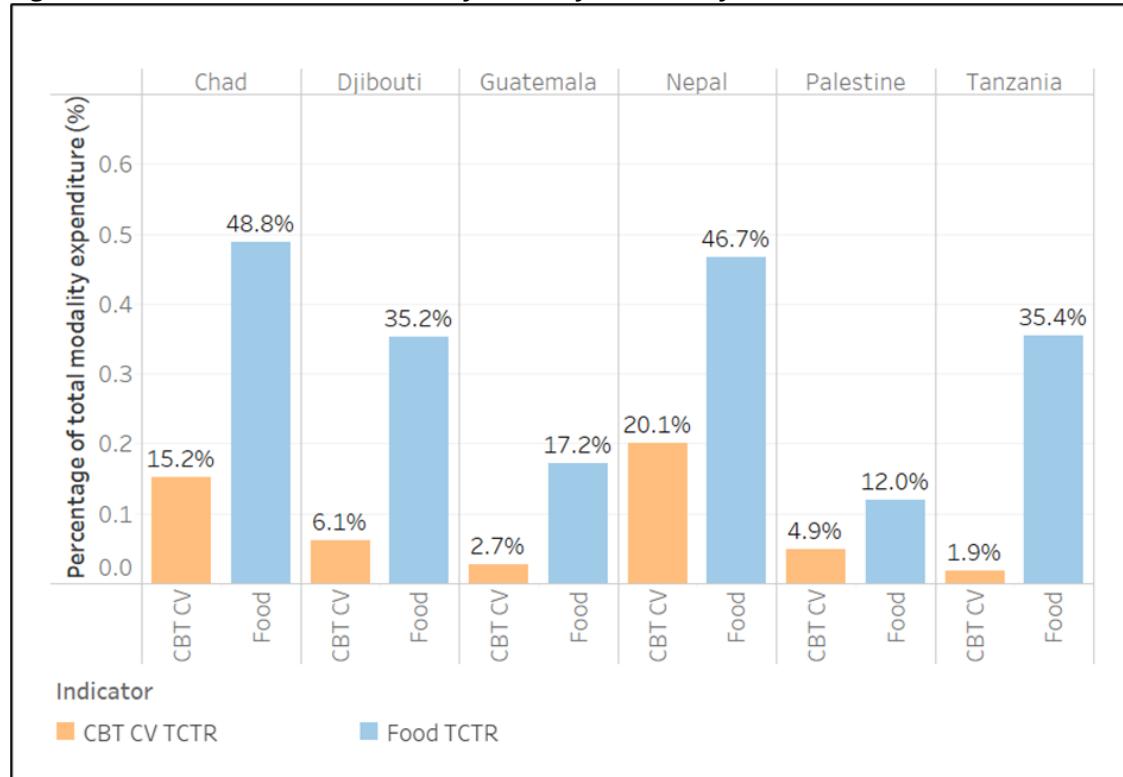
Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024.

Figure 36: Total Cost-Transfer Ratios by Modality for Top 10 Countries



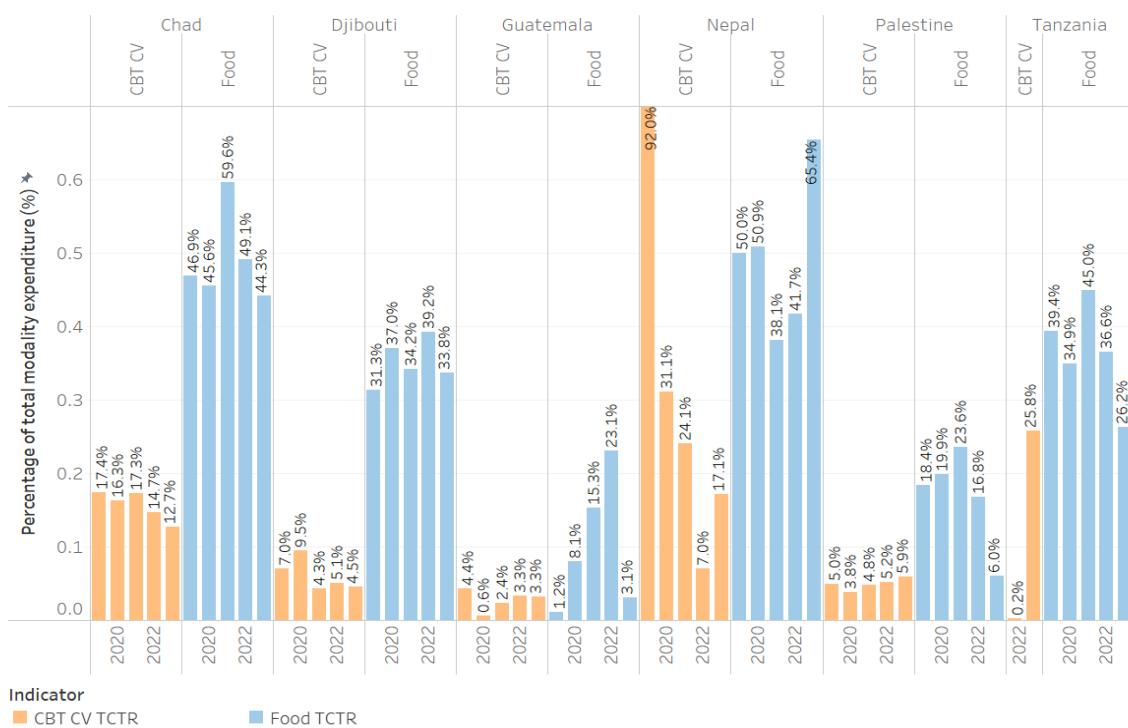
Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024.

Figure 37: Total Cost-Transfer Ratios by Modality for Country Missions



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024.

Figure 38: Change over time in Total Cost-Transfer Ratios by Modality for Country Missions



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024.

8.1.9 Cost per Beneficiary

157. For the purposes of this exercise, cost per beneficiary for food and cash transfers is calculated from the available corporate data set.⁵² During the data collection phase, as internal datasets are identified, these indicators can be refined. The cost per beneficiary calculations presented below with the available datasets are based on the following equations:

$$CBTCV \text{ cost per beneficiary} = \frac{CBTCV \text{ transfer cost (USD)} + CBTCV \text{ value (USD)}}{\text{Reached beneficiary under CBTCV modality}}$$

Food cost per beneficiary

$$= \frac{\text{Food External Transport cost (USD)} + \text{Food transfer cost (USD)} + \text{Food value (USD)}}{\text{Reached beneficiary under Food modality}}$$

158. The data sources include the CPB Expenditures report for costs and the DOTS database for beneficiary figures.⁵³ When results are presented at the regional level, budgets and beneficiary counts for all countries within the region are aggregated before applying the formula.

159. The comparative analysis of these indicators involves the assumption that reached beneficiaries are comparable across modalities and contexts. However, a standard definition of a “reached beneficiary” is not possible due to the diverse levels of assistance that could be received by beneficiaries. This ranges from one-off transfer to periodic transfers for several months every year. Therefore, the comparison of trends between countries or regions must be done with extreme caution. Trend analysis within a country across time may be viable as the assistance modalities may be similar from year to year. This was assessed during the data analysis phase to determine if these types of analysis are valid for generalizations.

160. **Patterns observed from the following tables:** The cost per beneficiary reached varies significantly across regions between the CBT/CV and food modalities. In RBB, RBP and RBC, the cost per beneficiary is notably higher for the CBT/CV modality. In the RBC and RBP regions specifically, this difference is substantial.

161. In 2023 the cost per beneficiary in RBC was USD 44.19 for the food modality, while it doubled to USD 88.56 for the CBT/CV modality.

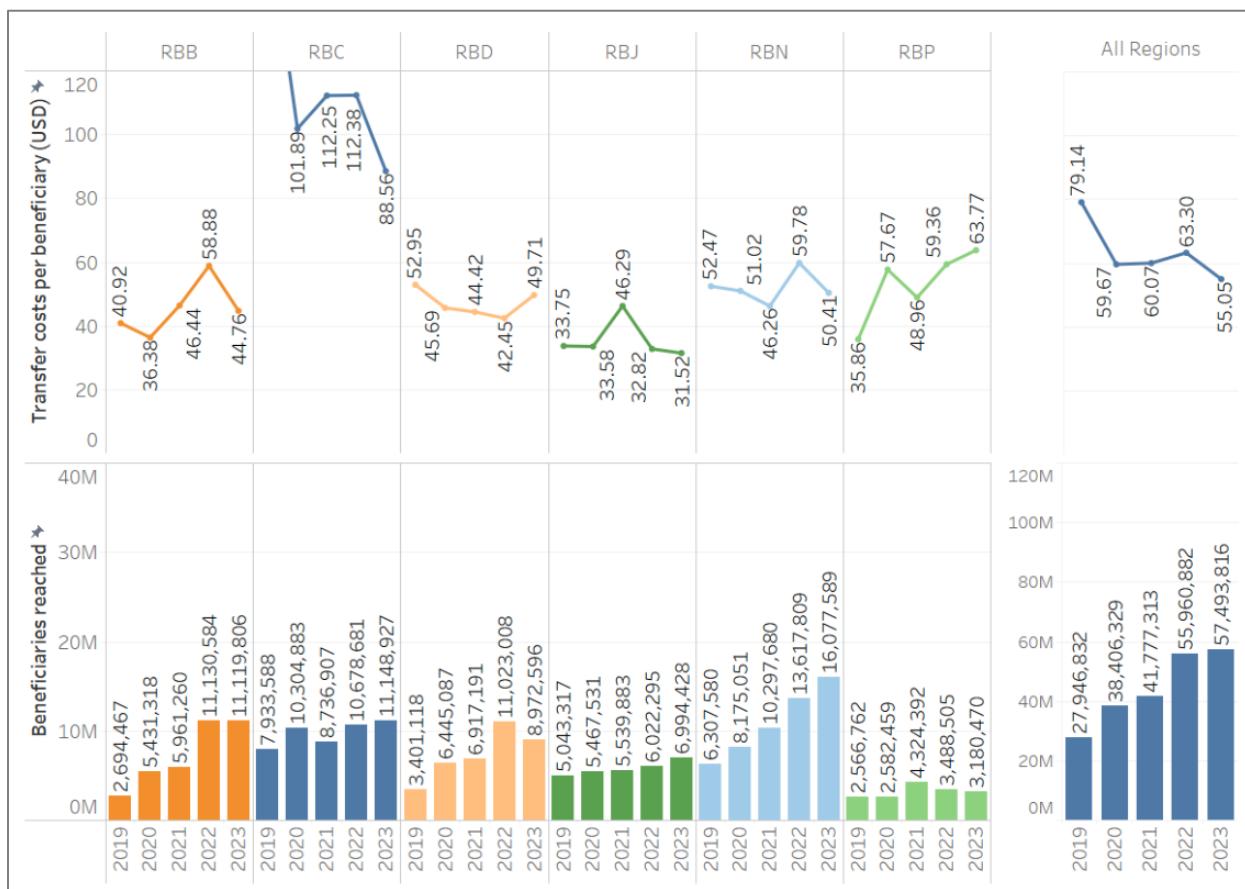
162. In 2023 the cost per beneficiary in RBP was USD 25.96 for the food modality, while it increased by approximately 150 percent to USD 63.77 for the CBT/CV modality.

163. In RBD, RBJ and RBN, the cost per beneficiary between the two modalities is more comparable, with fluctuations observed over the period. However, in RBJ, there is a noticeable upward trend in the cost per beneficiary under the food modality, while the cost for the CBT/CV modality remains relatively stable or shows a slight decrease.

⁵² IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024; WFP and DOTS Database 2019–2024.

⁵³ The number of beneficiaries is the total annual beneficiaries by country, adjusted by modality.

