POLICY EVALUATION

WFP Corporate Partnership Strategy (2014-2017)

Evaluation Report
Volume II – Annexes

March 2017

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Acknowledgements

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Annex 1   Terms of Reference for the Evaluation of the WFP Corporate Partnership Strategy (2014-2017)

Evaluation Quality Assurance System

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Measuring Results, Sharing Lessons

Terms of Reference

EVALUATION OF THE WFP CORPORATE PARTNERSHIP STRATEGY[1]

(2014-2017)

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[1] WFP Corporate Partnership Strategy (2014-2017). WFP/EB.A/2014/5-B. June 2014

1. Background

1.1 Introduction

1.   These Terms of Reference (TOR) are for the evaluation of the current **WFP Corporate Partnership Strategy (2014-2017) (CPS)**. The CPS was approved by WFP Executive Board in June 2014 and included in WFP's Policy Compendium thereafter. It was developed to "provide the high-level framework needed to identify and guide the development of effective partnerships and a consistent approach to meet the partnership challenge of the contemporary world."[2] The CPS defines 'partnerships' as "collaborative relationships between actors that achieve better outcomes for the people we serve by: combining and leveraging complementary resources of all kinds; working together in a transparent, equitable and mutually beneficial way; and, sharing risks, responsibilities and accountability."[3]

2.   Accordingly, its evaluation is covered by the Policy Formulation arrangements agreed with the Executive Board in 2011[4] and included in the Office of Evaluation's (OEV) evaluation plan for 2016/17. The relevance of an evaluation of the CPS at this time was confirmed by the Assistant Executive Director of the Partnership, Governance and Advocacy Department, considering the far-reaching implications for partnership, of the Agenda 2030/Sustainable Development Goals agreements reached by the global community in late 2015 and subsequent global dialogue and events, including the World Humanitarian Summit. Internally, WFP's next Strategic Plan and associated instruments envisaged in the Integrated Road Map for the Strategic Plan (2017-2021)[5] are expected to contain significant implications for WFP's future approach to partnerships, for which the evaluation's findings, lessons and recommendations should be useful.

3.   The TOR was prepared by Deborah McWhinney, the Evaluation Manager from the WFP Office of Evaluation (OEV), following a document review and consultations with stakeholders.

4.   The purpose of the TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides introduction and information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of WFP's policy and the activities to implement it, and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized.

5.   The evaluation is scheduled to take place from June 2016 to March 2017. It will be managed by WFP's Office of Evaluation (OEV) and conducted by an independent evaluation team. The evaluation report will be presented to the WFP Executive Board in the Annual Session of June 2017 along with the Management Response. The annexes provide additional information on the evaluation timeline and on the

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[2] WFP**.** 2014o. WFP Corporate Partnership Strategy (2014-2017). July 2014, p. 5-6.
[3] Ibid, p. 8.
[4] WFP. 2011d. WFP Policy Formulation. WFP.EB.A/2011/5-B.
[5] WFP. [Date not published]. Board Documents. http://executiveboard.wfp.org/board-documents.

composition of the Internal Reference Group (IRG) and the External Reference Group (ERG), among other things.

1.2 Context

6.   The commitments made in September 2015 by governments and organizations to Agenda 2030 and the related Sustainable Development Goals represent a sea change in development assistance. This, combined with the World Humanitarian Summit, present WFP with significant opportunities and challenges. The centrality of partnerships in these agendas makes an evaluation of the WFP Corporate Partnership Strategy (2014-2017) very timely.

7.   There is an abundance of literature on partnership principles, approaches and good practice in various fields, including development assistance and humanitarian response. Whilst there is not one definition of partnerships or partnership approaches, common among many definitions are the notions of trust, mutual respect and accountability, shared risk and collaboration to reach common goals. Good practice has emerged around the concept of 'platforms' for partnership[6], which are articulated as critical building blocks that, together, lead to high performing partnerships.   These blocks include: a sustainable business model, governance, operational management structure, communication strategy, value-added services, core competencies, membership engagement and management, monitoring and evaluation and a partnership culture.[7]

8.   In the humanitarian context, the past decade has seen a range of approaches to improving the way that humanitarian organizations work together. First launched in 2005, the Humanitarian Reform Agenda led to the development of the Cluster Approach and establishment of Humanitarian Country Teams to enhance coordination of actors at the country level. In 2007, the Global Humanitarian Platform adopted 'Principles of Partnership'[8] in order to enhance equality, transparency, results-orientation, responsibility and complementarity between UN and non-UN humanitarian organizations. A study prepared by a consortium of humanitarian non-governmental organizations (NGOs) in 2013 stated that, "the approach taken to partnership in the majority of humanitarian responses tends to be reactive, driven by emergency and shaped by ad-hoc interactions that take place at the point of crisis. The sector is not yet systematic about partnerships: how they are thought about, designed, implemented or assessed."[9] The Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) issued a study in 2015 questioning whether it was truly "better together?" when looking at partnership and coordination in the field. The conclusion was that partnership and coordination among the many humanitarian actors is crucial but can only be successful if close attention is paid to: different perceptions of partnership and its value; trust issues and power dynamics; and avoiding a 'one size fits all' approach to coordination. A recent ODI/Humanitarian Policy Group paper entitled, 'Time to Let

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[6] Reid, Stuart, John Paul Hayes and Darian Stibbe. 2014. Platforms for Partnership: Emerging good practice to systematically engage business as a partner in development. The Partnering Initiative, Oxford, p.8-10.
[7] Ibid, p. 8-9.
[8] International Council of Voluntary Agencies. [Date not published]. Global Humanitarian Platform (GHP): an overview. www.globalhumanitarianplatform.org/
[9] Ramalingam, B., Gray, B. & Cerruti, G. 2013. Missed Opportunities: The Case for Strengthening National and Local Partnership-Based Humanitarian Responses. Actionaid, CAFOD – Catholic Agency for Overseas Development, Christian Aid, Oxfam and Tearfund. October 2013, p. 4.

Go: Remaking Humanitarian Action for the Modern Era'[10], analyses the humanitarian landscape and the barriers to change. They argue that a "persistent performance gap [exists] as long as the system remains centralized and bureaucratic, the relationship between donor and implementer, aid provider and recipient remain controlling and asymmetrical, and partnerships and interactions remain transactional and competitive, rather than reciprocal and collective."[11]

9.   In the development context, the United Nations has long worked with and relied on partners to achieve common goals through a range of formal and informal relationships. Over the last two decades, there have been common commitments made to different forms of partnerships. The definition of a Global Partnership for Development as one of eight Millennium Development Goals in 2000 was followed by a General Assembly resolution in 2001 "Towards global partnerships", which was meant to enhance cooperation between the United Nations and all relevant partners. A United Nations Office for Partnerships was created in 2006 to strengthen system-wide coherence in the establishment of operational relationships with global partners of the United Nations and to support partnership initiatives from non-State actors or United Nations entities.[12] The United Nations System Chief Executives Board for Coordination (CEB) ensures that the specialized agencies of the UN deliver as one at the global, regional and country levels. The High Level Committee on Programmes and UN Development Group work to strengthen coordination among UN agencies. The Quadrennial Comprehensive Policy Review (QCPR) is the primary policy instrument of the United Nations' General Assembly to define the way the UN development system operates to support programme countries in their development efforts. WFP has committed to coherence and coordination among UN agencies at the country level as part of the QCPR. Partnership commitments were also central to development and aid effectiveness commitments made in Paris in 2005 and more recently in Busan (Fourth High Level Forum) in 2012. The Busan Partnership for Effective Development Cooperation states that, "Development depends on the participation of all actors, and recognizes the diversity and complementarity of their functions."[13]

10.   Multi-stakeholder partnerships take different forms (e.g. joint project, joint programme, strategic alliance) and have been broadly defined as "an on-going working relationship between organizations from different sectors, combining their resources and competencies, sharing risks towards achieving agreed shared objectives while each also achieving their own individual objectives."[14] The emphasis on multi-stakeholder partnerships has been described by some as a being part of a "partnership boom"[15] that has many positive elements but that has not always taken into account potential risks related to the mandates and funding structures of various UN agencies.[16] The World Summit on Sustainable Development (WSSD) in 2002 led

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[10] ODI. 2016. Time to let go: Remaking humanitarian action for the modern era. London: ODI, Humanitarian Policy Group. April 2016.
[11] Ibid, p. 5.
[12] United Nations. [Date not published]. Partnerships for Sustainable Development Goals: A Legacy Review Towards Realizing the 2030 Agenda, p. 5.
[13] WFP. 2011. Busan Partnership for Effective Development Co-Operation. Fourth High Level Forum on Aid Effectiveness. Busan, Republic of Korea. 29 November – 1 December 2011.
[14] Hazelwood, Peter. 2015. Global Multi-Stakeholder Partnerships: Scaling Up Public-Private Collective Impact For The Sdgs. Background Paper 4, Independent Research Forum 2015. February 2015, p. 2.
[15] Adams, Barbara and Martens, Jens. 2015. Fit for Whose Purpose? Private Funding and Corporate Influence in the United Nations. Global Policy Forum. September 2015, p. 7.
[16] Ibid, p. 8.

to more than 200 partnerships linked to the implementation of globally agreed commitments by governments and partners. The 2015 Addis Ababa Action Agenda of the Third International Conference on Financing for Development included many references to partnerships as it defined commitments related to financing and development. Myriad multi-stakeholder partnership initiatives were created in the years leading up to 2015 in an effort to speed up progress towards the achievement of the Millennium Development Goals (MDG). These included the Global Education First Initiative, Scaling Up Nutrition and the Zero Hunger Challenge. In defining the agenda to achieve sustainable development by 2030, countries around the world committed to "strengthening the means of implementation and revitalizing the global partnership for sustainable development"[17] in late 2015. This was one of 17 Sustainable Development Goals (SDGs), which emphasizes continued multi-stakeholder partnerships as a modality for scaling up innovation, resources and action to deliver on the SDGs. However, some global partnerships were established long before the WSSD, such as the Committee on World Food Security (CFS), created in 1974 as an intergovernmental body to serve as a forum for action on food security policies. Reformed in 2009, it is considered to be a highly inclusive international and inter-governmental platform bringing together a range of stakeholders to work in a coordinated manner on food security and nutrition issues.

11.   The UN Global Compact was created in 2000 to harness contributions from the business community for corporate social responsibility and developmental goals. Companies are urged to align their strategies and operations with universal principles on human rights, labor, environment and anti-corruption. There are currently more than 12,000 signatories in 170 countries around the world.

12.   Since the CPS was approved, a policy on South-South and triangular cooperation[18] was also approved by the Executive Board, helping to cover an important element of WFP's role and relationships with host governments.

13.   WFP's evaluations have regularly assessed partnerships in specific contexts and more broadly. For instance:

- An evaluation of the effectiveness of WFP's partnerships in the context of the transition from food aid to food assistance in 2011 found that, "there [is] a gap in the strategic framework of WFP with respect to [the] understanding and communication of what constitutes partnership."[19]

14.   An evaluation of WFP's Private Sector Partnership and Fundraising Strategy recommended that WFP "develop comprehensive and discrete strategies for resource mobilization and partnerships, including…a comprehensive strategy for partnerships designed to contribute to the achievement of WFP's objectives, in which partners engage in joint action with WFP to meet shared objectives, but may or may not contribute funds; in particular, the strategy should cover partnerships with local and international NGOs, private companies, independent foundations and academic and research institutions; it should define the concepts, benefits and limits of partnership

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[17] United Nations. [Date not published]. Partnerships for Sustainable Development Goals: A Legacy Review Towards Realizing the 2030 Agenda, p. 2.
[18] WFP. 2015v. South-South and Triangular Cooperation Policy. WFP/EB. A/2015/5-D.
[19] As quoted in the WFP Corporate Partnership Strategy (2014-2017), p. 5.

and recognize that WFP will need to devote resources to partnerships, to realize their full potential."[20]

15. A 2012 strategic evaluation of the Global Logistics Cluster, which WFP leads, found that, "under WFP's effective leadership the cluster strengthened partnerships and increased coordination in humanitarian logistics. The recommendations seek to engage the support cell, its partners and WFP management in the following areas: designing a 3-year strategic plan; strengthening financial and reporting systems, enhancing the organizational structure and decision-making, improving cluster human resource management; extending partnership outreach; and, engaging in global policy and inter-cluster coordination."[21]

16. A joint WFP/FAO evaluation in 2014 of the Food Security Cluster Coordination in Humanitarian Action[22] recommended clarifying roles and responsibilities in the coordination architecture; enhancing the lead agencies' commitment to and capacity for food security coordination; strengthening the Global Support Team's capacity to deploy experienced coordination staff; mentoring to promote operationally relevant coordination; and enhancing the involvement of national, local and non-traditional humanitarian actors.

17. The 2015 Annual Evaluation Report found that, "success in all areas of WFP's work - from emergency response to capacity development- rests on effective partnerships.[23] The evaluations revealed a mixed picture regarding collaboration and synergy among UN agencies and of relationships with NGO cooperating partners. Five reports (including the synthesis of operations evaluations) recommended that WFP back its strong strategic commitment to partnerships with greater consistency, supported by clear analysis of complementarities and added value. Concerning partnerships with governments, several evaluations reported positive results and recommended building on these with more systematic and systems-oriented approaches to national capacity development in WFP's areas of proven expertise, such as emergency preparedness, food security and vulnerability analysis, and food security related social protection, including school feeding."

18. WFP's Corporate Partnership Strategy is supported by the WFP People Strategy, approved by the Executive Board in 2014 and which states that WFP must enhance various staff characteristics, including resourcefulness, by "expanding and enhancing its skill base to include nutrition, resilience, change management, monitoring and evaluation and partnership management skills."[24] The WFP People Strategy explicitly references the WFP Corporate Partnership Strategy and its goal to "facilitate excellence in partnering by building on WFP's strengths as a partner and addressing areas for improvement."[25]

19. There are strong conceptual and programmatic links between partnership and capacity development. They are mutually reinforcing and strong partnerships are

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[20] WFP. 2012k. Summary Evaluation Report of WFP's Private-Sector Partnership and Fundraising Strategy. WFP/EB.2/2012/6-A. pg. 15

[21] WFP. 2012g. Joint Evaluation of the Global Logistics Cluster. Volume I and II. OE/2012/006. August 2012, Executive Summary.

[22] FAO and WFP. 2013. FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action. A Strategic Evaluation. Evaluation Report. OEV/2013/012. August 2014.

[23] WFP. 2016a. Annual Evaluation Report, 2015. Office of Evaluation. May 2016, p. 2

[24] WFP. 2014q. WFP People Strategy. WFP/EB.2/2014/4-B, p. 6.

[25] Ibid, p. 6.

necessary, but not sufficient, for the achievement of country capacity strengthening efforts. As stated in the first WFP Policy on Capacity Development (2004), "partnerships are central to the United Nations approach to capacity development: this was made explicit in the 2004 policy and is captured in the Strategic Plan, especially in Strategic Objective 5."[26] One of the two institutional-level outcomes of the 2009 update to the Policy on Capacity Development was that, "viable multi-sectoral partnerships to address the causes of hunger and food insecurity are functioning."[27]

20.   The theory of change for the WFP Gender Policy (2015) includes 'partnerships' as one of the drivers of change at an organizational level. There is also specific reference made to the WFP Corporate Partnership Strategy (2014-2017) in the Gender Policy, which states that, "In line with the Corporate Partnership Strategy:

- WFP uses advocacy, research and capacity development to mainstream gender and promote gender equality and women's empowerment through its collaboration with academic institutions.

- Gender equality and women's empowerment are systematically considered in field-level agreements, including by incorporating standards and tracking, monitoring and reporting on compliance.

- Standard contract templates are reviewed, and a gender clause included where appropriate.

- WFP systematically participates at multiple levels in inter-agency coordination mechanisms, especially with the other Rome-based agencies, on gender equality and women's empowerment, including the clusters that it is a member of.

- In the clusters it leads, WFP requests other members to report on how they address gender issues and how such work can be enhanced. WFP participates in the UN SWAP peer review process with the other Rome-based agencies."

21.   The WFP Corporate Partnership Strategy (2014-2017) "requires its partners to work in ways that protect vulnerable people and promote gender equality and women's empowerment".

2. Reasons for the Evaluation

2.1 Rationale

22.   WFP's Strategic Plan (SP) (2014-2017) identifies partnerships as one of WFP's four key strengths. The SP committed WFP to "establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value."

23.   Whereas policy documents, Memoranda of Understanding and guidance related to different aspects of WFP's partnerships were developed and approved over the past decade, the WFP Corporate Partnership Strategy (2014-2017) was the first comprehensive, organization-wide strategy defining partnerships, identifying partnership principles and expressing WFP's unique value proposition in this area.

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[26] Referred to in WFP People Strategy. WFP/EB.2/2014/4-B., p. 7.
[27] WFP. 2009f. WFP Policy on Capacity Development: An Update on Implementation. WFP/EB.2/2009/4-B, p. 12.

Consultations carried out to finalize these TORs has indicated that there are differences of interpretation of the accountability framework for this document. It was approved by the Executive Board as a policy and listed as such in the Policy Compendium but was named a 'Strategy' and is considered to be so by the owners in the Partnership, Governance and Advocacy Department. The significance of these differences will be an area for clarification in the evaluation since WFP currently does not differentiate between them in terms of quality standards, content or management implications.

24. The CPS was approved as a time-bound strategy from 2014-2017. Sound management practice would suggest that it should be evaluated before updating it. There is a significant opportunity for learning and understanding how the Strategy may need to be adjusted to keep pace with the recent 2030 Agenda for Sustainable Development and Sustainable Development Goals (September 2015), the World Humanitarian Summit (May 2016) and the development of a new WFP's Strategic Plan (2017-2021).

25. An evaluation of WFP's Policy on Capacity Development: An Update on Implementation (2009) is underway in 2016. There are complementarities between these two topics and conducting the evaluations simultaneously may offer opportunities for enhanced learning.

2.2 Objectives

26. Policy evaluations serve the dual objectives of accountability and learning.

- **Accountability –** The evaluation will assess and report on the quality and initial results of the policy, its associated tools, guidance and activities to implement it. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked overtime.

- **Learning –** The evaluation will assess the quality of the Strategy given the context in which it was developed, determine the reasons why changes have or have not occurred, draw lessons, and derive good practices and pointers for learning. It will provide evidenced-based findings to assist in decision-making around the formulation of future strategic partnership direction.

27. The evaluation is formative in nature, for reasons explained below. As such, an emphasis will be placed on the design of the Strategy and the extent to which it represented the best thinking at the time and lessons for WFP's future partnerships in the Agenda 2030 era. Attention will also be paid to implementation arrangements and initial results achieved.

28. Findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate. Lessons will also be incorporated into OEV's lesson sharing system.

2.3 Stakeholders and Users of the Evaluation

29. There are internal and external stakeholders who play a key role in partnerships and partnership development and will be participating in the evaluation process in various ways.

30. The main internal stakeholders and users of the evaluation are the WFP Partnership, Governance and Advocacy Department (PG), including the Partnership and Advocacy Coordination Division (PGC) as the focal point for this evaluation, the Executive Board Secretariat (PGB), the Private Sector Partnerships Division (PGP), the Government Partnerships Division (PGG), Rome-based Agencies and the Committee on World Food Security (PGR), the Deputy Executive Director, the three Clusters led or co-led by WFP (global food security, logistics, emergency telecommunications), the Innovation and Change Management Division (INC), the WFP Offices, many (if not all) Operational Divisions, Regional Bureaus and Country Offices. WFP internal stakeholders will be requested to: share their perspectives and provide information necessary to the evaluation; be available to the evaluation team to discuss the policy and its performance and results; and facilitate the evaluation team's contacts with external stakeholders. When required, WFP Country Offices will be asked to help setting up meetings and provide logistic support during the fieldwork.

31. The external stakeholders include host and donor governments, which comprise the Executive Board membership, UN agencies, non-governmental organizations, regional organizations, and Inter-Agency Standing Committee membership, international financial institutions, civil society organizations and research institutes/academia. WFP Management and the Executive Board are key stakeholders as they decide on the organization's policies and strategic directions. A representative number of external stakeholders will be invited to join the External Reference Group and will be asked to participate in meetings with the evaluation team during the HQ briefing and review the draft evaluation report.

32. The inception report will include a more in-depth stakeholder analysis. The evaluation team will be asked to further deepen the stakeholder analysis through the use of appropriate tools, such as accountability maps, power-to-influence or stakeholder matrices.

33. It is expected that the results (findings, conclusions and recommendations) of the evaluation will be used to inform the development of WFP's next policy or strategic framework in the area of partnerships, as well as practices to improve planning, implementation performance and quality of WFP's partnership approaches. This is particularly critical given the centrality of partnerships in the new Strategic Plan, which will provide the top-line strategic direction. The results from this evaluation are expected to inform: i) future updates to or revisions of the CPS 2014-2017, which may be required to articulate the new Strategic Plan in more detail; and, ii) to support WFP's implementation of the Integrated Road Map to the Strategic Plan in the area of partnerships.

3. Subject of the Evaluation

3.1 WFP Corporate Partnership Strategy (2014-2017)

34. WFP's approach to partnering has been articulated in various corporate documents over the past ten years. Board-approved documents have included policies and strategies for work with NGOs, private sector partners, the Rome-based Agencies, the African Union and South-South and triangular cooperation. Multi-stakeholder partnerships, such as the World Committee on Food Security or REACH

Initiative, with UN agencies, advocacy groups, research institutes and logistics companies, among others, have been formalized through the signature of Memoranda of Understanding and other framework documents. Recent data collected by PGC indicates that Country Offices reported close to 1,800 partners in 2015 and that over 40% of non-financial partnerships at HQ, RB and COs are taking place without formal agreements.[28] Policies on participatory approaches and WFP's approach to capacity development have also been prepared and are relevant to partnerships. Despite this activity, the WFP Corporate Partnership Strategy (2014-2017) is the first policy document articulating an organization-wide approach to partnership.

35. The objective of the WFP Corporate Partnership Strategy (2014-2017) is "to establish a sound basis for excellence in partnering to guide the future development of WFP partnerships by building on the known strengths of WFP as a partner and addressing areas where improvements are required."[29] The impact statement, although not named as such, is that, "excellence in partnering will lead to increased cost-effectiveness and sustainability of WFP operations and a greater beneficial impact on the people we serve." The CPS also articulates partnership principles and WFP's unique value proposition (see Annex 3). Expected results include: common understanding; development of engagement strategies; consistent approach; tools/guidance/training and support; and, cost-effective collaboration.

36. As mentioned briefly above, a strategic evaluation of partnerships in the context of WFP's transition from food aid to food assistance was finalized in January 2012. The evaluation found that there was "no commonly accepted definition of partnership in WFP... [and] limited understanding of what makes an effective partnership, the principles of good partner and how to monitor the effectiveness of partnerships." Despite some identified weaknesses, the evaluation found that WFP was seen as a valued and respected partner. The evaluation's first recommendation was that WFP articulate a comprehensive partnerships strategy, including a communication strategy. The management response to this recommendation was a partial agreement and stated that the "the evaluation does not provide adequate evidence that WFP's approach to partnering would benefit from developing a comprehensive partnership strategy. The diversity and complexity of partnerships across WFP's various functions bring into question the value and cost-effectiveness of such an exercise."[30] A second recommendation stated that WFP should consider building partnership skills, including: i) increased training for all staff; ii) direct outreach to external partners in order to better engage them in determining what constitutes good partnership; and, iii) specific incentives for managers to ensure that they demonstrate leadership in promoting a new partnership strategy.[31] Other recommendations from the evaluation related to WFP's partnerships with UN agencies, field-level agreements with implementing partners, the project planning and reporting systems and country-level partnership evaluation systems.

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[28] Partnership and Advocacy Coordination Division (PGC) (November, 2015). An Insight Into Partnerships at HQ, RB and WFP Offices(non-financial partnerships), Internal document.
[29] WFP Corporate Partnership Strategy (2014-2017), p. 6.
[30] WFP. 2012d. Management Response to the Recommendations of the Summary Report of the Strategic Evaluation – From Food Aid to Food assistance: Working in Partnership. WFP/EB.1/2012/6-A/Add.1. p. 4.
[31] WFP Office of Evaluation. Summary Report of the Strategic Evaluation – From Food Aid to Food Assistance: Working in Partnership (EB.1/2012/6-A, p. 16.

37. The 2005 Humanitarian Reform Agenda established a collective response, which included the creation of a cluster approach to address the need to enhance predictability, accountability and partnership. WFP plays a strong role in this system and is the lead agency for two service delivery-based clusters – logistics and emergency telecommunications. WFP and FAO co-lead the global food security cluster and provide a neutral coordination role for country-based cluster work. The partnership models differ in each of the clusters and WFP's role in each varies as a result.

