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Management response to the recommendations in the summary report on the evaluation of WFP's Supply Chain Strategic Roadmap (2022–2025)

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of WFP's *Supply Chain Strategic Roadmap (2022–2025)*. The evaluation covered activities implemented between 2019 and 2025. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning.

The evaluation made a total of four recommendations, of which three are strategic and one, operational. This management response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions for implementing each recommendation, and the related responsibilities and timelines.

Focal point:

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing entities in brackets)	Management response	Actions	Action lead office (with other contributing entities in brackets)	Action deadline	Status
Priority: High **Deadline: February 2027** **Recommendation 1: Develop a supply chain strategy to articulate the vision for the supply chain and delivery function, aligns with the corporate strategic plan, and considers WFP's evolving commitments' to UN80.** The strategy should articulate the following components: • WFP's comparative advantages and priorities for the supply chain and delivery function; • integration of cross-cutting priorities in line with WFP's new strategic plan and corporate policies; • elevation of environmental sustainability, showcasing leadership and operational synergies in that sector;	Supply Chain and Delivery Division (SCD) (Programme Operations Department (PO), Programme Division (PRG), Deputy Executive Director and Chief Operating Officer (DED-COO), Chief Financial Officer Division (CFO), Management Services Division (MSD))	Agreed. SCD welcomes and supports this recommendation. SCD commits to developing an interim strategy covering 2026 and the first quarter of 2027 following the conclusion of an SCD road map in December 2025. The interim strategy will serve as a bridge, capturing learning and adjustments aligned with the new WFP strategic plan and the commitments laid out in the UN80 initiative in order to inform the development of a comprehensive supply chain and delivery strategy by the first quarter of 2027.	1. Develop a short interim strategy for March 2026–February 2027.	SCD (PO, PRG, DED-COO, CFO, MSD)	31 March 2026	Ongoing
			2. Launch a budgeted SCD strategy that consolidates lessons learned and responds to the developments that occur in 2026.		28 February 2027	Ongoing

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• articulation of the pathways for coordination between WFP's programmes and the supply chain and delivery function at the global, national and local levels; and • clarification of appropriate governance mechanisms and risk appetites.						
Priority: Medium **Deadline: Dec 2026** **Recommendation 2: Enhance the coherence and interoperability of planning platforms and processes across WFP within the supply chain and delivery function and with relevant areas of the Programme Division.**	SCD					

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2.1 Establish joint planning and coordination mechanisms for SCD and the Programme Division to identify and explore opportunities for enhanced coordination and linkages, including with a focus on local and regional procurement as per the local and regional food procurement policy.	SCD (PO, PRG)	Agreed. SCD agrees to build upon existing joint coordination mechanisms between divisions within PO at various levels and establish new mechanisms. The regular PO coordination meeting, chaired by the Assistant Executive Director, brings together divisional directors and relevant services to discuss cross-divisional priorities, planning and collaboration. The establishment of a local market development workstream will provide dedicated ownership and oversight for market-facing activities, including: • advancing local and regional procurement in line with WFP's local and regional food procurement policy; • strengthening WFP's engagement with local markets, traders and retailers; and	1. Through the PO directors' coordination meeting, ensure effective coordination at the divisional level. The PO coordination meeting should continue to serve as a regular forum for high-level coordination between SCD and PO divisions, as well as for other intra-departmental issues related to market-based programming and local procurement.	PO (SCD, PRG)	Ongoing	Ongoing
			2. Establish a local market development workstream to provide a formal structure for advancing local and regional procurement, local retail engagement, cash-based transfers and market-based collaboration between SCD and PO.	SCD	31 December 2025	Completed

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		• supporting assessments and interventions that enable supply chain readiness for market-based modalities. SCD will also strengthen ongoing collaboration with PRG by integrating inputs into planning exercises (e.g. for corporate inventory mobilization and demand planning, etc.). These mechanisms will continue to be used and refined to enhance coherence, interoperability and a unified approach to market-based operations.				