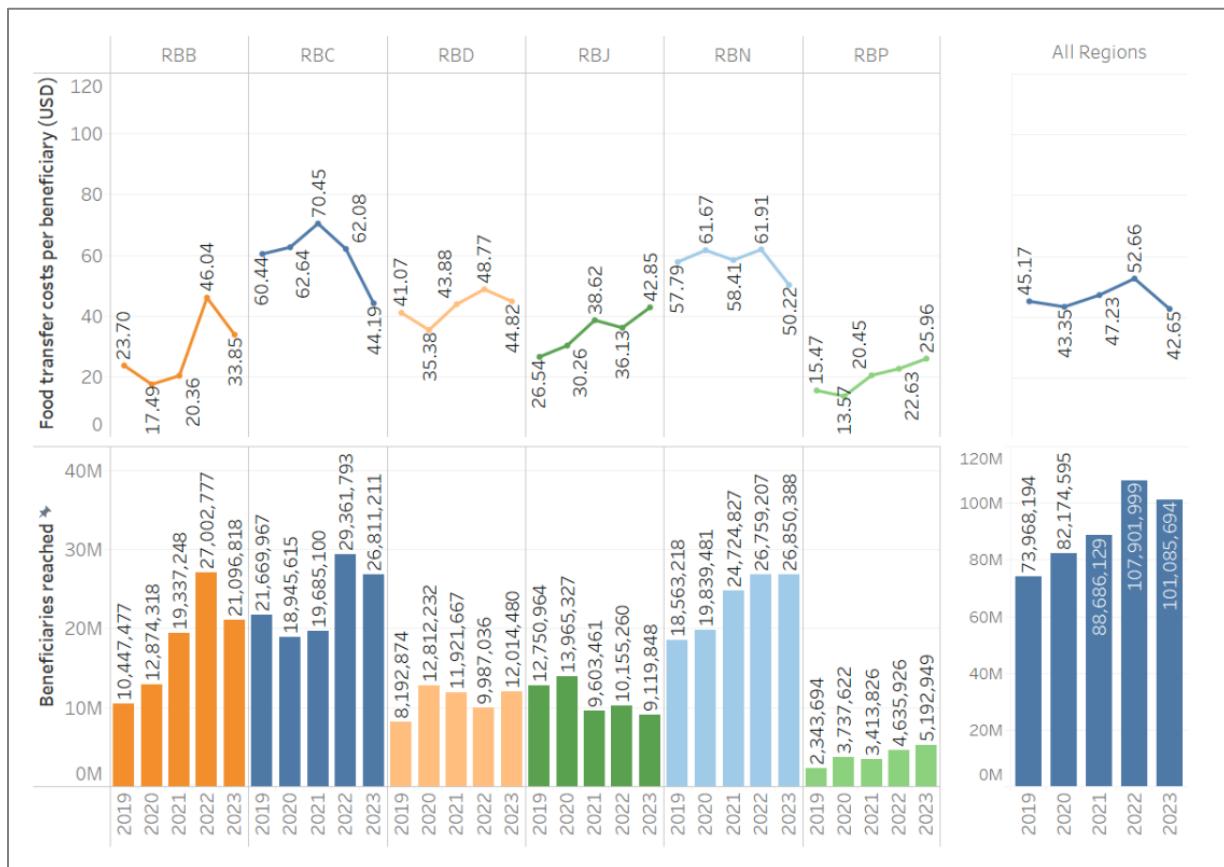
Figure 39: Cash Costs Per Beneficiary⁵⁴



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024; WFP and DOTS Database 2019-2024.

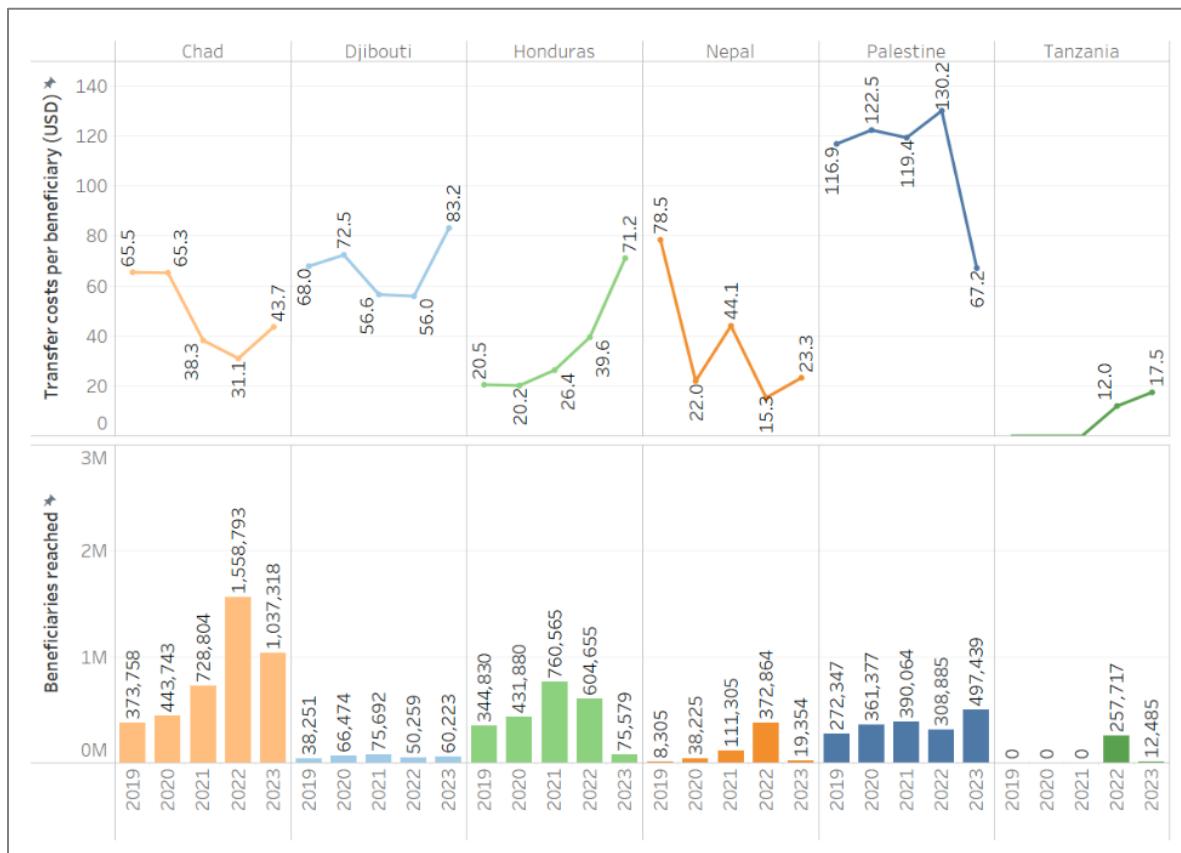
⁵⁴ The unit cost for RBC in 2019 was exceptionally high at USD 167.40. To avoid distorting the overall trends, this value was excluded from the chart

Figure 40: Food Costs Per Beneficiary



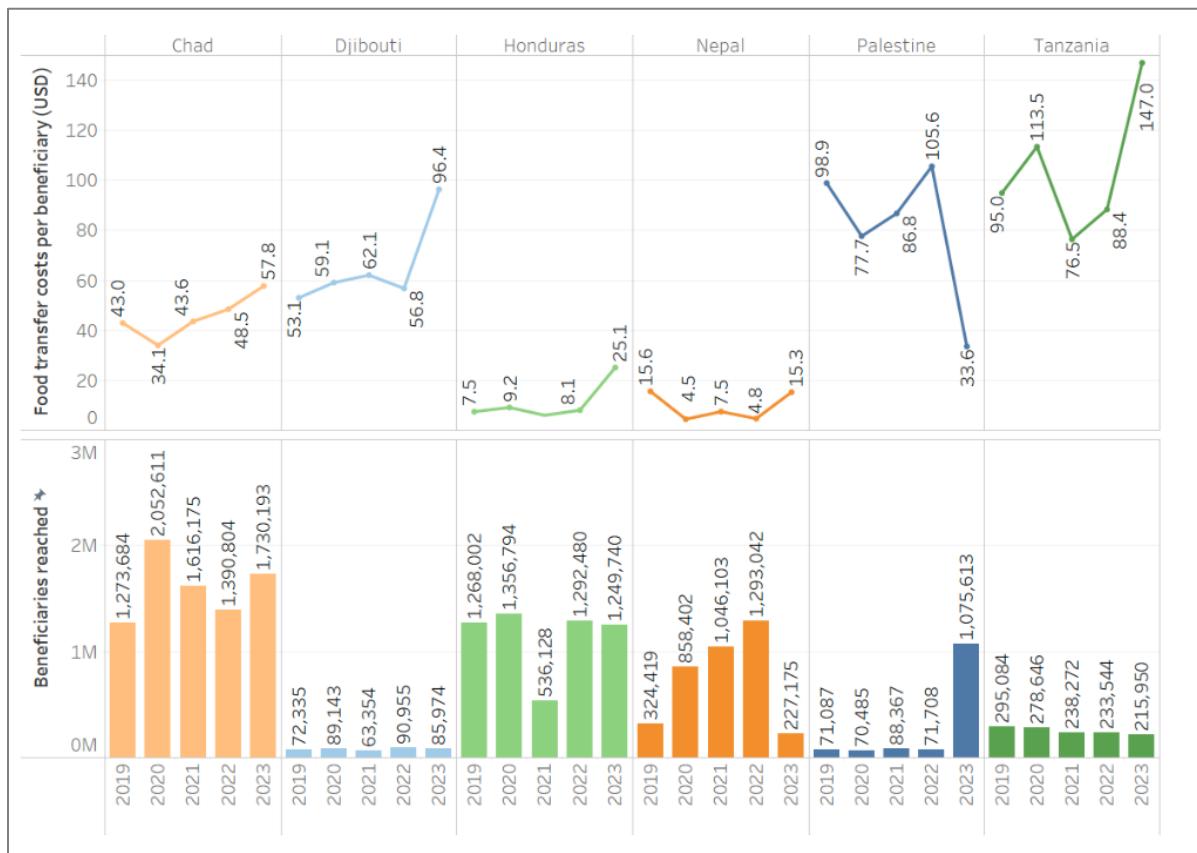
Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024; WFP and DOTS Database 2019–2024.

Figure 41: Cash Costs Per Beneficiary – Country Missions



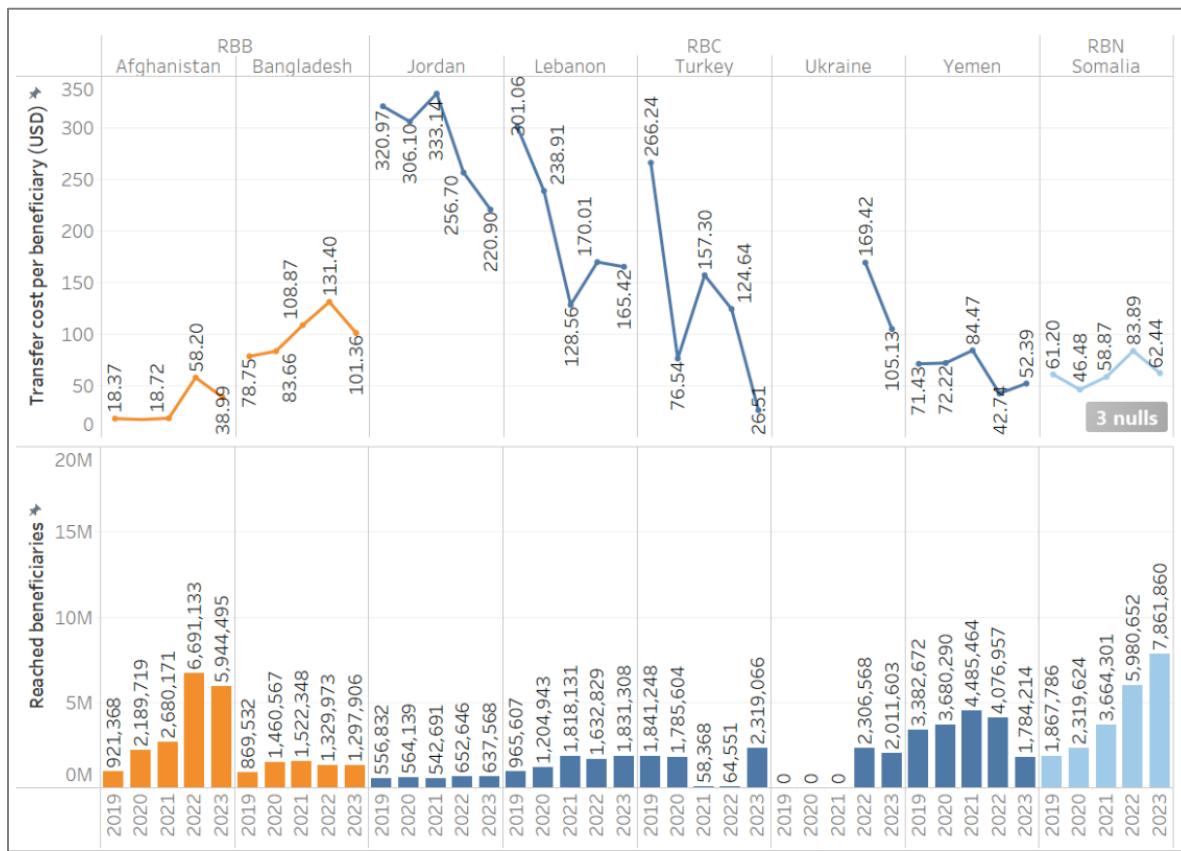
Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024; WFP and DOTS Database 2019–2024.