38. The Executive Director launched an organizational strengthening process for WFP called 'Fit for Purpose' in 2012. Among the many changes identified, the approach "reaffirmed the central role of partnerships" and called for the inclusion of a new indicator in the annual performance measurement system to measure how WFP establishes and maintains partnerships and collaborations in the field. The approach also included the establishment of a new Partnership, Governance and Advocacy Department to be led by an Assistant Executive Director. Changes since that time have included the inclusion of advocacy as a formal part of PG's mandate, the shift to bring the Communications Division into PG as opposed to reporting directly to the Executive Director and the relocation of the DED to NY along with responsibilities for inter-agency processes and partnerships.

39. The WFP Strategic Plan (2014-2017), approved by the Executive Board in June 2013, reiterated the centrality of partnerships as one of the four core strengths of the organization - the 4Ps: People, Presence, Partnerships and Performance. Strong progress on the management results dimension related to partnerships is reported in the Annual Performance Report for 2015[32], which will be submitted for approval to EB.A/2016. Stated results include partnerships with other UN agencies in 90 percent of COs, with the Rome-based Agencies in 86% of Country Offices, and increased engagement in South-South and triangular cooperation by Country Offices from 48 percent in 2014 to 60 percent in 2015.

40. The results statements and related indicators on partnership in the Strategic Results Framework (SRF) accompanying the Strategic Plan were recently rated as 'moderate' for the relevance, validity and testability of the outcomes in an Evaluability Assessment of the Strategic Plan 2014-2017[33]. Partnership indicators in the Management Results Framework (MRF) cover principles of good partnership but do not include national governments and only assess basic user satisfaction for cluster work. The Evaluability Assessment of the Strategic Plan found that indicators are perceived to tell only a limited partnership story as Country Offices struggle to document the richness of their partnerships outside of the Field-level Agreements.

41. The management of cooperating partners was given a high risk rating by the WFP Inspector General in 2015 and, as such, was included on the list of planned internal audits in 2016. The focus of this audit will be NGO partnerships.[34]

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[32] WFP. 2016b. Annual Performance Report for 2015. WFP/EB.A/2016/4*.
[33] WFP. 2016ff. WFP's Strategic Plan 2014-2017. Evaluability Assessment. Advisory Report. OEV/2015/022, p. 30. March 2016.
[34] WFP. 2016f. Engagement Plan. Internal Audit of WFP's Management of NGO Partnerships. Office of Internal Audit, Rome. 16 May 2016.

42. The choice made to focus the future direction of WFP's work on SDGs 2 and 17 has led to a second draft Strategic Plan 2017-2021 that includes two of five strategic objectives linked to the achievement of SDG 17 – Partner to support implementation of the SDGs: 'Support for SDG implementation' and 'Partner for SDG results'. One of the defined Strategic Goals is to, "strengthen the means of implementation and revitalize the global partnership for sustainable development"[35], which was taken from the SDGs. It refers specifically to the WFP Corporate Partnership Strategy and cites the five main types of partnerships defined in it. Further, the draft Strategic Plan states that, in addition to resource, knowledge, policy, governance, advocacy and capability partners, "WFP will also support transformative partnerships that reduce barriers for the private sector and other stakeholders."[36]

43. In addition to the explicit references to partnership principles and approaches, the draft Strategic Plan 2017-2021 also makes reference to the various partners with whom it will work or support to achieve the Strategic Objectives defined in the Plan[37]. A strong partnership discourse is present throughout the draft text. It will be important to examine the extent to which corporate systems are modified to be able to deliver on these partnership commitments, particularly as WFP works to embrace a culture of innovation.

3.2 Overview of WFP Activities for Policy Implementation

44. The Partnership and Advocacy Coordination Division prepared an internal Action Plan to assist with the implementation of the CPS. The Action Plan includes seven elements: strategy; advocacy; engagement; agreement; relationship management; partnership management; and, implementation support. Planned activities were presented according to these elements and included:

- A mapping of partners and policy engagement to ensure alignment with CSP;
- Designing and publishing CPS material, including through an updated internal Partnership website, organizing workshops/training sessions, exploring advocacy opportunities, and briefing the Executive Board;
- Developing the engagement strategies for different groups of partners;
- Prepare an inventory of existing partnership agreements, identify good practice and revise the agreement template;
- Define the role of relationship managers for different types of partnerships;
- Provide guidance on the management, monitoring and evaluation of partnerships;
- Conduct a gap analysis of the issues impacting on partnership-related support to and collaboration with the field, create a global network of regional focal points, establish and maintain a partnership resource center, develop generic guidance on partnership engagement to be accessible to all staff, develop indicators and analyses WFP's success as a partner, individual partnerships and progress towards CSP commitments, review and refine KPIs to ensure

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[35] United Nations. [Date not published]. Sustainable Development Goals. Goal 17: Revitalize the Global Partnership for Sustainable Development. Consulted on 30 June 2016. http://www.un.org/sustainabledevelopment/globalpartnerships/
[36] WFP. 2016ee. WFP Strategic Plan (2017-2021). Second Draft. Informal Consultation. 27 April 2016, p. 15.
[37] WFP. 2016dd. WFP Strategic Plan (2017-2021). WFP/EB.A/2016/5-A.

alignment with CPS and incorporate partnership competencies into generic job profiles.

45. The CPS was approved in June 2014. The Annual Performance Report for 2014 stated that the value of working with partners was assessed in terms of funds provided, access, knowledge and advocacy. The following results were reported:

- Private-sector contributions totaled USD 110.0 million, of which USD 84 million is sustainable revenue;

- Partnerships with other United Nations agencies were established by 93 percent of Country Offices;

- The WFP/Government of Brazil Centre of Excellence against Hunger completed its third year of operations, during which time it supported more than 34 developing countries in developing sustainable programmes in school feeding, food security and social protection;

- 48 percent of Country Offices reported engagement in South-South or triangular cooperation;

- All WFP country programmes were aligned with United Nations Development Assistance Frameworks; and,

- Of the planned 2014 documents to be presented to the Executive Board, 97 percent were submitted.[38]

46. The Annual Performance Report for 2015 presents the following results in the area of partnerships:

- Over 500 staff received training in core partnering skills. This included: training for approximately 80 senior field staff on 'Engaging with Host Governments'; training of trainers for Regional Bureaus partnership focal points; and the delivery of partnership training modules as a component of broader training delivered by HR, OSZ and PGG;

- The Partnership Resource Centre was launched in July 2015 and is populated with a range of tools, guidance and training courses;

- WFP developed an Advocacy Framework to help position WFP across a range of humanitarian and development topics, including Agenda 2030. The framework is intended to enable staff to speak with one voice when articulating WFP positions and comparative advantage and to equip staff to work with WFP partners to amplify common messages. The framework is updated regularly.

- 60 percent of Country Offices reported engagement in South-South or triangular cooperation;

- WFP (OSZ) prepared an operational "How-to Guide" on South-South and triangular cooperation for WFP Country Offices, along with a set of tools and resources, which are now in the final stages of development (The guide will be released in 2016);

- Partnerships with the RBAs were reported in 86% of COs;

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[38] WFP. 2015d. Annual Performance Report for 2014. WFP/EB.A/2015/4*, pg 15-16.

- WFP provided support to Country Offices on the effective management of NGO partnerships, particularly in the areas of agreements, budgets and capacity assessments/due diligence; and,
- The annual NGO partnership consultation involved 25 international NGOs and 10 national NGO partners. This focused on effective collaboration in relation to cash-based transfers; capacity strengthening of national NGOs; emergency preparedness and response; and field security. Joint advocacy with NGOs included the launch of "Generation Zero Hunger" at the UN Summit in September with several key NGO partners.

47.   An analysis of the overall data architecture indicates that WFP partnerships with UN agencies, international organizations, NGOs, the private sector and Rome-based agencies at HQ, regional and country level is currently dispersed in various databases – each managed by their respective divisions (PGR, PGG, OSLD, etc.). It is possible to access a considerable amount of information related to WFP's engagement with NGOs, Executive Board membership, donors and Rome-based Agencies on publicly accessible sites or from internal sources (e.g. Annual Performance Report, Annual Partnership Consultation Reports, WFP-NGO Partnerships Facts & Figures, Field-Level Agreements (FLAs) templates and material, etc.). Data relating to WFP's engagement with the private sector or to multi-stakeholder partnerships is not available. South-South or triangular cooperation is a cross-cutting area that falls under Policy and Program Division and, as such, a link is provided on the partnership web page. The Private Sector Partnerships Division database is not accessible through the WFP intranet but is available to interested stakeholders within WFP once a license to Salesforce is obtained. The internal webpage of the South-South and triangular cooperation allows access to viewers upon request. Country Offices are asked to complete the section of the Standard Project Reports (SPRs) on the cross-cutting issue of partnerships based on indicators that pre-date the CPS. There are currently no linkages between partnership activities and higher level results, such as WFP's strategic objectives. This may not be exclusive to this sector. Any information that is reported against higher-level results is done in a narrative form and on a voluntary basis. Despite the fact that WFP systems are heavily quantitative in nature, there are little means by which to assess the relevance or relative significance of different partnerships to the achievement of different strategic objectives.

48. WFP's system for designing, implementing and monitoring programs is changing. COMET is a new system that is meant to offer a single platform to combine operational data and to provide quality evidence on programme performance. In addition to tracking progress towards planned results, COMET is intended to enable improved partnership management. "Country Offices are able to manage all of their partnerships in COMET by tracking partners' contributions to achieve project results and their ability to advocate the food security agenda."[39] This new system has been under preparation for the past 2 years and will be rolled out by the end of 2016. Until then, the only country-level reporting on partnerships comes through the Standard Project Reports.

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[39] http://go.wfp.org/documents/4762482/5221263/COMET_FactSheet_Dec15.pdf/cf997784-1045-4db4-abcc-759be727ec30

49. Organization-wide reporting on partnerships against the cross-cutting indicators in the Strategic Results Framework appears in the Annual Performance Reports. The indicators in the SRF include: the proportion of project activities implemented with the engagement of complementary partners; the amount of complementary funds provided to the project by partners; and, the number of partner organizations that provide complementary inputs and services. A recent evaluability assessment of the WFP Strategic Plan found that "the partnership cross-cutting results also rated moderate in measurability; indicators were not considered relevant nor comprehensive of WFP's significant partnership accomplishments with UN agencies and Governments towards joint goals and programmes."[40]

50. In terms of resources allocated to the Partnership & Advocacy Coordination Division, as of 2015 they have PSA funds for one P-5 post and approximately $120,000/year for operating costs. In addition, PGC has relied on $300,000/year in 2015 and 2016 from an Investment Case submission that was approved in 2014. This investment has allowed them to roll-out activities related to the establishment and maintenance of the Partnership Resource Centre.

3.3 Scope of the Evaluation

51. The evaluation will cover the **WFP Corporate Partnership Strategy (2014-2017)** from its endorsement in June 2014 to July 2016. Focusing on effectiveness, efficiency, connectedness, coherence, coordination and sustainability, the evaluation will address the quality of the Strategy given the context at the time of its development and its initial results, including guidance, tools, technical capacity and resourcing.

52. As described in the Strategy, WFP is engaged in a diverse range of partnerships that serve different purposes. In order for this evaluation to provide value and evidence to support organizational learning, the scope will focus on areas that support the achievement of WFP's Strategic Objectives in the context of Agenda 2030 and on-going humanitarian commitments. This evaluation will focus on the nature of partnerships[41] that WFP engages in as defined in the Strategy – namely: resource; knowledge; policy and governance; advocacy; and, capability partners.

53. The nature of different partnerships will be assessed at the HQ, Regional Bureau and Country Office level, respectively. Given the shift in focus to country-level results to achieve the SDGs, an emphasis will be placed on assessing the types of partnerships that WFP Country Offices are engaged in and require to successfully support national development efforts and capacities. At the Regional Bureau level, the participation in or relationship to regional organizations and networks will be examined along with support for South-South and triangular cooperation and the nature of their support to Country Offices in their partnership work. An HQ-level focus will examine WFP's participation in global multi-stakeholder partnerships. Additionally, some WFP Offices will be evaluated given their significant advocacy and knowledge management roles. Criteria for the selection of these Offices will be defined and applied during the Inception Phase. WFP's role has been changing since

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[40] WFP. 2016ff. WFP's Strategic Plan 2014-2017. Evaluability Assessment. Advisory Report. OEV/2015/022. March 2016, p. 27.
[41] WFP Corporate Partnership Strategy (2014-2017), p. 14-15. This is described in the CPS as "five types of partner" but the notion of 'type' is also used to describe the organizational structure of the partner – for example, NGO, UN agency or research institute.

the shift from food aid to food assistance was formalized in the Strategic Plan (2008-2013). As such, additional attention will be given to evaluating WFP's role in middle income countries, its relationship with host governments and to the "Centres of Excellence"[42].

54. This evaluation will not focus on partnerships according to type of partner (NGO, UN, private sector, research institutes, etc.) as it may duplicate recent evaluations commissioned by OEV solely and/or jointly with others. For example:

- There is a body of evidence on WFP's partnerships in the context of emergency preparedness and response (EPR) capacity following the completion of three strategic evaluations as part of an EPR Series in 2014. The subjects of these evaluations were the Preparedness and Response Enhancement Programme (PREP); Global Logistics Cluster: a Joint Strategic Evaluation; and, WFP's Use of Pooled Funds;

- An evaluation of the Private Sector Partnership and Fundraising Strategy was conducted in 2012 and may be the subject of a future policy evaluation;

- The cluster systems have been the focus of evaluations in the last few years – namely, the 2014 Joint WFP/FAO Evaluation of the Global Food Security Cluster and the evaluation of the Global Logistics Cluster mentioned above; and,

- WFP's engagement in significant multi-sector partnerships was included in the independent comprehensive evaluation of the Scaling Up Nutrition (SUN) Movement and in the joint evaluation of the Renewed Efforts Against Child Hunger and Under nutrition (REACH).

55. The WFP Office of Internal Audit is conducting an audit on the management of cooperating partners in 2016 focusing on partnerships with NGOs. This evaluation will include an examination of WFP's partnership with NGOs and identify approaches that are complementary to the focus of the audit in order to avoid duplication and enhance learning. The Government Partnerships Division (PGG) is the subject of an internal business process review in 2016 and may be re-organized as a result. As a result, and similar to the evaluation *From Food Aid to Food Assistance – Working in Partnership: A Strategic Evaluation*, this evaluation will exclude WFP's relationships with donors.

4. Evaluation Approach, Questions, and Methodology

4.1 Overview of Evaluation Approach

56. This evaluation will take a formative approach. This will lead to an emphasis on the design of the Strategy and its suitability for WFP's changing internal and external context, and to an assessment of its initial results. All aspects of the Strategy will be evaluated: principles, conceptual framework, results, the "unique value proposition" (see Annex 3 for a presentation of key conceptual frameworks), main non-implementing partners and key actions needed to increase WFP's effectiveness in various types of partnerships. The evaluation will apply on a case study approach and will build on surveys conducted by the strategic evaluation on partnerships in 2012.

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[42] Currently located in Brazil and China. (NB: China was just launched so not sure how much you can evaluate at this stage, perhaps forward looking to also include the one to be launched in Moscow, etc.).

57.   This evaluation will follow OEV's Evaluation Quality Assurance System (EQAS) guidance for policy evaluations. To maximize the evaluation's quality, credibility and utility, a mixed methods approach will be used with triangulation of evidence to ensure transparency, impartiality and minimize bias. The evaluation questions and sub-questions will be systematically addressed so as to meet both the accountability and learning goals. A sampling strategy to ensure coverage of all aspects of WFP's partnering approach will be developed.

58.   During the Inception Phase, the evaluation team may conduct an inception mission to a Regional Bureau, WFP Office or Country Office to deepen their understanding of the context, gather information on data availability and quality and test data collection instruments. The inception report will include a theory of change, a detailed evaluation matrix and a description of the proposed methodological approach. An assessment of gender-related gaps will be included in the approach.

4.2 Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

59.   A challenge in strategic partnership work generally is the fact that the term 'partnership' is familiar to everyone, is often considered to be a panacea and, as a result, is overused. Most, if not all, international agencies state that "partnership is at the core of what we do". However, partnerships is not always defined in a consistent manner nor is it viewed in the same way in each context. Measuring the results of partnerships is also challenging given the multi-faceted nature the work and the myriad types of partnering that WFP engages in. Further, there are differing views on the intent of the document itself as it was approved as a Policy but is seen by PG to be an overarching partnership strategy.

60.   Further, an analysis of issues related to design, data and demand indicate several gaps significant for this evaluation, such as the absence of: a theory of change; a logical framework with clearly defined, measurable results and performance measurement framework; and, an implementation strategy. Data limitations will render it challenging to assess results achievement and related factors. There is also both a limited policy footprint for WFP's work in partnerships and limited implementation of this particular Strategy given its start in 2014.

61.   Methods to be considered to mitigate these risks include a prioritization of qualitative data gathering methods, such as extensive interviews, focus group discussions, and primary source quantitative data collection, including the re-use of survey tools applied in the 2012 strategic evaluation of partnerships.

62.   These issues will be considered further in the development of the inception report for this evaluation. OEV will ensure that an initial set of relevant background

documentation and data sets gathered to date are accessible to the evaluation team by way of electronic library.

4.3 Evaluation Questions

63.   The evaluation will address the following three questions and associated sub-questions, which will be detailed further in an evaluation matrix to be developed by the evaluation team during the Inception Phase. Collectively, the questions aim to generate evaluation insights and evidence that will help WFP colleagues working in the area of partnership policy to design a policy and/or strategic approach that helps colleagues in Country Offices to support the achievement of the SDGs

64.   Question 1: How good is the Strategy? The evaluation will compare the Strategy with international good practice, the practice of partners and other comparators, and other benchmarks in order to understand whether the Strategy was designed so as to attain the best results and how well it will support WFP's evolution to a new strategic and operating environment. This will include the extent to which the Strategy:

- Provides a clear understanding to its internal and external stakeholders of WFP's conceptual and strategic vision on partnership;

- Sets clear and measurable expectations to internal and external stakeholders;

- Respects the partnership-related commitments made by WFP in force in 2013/14 in the context of UN inter-agency collaboration/Delivering as One, the Inter-Agency Standing Committee and collaboration among the Rome-based Agencies and the Humanitarian Partnership Principles, among others;

- Is comparable to similar strategies by comparator organizations in terms of innovation and strategic direction and reflected good practice in the field at the time;

- Includes an analysis of the inter-related elements required to ensure results achievement in this area;

- Remains relevant in the face of changes in the approach to partnerships in humanitarian/development contexts, international processes (Agenda 2030, WHS) and internal transitions;

- Fully considered the findings and recommendations from the From Food Aid to Food Assistance – Working in Partnership and WFP's Private Sector Partnership and Fundraising Strategy evaluations;

- Is consistent, coherent and complementary in relation to other WFP policies, strategic plans or frameworks in force at different levels of the organization (HQ, RB, CO); and,

- Has included gender, equity and other UN norms and principles.

65.   **Question 2: What were the initial results of the Corporate Partnership Strategy (2014-2017)?** The evaluation will collect information and data on <u>initial results</u> that can plausibly be associated with the results statements, including the "key elements in the implementation of the Strategy", and mechanisms defined to implement it. The evaluation will identify the main areas in which results were achieved, as well as the main types of results produced and their sustainability. In so doing, the evaluation will generate, to the extent possible, an understanding of

other factors that generated partnership changes at Country Office, Regional Bureau, WFP Office and HQ levels in order to establish plausible associations between these occurrences and the stated policy and its implementation measures. Elements to be assessed include the extent to which:

- There is evidence to validate and document intended and unintended outcomes of the implementation of the Strategy;

- The implementation process of the Strategy has produced quality guidelines and tools, including mapping, prioritizing and selecting partnerships, that have met high quality standards for partnerships with particular emphasis on the availability and adequacy of such tools and their application at all levels (HQ, RB, CO);

- Available evidence shows the importance and centrality of partnerships in WFP plans and operations at all levels;

- WFP's own capacity to partner effectively has increased and how that has strengthened WFP's comparative advantages corporately and across Country Offices in the fight against hunger;

- The benefits of working in partnership with others is cost-effective and produces a greater impact than working alone;

- Implementation of the Strategy has led to documented organizational change in WFP at all levels, including changes to its approach to partnering as well as to fighting hunger;

- New partnership practices resulted in improved quality of approaches in WFP and in-country partner organizations;

- WFP has formed or strengthened strategic partnerships with an emphasis on the quality and sustainability of those partnerships; and,

- Institutional/organizational structures and processes have been established for diffusion and sustainability of partnerships and the results from them.

66. **Question 3: Why has the Strategy produced the results that have** been observed? In answering this question, the evaluation will generate insights into the incentives, triggers or explanatory factors that caused the observed changes (question 2). It will look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1), the way in which it was implemented (e.g., looking at resource issues), and others (e.g., underlying understanding, assumptions, etc., that influence behavior). In doing so, the evaluation should attempt to benchmark against good practice to identifying commonalities and differences in order to derive better practices and pointers for learning.

67. The inquiry should focus on factors such as:

- WFP's internal factors and external factors;

- Buy-in of and support for WFP's partnership approaches by a range of actors (Executive Board membership, UN agencies, private sector, NGOs, academic/research institutions);

- Drivers, interests and criteria for establishing partnerships;

- Mainstreaming of partnership approaches across the organization;
- Communication and dissemination of the Strategy throughout WFP;
- Institutional enabling environment and incentives;
- Appropriate skills sets and competencies to partner;
- Monitoring, evaluation, results reporting and learning; and,
- External operating environment and factors.

4.4 Methodology

68. The evaluation team will be expected to take a rigorous methodological approach in order to

> This evaluation will examine the extent to which gender and equity dimensions are integrated into the WFP Corporate Partnership Strategy (2014-2017).

maximize the quality, credibility and use of the evaluation. The evaluation methodology will systematically address the evaluation questions and sub-questions (in section 4.3 above) in a way that meets the dual purposes of accountability and learning. An assessment of progress towards initial results will focus on the stated objectives and expected results as articulated in the CPS.

69. During the Inception Phase, the evaluation team will elaborate the evaluation matrix (as per Section 4.3 above) test and complete the methodology including data collection instruments details as agreed by the Evaluation Manager. As mentioned earlier, the evaluation team will be required to develop strong qualitative data collection methods to inform some of the evaluation questions. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS) which provides details on the elements to be included in the methodology, including attention required to gender equality and the empowerment of women.

70. A theory of change will be required in order to ground the evaluation in a clear results-based framework. This will be drafted by the external evaluation team and validated through consultation with key stakeholders. Attention should be paid to ensuring that a gender analysis is mainstreamed throughout this process, including in the evaluation questions and indicators.

71. Given that partnerships are often subject to significant power dynamics, the evaluation team will be asked to consider using theory-based approaches to understand what works, for whom, in what contexts and why? The evaluation will adopt a mixed method approach combining qualitative and quantitative data. The methods to be considered include a detailed document and data review, key informant interviews with a range of WFP's partners and a survey of internal and external partners.

72. Benchmarking should also be considered as a way of assessing the principles and unique value proposition defined in the CPS, as well as guidance materials developed to implement the Strategy. The partnership approaches of other UN agencies and international NGOs will be referred to in a related comparative analysis. The use of 'before and after' comparisons of partnerships will be carried out in certain contexts, as appropriate.

73. The use of some of the data collection tools developed for the strategic evaluation of partnerships in 2012 should also be considered, such as the Good Partnership Health Checklist and Partnership Agreement Scorecard; the data collected in 2012 could serve as a baseline. Data collected in 2016 as part of the internal audit on the management of NGO partners and to that collected by INC as part of the PGG business process review will be sought in order to avoid any duplication of efforts and to build on learning in a complementary manner.

74. A substantial document review will be required to assess the ways in which partnership has been conceived of, measured and reported on throughout the organization in the past two years. The documents to be consulted include: all existing WFP policies and their respective approaches to partnership; all centralized evaluations and corresponding management response that have been published since 2014; country-level and corporate reporting on partnerships, including to donors and the Executive Board.

75. Country case studies will be used along with a theory based approach, relying on various information and data sources to demonstrate impartiality and minimize bias and optimizing a cross-section of information sources. The selection criteria to impartially select WFP offices to be visited and the stakeholders to be interviewed should be specified in the Inception Report. These will include range, type and purpose of partnership, socio-economic status of country, level of capacity of government partners (Ability and Readiness Index), type and size of WFP programming, existence of L3 or L2 emergencies, CSP pilot country, and use of Trust Funds and level of host government engagement.

4.5 Quality Assurance

76. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardized checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the Director of OEV will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, rather it ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

77. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

5. Organization of the Evaluation

5.2 Phases and Deliverables

Proposed timeline summary of key evaluation deliverables

Phases	May 2016	June 2016	July 2016	Aug 2016	Sept-Oct	Nov '16 - Mar '17	June 2017	Deliverables
Phase 1 (Preparation) Preparation of CN/ TOR Stakeholder consultation Identify and hire evaluation team	x x	x						Concept Note TOR
Phase 2 (Inception) HQ Briefing eval team Document review Inception mission			x	x				Inception Report
Phase 3 (Data collection) Data collection Analysis workshops Debriefings					x x x x			Debriefing presentations Aide-memoire Analysis reports
Phase 4 (Reporting) Draft reports Comments and revisions						x x x		Drafts Stakeholders' workshop Final
Phase 5 (Presentation) Exec. Board EB.A/2017 (June) + Management response							x	

5.2 Evaluation Component

78. A team leader and team members with appropriate evaluation and technical capacities will be hired to conduct the evaluation. Within the team, the team leader bears ultimate responsibility for all team outputs, overall team functioning, and

client relations. The team leader requires strong evaluation and leadership skills, experience with evaluation of corporate policies and partnerships, as well as technical expertise in one of the technical areas listed below. His/her primary responsibilities will be (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) and evaluation tools in line with agreed EQAS standards and agreed timelines.