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2.2. Develop and implement a road map for ensuring the interoperability of key SCD and Programme Division platforms, such as LESS and COMET, to harmonize data flows, reduce reconciliation burdens, and strengthen end-to-end visibility.	Technology Division (TEC) (SCD, PO)	Agreed. TEC, in collaboration with SCD and PO, has initiated the development of an interoperability road map, including a comprehensive stocktake of applications, the mapping of business processes and the identification of integration gaps. Lessons learned from prior reviews have been incorporated, and a gap analysis is informing road map sequencing, interoperability standards and practical country office guidance aligned with WFP's updated identity management systems menu. The road map will be finalized and published, followed by phased implementation to improve data harmonization, facilitate reconciliation and strengthen end-to-end visibility across systems, while existing tools for reconciling data from various systems, such as Prisma, will continue to be leveraged.	1. Initiate the development of an interoperability road map, including a comprehensive stocktake of applications and technical integration points.	TEC (SCD, PO)	First quarter of 2026	Ongoing
			2. Incorporate lessons learned from prior reviews into the design of the road map.		First quarter of 2026	Ongoing
			3. Map business processes and sub-processes against existing systems to assess how they work together and to identify gaps.		Fourth quarter of 2025 / first quarter of 2026	Ongoing
			4. Conduct a gap analysis to define sequencing and interoperability standards for the road map.		First or second quarter of 2026	Ongoing
			5. Identify the practical tools and workflows needed to implement the road map. 6. Finalize and publish the road map, including timelines for implementation and interoperability standards.		Second quarter of 2026	Ongoing

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Priority: High **Deadline: February 2027** **Recommendation 3: Enhance external coherence for the operationalization of a United Nations-wide integrated supply chain vision.**	Deputy Executive Director (SCD, Legal Office (LEG), CFO, TEC, DED-COO Office (COO), Partnerships and Innovation Department (PI))					
3.1 Explore and clarify the organizational implications for WFP of a United Nations-wide integrated supply chain and delivery platform, as a key component of the new supply chain strategy.	SCD (Deputy Executive Director, LEG, CFO, TEC, COO, PI)	Agreed. SCD welcomes and supports this recommendation. Consistent with UN80 reforms, the new supply chain and delivery strategy will clarify WFP's strategic positioning and comparative advantages as well as the high-level organizational implications of its leading role in the UN80 integrated supply chain initiative.	See the actions for recommendation 1, above.	Same as for recommendation 1	Same as for recommendation 1	Ongoing
Priority: High **Deadline: February 2027** **Recommendation 4: Strengthen the operationalization of implementation mechanisms in alignment with the revised supply chain and delivery strategy, the WFP strategic plan and UN80**	SCD					

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4.1 Conduct a comprehensive assessment of staffing levels across the supply chain to identify adjustments in the relative share of supply chain staff as a percentage of WFP's total workforce, commensurate with the expected skillsets needed, and in light of budget reductions and WFP's organizational realignment.	Staffing Coordination and Capacity Service (POS) (SCD, Human Resources Division (HRM))	Agreed. POS will lead a review of supply chain staffing levels and skillsets, working with SCD and HRM. This exercise will be conducted using the strategic workforce planning mechanism to assess the number of supply chain staff relative to the overall workforce and identify any adjustments that may be required to ensure sufficient operational capacity in line with the needs of the strategic plan for 2026–2029, UN80 reforms and the evolving operational environment.	Develop strategic workforce planning for SCD.	POS (SCD, HRM)	28 February 2027	Not started

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4.2 Develop a standardized performance monitoring framework, building on the available strategic KPI register and corporate results framework indicators, to help increase the visibility of WFP's achievements in the supply chain and delivery function.	SCD (Programme Monitoring and Reporting Service (PRGM), CFO)	Agreed. 1. The visibility of WFP's achievements in supply chain and delivery have been strengthened in the corporate results framework (CRF) for 2026–2029, both under strategic outcome 3 standard output 3.3 (Humanitarian and development partners and governments benefit from support, coordination and/or services that enhance the effectiveness and efficiency of their operations and programmes) and management result 2 (Efficient, effective and evidence-based business services). A new management result output 2.3 (supply chain services) was added to better capture SCD's assurance achievements.	1. Strengthen the visibility of the supply chain and delivery function through the CRF for 2026–2029 under strategic outcome 3 and management result 2, output 2.3: supply chain services.	APP (SCD)	30 November 2025	Completed

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		2. At the divisional level, SCD has developed and routinely monitors supply chain key performance indicators. Country-level output and outcome indicators under strategic outcome 3 and standard output 3.3 directly contribute to the CRF corporate indicators defined for SCD, which track the delivery of assistance and measure the medium- to long-term effects of WFP's interventions. SCD divisional results are reported quarterly through the resources to results (R2R) platform and are reflected in WFP's annual performance report. These mechanisms collectively serve as a standardized performance monitoring framework for supply chain and delivery assurance.				