Figure 42: Food Costs Per Beneficiary – Country Missions



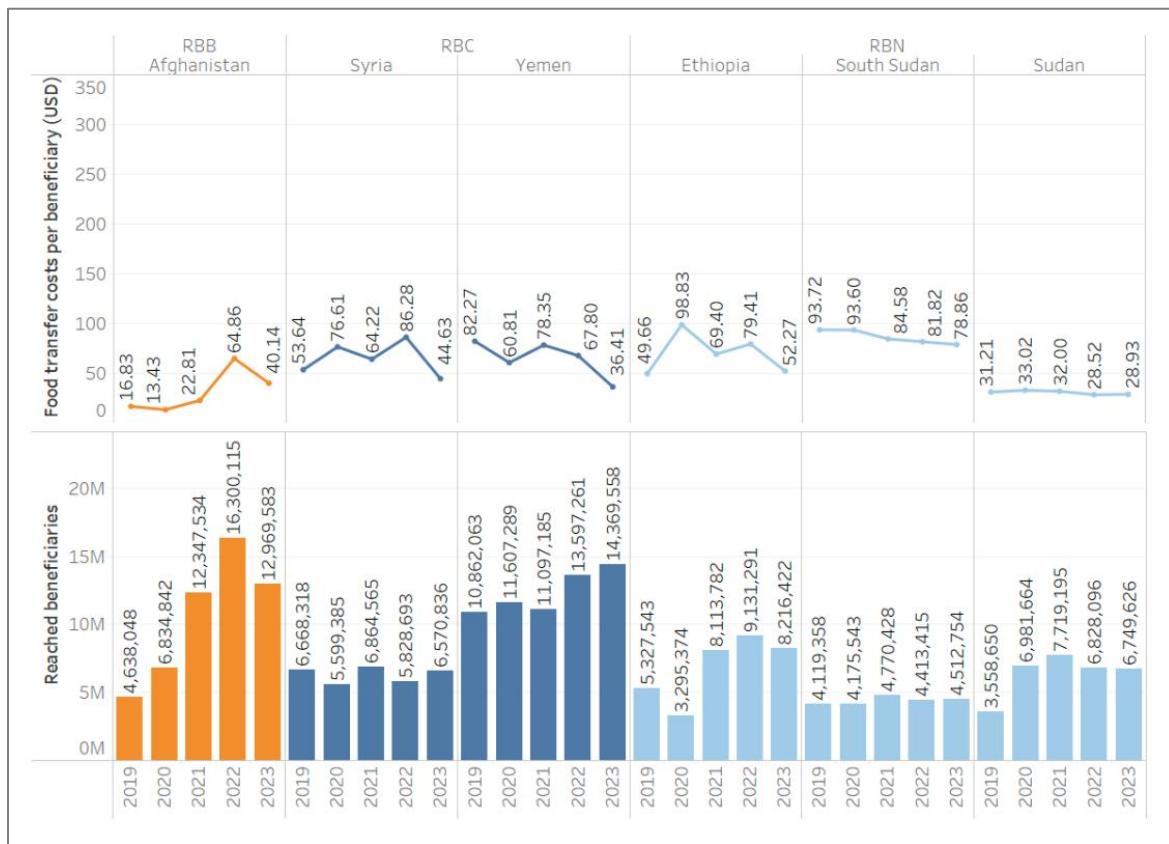
Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024; WFP and DOTS Database 2019–2024.

Figure 43: Cash Costs Per Beneficiary – Top Recipient Countries



Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024; WFP and DOTS Database 2019–2024.

Figure 44: Food Costs Per Beneficiary – Top Recipient Countries

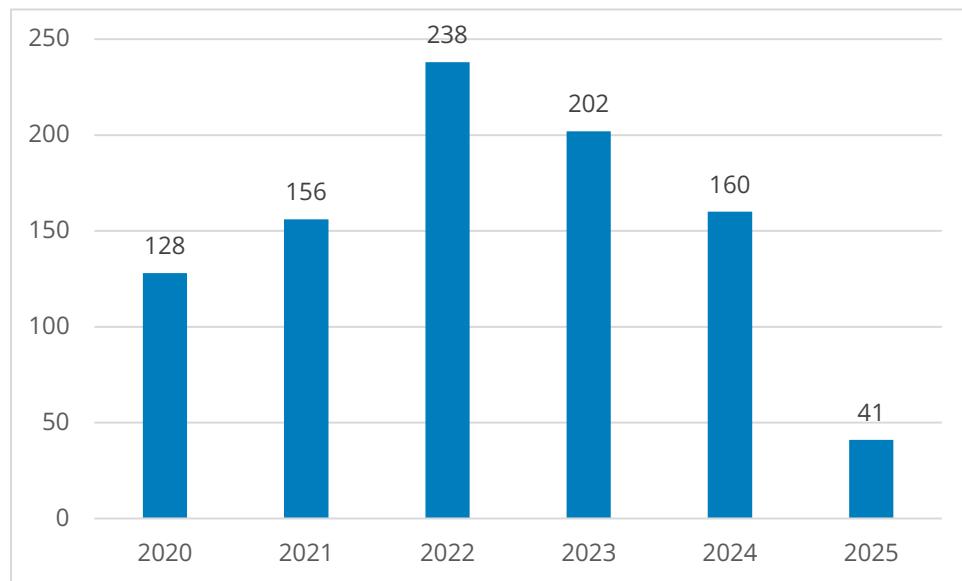


Source: IRM Analytics, CPB Expenditures report by year and commitment item, accessed 3 December 2024; WFP and DOTS Database 2019–2024.

8.1.10 Food Safety and Quality

164. WFP has monitored food safety and quality incidents in the distribution of both food and cash since 2019. Cash distributions have had only 10 incidents in the past five years and there has been an average of 92 food incidents per year (Figure 45) with the top three countries (Afghanistan, Ethiopia and Yemen) comprising nearly one-third of all incidents.

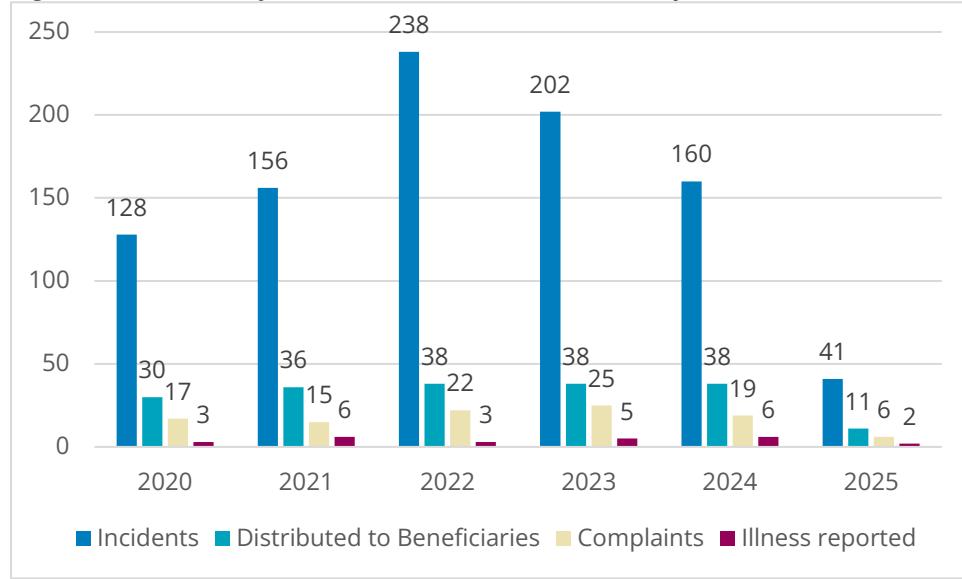
Figure 45: Annual Food Safety and Quality Incidents



Source: DOTS, Food Safety and Quality Incidents Dataset, accessed August 2025.

165. Of these incidents, more than 80 percent were caught before distribution, resulting in few complaint incidents and almost no ill effects (Figure 46).

Figure 46: Food Safety Incidents, distributions, and complaints



Source: DOTS, Food Safety and Quality Incidents Dataset, accessed August 2025

8.2 Section 2: Regression model results

Overview

166. A Mixed-effects regression model was developed to contribute to answering EQ2.2 (efficiency changes over time). Five indicators (KPIs) were used as the dependent measures:

Table 16: Indicators used as Dependent Variables in Regression Model

#	Indicator name	Associated dimension	Source
1	Cost per Metric Ton ⁵⁵	Procurement Efficiency	Procurement database (analytics.wfp.org, SCDP Procurement Spend Analysis - Regional View, accessed 2 December 2024)
2	Food Transportation and Transfer Costs per Metric Ton (FTC/MT)	Efficiency in costs to deliver food assistance	Food transfers dataset (COMET, CM-RO14, as of June 2025) WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025)
3	Cash and Voucher Total Cost Transfer Ratio (TCTR)	Efficiency in costs to delivery cash and vouchers	WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025)
4	Percentage of Post-Delivery Losses	Quality and organized planning efficiency	Supply Chain KPIs (CO LEVEL - AM.3.3 - % of post-delivery losses)
5	Country Level Lead time	Responsiveness ⁵⁶	Supply Chain KPIs (CO LEVEL - RE.3.5 - Lead Time for Delivery to CP)

Source: Elaborated by ET.

167. A set of independent variables were assessed and, when significant, inputted into the regression model to isolate external effects and determine system changes over time. These included both contextual and operational indicators:

- National Systems Strength⁵⁷
- Regional Bureau
- Size of operation
- Corporate Alert System Status
- Type of operation (crisis and development)
- Type of procurement (local, regional, international and GCMF)

168. The KPI trend analysis was assessed from 2019-2024 and the regression model were used to determine whether observed KPI changes over time were statistically significant when controlling for the explanatory independent variables (fixed effects) and the country variation (random effects). Thus, the mixed-effects model allows for the detection of underlying trends in system performance while accounting for the very high contextual variations among countries and years. Limitations of the analysis include the short length of the time period (5 years) and the impact of the global COVID-19 pandemic right in the middle of it.

⁵⁵ This indicator was an aggregation of the price paid by WFP for the four main types of procured food commodities. The indicator is adjusted for inflation using the US Consumer Price Index for 2024.

⁵⁶ Lead time as such is not a complete measure of responsiveness because WFP's infrastructure and advance planning allow for extended lead time purchases while still delivering to beneficiaries at the time required. A strategic KPI has been developed to better measure responsiveness, but it is just being rolled out and there is no global aggregation data available – there is data related to examining the GCMF effect on lead time performance in procurement.