79. The team will not have been involved in the design, implementation or monitoring of the WFP Corporate Partnership Strategy (2014-2017) nor have any conflicts of interest. The evaluators are required to act impartially and respect the evaluation code of conduct.

80. The team should have strong capacity in conducting global evaluations that incorporate country level case studies and the use of mixed methods in evaluation. The team will be required to have a strong experience of policy evaluation and of partnership principles, including analysis and synthesis of both qualitative and quantitative data and information. They will have an understanding of WFP and global UN policy architecture. It will be multi-disciplinary including an appropriate balance of extensive knowledge, skill and expertise in evaluating partnerships, cluster coordination, gender equality, organizational change, technical assistance, and capacity strengthening. The evaluation team should comprise men and women of mixed cultural backgrounds. Should there be country case studies, core team members should be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (e.g. French and Spanish). Office support in data analysis will be required to support the evaluation team members.

81. The evaluation team members should contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, collect and analyze information; participate in team meetings with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report.

82. Support will be provided by OEV to collect and compile relevant documentation, not available in public domain, facilitate the evaluation team's engagement respondents and provide support to the logistics of field visits.

5.3 Roles and Responsibilities

83. This evaluation is managed by OEV. Deborah McWhinney has been appointed Evaluation Manager responsible for the evaluation preparation and design, follow-up and first level quality assurance throughout the process following EQAS. Helen Wedgwood, Director of Evaluation, will conduct the second-level quality assurance, including approval of the TOR, budget, full evaluation report and summary evaluation report.

84. The Evaluation Manager has not worked on issues associated with the subject of evaluation in the past. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the inception and field missions; conducting the first reviews of evaluation products; and consolidating comments from stakeholders on the main evaluation products. She will also be the interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth communication and implementation of the evaluation process. An OEV Research Analyst will provide research support throughout the evaluation. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

85. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of respondents.

86. There will be an internal reference group and an external advisory group for this evaluation (See membership in Annex 2). In their advisory role, they are expected to review and provide feedback on evaluation products such as TOR and reports:

- an internal reference group composed of a cross-section of WFP stakeholders from relevant business areas at HQ, Regional Bureau and CO; and

- an external advisory group composed of technical expertise and experience with partnerships in international development and/or humanitarian response, including the RBAs, cluster partners, main NGO partners and EB members.

5.4 Communication

> It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

87. Emphasizing transparent and open communication, the Evaluation Manager will ensure consultation with stakeholders on each of the key evaluation phases. The evaluation ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A more detailed communication plan for the findings and evaluation report will be drawn up by the Evaluation Manager during the Inception Phase, based on the operational plan for the evaluation contained in the Inception Report.

88. OEV will make use of data sharing software (Dropbox) to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation team and manager will assist in discussion any particular issue.

89. Main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the evaluation team will make the necessary arrangement and include the cost in the budget proposal. OEV will organize a stakeholder's workshop after field work to discuss the draft evaluation findings, conclusions and recommendations.

90. The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official WFP languages in June 2017. OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links. The COs and RBs are encouraged to circulate the final evaluation report to external stakeholders.

5.5 Budget

91. The evaluation will be financed from OEV's Programme Support and Administrative budget.

Annex 1: Evaluation Timeline

	Evaluation of WFP's Partnership Strategy	By Whom[43]	
Phase 1 - Preparation			**April - May 2016**
	Desk review. Draft TORs. OEV/D clearance for circulation to WFP staff	EM	12/05/2016
	Revise draft TOR based on WFP feedback	EM	27/05/2016
	Final TOR sent to WFP Stakeholders & LTA firms	EM	27/05/2016
	Contracting evaluation team/firm	EM	03/06/2016
Phase 2 - Inception			**June - July 2016**
	Team preparation prior to HQ briefing (reading Docs)	Team	03-13/06/2016
	HQ briefing (WFP Rome)	EM & Team	13-17/06/2016
	Inception Mission in country	EM+TL	27/06-01/07/2016
	Submit Draft Inception Report (IR) to OEV	TL	08/07/2016
	OEV quality assurance and feedback	EM	15/07/2016
	Submit revised draft IR (D1) to OEV	TL	22/07/16
	OEV quality assurance	EM	25/07/16
	Share IR with internal reference group for their feedback	EM	29/07/2016
	OEV consolidate all comments in matrix and share them with team	EM	24/08/2016
	Submit revised IR (D2)	TL	20/08/2016
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	31/08/2016
Phase 3 - Evaluation Phase, including Fieldwork			**Sept. – Oct. 2016**
	Fieldwork & Desk Review. Field visits & internal briefings with CO and RB	Team	September-October
	Exit Debrief (ppt) after each country visit	TL	
	Overall debriefing with HQ, RB and COs Staff.	EM+TL	02/11/2016
Phase 4 - Reporting			**Oct. '16 – Feb. '17**
Draft 0	Submit draft Evaluation Report (ER) to OEV (after the company's quality check)	TL	18/11/2016
	OEV quality feedback sent to the team	EM	25/11/2016
Draft 1	Submit revised draft ER to OEV	TL	02/12/2016

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[43] Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

	Evaluation of WFP's Partnership Strategy	By Whom[43]	
	OEV seeks OEV Dir. Clearance prior to circulating the ER to WFP Stakeholders. When cleared, OEV shares draft evaluation report with WFP stakeholders (IRG) for their feedback.	EM	05/12/2016
	OEV consolidate all WFP's comments (matrix) and share them with team	EM	16/12/2016
Draft 2	Submit revised draft ER (D2) to OEV based on the WFP's comments, and team's comments on the matrix of comments.	TL	06/01/2017
	Review matrix and ER, share D2 with EAG	EM	13/01/2017
	OEV consolidate comments received from EAG and share with evaluation team	EM	27/01/2017
	Submit revised D3 shared with stakeholders ahead of workshop	EM	03/02/2017
	Stakeholders' workshop	EM	8-9/02/2017
Draft 3	Submit revised draft ER (D3) and draft SER	TL	22/02/2017
	Seek for OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	24/02/2017
	OEV circulates the SER to WFP's Senior management for comments (upon clearance from OEV's Director)	EM	03/03/2017
	OEV sends and discusses the comments on the SER to the team for revision	EM	17/03/2017
Draft 4	Submit final draft ER (with the revised SER) to OEV	TL	24/03/2017
	Seek Final approval by OEV. Dir. Clarify last points/issues with the team	EM+TL	31/03/2017
Phase 5 Executive Board (EB) and follow-up			**April – June '17**
	Submit SER/recommendations to RMP for management response + SER for editing and translation	EM	
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	D/OEV	
	Presentation of management response to the EB	D/RMP	12-16/06/2017

Annex 2: Reference Groups

Internal Reference Group			

HQ Contacts			
Unit	**Name**	**Division Unit**	**Position**
PG	Elisabeth RASMUSSON	Partnership, Governance & Advocacy Department, PG	Assistant Executive Director
PGB	Harriet SPANOS	Executive Borad Secretariat, PGB	Director & Secretary to the EB
PGB	Elizabeth SPENCER	Executive Borad Secretariat, PGB	Programme Advisor
PGC	Arnhild SPENCE	Partnership, Policy Coordination and Advocacy Division, PGC	Director
PGC	Emilia Casella	Partnership, Policy Coordination and Advocacy Division, PGC	Deputy Director
PGC	Marcus PRIOR	Partnership, Policy Coordination and Advocacy Division, PGC	Programme Officer (NGOs)
PGC	Andreas HANSEN	Partnership, Policy Coordination and Advocacy Division, PGC	External Partnership Officer (Advocacy)
PGC	Elizabeth RAMBORGER	Partnership, Policy Coordination and Advocacy Division, PGC	ER Officer
PGC	Ellen WIELEZYNSKI	Partnership, Policy Coordination and Advocacy Division, PGC	Programme Officer
PGC	Yaver SAYYED	Partnership, Policy Coordination and Advocacy Division, PGC	Programme Officer
PGC	Mariavittoria MINGARDI	Partnership, Policy Coordination and Advocacy Division, PGC	Information & Knowledge Management Focal Point
PGC	Giulia BARBARESI	Partnership, Policy Coordination and Advocacy Division, PGC	Business Support Assistant
PGC	Giulia MACRI	Partnership, Policy Coordination and Advocacy Division, PGC	Consultant, COMET focal point
PGG	Christopher Kaye	Government Partnerships Division, PGG	Director
PGG	Rasmus EGENDAL	Government Partnerships Division, PGG	Deputy Director and OiC
PGG	Bahar ZOROFI	Government Partnerships Division, PGG	Programme Advisor
PGG	Heidi OLLI	Government Partnership Division, PGG	Government Partnerships Officer
PGG	Laura TURNER	Government Partnership Division, PGG	Government Partnerships Officer
PGM	Corinne WOODS	Communications Division, PGM	Director
PGP	Jay ALDOUS	Private Sector Partnerships Division, PGP	Director
PGP	Jennifer NYBERG	Private Sector Parternships, PGP	Deputy Director
PGP	Irena PESIC	Private Sector Parternships, PGP	Private Sector Partnerships Officer
PGP	Annmarie ISLER	Private Sector Parternships, PGP	Partnership Manager
PGP	Andy LINTERN	Private Sector Parternships, PGP	Information & Knowledge Manager
PGP	Kerry Ann Philp	Private Sector Parternships, PGP	Consultant Partnerships
PGR	Mihoko TAMAMURA	Rome-based agencies and CFS Division, PGR	Director
PGR	Lucie KANOVA	Rome-based agencies and CFS Division, PGR	External Parnerships Officer
Partnership Advisory Group	Prerana ISSAR	Human Resources Management, HRM	Director
Partnership Advisory Group	Laura SANTUCCI	Office of the Executive Director, OED	Director
Partnership Advisory Group	Stanlake SAMKANGE	Policy and Programme Innovation Division, OSZ	Director
Partnership Advisory Group	Kenn CROSSLEY	Technical Assitance and Country Capacity Strenghtening, OSZI	Chief
Partnership Advisory Group	Jane Pearce	Performance Management and Monitoring Division, RMP	Director
WFP Offices	Jon BRAUSE	Washington Office, WAS	Director
WFP Offices	Catherine FEENEY	Washington Office, WAS	Deputy Director
WFP Offices	Stephen TARAVELLA	Washington Office, WAS	Senior Communications Officer
WFP Offices	Stephen ANDERSON	Japan Office, TOK	Director
WFP Offices	Gregory BARROW	London Office, LON	Senior Public Affairs Officer
WFP Offices	Abdallah Al-Wardat	Dubai Office, UAE	Director
WFP Offices	Elise BIJON	Dubai Office, UAE	Partnerships and Business Advisor
WFP Offices	Krystyna BEDNARSKA	Brussel Office, BRU	Director
WFP Offices	Antonio SALORT-PONS	Madrid Office, MAD	Director
WFP Offices	Marina CATENA	Paris Office, PAR	Director
WFP Offices	Hyoung-Joon LIM	Seoul Office, SEO	Director
WFP Offices	Anne POULSEN	Copenaghen Office	Director
WFP Offices	Ralf SUEDHOFF	Head of Office, BER	Head of WFP Office
DED	Amir ABDULLA	Deputy Executive Director & COO, DED	Deputy Executive Director
DED	Gordana JERGER	Geneva Office, GVA	Director
DED	Paulette JONES	Geneva Office, GVA	Liaison Officer
DED	Thomas YANGA	Addis Ababa Office, ADD	Director
DED	Erika Jeorgensen	NYC Office	Director & Secretary to the EB NYC (until Dec. 2016)
DED	Michelle ISEMINGER	NYC Office	Senior External Partnerships Officer (OIC)
OED	Robert OPP	Innovation & Change Management Division, INC	Director
OED	Mads LOFVALL	Innovation & Change Management Division, INC	Head, Global Change Team

Unit	Name	Division Unit	Position
Operatons Services	Kawinzi MUIU	Gender Office, GEN	Director
	Denise Brown	Director of Emergencies , OSE	Director
	Corinne FLEISCHER	Supply Chain Division OSC	Director
	Mahadevan RAMACHANDRAN	Procurement Division, OSP	Deputy Director
	Pierre HONNORAT	Humanitarian Response Depot. Service, OSLHRD	Chief
	Zlatan MILISIC	Direct Implementation Programmes Services, OSZP	Chief of Service & Deputy Director of OSZ
	Tahir NOUR	Market Access Programmes, OSZIC	Director
	Lauren LANDIS	Nutrition Division, OSN	Director
	Martin BLOEM	Nutrition Division, OSN	Chief & WFP Global Coordinator for HIV/AIDS
	Fatiha TERKI	Nutrition Division, OSN	Senior Policy and Liaison Officer
	Volli CARUCCI	Asset Creation & Livelihoods Unit, OSZPR	Chief
	Stephen CAHILL	Global Logistics Cluster Support Cell, OSLC	Chief
	John MYRAUNET	Global Logistics Cluster OSCC	Deputy Global Logistics Cluster Coordinator
	Cyril FERRAND	Global Food Security Cluster, OSEF	Global Coordinator
	Pushpa ACHARYA	Global Food Security Cluster, OSEF	Senior Programme Officer
	Chris TOE	Policy and Programme Inivation Division, OSZ	Consultant Programme Policy
	Ryan ANDERSON	Policy and Programme Inivation Division, OSZ	Programme Policy Officer
	Claudia AHPOE	Regional Programme Adviser , OSZAF	Programme Policy Officer
	Jimi RICHARDSON	Policy & Programme, OSZPH	Programme Policy Officer
	Annette ANGELETTI	Humanitarian Response Depot. Service, OSLHRD	Info & Knowledge Management Officer
	Wolfgang MITTMANN	Policy and Programme Innovation Division, OSZ	Programme Officer ,
	Nancy Walters	REACH Secretariat, RH	Global Coordinator
	Carola KENNGOTT	South-South and Triangular Cooperation, OSZ	Policy Programme Officer
RM	Joseph CHOI	Emergency Coordination Branch	External Relations Officer
	Antoine Bertout	Support Global Emergency Telecommunications Cluster (ETC)	ICT Project Management Officer
	Jalal SHAH	Emergency Coordination Branch, RMTF IT	Information Technology Officer
	Zarrina KURBANOVA	Strategy Implementation and Risk Management, RMPS	Programme Officer
HRMOL	Nicolai FREIHERR VON STACKELBERG	Legal Office, LEG	Senior Legal Officer
LEGC	Nevenka ADDO	Contract & Constitutional Law Branch, LEGC	Consultant Legal

Field Contacts			
Unit	Name	Division Unit	Position
RBB	David Kaatrud	Regional Bureaux Bangkok RBB	Regional Director
	Parvathy Ramaswami	Regional Bureaux Bangkok RBB	Deputy Regional Director
	Janne Suvanto	Regional Bureaux Bangkok RBB	Senior Government Partnerships Officer/Partnership Focal Point
	Dipa BAGAI	Regional Bureaux Bangkok RBB	Regional M&E Officer (a.i.)
	Robin Landis	Regional Bureau Bangkok RBB	Partnership Focal Point
	Naoko OMURO	Regional Bureau Bangkok RBB	Donor and Private Sector Relations Officer
	GianPietro Bordignon	WFP Cambodia	CD
	Francesca Erdelmann	WFP Cambodia	DCD
	Michael Huggins	WFP Cambodia	Head of Programme Partnership Focal Point
	Ratanak LENG	WFP Cambodia	Communications and Reporting Officer
RBC	Muhannad Hadi	Regional Bureaux Cairo RBC	Regional Director
	Carlo Scaramella	Regional Bureaux Cairo RBC	Deputy Regional Director
	Nicolas Oberlin (From 6 Sept.)	Regional Bureaux Cairo RBC	Deputy Regional Director
	Annelaure Duval	Regional Bureaux Cairo RBC (Amman)	Communications Officer
	Tarneem Fahmi	Regional Bureaux Cairo RBC	Programme Policy Officer/Partnership Focal Point
	Yasmine Khalil	Regional Bureaux Cairo RBC	Business Support Assistant/Partnership Focal Point
	Rossella FANELLI	Regional Bureaux Cairo RBC	Head of Government and External Partnerships
	Louise BARBER	Regional Bureaux Cairo RBC	Regional External Partnerships Officer
	Abeer ETEFA	Regional Bureaux Cairo RBC	Senior Regional Communications & Partnerships Officer
	Menghestab Haile	CO Egypt	Country Director
	Simone Parchment	CO Egypt	Deputy Country Director
	Hans VIKOLER	CO Egypt	Head of Programme
	Mohamed Salem	CO Egypt	Monitoring and Evaluation Officer
RBD	Abdou Dieng	Regional Bureau Dakar RBD	Regional Director
	Peter Musoko	Regional Bureau Dakar RBD	Deputy Regional Director
	Margot Van der Velden	Regional Bureau Dakar RBD	Deputy Regional Director
	Aboubacar Koisha	Regional Bureau Dakar RBD	Programme Policy Officer
	Natasha Nadazdin	Regional Bureau Dakar RBD	Senior Regional Programme Adviser/Partnership Focal Point
	Marie Catherine Ndong	Regional Bureau Dakar RBD	Partnership Focal Point
	Dorica Tasuzgika Phiri	Regional Bureau Dakar RBD	Consultant
	Mailin FAUCHON	Regional Bureau Dakar RBD	Regional Donor Relations Officer
	Kai ROEHM	WFP DRC	Programme Officer
	Mary-Ellen McGroarty	WFP Chad	CD
	Issa Sanogo	WFP Chad	DCD
	Moise Ballo	WFP Chad	Focal Point
	Christian Nzeyimana	WFP Chad	Focal Point
RBJ	Chris Nikoi	Regional Bureau Johanesburg RBJ	Regional Director
	Lola Castro	Regional Bureau Johanesburg RBJ	Deputy Regional Director/Partnership Focal Point/Partnership Advisory Group
	Charles Inwani & Andrew Odero	Regional Bureau Johanesburg RBJ	Partnership Focal Points
	Sarah Longford	Regional Bureau Johanesburg RBJ	Senior Regional Programme Adviser/Partnership Focal Point
	Simon Clements	Regional Bureau Johanesburg RBJ	Partnership Focal Point from Sept. 2016
	Silvia Biondi	Regional Bureau Johanesburg RBJ	Programme Policy Officer
	Karin Manente	CO Mozambique	Country Director
	Ute Meir	CO Mozambique	Deputy Country Director

HQ Contacts

Unit	Name	Division Unit	Position
RBN	Valerie Guarnieri	Regional Bureau Nairobi RBN	Regional Director
	Adrian Van Der Knaap	Regional Bureau Nairobi RBN	Deputy Regional Director
	Genevieve Chicoine	Regional Bureau Nairobi RBN	Regional Monitoring and Evaluation Officer
	Rosie Bright	Regional Bureau Nairobi RBN	External Partnerships Officer/Partnership Focal Point
	Isabel Burchard	Regional Bureau Nairobi RBN	Donor and Private Sector Relations Officer/Partnership Focal Point
	Jesse Wood	Regional Bureau Nairobi RBN	Regional Donor and Private Relations Officer/ Paternship Focal Point
	Laurent Bukera	WFP Somalia	Country Director
	Edith Heines	WFP Somalia	Deputy Country Director
RBP	Miguel Barreto	Regional Bureau Panama RBP	Regional Director
	Alzira Ferreira	Regional Bureau Panama RBP	Deputy Regional Director/Partnership Advisory Group
	Jacqueline Flentge	Regional Bureau Panama RBP	Regional M&E Officer
	Hugo Farias	Regional Bureau Panama RBP	Programme Officer/Partnership Focal Point
	Christine Grignon	Regional Bureau Panama RBP	Senior Regional Programme Adviser/Partnership Focal Point
	Pasqualina de Sirio	WFP Honduras	CD
	Eri Kudo	WFP Honduras	DCD
	Francisco SALINAS	WFP Honduras	Programme Officer
	Haydee PAGUAGA	WFP El Salvador	Communications Officer

External Reference Group	
Name	**Organization**
2 representatives from	Executive Board Bureau 2016
1 representative from	FAO
1 representative from	IFAD
1 representative from	UNDP
1 representative from	UNHCR
1 representative from	UNICEF
1 representative from	UNFPA
1 representative from	ICRC
1 representative from	OCHA
1 representative from	UN Women
1 representative from	Save the Children
1 representative from	World Vision
1 representative from	Plan International
1 representative from	CARE International
1 representative from	Action Contre la Faim
1 representative from	Norwegian Refugee Council
1 representative from	OXFAM
1 representative from	Danish Refugee Committee
2 representatives from	Logistic Cluster
2 representatives from	Global Food Security Cluster
2 representatives from	Emergency Telecommunications Cluster
1 representative from	Committee on World Food Security
2 representatives from	Donors
2 representatives from	Host governments
2 representatives from	Private sector

Annex 3: Conceptual Elements in the WFP Corporate Partnership Strategy (2014-2017)

- Equity
- Transparency
- Results-oriented approach
- Responsibility
- Complementarity

- Expertise
- Scale of operations
- Agility and Responsiveness
- Delivery-focus
- Accountability and transparency

Principles

Unique Value Proposition

- Collaborative relationships between actors that achieve better outcomes for the people we serve (leveraging resources, working together, sharing risks & responsibilities)

Definition

Objectives and Expected Results

- Common understanding
- Development of engagement strategies
- Consistent approach
- Tools/guidance/training and support
- Cost-effective collaboration

Annex 4: Partnership Data – Non-Financial Partners[44]

Figure 1. Types of WFP Partners[45] - HQ, RB and CO
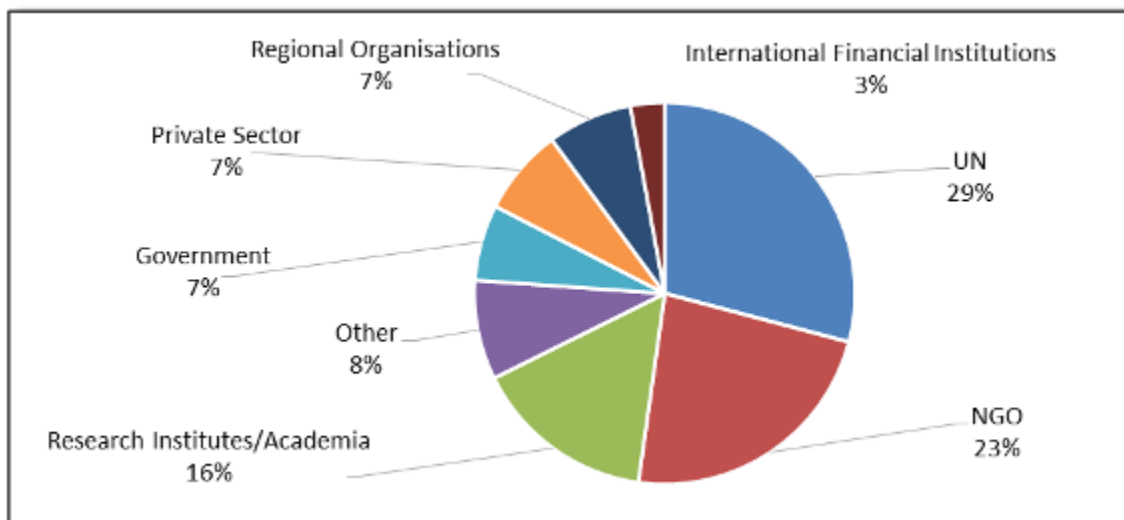
Figure 2. Types of WFP partners by organizational level

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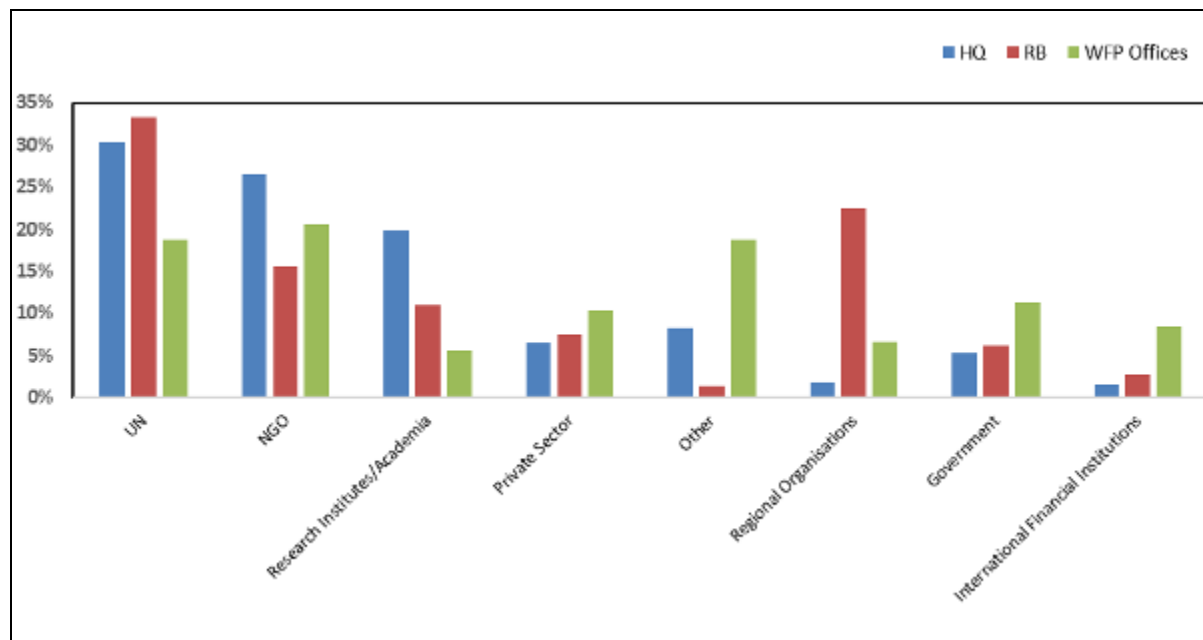
[44] All data presented in this section is survey data compiled and analysed by the Partnership and Advocacy Coordination Division and reported in 'An Insight into Partnerships at HQ, RB and WFP Offices (non-financial partnerships), December 2015. This is data of non-financial partners only.