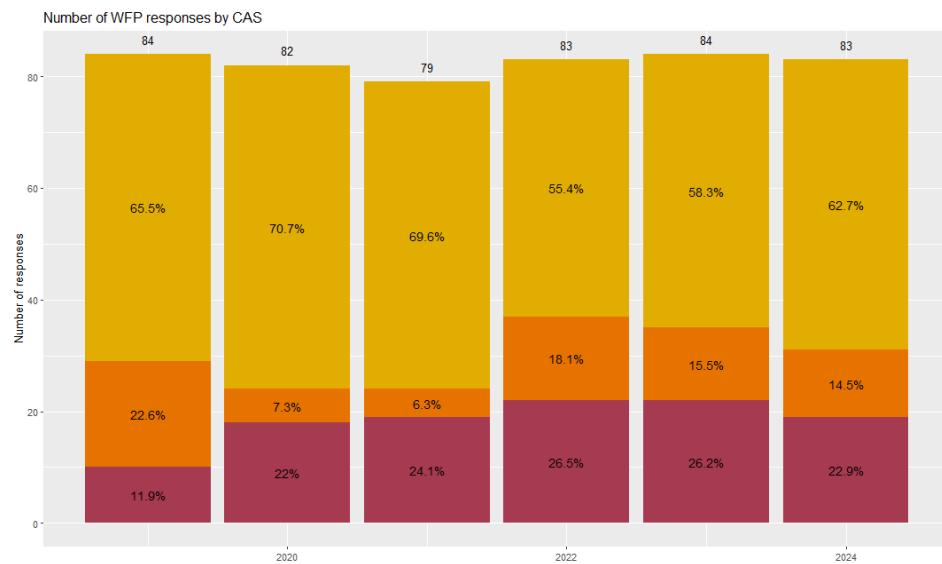
⁵⁷ The quality of national systems was assessed through six governance indicators and an HDI indicator. These indicators were all highly correlated. Therefore, to simplify the analysis, only the HDI is discussed as the proxy for national systems strength.

Descriptive Trends

169. The share of food and CBT value distributed by WFP has been increasingly concentrated in the corporate attention and Corporate Scale up (formerly L2 and L3 responses).

170. Since 2020 the number of these types of responses per year has remained approximately one-fourth of the total number of WFP responses (N=85) (Figure 51).

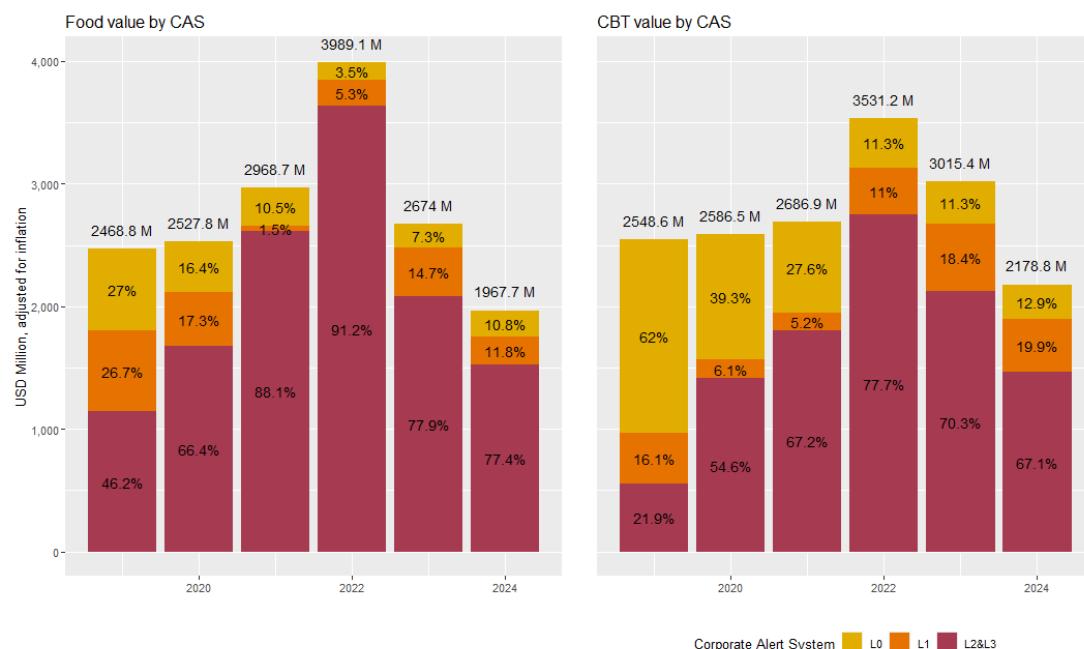
Figure 47: Percentage of L2/L3 Responses by Year



Source: WFP Budget Dataset and CAS annual reports, elaborated by ET. Key: L0, L1, L2&L3

171. However, the share of food and CBT value distributed in L2/L3 responses increased steadily from 2019 to 2022 before stabilizing through 2023 and 2024. L2/L3 responses accounted for approximately 77 percent of food value and 70 percent of CBT value (Figure 52).

Figure 48: Relative Share of Food and Cash Value by CAS

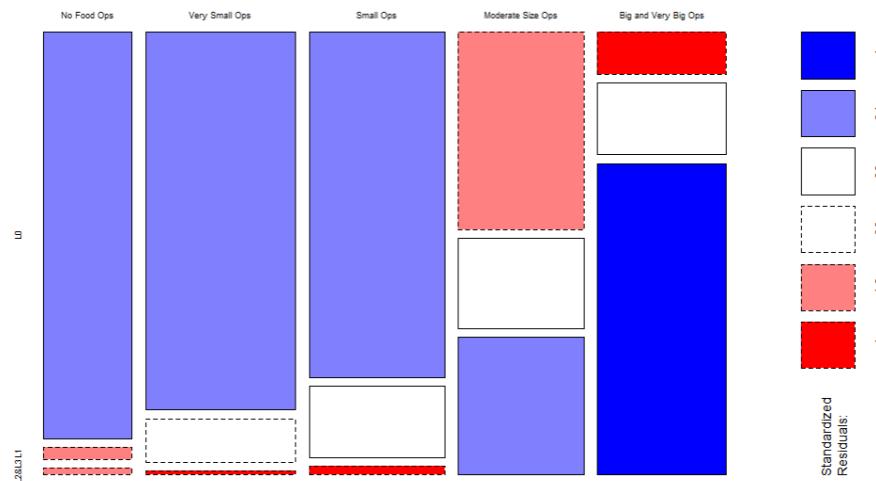


Source: WFP Budget Dataset and CAS annual reports, elaborated by ET.

172. **Which countries have an L2/L3 response varies from year-to-year but do not often occur in countries with small operations.**

173. Small and very small food operations are associated with no CAS alert. The three largest categories of responses are highly associated with Corporate Attention or Scale up responses. Early Warning responses are distributed evenly across operations of all sizes. The same pattern is reflected in CBT/CV operations.

Figure 49: Comparison of size of food operations and CAS level⁵⁸



Source: WFP Budget Dataset and CAS annual reports, elaborated by ET.

174. **There are regional variations regarding the types of responses.** WFP operations with no food assistance (and therefore primarily a capacity strengthening role for SC staff) are most commonly associated with RBB and RBP (Asia and Latin America). Big and very big food operations (and therefore with primarily function SC role for SC staff) are associated with RBN (East Africa) and RBC (Middle East). Similar patterns are associated with cash and the large CBT/CV operations are most associated most with RBN and RBC. However, there are operations in all regions that do not align with the most common types of operations in the region.

Table 17: Regional Characterizations

REGION	Largest food	Largest CBT	HDI average	Associations
RBB	Afghanistan, Myanmar, Bangladesh, Pakistan	Afghanistan, Bangladesh	MEDIUM (.65)	Associated with L0 responses, development focus, no food or cbt ops
RBC	Yemen, Syria, Ukraine	Lebanon, Yemen, Jordan, Ukraine, Türkiye	HIGH (.74)	Associated with Big and very big CBT ops Associated with Big and very big Food ops
RBD	Nigeria, Chad, Niger, Burkina Faso	Nigeria, Mali, Niger, Chad	LOW (.51)	Characterized by many very small food ops (Cabo Verde, Côte d'Ivoire, Gambia, Guinea Bissau, Liberia, Sao Tome, Senegal, Sierra Leone, Togo)

58 Size of operations is categorized by expenditure per year as follows: Less than USD 3 M Very small ops; USD 3 to <10 M Small ops; USD 10 to <50 M Moderate size ops; USD 50 to <150 M Big ops; More than USD 150 M Very big ops. Cell sizes in the mosaic plot represent the relative frequencies of each combination of CAS level and food operation size. Colours inform us of whether these frequencies are significantly different from what we would expect if there were no association between the variables (i.e. if emergencies of different CAS levels would be responded to with operations of any size with equal probability). This is not the case. For instance, CAS scale-up appear in blue for big or very big operations (blue indicates a significantly higher frequency than expected under independence) and in red for small or very small operations (red indicates a significantly lower frequency than expected).

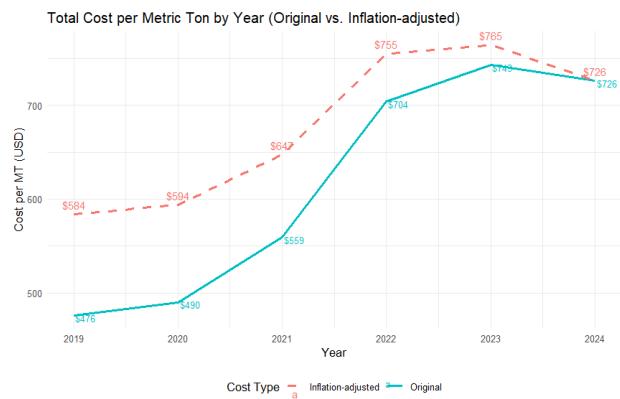
RBJ	DRC , Zimbabwe, Mozambique, Madagascar	DRC, Mozambique, Malawi, Zimbabwe	LOW (.58)	
RBN	Ethiopia, South Sudan, Sudan, Uganda	Somalia , Sudan, Kenya, South Sudan, Uganda, Ethiopia	LOW (.51)	Associated with L2&L3 responses Big and very big Food ops
RBP	No big operations, bigger operations are of moderate size (Venezuela, Honduras, Haiti, Colombia)	Haiti, Ecuador	HIGH (.73)	Associated with Early Warning (formerly L1) responses. No food ops.

Source: Elaborated by ET. Country names are highlighted in bold blue font when they concern very big operations for several years (USD 150 M or more).

Indicator 1: Costs per MT

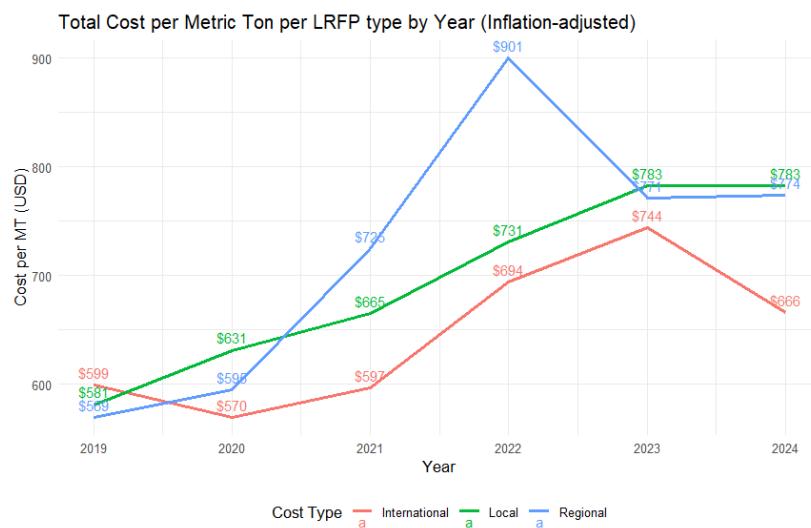
175. When adjusted for inflation, cost per MT continues to follow an increasing trend (Figure 50). These costs are most likely associated with the general increases in costs following the pandemic. The costs/MT for international, local, and regional procurement have all increased since 2019, but have tended to converge (Figure 51) meaning that decisions taken for which type of sourcing are being optimized.