[45] 'Other' partnerships may include: Global partnerships (e.g. Better than Cash Alliance); Foundations (e.g. Bill and Melinda Gates); Advocacy Networks; Federations of INGOs (e.g. Cash Learning Partnership); Celebrities (e.g. soccer players and singers; National Ministries; UN Initiatives (e.g. Human Rights up Front Initiative); IASC; Scaling Up Nutrition (SUN); WFP Units/Branches/Projects (e.g.: P4P Technical Review Panel, The Protection Standby Capacity Project -ProCap).

Figure 3. Purpose of partnership by organizational level
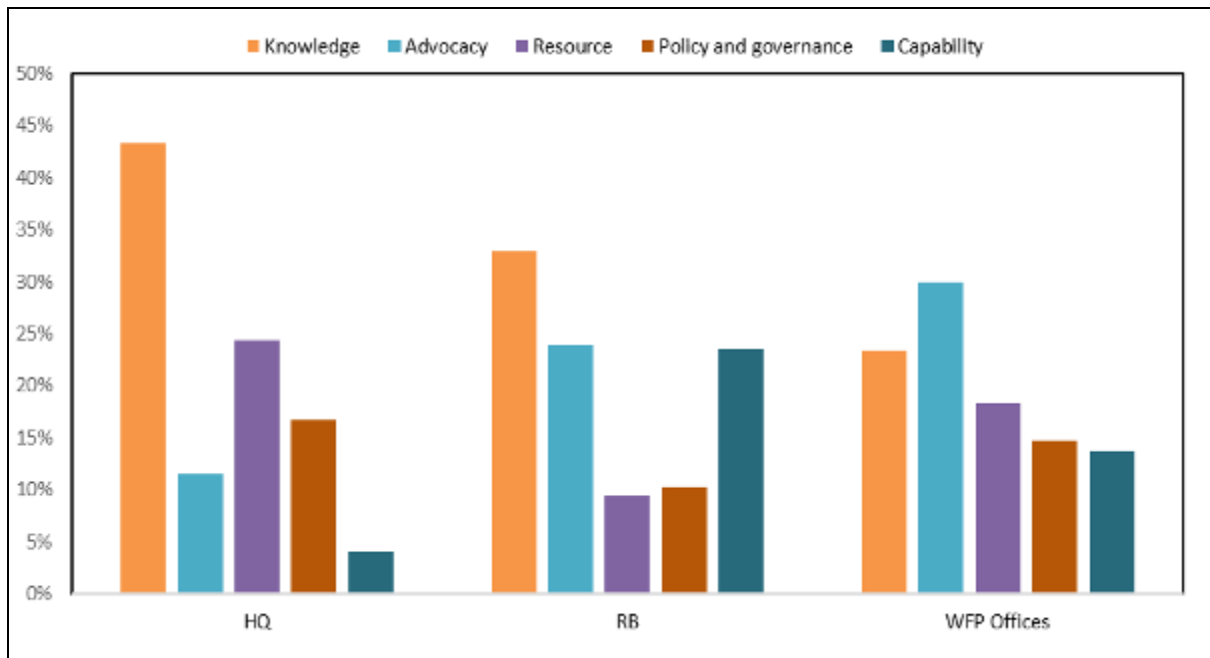
Figure 4. Thematic focus of non-financial partnerships
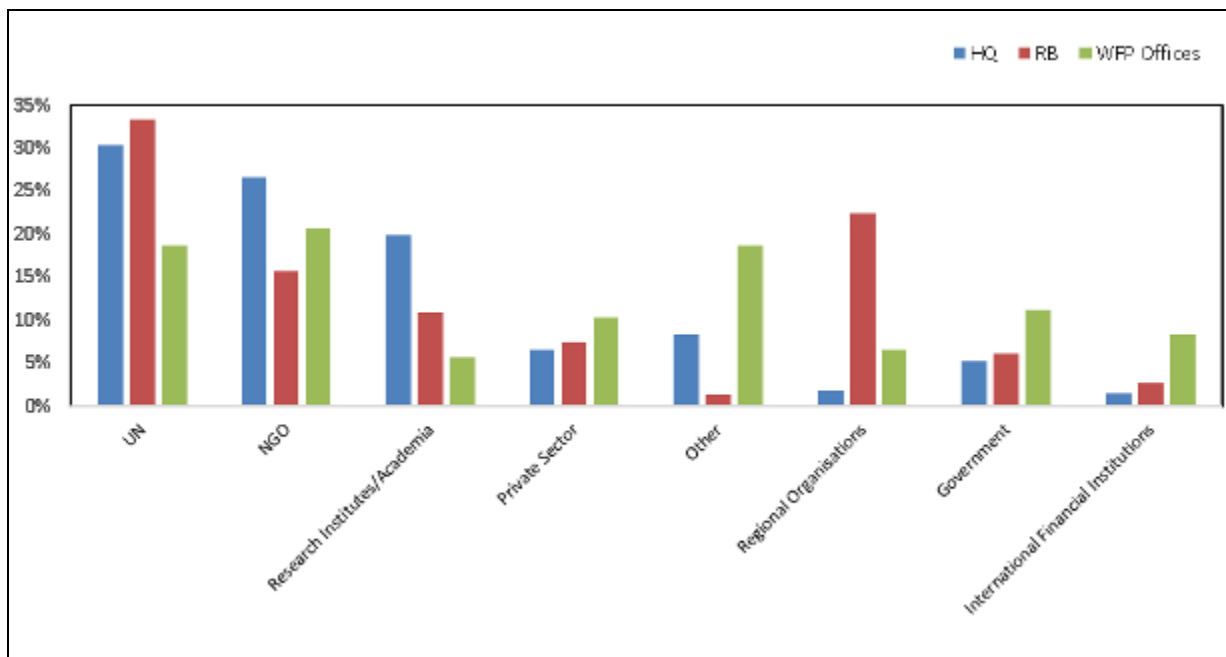
Annex 5: Partnerships at Country Office Level[46]

92. In 2015, WFP reported 1,793 partnerships in 77 countries, while in 2014, it reported 1,950 partnerships in 81 countries. This difference is due to a gap in reporting, which should be resolved when COMET has been rolled out to all Regional Bureaus.

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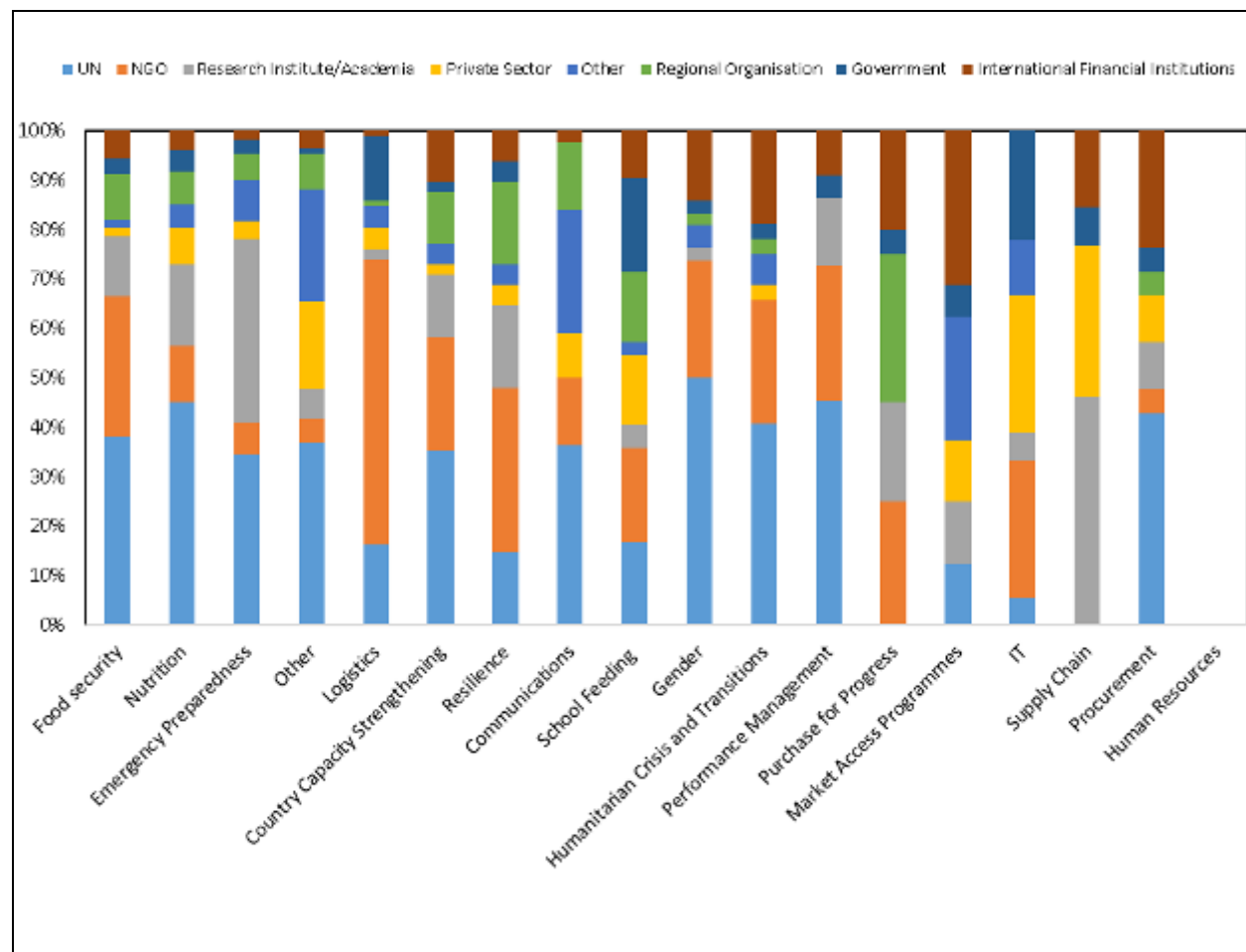
[46] Prepared in May 2016 by the Partnership and Advocacy Coordination Division (PGC). Guided by the 2014-2017 Corporate Partnership Strategy (CPS), in June 2015 PGC engaged in a mapping exercise to obtain an overview of 2014 NGO/UN partnerships at country office level. This data comes from an exercise carried out for 2015. This report includes data on partnerships with NGOs and UN agencies, which represent 95% of WFP partnerships, with the remaining 5% representing partnerships with Governments, International Financial Institutions and the private sector. It is not possible to provide data on these partners as COMET is not fully rolled out. This report draws data from both COMET and DACOTA.

Number of Partners

Total number of Individual Partners by Region

Region	Total
RBP	124
RBJ	245
RBC	263
RBB	345
RBN	349
RBD	467
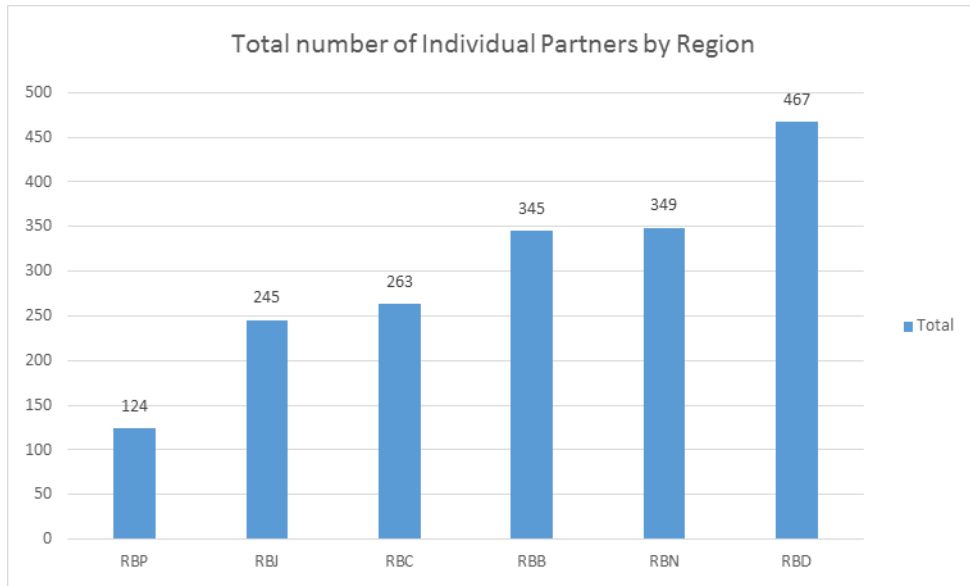
Top 5 Countries in Partner Numbers
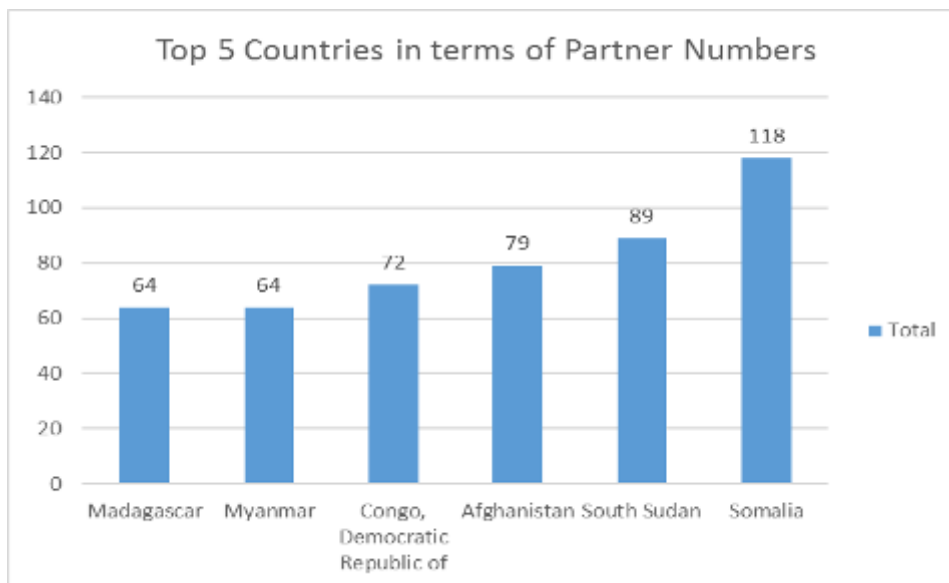
Top 5 Countries in terms of Partner Numbers
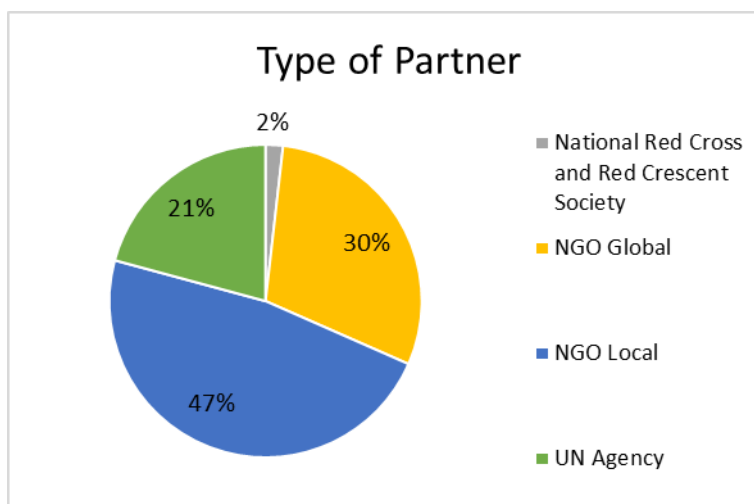
Country	Total
Madagascar	64
Myanmar	64
Congo, Democratic Republic of	72
Afghanistan	79
South Sudan	89
Somalia	118

Types of Partner

Types of Partner by Region
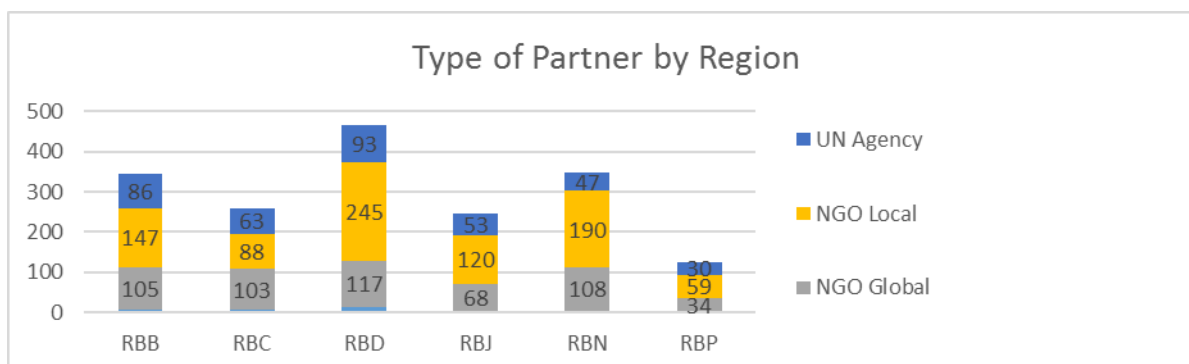
Strategic Objectives

93.   All partnerships should link to one or more strategic objectives (cross-cutting). However, approximately 7% of partnerships reported did not list a strategic objective, which could mean either that the partnership does not link to a strategic objective, or that the data cell was simply left blank. In 2014 the number of partnerships not reported was slightly higher (11%). The diagram below shows the results of the remaining 93% of partnerships and how our partnerships relate to WFP strategic objectives.

38

Areas of collaboration

94.   WFP works with partners in nearly all aspects of food assistance efforts, from general distribution and transport to special operations and assessments. Currently, as partnership information is being gathered through both DACOTA and COMET, the data on the aspect of services/activities for all partnerships is not standardized. The first diagram below shows the services categories across COMET (covering RBB, RBC, RBJ, RBN) and the second diagrams the activities categories across DACOTA (RBD, RBP). With the upcoming conversion to COMET as the only data collection system, the areas of collaboration will be easier to analyze using only the standardized COMET categories.

Areas of collaboration

Services- RBB, RBC, RBJ, RBN

Activities- RBD, RBP
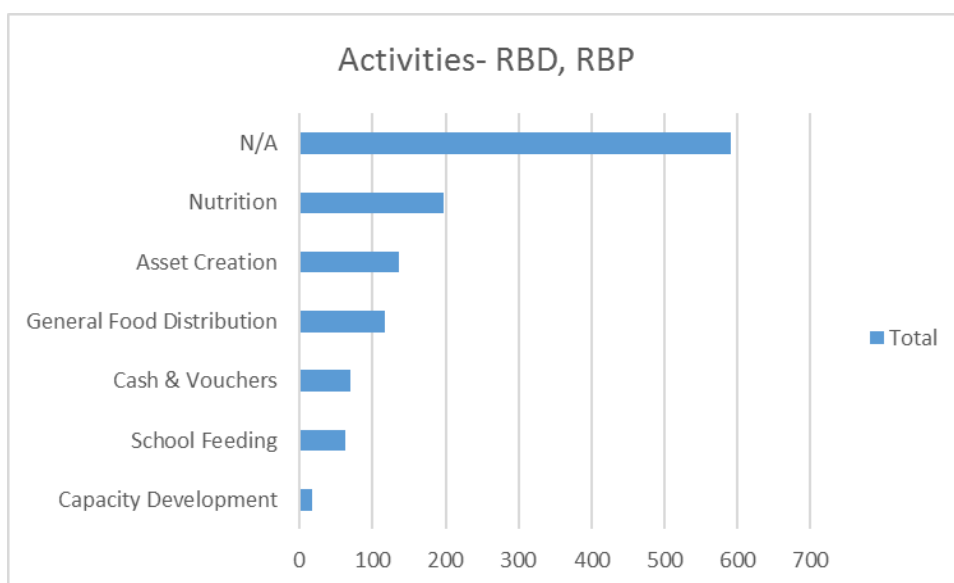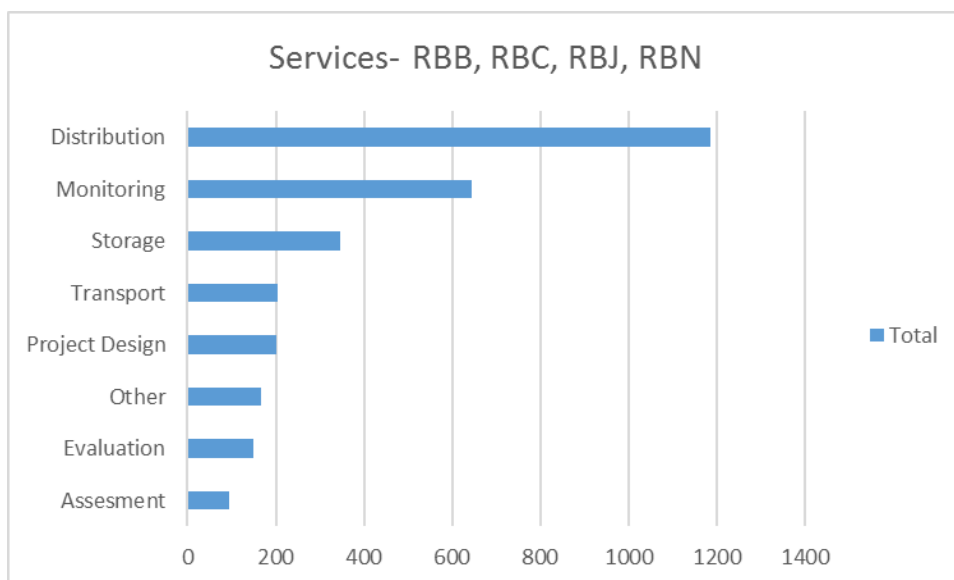
Annex 6: United Nations and International Organizations Partnerships in 2015

FAO	121	65
UNICEF	107	55
UNHCR	60	55
WHO	41	32
OTHERS[47]	40	27
UNDP	32	25
IFAD	31	24
UNFPA	26	18
IOM	21	19
World Bank	12	9
UNAIDS	15	12
ILO	11	6
UN-Women	14	13
UNESCO	9	7
UN-HABITAT	3	2
UNEP	2	2

Source: Annual Performance Report 2015

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[47] OTHERS include partnerships with United Nations peacekeeping missions, Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Industrial Development Organization (UNIDO) and the United Nations Office for Drugs and Crime.