Figure 50: Inflation Adjusted Annual Cost per MT



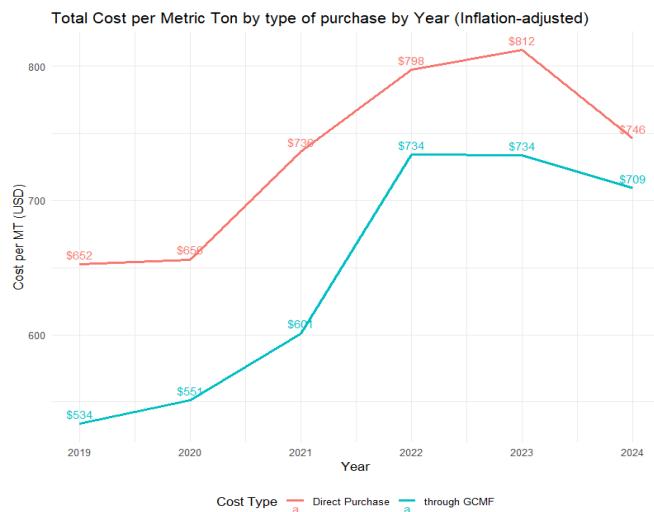
Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Figure 51: Cost per MT by Type of Purchase



Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Figure 52: Cost per MT Direct versus GCMF



Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Table 18: Regression Summary for Indicator 1

log(total cost per MT converted)			
Predictors	Estimates	std. Error	p
(Intercept)	6.17	0.17	<0.001
Year num	0.06	0.01	<0.001
RBP	0.42	0.10	<0.001
HDI value	0.48	0.29	0.098
Random Effects			
σ^2	0.03		
τ_{00} Country	0.07		
τ_{11} Country:Year_num	0.00		
ρ_{01} Country	-0.46		
ICC	0.66		
N_Country	66		
Observations	294		
Marginal R ² / Conditional R ²	0.259 / 0.751		

The expected cost at Year 0 (2019) for a baseline region (not RBP) and HDI = 0, is approximately USD 478. For each additional year, the cost increase is estimated at 6%, holding HDI and region constant.

RBP region incurs costs that are approximately 52% higher, on average.

Higher HDI is associated with increased cost per MT, but this effect is only marginally significant ($p = 0.098$). The model estimates a About a 4.9% increase in cost per MT for every 0.1 increase in HDI.

Substantial country-level variation in baseline costs. Countries with higher baseline costs tend to experience smaller yearly increases, and vice versa.

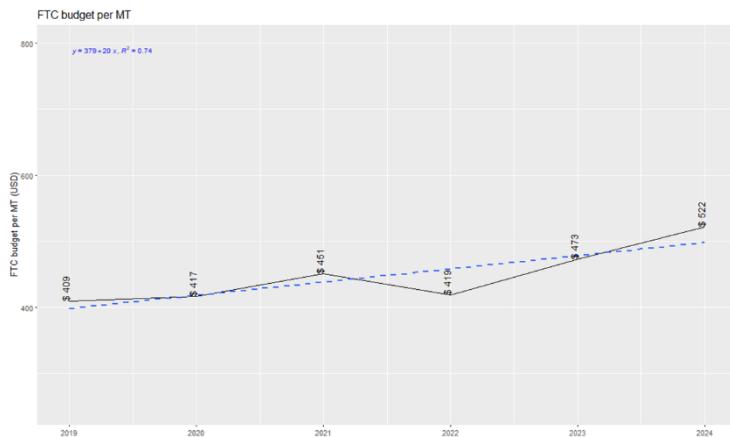
Fixed effects explain ~26% of the variation. Full model (fixed + random effects) explains 75% of the variance.

66% of variance in costs is between countries (rather than within-country over time).

Indicator 2 – FTC/MT

176. FTC per MT is a measure of efficiency delivering food. The lower the value, the better the efficiency. Food transfer costs have followed an increasing trend during the evaluation period, raising by an average of USD 20 per MT (Figure 56). The ET identifies two main reasons behind this sustained increase, the effects of the COVID19 pandemics, particularly felt in 2021, and the rise of the share of food value distributed to L2/L3 through the evaluation period (from 46.2 percent in 2019, to 91.2 percent in 2022, and remaining high at approximately. 77 percent in the following years) (Figure 53).

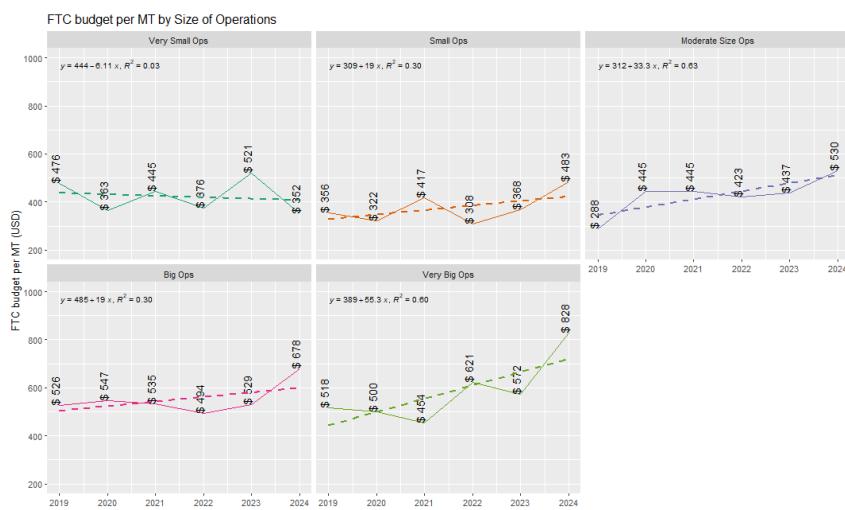
Figure 53: Annual Food Transfer Costs per MT



Source: Food transfers dataset (COMET, CM-RO14, as of June 2025); and WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025)

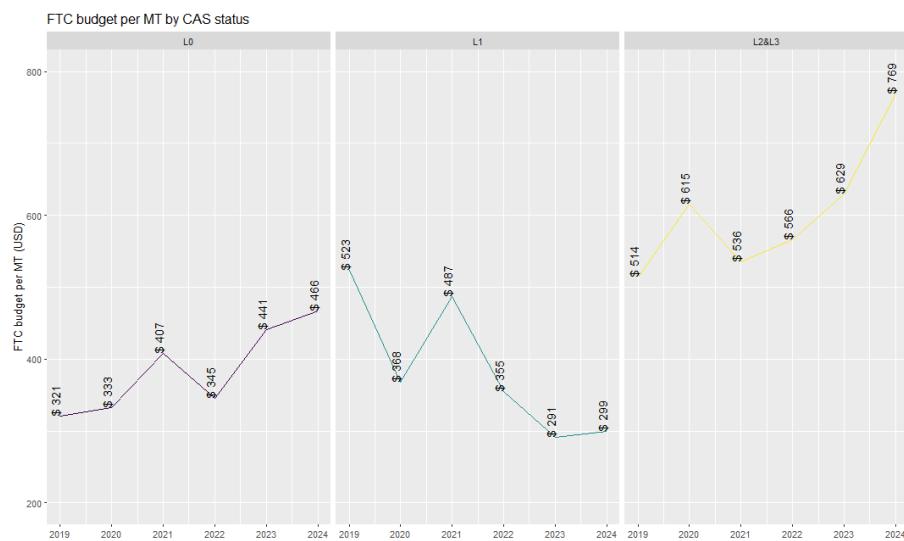
177. FTC/MT varies by response size. The largest operations show increased FTC/MT over time (Figure 54). This is linked to the very large operations, usually related to L2/L3 responses which are more expensive (Figure 55), and which are implemented in the most fragile and high-risk contexts (Figure 56). Country context is a larger influence on FTC/MT than WFP operation sizes (Figure 57). Country effects are very large, meaning that much of the variation in FTC/MT is explained by country level context (about 60 percent).

Figure 54: Annual Food Transfer Costs by Response Size



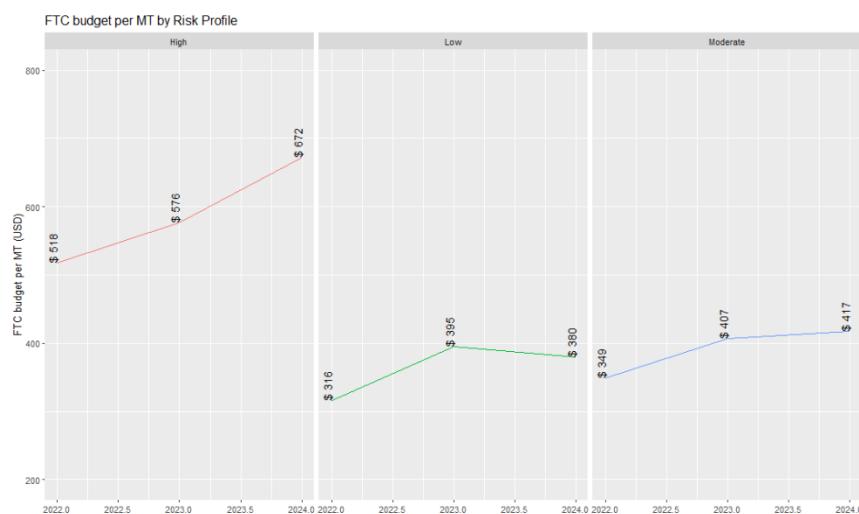
Source: Food transfers dataset (COMET, CM-RO14, as of June 2025); and WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025).

Figure 55: Annual Food Transfer Costs by CAS



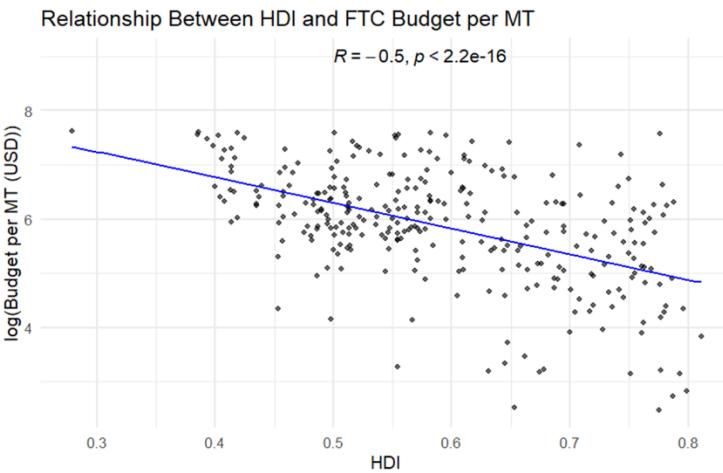
Source: Food transfers dataset (COMET, CM-RO14, as of June 2025); and WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025). CAS classification as per Corporate Alert System Reports and consolidated on an annual basis by the ET.

Figure 56: Annual Food Transfer Costs by Risk Profile



Source: Food transfers dataset (COMET, CM-RO14, as of June 2025); and WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025). Risk profile as per WFP Risk Index.

Figure 57: Annual Food Transfer Costs by HDI



Source: Food transfers dataset (COMET, CM-RO14, as of June 2025); and WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025); and UNDP Human Development Index. Elaborated by ET.

Table 19: Regression Summary for Indicator 2

Predictors	log(FTC budget per transferred MT)		
	Estimates	CI	p
(Intercept)	7.26	6.06 – 8.45	<0.001
Year num	0.05	-0.00 – 0.09	0.063
RegionalBureau [RBC]	0.13	-0.38 – 0.64	0.614
RegionalBureau [RBD]	0.15	-0.37 – 0.67	0.569
RegionalBureau [RBJ]	0.56	0.04 – 1.07	0.033
RegionalBureau [RBN]	0.44	-0.15 – 1.04	0.141
RegionalBureau [RBP]	0.73	0.17 – 1.29	0.011
HDI value	-3.28	-5.07 – -1.48	<0.001
Random Effects			
σ^2	0.23		
τ_{00} Country_Name	0.42		
τ_{11} Country_Name.Year_num	0.01		
ρ_{01} Country_Name	-0.49		
ICC	0.60		
N_Country_Name	72		
Observations	320		
Marginal R ² / Conditional R ²	0.257 / 0.705		

The expected cost at Year 0 (2019) for a baseline region (RBB) and HDI = 0 – lowest possible-, is approximately USD 1,422. For each additional year, the cost increase is estimated at 5%, holding HDI and region constant, however, this is a relatively weak estimate with marginal significance.

More importantly, development is a main cost driver, decreasing costs by 28% for each .1 increase.

Regional differences imply costs being approx. 75% higher in RBJ and ~107% higher in RBP (compared to baseline, RBB).

Substantial country-level variation in baseline costs. Countries with higher baseline costs tend to experience smaller yearly increases, and vice versa.

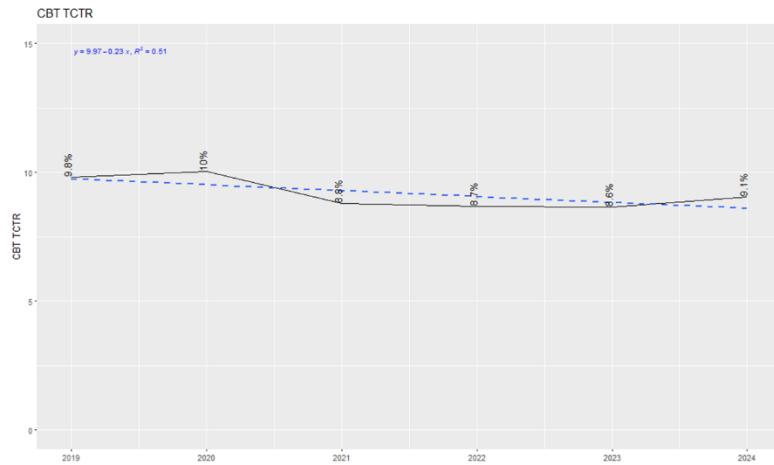
Fixed effects explain ~26% of the variation. Full model (fixed + random effects) explains 70% of the variance.

60% of variance in costs is between countries (rather than within-country over time).

Indicator 3 – CBT/CV TCTR

178. TCTR is a measure of cash efficiency, where lower value indicates better efficiency. Cash efficiency has improved steadily over time (Figure 58). In addition, those countries with higher TCTRs tend to show flatter or decreasing trends over time, indicating improvements in TCTR efficiency for CBT/CV.

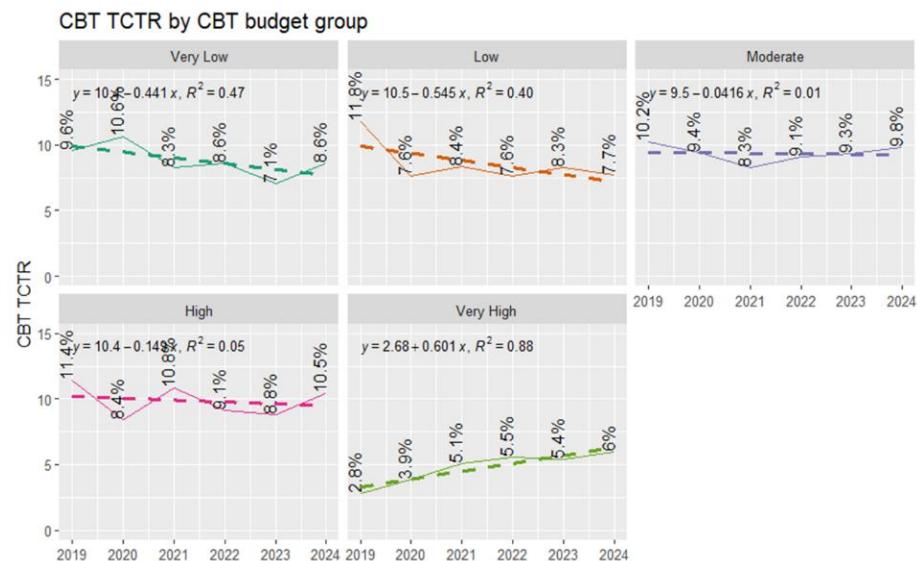
Figure 58: Annual Transfer Costs – Cash



Source: WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025).

179. TCTR is improving in all types of operation sizes except for very large operations. This is due to these very large operations occurring in the most fragile and high-risk contexts (Figure 59). There is no difference in TCTR by CAS profile (Figure 61) although TCTR is slightly higher in countries with high-risk profiles (Figure 62). The same patterns of improving efficiencies with higher HDI are also observed in cash transfer costs.

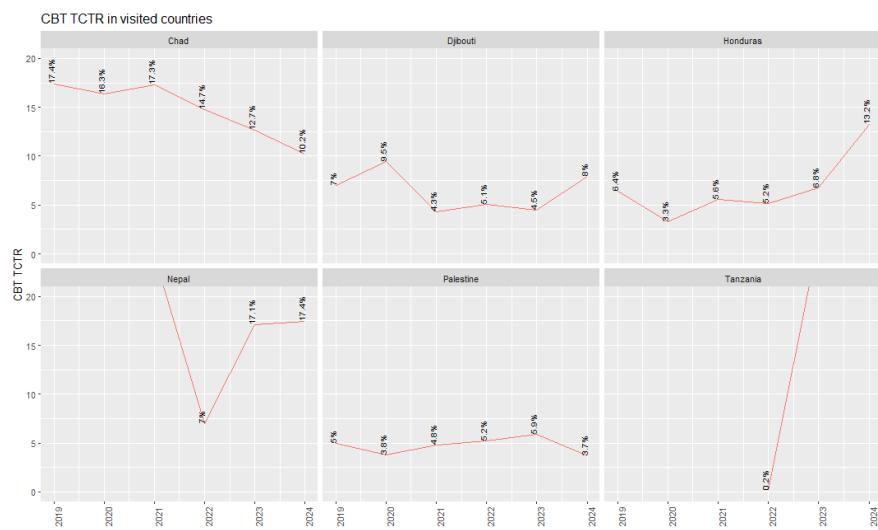
Figure 59: Annual Cash Transfer Costs by Operation Size



Source: WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025).

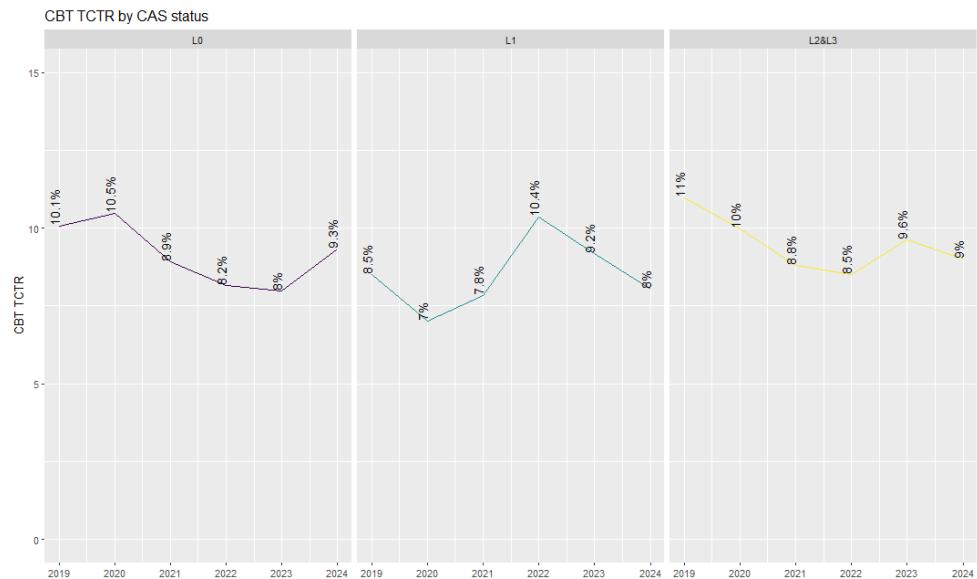
180. Based on the countries visited, there are trends of increased efficiency the longer an operation employs cash (Chad, Nepal, Palestine) but very small cash operations (Honduras and Tanzania) struggle with maintaining efficiencies (Figure 60).

Figure 60: Annual Cash Transfer Costs in Visited Countries



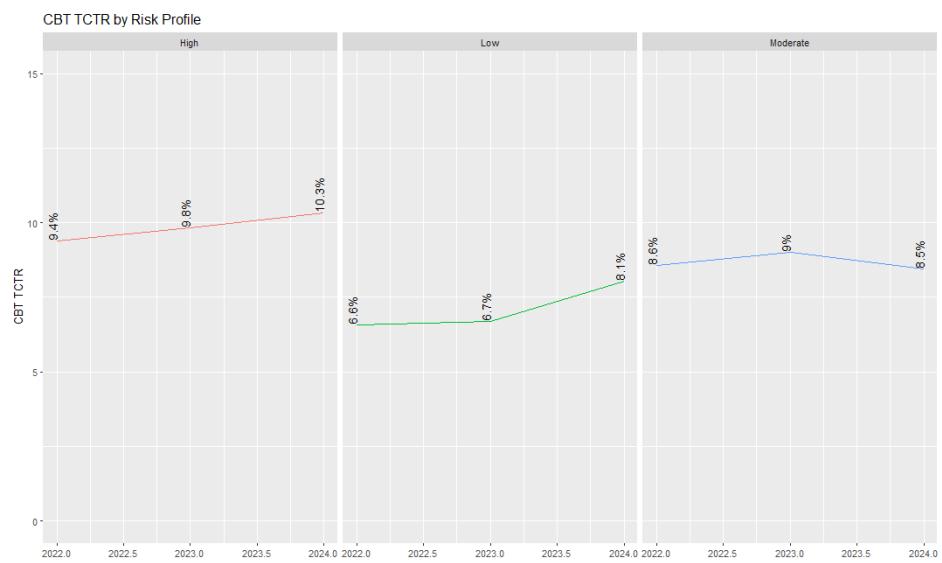
Source: WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025),

Figure 61: Annual Cash Transfer Costs by CAS Profile



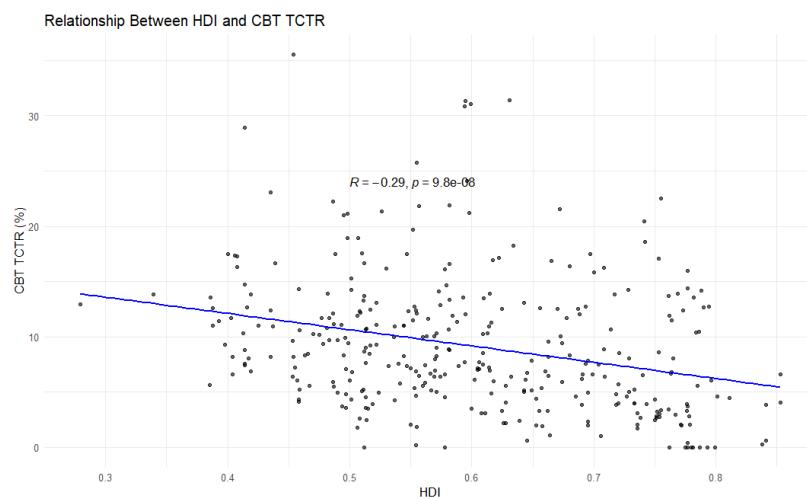
Source: WFP Budget (IRM Analytics, CPB Expenditures report by year and commitment item, accessed 16 May 2025).

Figure 62: Annual Cash Transfer Costs by Risk Profile



Source: analytics.wfp.org, SCDP Procurement Spend Analysis – Regional View, accessed 2 December 2024.

Figure 63: Cash Transfer Costs by HDI



Source: analytics.wfp.org, SCDP Procurement Spend Analysis - Regional View, accessed 2 December 2024 and World Bank HDI indicators for all WFP countries. Elaborated by ET.

Table 20: Regression Summary for Indicator 3

Predictors	CBT TCTR 100		
	Estimates	CI	p
(Intercept)	14.48	10.55 – 18.40	<0.001
Year num	-0.41	-0.83 – -0.01	0.058
rescaled rl	-9.46	-17.68 – -1.25	0.024
RegionalBureau [RBC]	-3.76	-7.04 – -0.48	0.025
RegionalBureau [RBD]	0.46	-2.66 – 3.58	0.772
RegionalBureau [RBJ]	1.24	-2.18 – 4.65	0.477
RegionalBureau [RBN]	-2.07	-5.71 – 1.57	0.265
RegionalBureau [RBP]	-2.08	-5.59 – 1.43	0.245
Random Effects			
σ^2	18.36		
τ_{00} Country_Name	33.33		
τ_{11} Country_Name.Year_num	1.25		
ρ_{01} Country_Name	-0.80		
ICC	0.47		
N_Country_Name	75		
Observations	338		
Marginal R ² / Conditional R ²	0.112 / 0.525		

- Models found barely satisfy model hypotheses and their fixed effects account for a limited amount of the variability of the data (Marginal R² = 11%). Overall models explain half of the overall variability (Conditional R² = 53%).
- Though only marginally significant, the sign of the variable year is negative, meaning that, through time a decline in the TCTRs is detected (0.41 percentage points), improving the efficiency of the CBT modality.
- Across models, rule of law and the RBC impact the TCTRs, making them decrease significantly.
 - Being an RBC CO implies a decrease of 3.76 percentage points in the TCTR, compared to the reference region, RBB.
 - For rule of law,⁵⁹ an improvement of 0.5⁶⁰ implies a reduction of nearly 1 percentage point in TCTR.
- Substantial country-level variation in baseline costs. Countries with higher baseline costs tend to improve over time compared to others.
- Fixed effects explain only 11% of the variation. Full model (fixed + random effects) explains only 53% of the variance. 47% of the variance in costs is between countries (rather than within-country over time).