Annex 7: Government Partnership Data[48]

Contributions to WFP by Programme Category, from 2010 to 2016 in US$ Million (as of 01 May 2016)
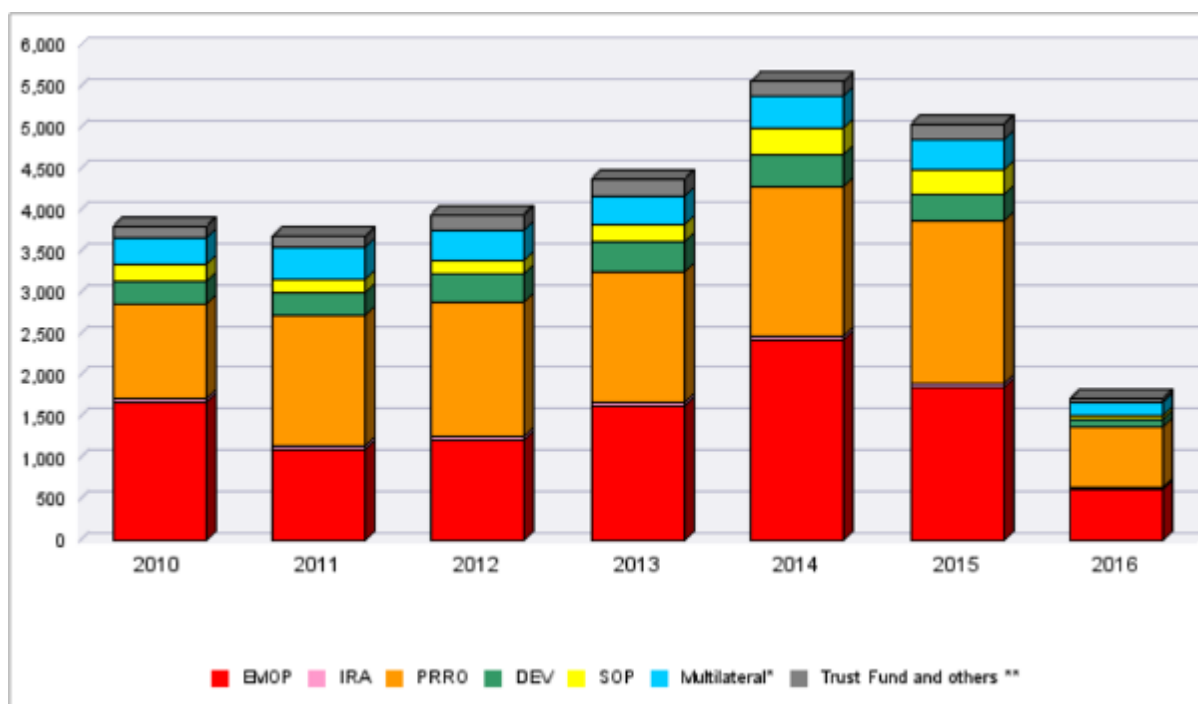
Note (*): Multilateral funds with no programme category specified
Note (**): Contributions to Special Accounts, General Fund and pending allocation

Contributions to WFP by Donors by Programme Category and by Year

Total contributions	US$ 2,129,900,000	US$ 5,049,800,000
DEV	US$ 120,000,000	US$ 330,400,000
EMOP	US$ 790,500,000	US$ 1,860,800,000
IRA	US$ 30,200,000	US$ 54,600,000
PRRO	US$ 828,100,000	US$ 1,958,000,000
SO	US$ 95,700,000	US$ 330,400,000
Multilateral	$200,000,000	US$ 365,200,000
Trust Fund and others[49]	US$ 65,200,000	US$ 189,600,000

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[48] http://docustore.wfp.org/stellent/groups/public/documents/research/wfp216778.pdf
[49] Contributions to Special Accounts, General Fund and pending allocation.

Annex 8: Partnerships with Research Institutes and Academia[50]

95.   In 2015, WFP was involved in 653 different partnerships at HQ, RB and WFP office level. 16% of those partnerships are with Research Institutes/Academia partners. There are a total of 101 partnerships, of which 84 are unique partners.[51]

UN	29%
NGO	23%
Research Institute/Academia	16%
Other	8%
Government	7%
Private Sector	7%
Regional Organization	7%
International Financial Institutions	3%

96.   The Corporate Partnership Strategy (2014-2017) (CPS) provides five areas of engagement with partners: Knowledge, Resources, Advocacy, Policy & Governance and Capability. As expected, Knowledge is the main reason for WFP partnering with Research Institutes/Academia followed by Resources which refers to financial, human and or technology resources.

97.   The three main thematic areas of collaboration with Research Institutes/Academia are Emergency Preparedness, Nutrition and Food Security all of which are aligned with the mandate and comparative advantage of WFP.

98.   In HQ the Emergency Preparedness division (OSE) accounts for 47 percent of the Research Institute/Academia partnerships. More than two-thirds of these partnerships focus on Early Warning where data/analysis/tools are being developed and shared. The other large proportion of Research Institutes/Academia engagement is through Programme & Policy (OSZ) which accounts for 25 percent of HQ partnerships, of which approximately half are focused on Climate Change and Resilience. Nutrition (OSN) accounts for 20 percent of these HQ partnerships, the majority of which are focused on specialized nutritious food. Logistics (OSLD and LogCluster) and Procurement (OSP) account for the remaining partnerships.

99.   For the RBs, RBC and RBP have the largest number of Research Institutes/Academia partnerships followed by RBN and RBJ. These partnerships are primarily focused on research specific to each region. RBB and RBD have no Research Institutes/Academia partnerships.

100. Some 40 of the 101 partnerships are taking place without any formal agreement. This aligns with the findings on agreements with all partners at Global HQ/RBs where some 43 percent are taking place without formal agreements.

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[50] http://docustore.wfp.org/stellent/groups/public/documents/partnership/wfp281781.pdf
[51] There term "unique partnership" is one which PGC uses to describe the relationship where there is only one type of partnership with a specific partner rather than multiple engagements

Annex 9: List of People Consulted

Name	Unit	Title
Elisabeth Rasmusson	Partnership, Governance & Advocacy Department, PG	Assistant Executive Director
Arnhild Spence	Partnership, Coordination and Advocacy Division, PGC	Director
Catherine Feeney	Partnership, Coordination and Advocacy Division, PGC	Deputy Director
Marcus Prior	Partnership, Coordination and Advocacy Division, PGC	Programme Officer (NGOs)
Elizabeth Ramborger	Partnership, Coordination and Advocacy Division, PGC	External Relations Officer
Erika Joergensen	NYC Office	Director
Harriet Spanos	Executive Board Secretariat, PGB	Director & Secretary to the Executive Board
Rasmus Egendal	Government Partnerships Division, PGG	Deputy Director
Cyrill Ferrand	Global Food Security Cluster, OSE	Coordinator
Anne Callanan	Global Food Security Cluster, OSE	WFP
Corinne Woods	Communications Division, PGM	Director
Mihoko Tamamura	Rome-based Agencies and Committee on World Food Security (CFS) Division, PGR	Director
Elizabeth Spencer	Emergency Telecoms Cluster	Programme Adviser
Stephen Cahill	Logistics Cluster Unit, OSLD	Senior Logistics Officer
Jay Aldous	Private Sector Partnerships Division, PGP	Director
Robert Opp	Innovation and Change Management Division, INC	Director

Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CO	Country Office
CPS	Corporate Partnership Strategy
DAC	Development Assistance Committee
EAG	External Advisory Group
EB	Executive Board
EMG	Executive Management Group
EQAS	Evaluation Quality Assurance System
FAO	Food and Agriculture Organization of the United Nations
HQ	Headquarters
IFAD	International Fund for Agricultural Development
INC	Innovation and Change Management
IRG	Internal Reference Group
NGO	Non-Governmental Organizations
OEV	Office of Evaluation
PE	Policy Evaluation
PG	Partnership, Governance and Advocacy Department
PGB	Executive Board Secretariat
PGC	Partnership, Coordination and Advocacy Division
PGP	Private Sector Partnerships Division
PGR	Rome-based Agencies & Committee on World Food Security
RB	Regional Bureau
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WSSD	World Summit on Sustainable Development

Annex 2　　Full Methodology for the Evaluation

Overview/Overall Approach

1.　The evaluation took a formative approach, with both accountability and learning dimensions. Emphasis was placed on assessing the design of the CPS and its suitability for WFP's changing internal and external context, in addition to providing an assessment of the CPS' preliminary results. The guiding framework for the evaluation was the Evaluation Matrix presented in Annex 4<mark>Annex 4</mark>, which includes evaluation questions and sub-questions aligned with the TOR. Throughout the Inception Phase, the Evaluation Matrix was refined based on consultations with WFP stakeholders and written feedback provided by OEV and other key units within WFP. The Triangulation and Evidence Matrix (Annex 11) was used to determine how the various lines of inquiry, with their respective data collection methods and tools, would be used and triangulated to address the evaluation questions and sub-questions.

2.　The evaluation team's overall approach was theory-driven and used elements of contribution analysis. The methodology, data collection and reporting were guided by principles of gender equality and equity, and took standard OECD DAC and ALNAP evaluation criteria into account. These three dimensions are further described below.

Theory-based evaluation using elements of contribution analysis[52]

3.　The evaluation team drafted a theory of change (see Annex 3) to illustrate the largely implicit assumptions underlying the design and implementation of the CPS and how and why specific WFP interventions were meant to contribute to different expected results. Evaluation questions and sub-questions in the Evaluation Matrix were then formulated to ensure that they facilitated information gathering to test the theory of change - in particular, the detailed pathway on strengthening partnering in WFP.

4.　The theory-based approach was an iterative one. The theory of change provided a framework for interpreting evaluation data in terms of assumed logical links between interventions, contexts and results, while at the same time the elicited data was used to test the theory of change. Annex 3 summarizes which logical link assumptions in the theory of change have, and which have not yet been validated by data. The theory of change thereby contributed to answering the overarching Evaluation Questions, specifically focusing on the assessment of the quality of the CPS and the contribution analysis of CPS implementation to initial output-level results. Insights deriving from this process were reflected in the evaluation findings, conclusions and recommendations.

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[52] By allowing to confirm or revise a theory of change, contribution analysis aims to enhance understanding of why observed results have occurred or not, and the roles played by the intervention and external factors. Source: Better Evaluation http://betterevaluation.org/plan/approach/contribution_analysis .

Principles of equity and gender equality

5.   As per the EQAS Technical Note on Gender and UNEG guidelines, the evaluation team undertook a gender-responsive evaluation in the context of evaluating WFP's CPS. To do so, the evaluation team examined how the CPS and WFP partnerships enabled or hindered WFP's efforts to meet its global and institutional commitments to contribute to gender equality outcomes in food security and nutrition, and thus implement its mandate fully and equitably. This perspective is in line with WFP's Gender Policy 2015-2020, which identifies partnerships as a driver of organizational change that in turn influences programming strategies.[53]

6.   The evaluation team identified an evaluation sub-question regarding the extent to which the CPS design supports, hinders, or is neutral in relation to WFP's efforts to mainstream gender equality in its work. Similarly, as equity is one of the five prescriptive principles of the CPS (defined in Annex 12), the evaluation team analyzed the extent to which equity concerns are addressed by the CPS.

7.   In addition, the evaluation team adhered to the principles of gender equality and human rights responsive evaluations by seeking to respectfully, systematically and constructively engage with the various stakeholders so as to ensure that conclusions and recommendations formulated following data collection are useful, and reflect the broad range of perspectives of WFP stakeholders. During consultations, evaluation team members created an inclusive environment, and stated to all participants that their individual responses are confidential. Team members were committed to seeking views from all stakeholders present in consultations.

8.   In alignment with the EQAS Technical Note on Gender, the evaluation team ensured that the stakeholders consulted during the field visits represented diverse perspectives based on gender, ethnicity, geographic locations, and their roles (e.g. as rights holders or duty bearers). Evaluation team members strived to conduct data collection in ways that were sensitive to and appropriate in light of the respective geographic and cultural backgrounds and gender of different respondents. The evaluation ensured the privacy of evaluation respondents, and treated their specific contributions confidentially, for example, by reporting the results of stakeholder consultations only in aggregated form. The engagement of stakeholders in the evaluation was assisted by debriefs at the end of each field visit, a debriefing by videoconference upon completion of all 11 field visits, and eliciting stakeholder feedback on draft deliverables, including through a stakeholder workshop that took place on February 8-9, 2017.

9.   The evaluation team was gender balanced, culturally and linguistically diverse, and included local/regional consultants to support data collection in the field.

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[53] Gender Policy (2015-2020). WFP/EB.A/2015/5-A. (WFP 2015p)

Evaluation criteria

10.   Standard OECD DAC evaluation criteria, as indicated in the TOR and the EQAS Technical Note on evaluation criteria, were applied as follows:

- The *effectiveness* criterion was applied in relation to Evaluation Questions 2 and 3 that address the preliminary results of the CPS, and factors that have contributed to more collaborative partnerships.

- The criterion of *sustainability* was taken into account when assessing the preliminary results of the Strategy including likely effects of the CPS beyond the creation and roll-out of the Strategy, i.e. continued relevance of the Strategy in the face of changing approaches in the humanitarian/development contexts.

- The criterion of *connectedness* refers to the degree to which activities of a short-term emergency nature are carried out in a way that takes longer-term and interconnected problems into account. It was taken into consideration in relation to assessing the quality of the CPS (Evaluation Question 1) and for exploring how preliminary results were, or were not, obtained (answered through Evaluation Question 2).

- The *coherence* criterion deals with the relationship between the evaluand and the political, security, developmental, trade and military context, as well as humanitarian policies. It was applied throughout, in relation to Evaluation Questions 1, 2 and 3, as a central factor for evaluating the CPS. The evaluation team also examined the internal coherence of the CPS with regards to other WFP policies and recent evaluations.

- The criterion of *coordination,* a sub-criterion of *coherence* specific to the humanitarian action sphere, was applied across the evaluation, to take into consideration the appropriateness of CPS activities within the system as a whole.

Evaluation Matrix

11.   The evaluation team has drawn on the preliminary theory of change and on its understanding of issues from the Inception Phase to develop a full evaluation matrix, presented in Annex 4. The sub-evaluation questions related to each of the three main Evaluation Questions are shown in Table 1 below. The full matrix further elaborates sub-questions, indicators, data sources and methods of data collection.

12.   Annex 4 also illustrates how the Evaluation Matrix incorporates or modifies the list of questions and sub-questions originally outlined in the TOR, as well as the reasons for any changes. Annex 11 presents how the various lines of inquiry described in the evaluation methodology correspond with the evaluation matrix questions to ensure triangulation where possible.

Main Evaluations Questions and Sub-Questions

Main Evaluation Questions	Evaluation Sub-Questions
1.0 How good is the Strategy?	1.1 Does the CPS clearly communicate (i) WFP's conceptual and strategic vision on partnership; and (ii) measurable expectations to internal and external stakeholders?
	1.2 Has the Strategy considered the inter-related elements required to ensure results achievement?
	1.3 Has the Strategy considered the findings and recommendations from the *From Food Aid to Food Assistance-Working in Partnership* and *WFP's Private Sector Partnership and Fundraising Strategy* evaluations?
	1.4 How does the CPS compare with partnership strategies or policies of comparator organizations (FAO, Gates Foundation, Save the Children, UNICEF) and to good practice in the field at the time?
	1.5 Is the CPS relevant in light of a) WFP's commitments at the time of its design and approval (2013/2014), (b) the changes in the approach to partnerships in humanitarian/development contexts, and (c) the different contexts in which WFP and its partners work?
	1.6 Is the CPS relevant in light of WFP's internal transitions and current policy framework and consistent with UN norms and principles on gender equality and equity?
2.0 What were the initial results of the Strategy?	2.1 Is there evidence of intended and unintended outputs and outcomes of the implementation of the CPS?
	2.2 Has the implementation of the CPS produced guidelines and tools that have met high quality standards for partnerships?
	2.3 To what extent are these tools available and applicable at all levels (HQ, RBs, COs)?
	2.4 Is there evidence that shows the importance and centrality of partnerships in WFP plans and operations at all levels?
	2.5 To what extent has the CPS led to documented organizational changes in WFP at HQ, RB or CO levels?
	2.6 To what extent has WFP formed or strengthened strategic partnerships with an emphasis on the quality, cost-effectiveness and sustainability of those partnerships?
	2.7 Has WFP's capacity to partner effectively increased as a result of the CPS and the guidance and tools provided on partnership at HQ, RB, WFP Offices and CO levels?
3.0 Why has the Strategy produced the results that have been observed?	3.1 What are the implications of external (contextual) factors on the results that have been observed?
	3.2 What are the implications of internal factors on the results that have been observed?

Data Collection Methods

Overview

13.   The evaluation used the following methods of data collection and analysis: (a) document and literature reviews; (b) field visits to six COs, three RBs and two WFP Offices; (c) review of comparator organizations; (d) key informant interviews (HQ level); (e) EB member online survey; and (f) partnership data system analysis. The methodology for the various data collection methods is described in greater detail below.

Document and literature reviews

14.   A preliminary review of relevant literature and documents was conducted as part of the Inception Phase. Additional corporate documents were systematically analyzed to address the questions and sub-questions in the Evaluation Matrix. Based on data gathered during the Inception Phase, the evaluation team added a document review of recent policy and strategic evaluations, which contributed to informing Findings under EQ1. A full bibliography is included in Annex 10.

15.   The document and literature reviews complemented the detailed work in the field visits to COs, RBs and WFP Offices. It contextualized the CPS and the preliminary results from the implementation of the Strategy. The document and literature reviews also supported the comparative analysis for answering Evaluation Question 1, "How good is the Strategy"? The analysis included, 1) a review of existing literature to document best practice principles on partnership and an assessment of where the CPS stands against those best practices, and 2) a review of relevant global and inter-agency agreements and initiatives and their implications for the CPS.[54]

16.   The types of documents reviewed through the desk-based reviews included, but were not limited to the following. A full bibliography included as Annex 10.

- The SP in place during the period under review (2014-2017), including its Strategic and Management Results Framework and evaluability assessment.

- Relevant policy-related materials generated after 2014 (e.g. WFP overall programming and operational guidelines and if relevant other policies). Other contemporary WFP policies, including follow-up reports and WFP EB documents.

- Recent policy evaluations, and other relevant evaluations and reviews.[55] While the document review focused on corporate documents, regional and country documents were included as relevant.

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[54] Relevant agreements and initiatives include: 1) Habitat II; 2) Interagency Standing Committee; 3) Collaboration among Rome-based agencies; 4) UN Interagency collaboration/Delivery as One (DaO); 5) Humanitarian Partnership Principles; 6) 2030 Agenda.

[55] The following evaluations were included: the Synthesis of the Evaluation Series of WFP's Emergency Preparedness and Response (2012-2015) and individual evaluations that were considered in it, including, the 2012 Strategic Evaluation of the Global Logistics Cluster, the 2014 Joint WFP/FAO Evaluation of the Food Security Cluster Coordination, the 2015 Evaluation of WFPs Use of Pooled Funds for Humanitarian Preparedness and Response, the 2012 Evaluation of WFP's Private Sector Partnership and Fundraising Strategy, the 2012 Strategic Evaluation From Food Aid to Food Assistance – Working in Partnerships, the 2014 Evaluation of WFP's Gender Policy, the 2015 Joint Evaluation of the REACH Initiative, the 2015 Evaluation of WFP's Nutrition Policy, and the Evaluability Assessment of WFP's strategy Plan 2014-2017.

- Selected WFP planning, programming and reporting documents and instruments, including all documents from WFP's Integrated Roadmap.

- Other relevant WFP documents related to partnerships with specific groups of partners, including RBAs, private sector, and NGOs; as well as related to multi-stakeholder partnerships, such as REACH.

- Relevant documents related to government priorities in countries that were visited for this evaluation.

17. The document review was also forward looking and included documents relevant to WFP's future strategic orientation, funding, programming and implementation arrangements in order to ensure that evaluation findings and subsequent recommendations were contextually relevant to the future of WFP and how WFP will integrate a strategic approach to partnerships.

Field Visits to Country Offices, Regional Bureaus and WFP Offices

18. Through field visits, the evaluation team collected data on WFP's experience in implementing the CPS and the approach to partnerships in WFP Offices, RBs and COs. Field visits focused on the diverse types of partnerships WFP engages in and how WFP is managing those different relationships, taking into account the identification and selection, maintenance, monitoring, evaluation and reporting on partnerships. The data collection also focused on gathering key examples of partnerships that leverage a variety of external stakeholders, WFP's comparative advantage as a partner, and partnerships that illustrate the types of results and assumptions outlined in the theory of change developed for this evaluation. The evaluation team conducted data collection in six COs (Cambodia, Chad, Egypt, Honduras, Mozambique, Somalia), three RBs (Bangkok, Johannesburg, Nairobi) and two WFP Offices (Dubai, New York).

19. Countries selected for data collection were chosen based on a purposeful sampling using the following criteria: COMET data on the range of partner types, income status, CSP pilot, FFR pilot, socio-demographic balance, CO size in 2016, operation types, cluster activity, absence of on-going or recent evaluations, L2/L3 emergencies, and host government contributions - cash and in-kind. WFP Offices were selected based on the unique partnership environments that they represent. For example, in Dubai WFP works with humanitarian depot partners, private foundations, companies, and in New York, WFP partners include high-level UN stakeholders within the UN agencies and government representatives to the Security Council.

20. The field visits were organized and undertaken according to the following steps.

- Country visits utilized up to 12 person days in the field and RB/WFP Office visits utilized up to 3 person days. Each field visit was led by a member of the evaluation team accompanied by a local/regional consultant.

- Prior to the field visits, the evaluation team conducted an in-depth review of available documents and data on WFP's partnership-related activities and any preliminary results associated with the respective office/bureau. Key documents reviewed included reports from PGC, a selection of WFP corporate documents, SPRs, Country Strategic Plans, DACOTA/COMET data on partnerships and any relevant evaluations. Additionally, all evaluation team

members leading field data collection participated in a briefing by the Evaluation Manager.

- The evaluation team conducted in-country data collection through individual and small group interviews. Certain team members also conducted additional virtual interviews following fields with stakeholders who were not available at the time of the visits. Stakeholders from the following groups were consulted: WFP staff; UN agencies; host governments, donor governments; CSOs, private sector, IFIs and academia. Interview protocols for different stakeholder groups are presented in Annex 8. In total, 449 stakeholders (194 women/256 men) were consulted through the 11 field visits. See Annex 9 for a full list of consulted stakeholders.

- As specified in EQAS, the final element of each of these visits was an on-site Exit Debrief, animated by a standardized PowerPoint presentation. Individual debriefs were prepared for all COs, RBs and WFP Offices. The Evaluation Manager virtually attended the Exit Debrief presentations; however, these Exit Debriefs were not reviewed, commented on or revised by the EM as they were considered working documents for the evaluation team and did not constitute a deliverable.

- The evaluation team included in the report short descriptive vignettes that serve to illustrate evaluation findings by means of specific examples, deriving on the site visits to CO, RB and WFP Offices.

Review of Comparator Organizations

21.   The evaluation team conducted a brief review and analysis of comparator organizations, to set the CPS and its implementation activities in a wider context and to contribute to learning based on an analysis of the approaches used for partnerships by other development and humanitarian actors. This analysis particularly contributed to findings on Evaluation Question 1, "How good is the Strategy?" and also provided data for the analysis of the factors that facilitated or hindered the achievement of preliminary results, under the other two Evaluation Questions.

22.   During the Inception Phase, the evaluation team developed a sample of comparator organizations based on five selection criteria, namely organizations that: i) place explicit emphasis on working in partnership; ii) have a strategy, policy or action plan on partnerships; iii) share at least one of WFP's dual humanitarian and development mandates; iv) are operational and have programmes at the country level; and v) have available data online regarding the effectiveness of their partnerships. At least one NGO was to be included in the sample. Based on these criteria, the following organizations were selected: the Food and Agriculture Organization (FAO), Save the Children, and the United Nations Children's Fund (UNICEF). In addition, one organization (the Gates Foundation) engaged in innovative partnerships was included in the group of comparator organizations so as to broaden the perspective and increase the potential for learning, despite the difference in organizational structure.

23.   To conduct the comparison, the evaluation team reviewed the relevant corporate documents of the four organizations (policies, actions plans, strategic plans, guidance notes, etc.) that illustrated the respective organization's

understanding of and priority assigned to partnerships, including its approaches to managing partnerships with a variety of stakeholders, including governments, UN agencies, the private sector and civil society.

24. This document review was complemented by telephone or Skype consultations with 2 or more representatives from each of the organizations at the corporate level. Overall, 13 individuals (6 women / 7 men) were consulted as part of the comparator study. Additional data on partnership management for some of the comparator organizations emerged through the field visits.

25. A summary of key insights arising from the review of comparator organizations is presented in Annex 5.

Key Informant Interviews

26. During the Inception Phase, selected members of the evaluation team conducted a briefing meeting at WFP Headquarters in Rome to gather the views of HQ-based WFP stakeholders on the evaluation methodology and to discuss key issues to consider for the evaluation. In total, 30 HQ-based WFP staff and managers were consulted from PGC and other divisions across the organization. 22 HQ-based WFP partners (UN organization, CSOs, donors, private sector) were also consulted during the Rome Briefing and the virtual consultations conducted as a part of the Inception Phase, called the evaluability assessment. As part of the evaluability assessment, through which the evaluation team tested the evaluation tools, 15 telephone/Skype interviews were conducted with WFP staff and partners of the Cairo RB and Djibouti CO. One telephone interview was conducted with a WFP staff member from the Berlin Office. The evaluation team leader also conducted seven additional telephone and in-person interviews with HQ-based staff and managers during the data collection phase of the evaluation.

27. Interview protocols for HQ-based staff are presented in Annex 8.

Online survey

28. To ensure that the evaluation included a governance perspective, an online survey was distributed to Executive Board members. The survey sought to gather their views on the relevance of the strategy, any changes having resulted from the CPS, and factors that have supported CPS implementation. To reduce the time requirement for EB members, the evaluation team designed a light survey instruments composed of a mix of closed and open-ended questions (six questions in total). The full survey questionnaire is included along with other data collection tools in Annex 8 and a summary of survey responses can be found in Annex 7. The survey was administered in Arabic, English, French and Spanish.

29. The online survey was distributed to all Executive Board Members (n=400), however, only 12 respondents completed it. [56] The total response rate for the survey was 3%. To encourage participation, the Executive Board Secretariat sent out survey invitations to the respondents and weekly reminders to those who had not yet responded to the questionnaire. The survey was initially kept open for a two-week

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[56] Countries having completed the survey include: Burundi, Canada, Chad, China, Denmark, India, Kuwait, the Netherlands, Norway, Pakistan, Saudi Arabia, and Sudan.

period, and a one-week extension was granted to increase the response rate. Low response rate may be attributed in part to the fact that the survey took place at the same time as organizational reforms and Board consultations were ongoing, leaving little time for Executive Board Members to answer the questionnaire. In addition, many of the Executive Board's Members were appointed after the adoption of the CPS and therefore were not as familiar with the CPS. Because of the lower than anticipated response rate, the evaluation team did not use the survey as a significant line of inquiry, as it is representative of the views of the Executive Board. We have therefore considered the few responses in the same way as we have the views of other consulted individuals, but we have not used the survey as a stand-alone line of inquiry to triangulate information derived from other such lines.

Partnership Data Analysis

30. During the evaluation, WFP was transitioning from DACOTA to the new COMET system for data management, and as a result there were significant challenges faced in collecting consistent data on the outputs and outcomes of partnerships. Data collected prior to the use of COMET did not capture information on partner types (such as capability, knowledge, resource partners), and did not consistently cover the same partnership categories, organizational levels and/or regions. While the evaluation reviewed the partnership data compiled prior to 2016, it primarily focused on the review of the most recent data available from COMET at the time of the data collection phase.

31. In addition, the evaluation team conducted a comprehensive review of partnership narratives included in 295 SPRs to mine data on the types of country-level partnership practices and the results from these partnerships noted in these SPRs. Annex 16 provides a list of the reviewed SPRs. The SPR analysis was also designed to compare and contrast the accuracy of the various data systems available at that time. However, it became apparent that the narrative paragraphs contained in SPR and the accompanying partnership tables contained inconsistencies in terms of mapping both the type and category of partnership thereby rendering a comparison impossible. Also, given that the narratives were often activity focused, they provided only limited insights into issues such as the effectiveness, efficiency, or sustainability of the reported partnerships.

In November 2016, a full set of COMET data was analyzed covering all six regions, which served to answer aspects of Evaluation Questions 2 and 3. The full Partnership Data Analysis based on review of November 2016 COMET data and the review of SPRs can be found in Annex 6.Data Analysis, Checking/Cleaning and Reporting

32. To maximize the quality of data and mitigate the risks and constraints inherent in each individual data collection tool, the evaluation team used a number of processes to check and clean the data. These included: i) country visits conducted by a minimum of two team members (an international and a local consultant) who compared and checked accuracy of each other's observations and notes, and, if applicable, identified areas requiring clarification or follow up; ii) document/desk review data quoted, as possible, directly from the respective sources to ensure accuracy. Data aggregation was guided by clear questions and criteria, and was reviewed for quality control by senior team members.

33. The whole evaluation team gathered for an internal team analysis meeting to present and cross-reference the results of each line of inquiry, pinpoint patterns and outliers, and identify emerging summary findings in response to the evaluation questions and sub-questions.

34. To analyze the various datasets, the consultants employed qualitative (descriptive, content, comparative) and quantitative techniques.

- Descriptive analysis was used as a first step, to understand the contexts in which WFP exists and operates, before moving on to more interpretative approaches.

- Quantitative analysis was used to capture relevant information and trends related to WFP types and numbers of partnerships and investments in rolling out the CPS at HQ, regional and country levels. Additionally, quantitative analysis was used to produce evidence based on data gathered through the document review, the partnership data system analysis.

- Qualitative analysis included the following three approaches:
  - Content analysis, which was used across the different lines of inquiry, including the review of documents and interview data to analyze and identify common trends, themes, and patterns in relation to the evaluation matrix questions. Content analysis was further used to flag diverging views and evidence on certain issues. Emerging issues and trends deriving from this analysis constituted the raw material for crafting preliminary observations that were then refined to feed into the Draft Evaluation Report.
  - Comparative analysis was used to position the CPS and WFP's work in partnerships in relation to the strategic documents, WFP's internal partnership data collection systems and partnership-related efforts of relevant comparator organizations.
  - Elements of contribution analysis were used to explore whether and to what extent the implementation of the CPS to date reflects and verifies key assumptions outlined in the theory of change. This provided indications of where the design of the CPS and accompanying Action Plan for implementation require fine tuning. However, differing views on the nature of the CPS among WFP staff and, in some cases, their limited knowledge of the CPS limited the team's ability to conclude on claims about the CPS's contribution to output-level results.

35. The evaluation team attempted – to the greatest extent possible – to base individual findings on several lines of inquiry and data sources. This process was facilitated by the Triangulation and Evidence Matrix shown in Annex 11.

36. Preliminary findings and areas requiring further assessment were presented to key WFP stakeholders through videoconference; their feedback informed the draft Evaluation Report. Findings, conclusions and draft recommendations will be presented at a participatory workshop attended by key WFP stakeholders in February 2017. At the workshop, participants will be asked to confirm the validity of findings, and engage in group discussions around the draft recommendations.

37. The Reporting Phase focuses on presenting clear and understandable messages. The evaluation report presents key data and findings for each key Evaluation Question and relegates data from some sub-questions to annexes in order to facilitate a coherent narrative in the body of the report. Where appropriate, the evaluation report utilizes visuals, such as graphics and diagrams, to enhance clarity and readability.

Quality Assurance

38. The robust internal quality assurance system that was presented and agreed upon in the Long Term Agreement between Universalia and WFP applies to this assignment. It specifies that the evaluation Team Leader carries overall responsibility for quality assurance, ensuring rigorous data collection, analysis and synthesis that is based on triangulation and verification of data.

39. While internal measures are essential to assure quality, an external review is also conducted so as to provide outside expert quality assurance. This function was added in the Long Term Agreement. Dr. Fred Carden is the External Quality Assurance Reviewer for this evaluation. In this capacity, he did not contribute to data collection, analysis or report writing, but exclusively focused on autonomous quality assurance of key evaluation deliverables and directly advised and reported to the evaluation Team Leader.

40. No evaluation team member had any potential conflict of interest with the evaluation object or WFP.

Limitations

41. The main limitations for the evaluation and mitigation strategies are outlined below:

- Given the short period of its implementation, the CPS has not yet left a distinctive footprint on WFP's work. The evaluation TOR therefore specified that the second evaluation question would assess the achievement of 'initial' results of the strategy. To answer this question, the evaluation team explored whether observed changes in WFP partnering behaviors at the country and regional levels and in WFP Offices were *consistent* with the principles outlined in the CPS, rather than limiting the assessment to whether these changes could be attributed to CPS implementation.

- The terms 'partner' and 'partnerships' are still used in a variety of ways in WFP. This, along with the fact that the notion of partnerships is relevant to all of the agency's units and departments, has made it difficult for the evaluation to capture the full spectrum of WFP's partnering work. Illustrative examples have largely been taken from evaluation site visits as these allowed fuller triangulation of data than examples noted in documents only.

- During the period under review, WFP transitioned to the full implementation of the Country Office Tool for Managing Effectively (COMET) system. While COMET roll-out and staff training were completed in 2016, partnership related-data were not yet available for all countries at the time of writing the

evaluation report.[57] However, the evaluation team was able to assess the latest and most complete data available from COMET provided by PGC in November 2016. Data limitations are further elaborated on in Annex 6.

- The evaluation took place during a period of significant organizational transformation focusing on the development of the Integrated Roadmap 2017-2021. In the report, the evaluation team acknowledged the partnership-related implications of this new strategic direction with challenges to partnering deriving from WFP's systems and processes currently in place.

- The response rate to the survey of WFP Executive Board members at 3%[58] is far below the common industry standard of 30% for unsolicited surveys. As a result, the survey results are not statistically reliable. The twelve responses received were considered in the same way as other individual interviews given that the survey data could not be used as a separate line of evidence with which to triangulate data.

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[57] A mapping report compiled by PGC in November 2016 noted that partnership-related data from COMET were not yet available for India, Indonesia, Cape Verde, Angola, Namibia, Eritrea, the Dominican Republic, and Peru.
[58] 12 out of approximately 400 contacted EB members responded.

Annex 3   Constructed Theory of Change for the Evaluation of the Corporate Partnership Strategy (2014-2017)

1.   The CPS aims to guide the future development of WFP partnerships by building on the known strengths of WFP as a partner and addressing elements where improvements are required. The CPS notes that excellence in partnering will lead to increased cost-effectiveness and sustainability of WFP operations and a greater beneficial impact on the people that the organization serves.[59] The adoption of the CPS represents an important step in an organizational change process geared towards shifting the way that WFP thinks about and engages in partnership activities.

2.   The CPS does not include a results framework or a theory of change to support its implementation, but it does outline the following expected results that have subsequently been incorporated into the CPS Action Plan:

- Common understanding across WFP of the benefits and principles of partnership;
- Strategic focus on partnerships at the global, regional and country level;
- Consistent approach to the selection, maintenance, monitoring, evaluation and reporting of partnerships;
- Range of best practice tools / guidance / training / support to help country offices select and manage partnerships; and,
- Cost-effective collaboration, reduced overlap and duplication, minimized transaction costs.[60]

3.   For the purposes of a formative evaluation of CPS implementation, the evaluation team has developed a nested theory of change approach based on a Behavior Change Theory of Change Model (Mayne 2015). This enables theory of change thinking to be applied to the quality of the strategy (Evaluation Question 1), contributions to results (Evaluation Question 2), and factors that have affected results achieved to date (Evaluation Question 3).

Nested Theories of Change

4.   **Overview Theory of Change**. The evaluation team first constructed an Overview Theory of Change based on the objectives and expected results of the CPS. This Theory of Change tested as part of the data collection phase and a revised Theory of Change incorporated in the Evaluation Report. The Overview Theory of Change (Figure 1) provides a "big picture" and broad framework for analyzing desired results from implementing the strategy.

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[59] WFP Corporate Partnership Strategy (2014-2017), paragraph 5 (WFP 2014q) and Corporate Partnership Strategy – Action Plan (as at August 2014). (WFP 2014d)
[60] Ibid, paragraph 6

The Overview Theory of Change shows two Pathways towards reaching the intended results of more cost-effective and sustainable WFP operations, which will ultimately lead to positive benefits in food and nutrition security for WFP's target populations:

- Pathway 1: Efforts to build the capacity of WFP to identify, select, maintain, monitor, evaluate and report on partnerships; and,

- Pathway 2: Efforts to better inform existing and potential partners about the benefits of working with WFP in accordance with the principles of partnering.

5.   The CPS 'Results a, b and d' listed in paragraph 2 above relate to enhancing WFP's partnership capacity, 'Result c' to WFP's improved partnership practices, and 'Result e' to the resulting improved WFP partnerships.

Figure 1. Overview Theory of Change and the Rationale Assumption
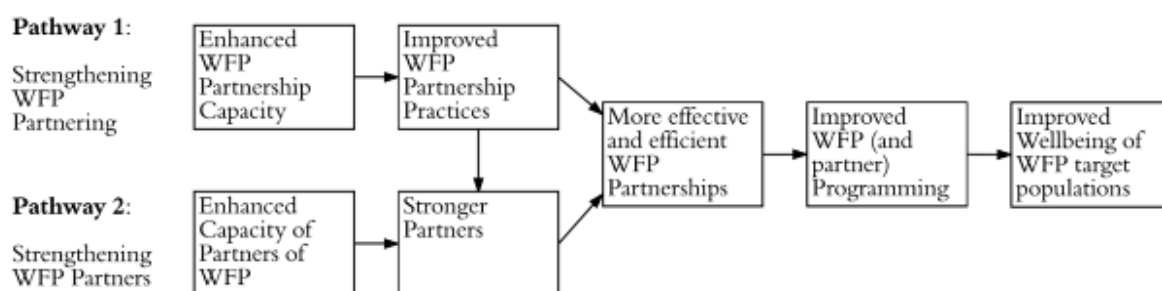
Rationale Assumption

6.   Excellence in partnering will lead to increased cost-effectiveness and sustainability of WFP operations and a greater beneficial impact on the people WFP serves.

Pathway 1 - Detailed Theory of Change

7.   The evaluation team only prepared a detailed theory of change for Pathway 1 on the strengthening of WFP partnering (shown in Figure 2 below). The evaluation teams did not develop Pathway 2 due to the early stages of implementation of the CPS.

8.   This constructed theory of change illustrates the expected progression of results linked to implementation of the CPS based on types of activities carried out to date by WFP at HQ and in RBs. It also identifies key assumptions for implementation of the strategy - that is, events and conditions needed to ensure that the various causal links are realized.

As noted in the Overview Theory of Change and reflected in Figure 2 below, the underlying premise is that a shift in the approach to partnerships is intended to generate improvements in food and nutrition security for WFP target populations at the country level. This implies that partnerships – regardless of the type (capability, knowledge, advocacy, resource, policy and governance) – ultimately seek to influence results on the ground.

9.   The theory of change can be visualized in different phases over time, with 2014-2016 described by some WFP staff as a "start-up" phase. The evaluation focused on this time period.

10.   The Pathway 1 Theory of Change also illustrates key assumptions for implementation of the CPS, which emerged from the consultations and document review carried out by the evaluation team during the Inception and Data Collection Phases. These assumptions are the events and conditions needed to ensure that the various causal links are realized.

11.   Questions related to the key assumptions have been included in the evaluation matrix in order to inform assessment on each of the evaluation questions.

Figure 2. Pathway 1 Theory of Change for Strengthening WFP Partnering (PW1)
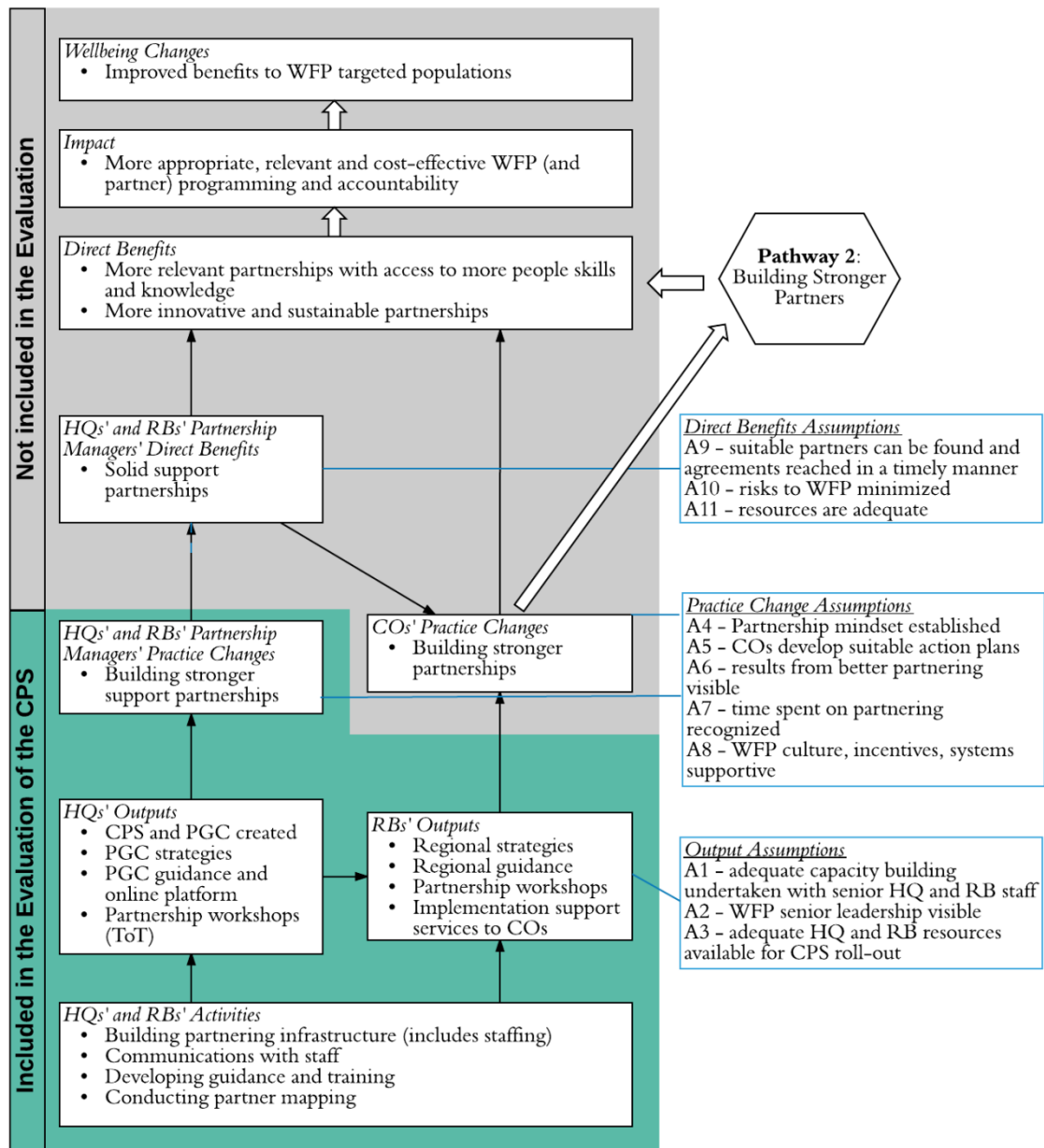
Legend

Causal link with embedded assumptions not made explicit.
Causal link with embedded assumption made explicit.
Link between a causal link and the corresponding assumption.

Summary Findings on the Theory of Change Assumptions

12.   The table below, in its left-hand column, elaborates on key assumptions that are implied by the reconstructed results logic and theory of change of the 2009 policy update and the related Action Plan (2010). The column on the right summarizes key evaluation findings on these assumptions, and illustrates that several of the conditions for successful CPS implementation are not yet (fully) in place.

Summary findings on ToC Assumptions

Causal Link Assumption	Summary of Findings
A1 – adequate capacity building undertaken with senior HQ and RB staff	Capacity strengthening activities have taken place involving HQ and RB staff. However, to date this has not yet translated into fully developed regional partnership strategies, regional guidance, or roll-out of capacity strengthening activities at the CO level.
A2 – WFP senior leadership visible	Evaluation findings in this regard are mixed. On the one hand, WFP senior leadership has been consistent in emphasizing the importance and centrality of partnerships for WFP programming. On the other hand, even senior leadership is not yet consistently seen to be 'walking the partnership talk'.
A3 – adequate HQ and RB resources available for CPS roll-out	The evaluation noted that resources invested in CPS roll-out have been minimal, and have not been congruent with WFP's ambitious partnership aspirations.
A4 – Partnership mindset established in WFP	A 'partnership mindset' implies a set of attitudes that promote, acknowledge the importance of, and facilitate effective partnering in all of WFP's work. The evaluation did not find strong evidence to indicate absence of such a mindset among WFP staff. In general, consulted staff at all levels agreed that partnering was necessary and beneficial for achieving WFP's strategic objectives. Differences were noted only in the ways and extent to which individual units/offices translated this overarching view into practice.
A5 – Where seen to be relevant, COs develop suitable action plans	With very few exceptions (only Egypt out of the visited sample countries) COs have not embarked on developing CO partnership action plans. Most visited COs noted that, in their view, CPS roll-out should be closely linked to development of the new Country Strategic Plans, and that stand-alone country level partnership strategies or plans were not necessarily required.
A6 – results from better partnering visible	WFP – in particular through the work of PGC – has made some progress in documenting and sharing the benefits of partnership internally. Capturing such benefits is, however, not yet done systematically. Some consulted external stakeholders were aware of and acknowledged WFP's renewed approach to partnerships, but others – especially, but not limited to, NGO partners, were not yet aware of it.
A7 – time spent on partnering recognized	Some promising progress has been made, for example by including partnering as a category for staff performance appraisals. It is too early, however, to assess effects deriving from this change. Overall, WFP does not yet offer strong formal incentives to individual staff members (e.g. incentives related to career-advancement) to excel at partnering.

Causal Link Assumption	Summary of Findings
A8 – WFP systems, culture and incentives supportive	Evaluation findings were mixed in this regard. On the one hand, the notion of partnership has been present in the internal WFP discourse since at least 2012, and WFP has made progress in mainstreaming partnership considerations into corporate systems such as COMET, in operational guidance tools, and into elements of the Integrated Roadmap 2017-2021. At the same time, the evaluation noted continuing limitations deriving from WFP's funding and administrative structures, which are not always conducive for furthering longer-term relationships, or partnerships that require a high degree of flexibility.
A9 – suitable partners can be found and agreements reached in a timely manner	The global external environment has evolved during the period under review, but has generally been conducive for partnering. Most actual and potential partners regarding WFP as a desirable partner who brings considerable strengths that can complement or enhance their own contributions. Available evidence did not raise any concerns over WFP's ability to find or reach agreements with suitable partners.
A10 – risks to WFP minimized (e.g. loss of autonomy and visibility, potential conflicts of interest, higher transaction costs from commitment of time to partnership building).	Available evidence does not raise any significant concerns over risks to WFP related to a potential loss of autonomy or visibility.

However, the evaluation noted that risk management tools and procedures vary for different types of partners (such as knowledge, resource, capability partners). This makes it difficult to adequately assess and manage risks in multi-dimensional partnerships that cover more than one function. Site visits indicate that in some cases this poses challenges in relation to managing risks, especially in partnerships with the private sector. This includes risks related to actual or potential conflict of interest, as well as the question in what cases mutual benefits cross over into mutual exploitation.

The evaluation further noted that partnering can be related to reputational risks for WFP in cases (i) where WFP partners felt that the organization was not consistently 'walking the partnership talk', such as in its relationship with some NGOs; and (ii) in WFP's relation to other UN agencies particularly in countries where food assistance is no longer required and where WFP is providing capacity strengthening support to governmental institutions. In some cases, other UN agencies perceived WFP to overstep its mandate boundaries and enter into territory for which it was less qualified than other agencies. |
| A11 – resources are adequate/constraints identified in the CPS paragraph 10 (e.g. the WFP voluntary funding model) that need to be overcome | The WFP funding model existing in 2014-2017 does pose constraints to WFP's ability to engage in sustainable, longer-term partnerships beyond one year. Also, until now, WFP rules for covering overhead/operational costs did not reflect the fact that not all partners are involved in the distribution of cash or commodities. This has been addressed under the new FFR 2017-2021. |

Annex 4   Evaluation Matrix

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
1. How good is the Strategy?	1.1 Does the CPS clearly communicate (i) WFP's conceptual and strategic vision on partnership; and (ii) measurable expectations to internal and external stakeholders?	1.1.1 To what extent does the Strategy communicate WFP's approach to partnership? What are its strengths and shortcomings, if any? 1.1.2 To what extent does the Strategy provide clear and measurable expectations for internal and external stakeholders?	i) Does the Strategy provide a clear understanding to its internal and external stakeholders of WFP's conceptual and strategic vision on partnership? ii) Does the Strategy set clear and measurable expectations to internal and external stakeholders?	Extent to which CPS is clearly and coherently written Degree of internal/external stakeholder acknowledgement of key features of the CPS (single definition, partnership principles and culture, unique value proposition, objectives and expected results, etc)[61] Perceptions regarding clarity of expectations for stakeholders set forth in the CPS Existence of results and accountability frameworks in the CPS Extent to which CPS provides guidance on resources, timelines, and institutional arrangements for its implementation	WFP staff and managers (HQ, WFP Offices, RBs, COs) Representatives of partner organizations CPS Documents addressing principles of 'good' policies/strategies

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[61] Based on WFP Corporate Partnership Strategy 2014-2017, Executive Summary highlight box on p. 2 and WFP, Office of Evaluation, *Terms of Reference Evaluation of the WFP Corporate Partnership Strategy*, Annex 3.