Indicator 4 – Annual Losses

181. Annual losses were already minimal corporately with annual losses consistently lower than 0.5 percent and show an improving trend over time (Figure 62). Losses are highest in L2/L3 responses with a particular spike in 2019 (driven by losses in Mali) and 2024 (due to the Palestine border closures). In 2023, the vast majority of losses came from one specific country operation in 2023 (Sudan). In 2024 global losses were improved in Sudan, but experienced a spike from the Palestine response, where Gaza border closures in the middle of operations led to transportation losses. All operation sizes showed improvements in losses over time with the exception of very large operations that showed increasing losses (Figure 63). This is due to the largest operations being in the most high-risk contexts as the quality of national context⁶¹ is the most significant predictor of losses (Figure 64).

182. The Evaluation Team conducted an exploratory analysis of the indicator; however, no regression model was developed due to the exceptionally high proportion of zero or near-zero values, which would have required a more complex modelling approach. When not explicitly mentioned in the charts, excessive losses generating outlier values were fixed to 5 percent.⁶²

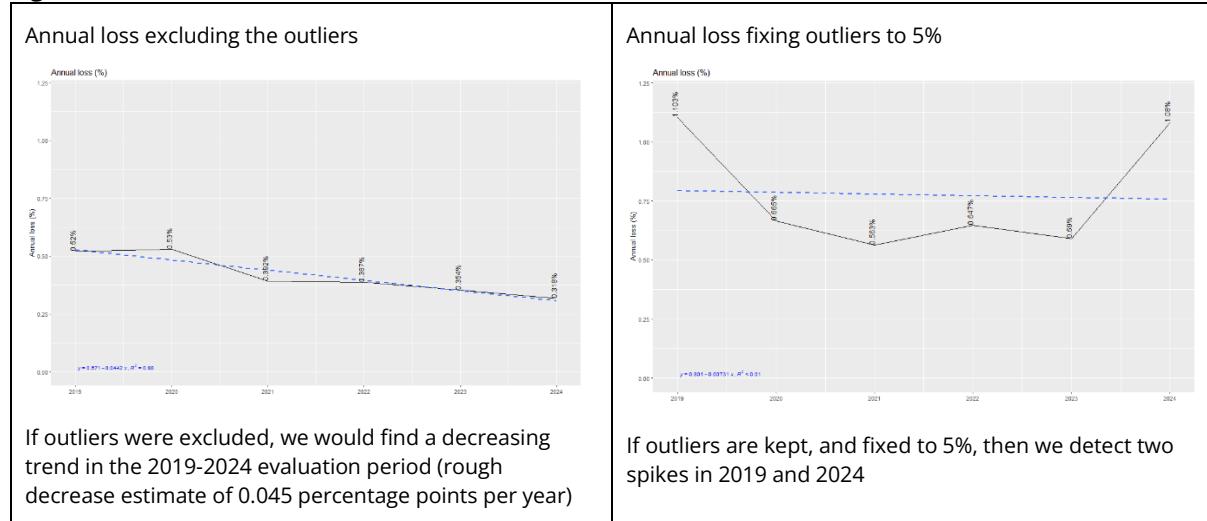
⁵⁹ Rule of Law is one of six Worldwide Governance indicators developed by the World Bank. The six indicators and HDI were all strongly correlated therefore, for the regression model, HDI was used as a proxy for all seven indicators. However, in this one case, Rule of Law made a unique contribution.

⁶⁰ In the original indicator version, in the model, the indicator is rescaled to a 0-1 scale.

⁶¹ HDI is used as a proxy for this concept.

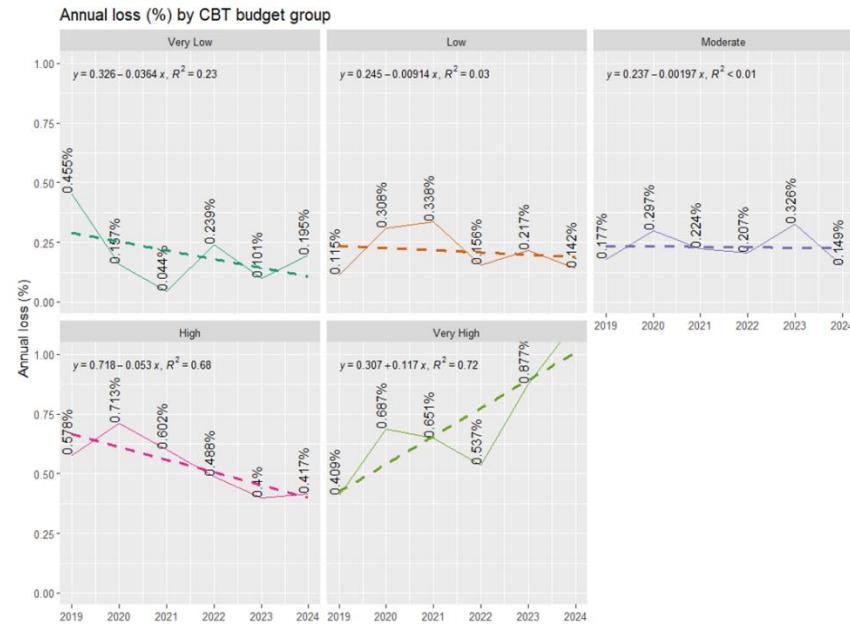
⁶² The results in the analysis of annual losses were highly dependent on the way data was transformed for the analysis. There were a few big outliers that distorted trends very significantly. On the one hand, they needed to be controlled to allow focus on the main overall trends. On the other hand, they needed to be recognized as part of the picture.

Figure 64: Annual Losses – Global



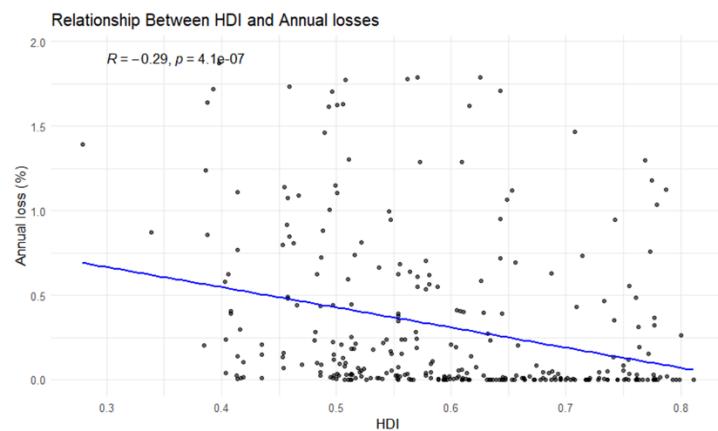
Source: Annual Report on Global Losses (2019-2025) and Supply Chain KPIs: CO LEVEL – AM.3.3: percentage of post-delivery losses.

Figure 65: Annual Losses by Size of Operation



Source: Annual Report on Global Losses (2019-2025) and Supply Chain KPIs: CO LEVEL- AM.3.3: percentage of post-delivery losses.

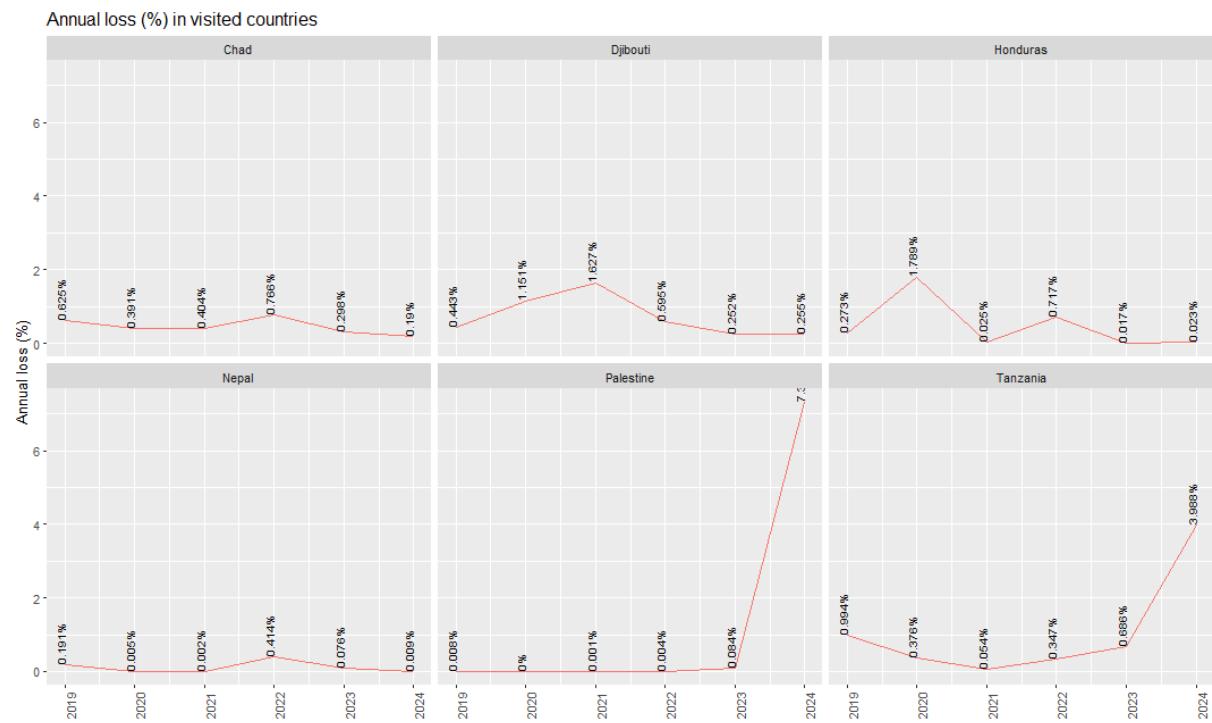
Figure 66: Losses by HDI



Source: Annual Report on Global Losses (2019-2025) and Supply Chain KPIs: CO LEVEL – AM.3.3 – Percentage of post-delivery losses.

183. Losses have improved over time. Among the six visited countries, all six countries showed good performance (Figure 65). Four showed improvements since 2022 (Chad, Djibouti, Nepal and Honduras).

Figure 67: Losses per Visited Country



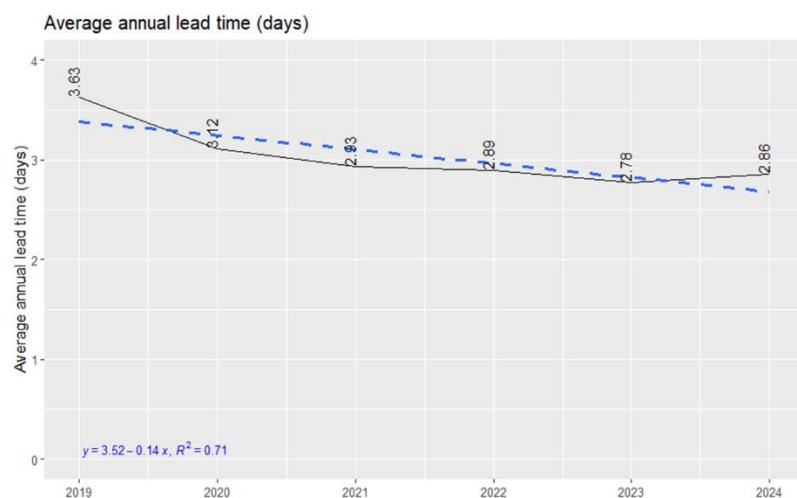
Source: Annual Report on Global Losses (2019-2025) and Supply Chain KPIs: CO LEVEL – AM.3.3: percentage of post-delivery losses.