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
	1.2 Has the Strategy considered the inter-related elements required to ensure results achievement?	1.2.1 Did the CPS analyze and address explicit and implicit assumptions required for results achievement (e.g. as noted in the theory of change)?	v) Does the Strategy include an analysis of the inter-related elements required to ensure results achievement in this area?	Extent to which Strategy implementation experience to date verifies these key assumptions	WFP staff and managers (HQ, RBs, COs, WFP Offices)
	1.3 Has the Strategy considered the findings and recommendations from the From Food Aid to Food Assistance-Working in Partnership and WFP's Private Sector Partnership and Fundraising Strategy evaluations?	1.3.1 To what degree have findings/conclusions and recommendations from these evaluations been integrated into the strategy document and related follow-up tools?	vii) Does the Strategy fully consider the findings and recommendations from the From Food Aid to Food Assistance – Working in Partnership and WFP's Private Sector Partnership and Fundraising Strategy evaluations? iii) Identify commonalities and differences in order to derive better practices and pointers for learning.	Number of conclusions and recommendations that have been appropriately and adequately addressed in the CPS Number of conclusions and recommendations that have not been (sufficiently) addressed in the CPS	Evaluations from Food Aid to Food Assistance-Working in Partnership and WFP's Private Sector Partnership and Fundraising Strategy and their management responses CPS and CPS Action Plan September 2014

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
	1.4 How does the CPS compare with partnership strategies or policies of comparator organizations (FAO, Gates Foundation, Save the Children, UNICEF) and to good practice in the field at the time?	1.4.1 Do the comparator organizations have specific partnership strategies or policies? If not, how do they manage this function?	iv) Is the Strategy compared to similar strategies by comparator organizations in terms of innovation and strategic direction and reflected good practice in the field at the time? iii) Identify commonalities and differences in order to derive better practices and pointers for learning.	Existence and nature of partnership-related instruments of selected comparator organizations Levels of funding[62] and degree of priority given to partnership function Similarity of content between WFP CPS and the strategies or policies of specific comparator organizations Identification of any elements of comparators that is not contained in the CPS (or vice versa)	Policies, strategies, plans evaluations of comparator organizations Representatives of comparator organizations

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[62] Partnership is an integral part of how the four comparator organizations work, and is not funded through discrete budget lines. The evaluation team has therefore not been able to elicit data on the specific levels of funding for partnerships and has thus not been able to apply this indicator.

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
		1.4.2 What are strengths/weaknesses of different approaches taken by comparator organizations? How does the WFP CPS compare to others?	iv) Is the Strategy compared to similar strategies by comparator organizations in terms of innovation and strategic direction and reflected good practice in the field at the time? iii) Identify commonalities and differences in order to derive better practices and pointers for learning.	Perceptions of relative worth (strengths/weaknesses) of respective approaches Degree to which the CPS reflects good practices as identified in UN and IASC studies and evaluations on collaboration and partnership Nature of how comparators articulate gender equality and equity considerations through their partnership strategies/plans	Strategic plans, specific partnership strategies, plans or policies Representatives of comparator organizations WFP staff (HQ, RBs and COs) Literature on collaboration/partnership in IASC and UN

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
	1.5 Is the CPS relevant in light of a) WFP's commitments at the time of its design and approval (2013/2014), (b) changes in the approach to partnerships in humanitarian/ development contexts, and (c) the different contexts in which WFP and its partners work?	1.5.1 Does the Strategy respect the partnership-related commitments made by WFP and in force in 2013/14 in the context of UN inter-agency collaboration/ Delivering as One (DaO), the IASC, collaboration among Rome-based Agencies, and Humanitarian Partnership Principles?	iii) Does the Strategy respect the partnership-related commitments made by WFP in force in 2013/14 in the context of UN inter-agency collaboration/Delivering as One, the Inter-Agency Standing Committee and collaboration among the Rome-based Agencies and the Humanitarian Partnership Principles, among others?	Degree of alignment between CPS and the WFP commitments to UN system coherence and coordination through UN DaO Degree on alignment of CPS with requirements of IASC and Humanitarian Reform Agenda (cluster approach) Degree of alignment of CPS with Global Humanitarian Partnership Principles (equality, transparency, results-orientation, responsibility, and complementarity between UN and non-UN humanitarian organizations) Degree of alignment of CPS with Directions for Collaboration among the Rome-based Agencies (2009)	WFP corporate documents (including CPS) WFP staff and managers (HQ, RBs, COs) and external partners WFP evaluations Relevant global documents (e.g. related to IASC, Global Humanitarian Partnership Principles)

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
		1.5.2 Does the Strategy remain relevant in the evolving partnership context shaped by Agenda 2030, the World Humanitarian Summit (WHS), and Habitat II?	vi) Does the Strategy remain relevant in the face of changes in the approach to partnerships in humanitarian/ development contexts, international processes (Agenda 2030, WHS) and internal transitions?	Identification of new directions with respect to partnership contained in these international agendas/ processes Degree of alignment between the CPS and these agendas/processes Perceptions of alignment and relevance to new contexts Elements of the Agenda 2030, or Habitat III[63] not contained/supported by the CPS	WFP commitments to the Agenda for Humanity and Habitat III Agenda 2030, especially SDG 17 WFP staff and managers (HQ, RBs, COs) External stakeholders

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[63] The evaluation TOR had originally included reference to Habitat II – the Second United Nations Conference on Human Settlement. However, that conference took place in 1996 and, as such, does not constitute a relevant influence on the current global environment that would be comparable to Agenda 2030. The TORs therefore likely meant to refer to Habitat III, which took place in October 2016.

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
	1.6 Is the CPS relevant in light of WFP's internal transitions and current policy framework and consistent with UN norms and principles on gender equality and equity?	1.6.1 Is the CPS consistent, coherent and complementary in relation to other WFP policies, strategic plans or frameworks in force at different levels of the organization (HQ, RBs, COs)?	vi) Does the Strategy remain relevant in the face of changes in the approach to partnerships in humanitarian/ development contexts, international processes (Agenda 2030, WHS) and internal transitions? viii) Is the Strategy consistent, coherent and complementary in relation to other WFP policies, strategic plans or frameworks in force at different levels of the organization (HQ, RB, CO)? iii) Identify commonalities and differences in order to derive better practices and pointers for learning.	Degree of alignment between CPS and current WFP Strategic Plan 2014-2017 Degree of alignment between CPS and other selected policies and strategies: WFP Gender Policy (2015-2020) WFP Policy on South-South and triangular cooperation (2015) Update on the WFP People Strategy (2016) WFP Policy on Capacity Development - Update 2009 Perceptions regarding alignment and relevance among WFP stakeholders	WFP Strategic Plan 2014-2017, Mid-term Review of WFP Strategic Plan 2014-2017 WFP Gender Policy 2015-2020 WFP Policy on South-South and triangular cooperation (2015) Update on the WFP People Strategy (2016) WFP Policy on Capacity Development - Update 2009

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
		1.6.2 Is the Strategy relevant in light of internal transitions in WFP?	vi) Does the Strategy remain relevant in the face of changes in the approach to partnerships in humanitarian/development contexts, international processes (Agenda 2030, WHS) and internal transitions?	Degree of alignment between CPS and internal transformation, "from food aid to food assistance" Degree of alignment between CPS and key components of draft Integrated Roadmap 2017-2021 documents (SP, CSP, FFR and CRF) Perceptions regarding alignment and relevance among WFP stakeholders	Degree of alignment of the strategy's envisaged results with the direction of these transitions Draft WFP Strategic Plan 2017-2021, and previous Strategic Plans WFP staff and managers (HQ, RBs, COs)
		1.6.3 Does the Strategy, explicitly or implicitly, contribute to improving gender equality and women's empowerment? To what extent? How?	ix) Has the Strategy included gender, equity and other UN norms and principles?	Extent to which CPS design supports, hinders, or is neutral in relation to WFP efforts to improve gender equality and women's empowerment[64] [65]	CPS
		1.6.4 Does the design of the Strategy, explicitly or implicitly support, hinder or is neutral in relation to principles of equity?		Extent to which CPS design supports, hinders or is neutral in relation to the principle of equity	

[64] Agreed conclusions 1997/2. (UNECOSOC 1997).
[65] United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact. (UN 2006)

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
2. What were the initial results of the CPS (2014-2017)?	2.1 Is there evidence of intended and unintended outputs and outcomes of the implementation of the CPS?	2.1.1 What data is available and monitored to assess progress made towards outputs and outcome achievements of the CPS?	i) Is there evidence to validate and document intended and unintended outcomes of the implementation of the Strategy? iii) Does available evidence show the importance and centrality of partnerships in WFP plans and operations at all levels? iv) Has WFP's own capacity to partner effectively increased and how has that strengthened WFP's comparative advantages corporately and across Country Offices in the fight against hunger?	Nature and quality of data on outputs and outcomes of the CPS implementation	WFP staff and managers (HQ, RB, CO) WFP reporting on results (SPRs, COMET) WFP CPS and WFP Action Plan for CPS (2014) PGC documents

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
	2.2 Has the implementation of the CPS produced guidelines and tools that have met high quality standards for partnerships?	2.2.1 What guidelines or tools have been produced? For example: Materials on CPS Training Partnership Resource Centre Partnership web page Partnership strategies and plans	ii) Has the implementation process of the Strategy produced quality guidelines and tools, including mapping, prioritizing and selecting partnerships, that have met high quality standards for partnerships with particular emphasis on the availability and adequacy of such tools and their application at all levels (HQ, RB, CO)?	Existence of tools and guidelines Extent to which WFP staff and external partners demonstrate familiarity with the content of the CPS	WFP staff and managers' HQ, RBs, COs WFP reports on activities related to CP Action Plans PGC documents

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
	2.3 To what extent are these tools available and applicable at all levels (HQ, RBs, COs)?	2.3.1 Do the tools and guidelines reflect sufficiently the context of how partnerships are formed and managed at different levels of WFP locations (HQ, RBs, COs)?	i) Is there evidence to validate and document intended and unintended outcomes of the implementation of the Strategy? ii) Has the implementation process of the Strategy produced quality guidelines and tools, including mapping, prioritizing and selecting partnerships, that have met high quality standards for partnerships with particular emphasis on the availability and adequacy of such tools and their application at all levels (HQ, RB, CO)?	Extent to which WFP staff at HQ, global offices, RBs and COs find the tools and guidelines applicable to their specific context Tabulation of evidence showing that intended audiences were reached by training and other actions/outputs[66]	WFP staff and managers' HQ, RBs, COs WFP reports on activities related to CP Action Plans PGC documents

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[66] During data collection, it became clear that a systematic tabulation of intended versus reached audiences was not possible as PGC did not set specific targets for audiences to be reached by trainings.

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
		2.3.2 What new implementation support tools/approaches have been provided by HQ to RBs and by RBs to COs in order to enhance partnerships?	i) Is there evidence to validate and document intended and unintended outcomes of the implementation of the Strategy? ii) Has the implementation process of the Strategy produced quality guidelines and tools, including mapping, prioritizing and selecting partnerships, that have met high quality standards for partnerships with particular emphasis on the availability and adequacy of such tools and their application at all levels (HQ, RB, CO)?	Tabulation of evidence on quality of training sessions[67] Degree to which training sessions help staff to better manage relationships and partnerships Tabulation of evidence on application and usefulness of online resources, guidance, and other CPS materials Perceptions on relevance and appropriateness of implementation support provided by HQ and RB and application of tools	WFP staff and managers' HQ, RBs, COs WFP reports on activities related to CP Action Plans PGC documents

[67] Participant evaluations of training sessions were available for the TPI-led training of trainers, and the CPDS course on engaging with host governments. These were reviewed. Given the absence of similar reviews for other training sessions, an overall tabulation of data was not possible, leading to an only partial application of this indicator.

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
	2.4 Is there evidence that shows the importance and centrality of partnerships in WFP plans and operations at all levels?	2.4.1 Do planning documents of WFP HQ, RBs, COs and WFP Offices (i.e. guidance note, country or regional strategies, etc.) demonstrate the importance of partnerships to achieve WFP's results?	iii) Does available evidence show the importance and centrality of partnerships in WFP plans and operations at all levels?	Evidence of regional partnership strategies or equivalent document Evidence of memoranda of understanding or organizational agreements with partners to implement WFP operations	WFP reporting on reports (SPRs, COMET) WFP staff and managers (HQ, WFP Offices, RBs, COs) Document review
	2.5 To what extent has the CPS led to documented organizational changes in WFP at HQ, RB or CO levels?	2.5 1 Have HQ, RBs, COs or WFP Offices made changes in their organizational arrangements or their staffing to support more strategic partnerships?	vi) Has the implementation of the Strategy led to documented organizational change in WFP at all levels, including changes to its approach to partnering as well as to fighting hunger?	Evidence of changes having been initiated or facilitated by the CPS	WFP staff and managers (HQ, WFP Offices, RBs, COs)

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
	2.6 To what extent has WFP formed or strengthened strategic partnerships with an emphasis on the quality, cost-effectiveness and sustainability of those partnerships?	2.6.1 Over the past two years to what extent have COs expanded their partnerships beyond transactional partnerships? 2.6.2 To what extent have the partnerships formed over the past two years become more sustainable? 2.6.3 To what extent have the partnerships formed decreased duplication of work among WFP partners? 2.6.4 To what extent has WFP capitalized on the comparative advantages of partners to achieve expected results?	iv) Has WFP's own capacity to partner effectively increased and how has that strengthened WFP's comparative advantages corporately and across Country Offices in the fight against hunger? v) Are the benefits of working in partnership with others cost-effective and produce a greater impact than working alone? vii) Do new partnership practices result in improved quality of approaches in WFP and in-country partner organizations? viii) Has WFP formed or strengthened strategic partnerships with an emphasis on the quality and sustainability of those partnerships?	Degree of collaboration and engagements by both partners during the partnership 9 of types of agreements or changes to WFP legal agreements with partners Reported resources invested by partners in the partnership[68] Perception of WFP partners Perception of WFP RB and CO staff	WFP RBs, COs interviews WFP Partners interviews

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[68] During data collection it became evident that available data did not allow applying this indicator as neither WFP nor its partners have ways of monitoring resources – which often consists of staff and time – invested into partnerships.

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
			ix) Have institutional/ organizational structures and processes been established for diffusion and sustainability of partnerships and the results from them?		
	2.7 Has WFP's capacity to partner effectively increased as a result of the CPS and the various guidance and tools provided on partnership at HQ, RB, WFP Offices and CO levels?	2.7.1 Do WFP staff (all levels) involved in the various CPS training sessions or accessing guidance and tools feel better equipped to enter and manage their partnerships?	iv) Has WFP's own capacity to partner effectively increased and how has that strengthened WFP's comparative advantages corporately and across Country Offices in the fight against hunger?	Evidence of knowledge acquired during training sessions[69] Evidence of use of guidance and tools developed during the implementation of the CPS Perception of RB, CO and HQ staff	Training evaluation WFP RBs, COs and HQ interviews

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[69] PGC does not apply pre and post test to formally assess learning taking place during training sessions. As such, the evaluation team was not able to apply this indicator.

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
3. Why has the Strategy produced the results that have been observed?	3.1 What are implications of external (contextual) factors on the results that have been observed?	3.1.1 Are there variances in results attainment on the basis of stage of the roll-out of the CPS at the regional level?	ii) Look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1); the way it was implemented (e.g., looking at resource issues), and others (e.g., underlying understanding, assumptions, etc., that influence behavior).	Identification of external/contextual factors that limited or enabled implementation of CPS Perceptions of different stakeholders as to the consequences of these factors for WFP partnering efforts	WFP staff and managers (HQ, WFP Offices, RBs, COs) Relevant global, regional, and country level documents

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
		3.1.2 What have been the effects of factors deriving from the respective political and cultural contexts?	i) Generate insights into the incentives, triggers or explanatory factors that caused the observed changes (question 2); ii) Look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1); the way it was implemented (e.g., looking at resource issues), and others (e.g., underlying understanding, assumptions, etc., that influence behavior).	Identification and tabulation of external factors that influence the nature of partnerships Perception of external stakeholders, at country level, of relevance, applicability, contextual acceptability of WFP partnership approach	SPR, other WFP reporting on effects of contextual factors WFP managers and staff at COs

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
	3.2 What are the implications of internal factors on the results that have been observed?	3.2.1 How does the level of buy-in and support for WFP partnership approaches affect implementation of the CPS?	ii) Look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1); the way it was implemented (e.g., looking at resource issues), and others (e.g., underlying understanding, assumptions, etc., that influence behavior).	Perceptions of WFP stakeholders on the importance of the level of support for partnership from different stakeholders	WFP managers and staff WFP Executive Board members WFP partners
		3.2.2 To what extent has the CPS been adequately communicated and disseminated throughout WFP?	ii) Look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1); the way it was implemented (e.g., looking at resource issues), and others (e.g., underlying understanding, assumptions, etc., that influence behavior).	Number and types of dissemination and communication efforts Perceptions of WFP staff and management as to the adequacy and effectiveness of these efforts Extent to which WFP staff are familiar with the CPS and its content	WFP Staff (HQ, WFP Offices, RBs, COs)

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
		3.2.3 Were the resources available (human, financial) used in an optimized way to generate results?	ii) Look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1); the way it was implemented (e.g., looking at resource issues), and others (e.g., underlying understanding, assumptions, etc., that influence behavior).	Patterns of number and type of human resources engaged as partnership focal points/managers Patterns of financial commitments for and prioritization of partnerships by HQ, WFP Offices, RBs, COs Perceptions of WFP staff and managers regarding adequacy of resourcing (staff, financial) and effects on results	Data on WFP financial and human resource allocations to implement the CPS WFP managers and staff at HQ, WFP Offices, RBs and COs
		3.2.4 To what extent do WFP staff have the required skills and knowledge (as per the job description) to engage in partnerships?	ii) Look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1); the way it was implemented (e.g., looking at resource issues), and others (e.g., underlying understanding, assumptions, etc., that influence behavior).	Perceptions of WFP staff and managers regarding adequacy of existing and evolving staff capacities Extent to which partnering-relevant knowledge and skills are reflected in the WFP People Strategy, and job profiles.	WFP managers and staff at HQ, WFP Offices, RBs and COs WFP People Strategy Sample of job profiles

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
		3.2.5 Does the WFP institutional culture provide a sufficiently enabling environment for implementation of the CPS?	i) Generate insights into the incentives, triggers or explanatory factors that caused the observed changes (question 2); ii) Look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1); the way it was implemented (e.g., looking at resource issues), and others (e.g., underlying understanding, assumptions, etc., that influence behavior).	Identification of elements of the institutional environment that enabled or limited implementation, including existence or absence of incentives for engaging in effective and strategic partnerships	WFP managers and staff at HQ, WFP offices, RBs and COs Staff performance review templates

Key Evaluation Questions	Evaluation Questions	Sub-Questions	TOR Questions (TOR Paragraphs 60, 61 and 62)	Corresponding Indicators	Corresponding Sources of Data
		3.2.6 How do WFP's organizational structures, systems and procedures (e.g., legal, procurement, monitoring and reporting) impact on partnership-related activity? What changes have been made in these structures, systems, procedures and how have they impacted on partnership-related activity?	ii) Look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1); the way it was implemented (e.g., looking at resource issues), and others (e.g., underlying understanding, assumptions, etc., that influence behavior).	Position, role, and perceived influence of the PGC in relation to other thematic units at HQ The division of responsibility for partnership throughout the organization. Strengths and weaknesses of WFP systems for monitoring and reporting on partnering efforts and results	WFP organizational structure WFP systems and templates for monitoring and reporting WFP managers and staff at HQ, WFP offices, RBs and COs

Annex 5   Summary of Key Insights about Comparator Organizations

1.   During the Inception Phase, the evaluation team, in consultation with OEV, developed a sample of comparator organizations based on five selection criteria, namely organizations that: i) place explicit emphasis on working in partnership; ii) have a strategy, policy or action plan on partnerships; iii) share at least one of WFP's dual humanitarian and development mandates; iv) are operational and have programmes at the country level; and v) have available data online regarding the effectiveness of their partnerships. At least one NGO was to be included in the sample. Based on these criteria, the following organizations were selected: The Food and Agriculture Organization (FAO), Save the Children, and the United Nations Children's Fund (UNICEF). In addition, one organization (the Gates Foundation) that was engaged in innovative partnerships, but not meeting the criteria, was included in the group of comparator organizations in order to broaden the comparison and increase the potential for learning.

2.   FAO, UNICEF and Save the Children have explicit corporate partnership strategies, and address the importance of partnering in their current strategic plans or equivalent documents. Their existing partnership strategies contain similar visions and partnering principles as described in the CPS.

3.   The Bill and Melinda Gates Foundation (BMGF) does not have a corporate partnership strategy, although the Foundation, as a global philanthropist, undertakes almost everything in partnership with its grantees. Each of its major programmatic areas conducts its own strategic planning, with its own approach to partnering. In addition, the Foundation supports global programme partnerships like the Global Fund, GAVI, and the CGIAR for the purposes of coordination and alignment.

4.   UNICEF and Save the Children have traditionally had significant fund-raising partnerships in developed countries to support their work in developing countries. FAO funds its partnerships mostly from the regular budget. BMGF, as a Foundation, has its own money to fund its partnerships.

5.   Two of the most innovative findings arising from the comparator analysis are the following. First, FAO and UNICEF have adopted innovative approaches to private sector partnerships of a non-financial nature. They are finding innovative ways of engaging with the private sector to serve their principal clients — i.e. smallholder farmers and children, respectively — on shared issues such as children's rights and how businesses impact children. Second, recognizing that managing partnerships requires a certain skill and training to do effectively. UNICEF and Save the Children have recently instituted and provide training for "global partnership managers" for each of their major partnerships.

	FAO	UNICEF	Save the Children	Gates Foundation
Partnership Strategies/ Frameworks	The FAO has several strategies concerning Partnerships: • "Organization-wide Strategy on Partnerships" (2012) • "Guiding Principles on Partnership." (2012) which is the Annex to the FAO Organization Wide Strategy on Partnerships • "Strategy for Partnerships with Civil Society Organizations" (2013) • "Strategy for Partnerships with the Private Sector" (2013) • "Partnerships with Non-State Actors" (2015)	UNICEF has several strategies and frameworks concerning Partnerships: • The "Resource Mobilization Strategy" (2015) discusses the role of partnerships and the "UNICEF Strategic Plan 2014-2017" (2013) mentions the role of partnerships in implementing the SP • Report on the Implementation of the Strategic Framework for Partnerships and Collaborative Relationships, also known as the "Expanded Strategic Framework" (2012) • "UNICEF Strategic Framework for Partnerships and Collaborative Relationships" (2009) UNICEF has also produced a number of guidance documents focusing on partnering with Civil Society Organizations at the country level.	Save the Children has several strategies and frameworks concerning Partnerships: • "Ambition for Children 2030", which takes the SDGs and the 2030 Agenda as the starting point • "Save the Children 3-year Strategic Plan (2016-2018)" • "Save the Children Global Corporate Partnerships," which describes their major corporate partnerships with actors such as Accenture, Bulgari, C&A Foundation, and others. • "Save the Children: Partnership Framework" which establishes a shared understanding of what partnership is within the SC movement • "Save the Children: Partnership Principles"	Although the Bill and Melinda Gates Foundation (BMGF) does not have a corporate partnership strategy, much of its work with its grantees is done in the form of a partnership. The BMGF is divided into four major areas (Global Health, Global Development, U.S Education, and Global Policy & Advocacy). There are approximately 20 programmatic areas, which have their own strategic planning, within these four areas. Consequently, there is no stated Foundation-wide approach to partnerships.

	FAO	UNICEF	Save the Children	Gates Foundation
Key Partnership Principles in Organization's Strategies/ Policies	FAO has 6 guiding partnerships principles which address: (i) added value in relation to shared goals and objectives; (ii) enhancing effectiveness in supporting the international governance of agriculture and agricultural development; (iii) comparative advantages of each partner; (iv) role of the FAO in the partnership; (v) the importance of the FAO in preserving its neutrality and impartiality; and (vi) contextual considerations of the region and country.	The 2009 UNICEF Strategic Framework identified 6 guiding principles for partnerships, which focus on: (i) delivering results; (ii) adhering to selection criteria; (iii) alignment and ownership; (iv) transparency and equity; (v) cost-effectiveness; and (vi) appropriate form of cooperation. The 2009 Strategic Framework also identified 5 operational guidelines for formal partnerships: explicit, written agreements; regular review and M&E; adherence to UN and UNICEF rules and guidelines; duration of the partnership and exit strategy; and discontinuation of partnership if the partnership is making little or no progress to achieve the objectives outlined.	Save the Children has 3 main partnership principles: • Value driven and empowering relationships; • transparency and accountability; and • mutual benefit.	None stated at the corporate level as there is no corporate level partnership strategy.

	FAO	UNICEF	Save the Children	Gates Foundation
Explicit/ Implicit Purposes/ Objectives of Partnerships	The 2012 Strategy has three major partnership objectives: • realize larger benefits to Members; • build up and increase the use of technical knowledge; and • strengthen FAO's capacity to engage in partnerships. The "Organization-Wide Strategy on Partnerships" emphasizes that the FAO must participate in the mobilization of the world's best knowledge and capacities concerning the international governance of agriculture in order to fulfill its institutional role. As such knowledge and capacities are not exclusive to the FAO, it partners with other organizations. Partnerships allow it to fulfill its mandate, enhance its technical performance and competence, optimize its use of resources and services to members and be more effective and efficient in reaching out to the final users of its services.	Partnerships with relevant actors are a means to achieve results for children. The 2012 Expanded Framework proposes three priority approaches to enhancing UNICEF's performance in partnerships: Framing partnerships based on their contribution to results Investing strategically in multi-stakeholder partnerships Strengthening UNICEF's organizational capacity for effective partnering	Save the Children works in partnership in emergencies, transitions and long-term development contexts. Save the Children works in partnership to strengthen national development capacity and achieve results for children that go beyond the scope of a single organization. Partnerships are at the center of Save the Children's Theory of Change. Consequently, Save the Children promotes partnerships as both an approach to change in and of itself, and as a key ingredient in ensuring the success of other elements of the Theory of Change. In order for Save the Children to fulfill their aspirations of innovation and achieving results at scale, they must identify partners and build appropriate relationships and networks for programming, policy, advocacy and campaigns.	The BMGF works with and through its partners to achieve its mission. As a Foundation, virtually everything BMGF does has always been in the form of partnerships. Partnership is built into the roles and responsibilities of the Foundation's staff.