Indicator 5 – Lead Time

184. Lead-time reported in the regression model pertains to the lead-time required to deliver from warehouse to cooperating partner. This is the current best proxy measure for responsiveness. However, initiatives are being developed in the SCD for better measuring of end-to-end tracking and responsiveness to beneficiary needs.

185. For the warehouse to CP delivery, there has been an improvement since 2019 (Figure 68). Warehouse to CP delivery has improved for all sizes of operations although the lead times are highest in the very largest operations (Figure 69) and in L2/L3 responses (Figure 70). The higher lead times in these contexts may be a function of the distances required for transportation and the necessity to scale up supply chain systems during sudden onset. Not surprisingly, the stronger the national context, the lower the lead times, regardless of type or size of response (Figure 71). Among the visited countries, the lead-time is low and stable in development contexts (Djibouti, Honduras, Tanzania,) and increases during sudden onset or war (Chad, Nepal, Palestine) (Figure 72).

Figure 68: Global Lead Time – Warehouse to CP



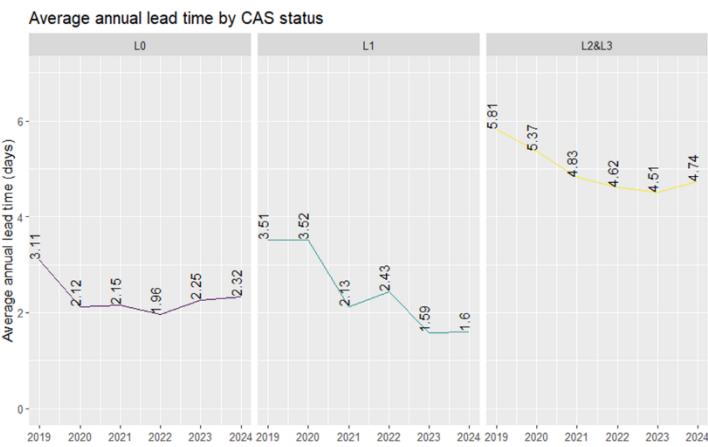
Source: Supply Chain KPIs: CO LEVEL – RE.3.5: Lead Time for Delivery to CP.

Figure 69: Warehouse to CP Lead Time by Operation Size



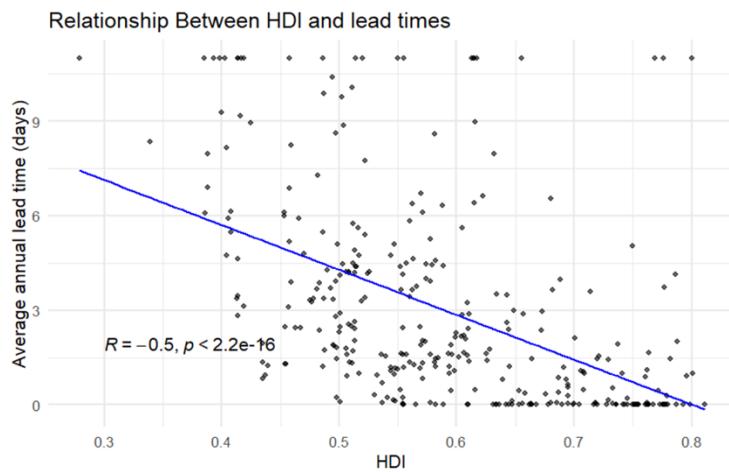
Source: Supply Chain KPIs: CO LEVEL – RE.3.5: Lead Time for Delivery to CP.

Figure 70: CAS Status and Lead Time



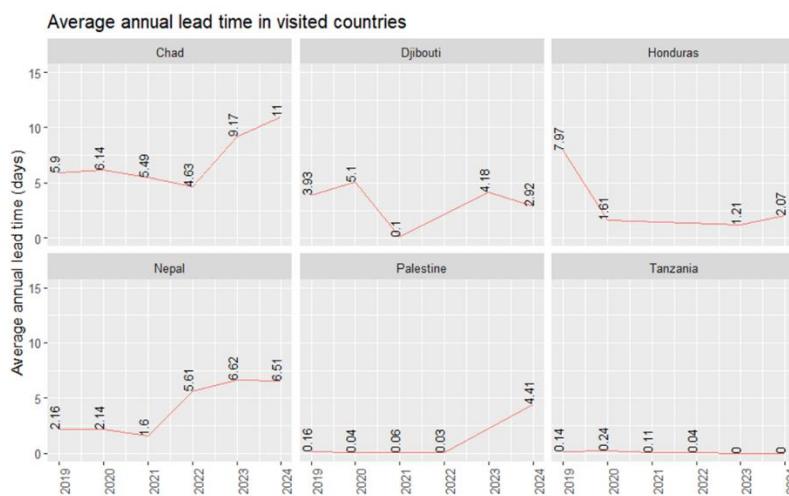
Source: Supply Chain KPIs: CO LEVEL – RE.3.5: Lead Time for Delivery to CP

Figure 71: Warehouse to CP Lead Time by HDI



Source: Supply Chain KPIs: CO LEVEL – RE.3.5: Lead Time for Delivery to CP.

Figure 72: Warehouse to CP Lead Time per Visited Country



Source: Supply Chain KPIs: CO LEVEL – RE.3.5 : Lead Time for Delivery to CP.

Annex IX. Mapping of findings, conclusions and recommendations

Recommendations	Conclusions ⁶³	Findings
1. Develop a Supply Chain strategy to articulate the vision for the supply chain and delivery function that aligns with the corporate strategic plan and considers the evolving commitment to UN80.	Conclusion 1	EQ1.1
	Conclusion 3	EQ1.3
	Conclusion 5	EQ 3.4
		EQ 4.3
2. Develop a Supply Chain strategy to articulate the vision for the supply chain and delivery function that aligns with the corporate strategic plan and considers the evolving commitment to UN80.	Conclusion 1	EQ1.2
	Conclusion 2	EQ2.1
	Conclusion 4	EQ 3.2
		EQ 4.2
		EQ 4.1
		EQ 4.5
3. Enhance external coherence for operationalization of a UN Wide Integrated Supply Chain Vision.	Conclusion 3	EQ 1.3
	Conclusion 4	EQ 2.2
		EQ 3.1
		EQ 4.1
	Conclusion 5	
4. Strengthen the operationalization of implementation mechanisms in alignment with the revised supply chain and delivery strategy, WFP strategic plan and UN80 reforms.	Conclusion 1	EQ 3.3
	Conclusion 2	EQ 4.5
	Conclusion 3	
4.1 Conduct a comprehensive assessment of staffing levels across the supply chain function to identify adjustments in the relative share of supply chain staff as a percentage of total workforces, commensurate with the expected skill set shifts in light of budget reductions and organizational realignment.		
4.2 Develop a standardized performance monitoring framework, building on the available strategic KPI register and CRF indicators, to help increase the visibility of WFP's achievements in the supply chain and delivery assurance function.		

⁶³ Conclusions may be relevant to more than one recommendation. When this occurs, the conclusion is cited twice.

Annex X. Key informants' overview

186. Table 21 below presents an overview of the key informant interviews conducted for the evaluation, both remotely and in-person during country visits. The inception phase included a mission to Rome and a field mission to Tanzania. The data collection phase included in-person field visits to Chad, Djibouti, Dubai, Honduras, Nepal and Palestine (the latter through the Cairo Regional Bureau due to access constraints). Remote interviews were also conducted with WFP staff from HQ, RBs and a selection of COs (Afghanistan, Bangladesh, Guatemala, Haiti, India, Indonesia, Nigeria, Sudan, Uganda).

Table 21: Summarized Description of Interviewees

Type of stakeholder interviewed	Women	Men	Sub-total	% of total
WFP headquarters	20	20	40	13%
WFP country offices	55	104	159	51%
WFP regional bureaux	10	10	20	6%
Private sector	7	17	24	8%
Other UN agencies and donors	3	16	19	6%
NGOs and CSOs	5	9	14	5%
Government bodies and national agencies	9	24	33	11%
TOTAL	109	200	309	100%

Source: Elaborated by ET.

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Annex XII. Acronyms

ACR	Annual Country Report
AED	Assistant Executive Director
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
APARO	Asia and the Pacific Regional Office
APP	Annual Performance Plans
APR	Annual Performance Report
CAS	Corporate Alert System
CBT	Cash-based transfer
CBTCV	Cash-based transfer and commodity vouchers
CCS	Country Capacity Strengthening
CD	Country Director
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
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CSU	Corporate scale-up
DAC	Development Assistance Committee
DCD	Deputy Country Director
DDOE	Deputy Director of Evaluation
DOE	Director of Evaluation
DOTS	WFP Data Hub
DRC	Democratic Republic of the Congo
DRD	Deputy Regional Director
EAG	External advisory group
EB	Executive Board
ED	Executive Director
EM	Evaluation manager
EPA	Emergency Preparedness and Early Action
EPI	Evaluation Performance Indicator
ER	Evaluation Report
ESARO	Eastern and Southern Africa Regional Office
ET	Evaluation team
FAO	Food and Agriculture Organization of the United Nations
FSQ	Food safety and quality
GBV	Gender-based violence
GCMF	Global commodity management facility
GESI	Gender, equality and social inclusion
GEWE	Gender equality and women's empowerment
GLC ST	Global Logistics Cluster Support Team
GPI	Gender, Protection and Inclusion Unit
HCT	Humanitarian Country Team
HDI	Human Development Index
HQ	Headquarters
HRM	Human Resources Management

IASC	Inter-Agency Standing Committee
ICT	Information Communication and Technology
IPL	Internal Project Lending
IR	Inception Report
IRA	Immediate Response Account
IRG	Internal reference group
IRM	Integrated Road Map
IT	Information Technology
KII	Key informant interview
KPI	Key performance indicator
LAC	Latin America and the Caribbean
LACRO	Latin America and the Caribbean Regional Office
LESS	Logistics execution support system
LOGIE	Logistics Information and Exchange
LRFP	Local and Regional Food Procurement
LRFPP	Local and Regional Food Procurement Policy
LWG	Logistics Working Group
MEDEVAC	Medical evacuation
MENA	Middle East and North Africa
MENAEERO	Middle East, Northern Africa and Eastern Europe Regional Office
MOPAN	Multilateral Organization Performance Assessment Network
MR	Management Response
NBP	Needs-based plan
NTA	Nutritional Transfer Assistance
ODS	On-demand services
OECD	Organization for Economic Co-operation and Development
OEV	Office of Evaluation
OIGI	Office of Inspections and Investigations
PC	Project Committee
PSA	Programme Support Allocations
PSC	Programme Support Costs
PSEA	Protection from Sexual Exploitation and Abuse
QA	Quality Assurance
RA	Research analyst
RAM	Research, Assessment and Monitoring
RB	Regional Bureaux
RBB	Regional Bureau for Asia and the Pacific
RBC	Regional Bureau for the Middle East and Northern Africa
RBD	Regional Bureau for Western Africa
RBJ	Regional Bureau for Southern Africa
RBN	Regional Bureau for Eastern Africa
RBP	Regional Bureau for Latin America and the Caribbean
RO	Regional Office
SC	Supply Chain
SCD	Supply Chain and Delivery Division
SCIPS	Supply Chain Internal Procurement System
SDG	Sustainable Development Goals
SEE	Summary of Evaluative evidence
SER	Summary evaluation report
SHF	Smallholder farmer
SO	Strategic Outcomes
TL	Team Leader
ToC	Theory of change
ToR	Terms of Reference

UN	United Nations
UNCT	United Nations Country Team
UNDIS	UN Disability Inclusion Strategy
UNEG	United Nations Evaluation Group
UNHAS	United Nations Humanitarian Aviation Service
UNHRD	United Nations Humanitarian Response Depot
URT	Unconditional resource transfer
WACARO	Western and Central Africa Regional Office
WFP	World Food Programme
WHO	World Health Organization
WREC	Waste Management and Reverse Logistics for Environmental Consciousness

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