	FAO	UNICEF	Save the Children	Gates Foundation
Groups of Partners and Types of Partners and Partnerships	FAO distinguishes 4 types of Non State Actors: private sector, CSOs, academia and research organizations, cooperatives and producer associations. FAO also has partnerships with International Organizations at the global level and government and operational partners at the country level. The FAO has three types of partnerships: partnerships to bring greater benefits to members, partnerships to enhance and produce knowledge and partnerships to strengthen their capacity.	UNICEF partners with development country governments, multilateral organizations, CSOs, private sector, media, knowledge and research organizations, and UNICEF National Committees. UNICEF identifies 4 categories of partnerships: programme implementation partnerships, knowledge and innovation partnerships, and policy and advocacy partnerships, mobilizing partnerships. These categories are not mutually exclusive and partnerships can fall into one or more category.	Save the Children distinguishes between partners and partnerships. The partners include: civil society, government, research and policy institutions, private sector and media. There is a division between corporate partnerships in developed countries, largely for fundraising and implementation partnerships in developing countries. The Partnership Framework identifies three types of partnerships: strategic partnerships (long-term, programmatic), project partnerships (short term, project based), and alliances and networks (advocacy, campaigns, communication).	The BMGF prefers to work with large partners who have ecosystems of partners under them in order to reach their target populations on the ground. The BMGF is also involved in two kinds of partnerships: • Global-level partnerships for the purposes of coordination and alignment (i.e. with the Global Fund and GAVI) • Grant-based relationships in support of time-bound programs and projects (i.e. MOU with USAID)

	FAO	UNICEF	Save the Children	Gates Foundation
How do Partnership Strategies Address Gender Equality?	While the FAO's Partnership Strategy and the Partnership Principles do not make reference to women or gender, both the 2013 strategies for Partnerships with Civil Society and Partnerships with the Private Sector do mention gender equality.	The only reference to gender equality or girls in UNICEF's 2009 and 2012 Strategic Frameworks is a mention that UNICEF acts as a formal host for the United Nation's Girls' Education Initiative.	Save the Children's Partnership Framework and the Partnership Principles do not make explicit reference to women, girls and/or gender equality. Nevertheless, the organization expects its partners to be gender-sensitive. However, gender equality is not included as a criterion in Save the Children's partnership assessment tool.	Not directly applicable as the Bill and Melinda Gates Foundation does not have an explicit partnership strategy. However, the BMGF as a whole has a focus on the health and education of women and girls. Gender equality and equity related considerations therefore play a central role in all partnership agreements that the Foundation enters into.
Organizational Structures Supporting Partnership Related Work	The FAO's Partnership, Advocacy and Capacity Development Division based in Rome is involved in brokering partnerships with NSAs.	UNICEF does not have a central partnership unit, however there is a Public Partnership Division in New York which is responsible for partnerships with bilateral donors and IOs and a Private Sector Fundraising and Partnerships Division in Geneva. UNICEF COs manage partnerships with governments and CSOs.	Within Save the Children International, the Global Campaign and Advocacy Group is responsible for articulating a shared understanding of partnerships across the movement, while the Global Corporate Partnership Group focuses on fundraising. Save the Children International is a decentralized organization. As such, Country Offices are responsible to develop and manage their own partnerships, and some COs have developed a dedicated partnership unit.	The BMGF is organized into four major areas and 20 programmatic areas, each with its own strategic planning and approach to partnerships.

	FAO	UNICEF	Save the Children	Gates Foundation
Monitoring, Reporting and Evaluating Partnership Related Work	The Partnership Division maintains a list of MOUs with global NSAs and reports to the Joint Session of the Program and Finance Committees. COs have lists of operational partners. While the Evaluation Office has not undertaken an evaluation of FAO partnerships since 2005, it considers partnerships in its ongoing evaluations.	The Public Partnerships Division in New York maintains a long and short list of Global Programme Partnerships. The COs are aware of their partnerships, but New York and Geneva do not keep track. The 2012 Report and Extended Framework required COs to self-assess their performance in managing partnerships as part of the annual review and reporting process. The Evaluation Office has not done an evaluation of UNICEF's involvement in the Global Programme Partnerships since 2009, but evaluates partnerships in the contexts of other evaluations.	Save the Children has a monitoring, evaluation and learning group that evaluates the effectiveness of partnerships in an ad hoc manner. Evaluations tend to take place after a big partnership closes or if it is not evolving as planned. Save the Children recently developed a system for assessing its partners, as opposed to partnerships.	The BMGF does not have an independent evaluation department; rather evaluation is incorporated into each of the 20 program areas. The Foundation does not appear to have conducted any evaluations on the effectiveness of its partnerships. However, for 2017 it is planning a review of its Multilateral Partnership (MLP) program that focuses on cross-foundation partnerships with key multilateral partners.

	FAO	**UNICEF**	**Save the Children**	**Gates Foundation**
Funding Partnership Related Work	Funded from the regular FAO budget; there is not much special funding for partnerships.	The Geneva office works on fundraising partnerships through national committees and COs. UNICEF's humanitarian work is funded from several sources such as Multi-donor Trust Funds, Central Emergency Response Funds, and Emergency Program Funds.	SC raises money in developed countries and implements projects in developing countries; partnership work in developing countries is funded by partnership work in developed countries.	As a Foundation, the BMGF has its own money to fund the partnerships it is engaged in. Unlike UNICEF and Save the Children, the Foundation does not engage in partnerships for the purpose of raising money.
Alignment to the 2030 Agenda	FAO adopted many of the principles in the 2030 Agenda before it was ratified.	The increased emphasis on private sector partnerships at UNICEF is reinforced by the 2030 Agenda, as the SDGs require the private sector to contribute to their achievement.	The 2030 Agenda and SDGs are taken as the starting point for Save the Children's new 2030 Strategy.	The BMGF influenced and has been influenced by the SDGs. The 2030 Agenda is guiding much of the BMGF's work in agriculture. The Foundation also agrees with the emphasis on private sector engagement.

6.   This analysis was informed document review and interviews with stakeholders from all four organizations (13 key informants in total). A full list of consulted stakeholders is available in Annex 9. A list of consulted documents is included here below:

Bill and Melinda Gates Foundation

- World Food Programme, Fact Sheet on the Purchase for Progress (P4P) program. www.wfp.org/p4p .

FAO

- FAO, 2012, Organization-Wide Strategy on Partnerships
- FAO, 2012, Guiding Principles on Partnerships: Annex to the FAO Organization-wide Strategy on Partnerships
- FAO, 2013, Strategy for Partnerships with Civil Society Organizations
- FAO, 2013, Strategy for Partnerships with the Private Sector
- FAO, 2015, Partnerships with Non-State Actors, November
- FAO Office of Evaluation, 2005, Evaluation of FAO's Cross-Organizational Strategy: Broadening Partnerships and Alliances, July

Save the Children

- Save the Children 2030 Strategy, no date, "Ambition for Children 2030."
- Save the Children, no date, "3-year strategic plan (2016–2018)."
- Save the Children, 2016, "Global Corporate Partnerships."
- Save the Children, no date, "Partnership Framework."
- Save the Children, 2015, "Partnership Principles."

UNICEF

- UNICEF, 2009, Strategic Framework for Partnerships and Collaborative Relationships, March 26.
- UNICEF, 2012, Report on the Implementation of the Strategic Framework for Partnerships and Collaborative Relationships, July 13.
- UNICEF, 2012, Expanded Strategic Framework for Partnerships and Collaborative Relationships, September (PowerPoint presentation)
- UNICEF, 2103, Strategic Plan 2014-2017
- UNICEF, 2015, UNICEF Resource Mobilization Strategy, December 18.
- Framework for Partnerships (with CSOs)
- Guiding Principles (for UNICEF partnerships with civil society and other actors)

- Civil Society and UNICEF

- Partnering at Country Level

- Partnering in Humanitarian Context

- Partnership Cycle

- UNICEF Contribution to partnerships

- UNICEF Office of Evaluation, 2009, A Study of UNICEF Engagement in Global Programme Partnerships, December.

Annex 6   Partnership Data Analysis

Overview

7.   Although there are a number of sources of partnership-related information at WFP, including databases managed by the Private Sector Partnerships Division, Government Partnerships Division, NGO Unit and the office responsible for supporting South-South Cooperation, this evaluation has focused on analyzing country-level partnership information reported on in the Country Office Tool for Managing Effectively (COMET). This decision was based on the fact that COMET is the only corporate tool that captures comprehensive partnership data according to key categories defined in the CPS, in particular in relation to partner types.

8.   The ToRs for this evaluation, issued in April 2016, contained an analysis of existing data at WFP. This included data on country-level partnerships from two different corporate systems – Data Collection for WFP Reports (DACOTA) and COMET. At the time, COMET had not been fully implemented in all regions and the country-level partnership data available was incomplete as a result.

9.   In an attempt to mitigate these gaps and to bring a more fulsome analysis of partnerships to the evaluation, an analysis of Standard Project Reports (SPR) was conducted. Toward the end of the data collection phase more comprehensive and relatively consistent country-level information became available from COs across all six regions, with certain limited exceptions.

10.   The intent of the data analysis found in this Annex is to provide a summary of partner categories and partner types at the country level and aggregated to the regional level. To that end, it is important to clarify the scope of this Annex and the extent of the analysis of partnership-related data.

11.   It is not possible to draw causal links between the reported data on partnerships and the CPS given its early stage of implementation. For example, while potentially interesting, attempting to draw inferences between partnership and partner data and the size of Country Offices or their respective budgets goes beyond the scope of this evaluation. However, it is important to identify patterns and trends so as to inform thinking about the scope and nature of partnership

12.   This Annex lays out a picture of the nature of partner types and categories reported by Country Offices and consolidated by PGC in November 2016.

Data Sources and their Limitations

13. The evaluation team reviewed 295 SPRs (EMOPs, PRROs, DEVs and CPs) from 2014 and 2015 to extract data on the types of country-level partnership practices as defined by the CPS and any results from these partnerships noted in these SPRs. An appendix to this Annex lists the SPRs by project title, country and year. The review of SPRs also enabled a consolidation of the categories of partners identified in the SPR data tables, which provides information on the number of NGO, UN and Red Cross/Red Crescent partners. This table (henceforth referred to as the "partnership table") accompanies the narrative partnership text in the Management section of the SPRs.

14. In early November 2016, PGC prepared a report with new partnership data from all six Regional Bureaux. WFP also provided a database of some 31,500 types of partnership. This data has been analyzed through the lens of income level in an effort to present a slightly more granular picture of the partner categories and types across WFP.

15. One of the most innovative elements of the CPS was its introduction of a typology of partnership based on the functional categorization of the activities, namely involving: resource, knowledge, policy and governance, advocacy, and capability partners.

16. This evaluation analyses partnership from the framework provided by this functional approach, rather than by category of partner (such as UN, government, NGO etc.). This classification by partner type, as documented in COMET, allows for the multiplicity of interactions that WFP may have with one partner to be captured. For example, a national NGO may provide direct services to WFP as a capability partner while at the same time participating in knowledge or policy- related activities.

17. However, it should be noted that COMET utilizes nomenclature that is at variance with that presented in the CPS. For example, COMET refers to the organizations that work with WFP "types". By contrast, "type" in the nomenclature of the CPS relates to the functional nature of the partnership: resource, advocacy, capability, etc. This issue carries over into COMET's use of the word "category" to describe what are called "types" in the CPS. The Evaluation Report and this Annex use the nomenclature laid out in the CPS and have re-labelled graphs and charts from COMET and prepared by PGC as a result.

18. COMET is not generally being used to track relationships with the private sector, community-based organizations or with academic and think tank organizations – all of which are specifically articulated in the CPS. This limits WFP's ability to demonstrate advances in WFP's work within these categories of partners. In Honduras, for example, available COMET data included only 2 local NGOs and no other categories of partners. Data collected during an evaluation field visit however, revealed the existence of partners in all six categories with staff and managers indicating multiple government partners- none of which are reported in COMET.

19. Variances such as these are not surprising given that COMET data are entered by a broad variety of actors at the CO level. In addition, during many of the Country Office visits, WFP staff stated that while COMET had been fully rolled out, they still lacked clear instructions on how to code various types and categories of partners. This lack of clarity around definitions and coding may account for these variances in the reported data when compared to evidence gathered through interviews. Indeed, in November 2016, staff managing the COMET platform indicted that they had yet to finalize a data validation exercise.

20. In summary, the evaluation drew on two data main sources for the analysis presented in this Annex: data drawn from SPRs; and quantitative data from COMET in November 2016.

SPR Data - Qualitative versus Quantitative Data on Partners

21. The following section presents information taken from two sections of the SPRs - the narrative texts and accompanying tables. These two data sources provide distinctly different information and do not appear to follow the guidance provided in the Partnership Guidelines for the completion of the SPRs, which indicates:

> "KINDLY ENSURE CONSISTENCY WITH THE SPR NARRATIVE: that is, partners reported on this section [statistical] should also be mentioned in the SPR paragraph 'Partnerships' under Section 4, 'Management Support'."[70]

22. In Table 1, "explicitly named" indicates that a specific partner (category/group as per CPS) was identified. The table below is limited to the categories of partners listed in the SPR tables for comparative purposes. Necessarily therefore, other categories of partners presented in the CPS are not included as no comparison would be possible. This table demonstrates the limitations with SPR narrative information.

Table 1 Total number of country-based partners reported by WFP in the SPRs (n= 295) in 2014 and in 2015 by Category of Partner (NGOs, UN agencies and RC partners only)

	2014 (explicitly named in SPR narrative section)	2014 (SPR tables)	2015 (explicitly named in SPR narrative section)	2015 (SPR tables)
Local NGOs partners	110	890	130	893
International NGO partners	282	588	216	508
UN agency partners	310	461	306	373
Red Crescent\ Red Cross	31	53	21	35

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[70] 2014 Partnership Reporting Guidelines, WFP.

	2014 (explicitly named in SPR narrative section)	2014 (SPR tables)	2015 (explicitly named in SPR narrative section)	2015 (SPR tables)
partners				
Total Number	733	1992	673	1809

23. The differences in reported totals seem to indicate that WFP staff at country level treat the quantitative data as the full tracking of partnerships whereas the qualitative narrative section refers only to certain partnerships that existed in the previous year.

24. In fact, during field-level data collection it became apparent that the authors of narrative paragraphs in the SPRs that addressed partnership conceptualized them not so much as a full or complete catalogue of what was done by the CO but, rather, as a means to highlight what was seen at the country level as **the most significant instances of partnership**. Second, many COs did not see a reason to provide more specific information on the numbers of partners (by category) with respect to what they considered to be repetitive and largely transactional relationships.

COMET Data

25. The balance of this Annex and the majority of data in the Vol. 1 of the evaluation report are derived from COMET data received from PGC in November 2016. This data covers the universe of countries where WFP is active including 3 countries where WFP does not have a Country Office and excluding India, Indonesia, Cape Verde, Angola, Namibia, Eritrea, the Dominican Republic and Peru.

26. In November, the evaluation team acquired two major data sources: a partnership mapping report prepared by PGC based on COMET data from November 2016; and, a supporting data base extracted from COMET with 34,278 partnership-related entries.

Partnership Categories and Partner Types by Region

27. According to COMET data compiled by PGC, WFP was engaged in partnership with 2,051 organizations or other entities in 75 countries in November 2016. However, this analysis reviews 2209 partners whom have provided a range of services to WFP. As some partners collaborate with WFP in more than one country, there are duplications in these regional figures, which accounts for this discrepancy.

28. Figure 1 illustrates the distribution of these 2209 partners across the six regions of WFP. Figure 2 demonstrates the distribution of partnership categories.[71]

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[71] Data on the number of country level partners per region and their distribution by partner category is also available for 2015 as captured in the PGC Mapping Report from May 2015, which draws upon both DACOTA and COMET data from 77 countries. Compared to the 2015 data, COMET data from November 2016 show a slight increase in the overall number of partners, from 1,793 in 2015 to 2,209 in 2016. The 2015 data do, however, not include information on government counterparts, CBOs, and

Figure 1 Number of Partners by Region, November 2016[72]
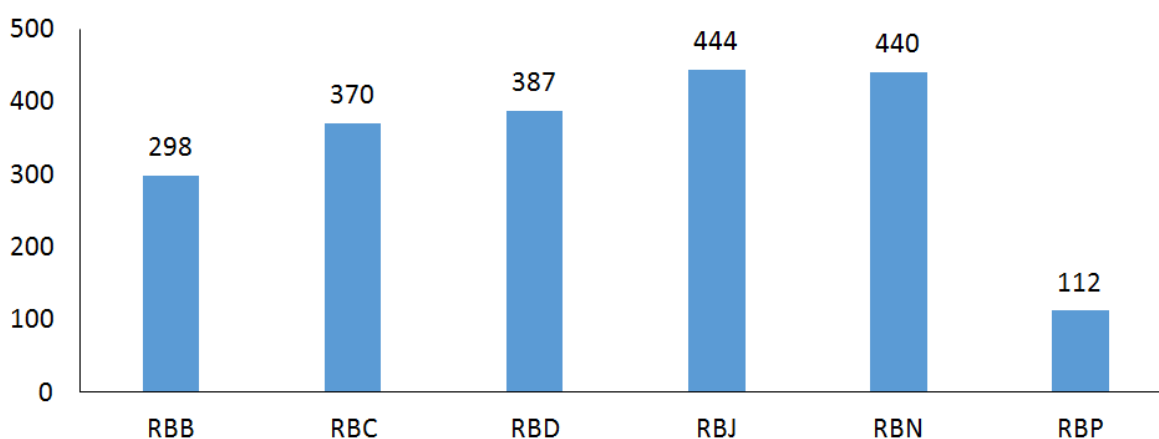
Figure 2 Distribution of Partner Categories (n=2,209 partners)[73]
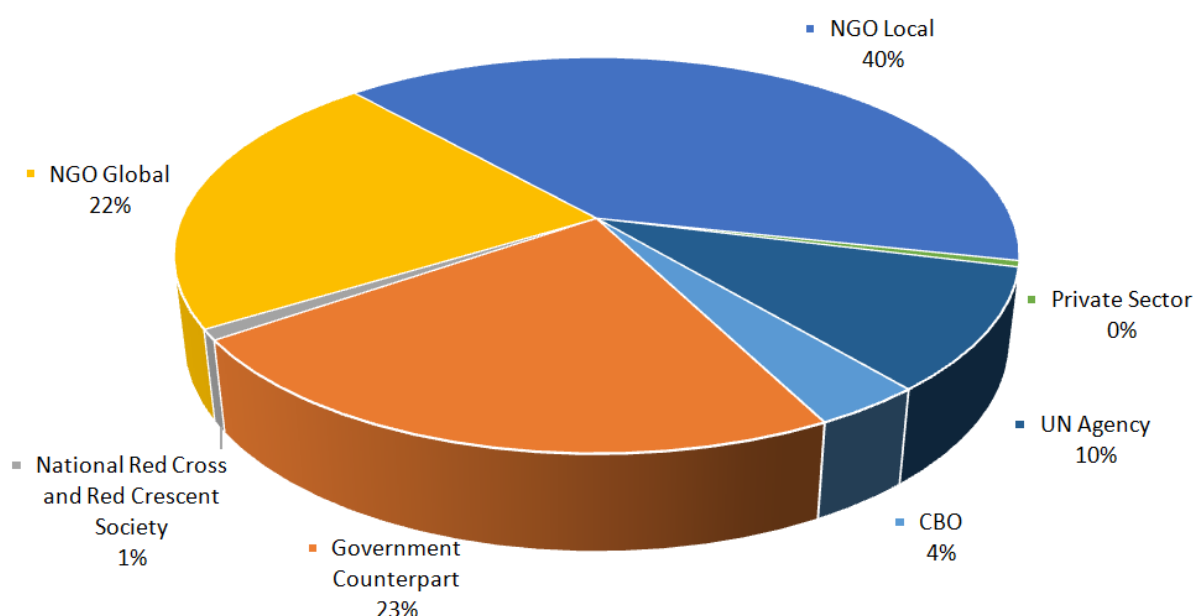
29. Turning to the distribution of these partners across regions, Figure 3 demonstrates the degree of relative commonality across all six regions of WFP. There is a high proportion of NGO (both global and local) participation with WFP across all regions, which confirms what WFP has reported about its 1,000+ partnerships with NGOs. Except for RBP, where national NGOs and INGOs represent less than 50% of the total number of partners, in virtually every other region, NGOs represent more than 60% of the total number of partners.

30.	Country Offices do not appear to be systematically tracking community-based partners or private sector partners in COMET. The information below shows only 78 community-based partners globally and only 11 private sector partners worldwide.

Figure 3 Partner Category by Region (n= 2,051 partners)
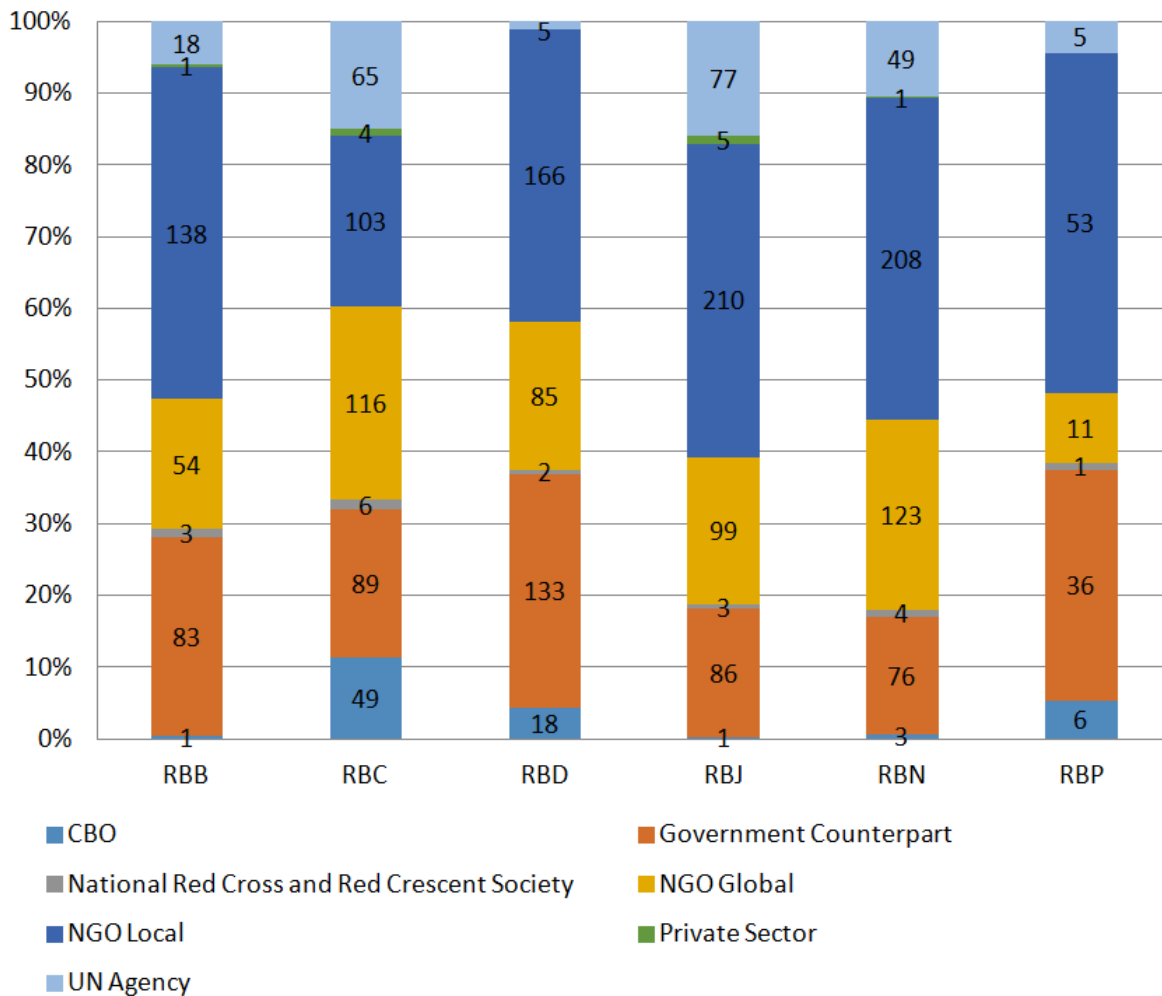
31.	There is a greater degree of variance across the six regions regarding the extent to which WFP reports on work with government counterparts. Globally, 23% of all WFP partners are reported in COMET to be government counterparts.[74] However, in RBP (a region with a comparatively high number of Middle Income Countries - this approaches over 35%, while in RBN – a region with predominantly Low Income countries), it falls short of 18%. The larger percentage of government partners in RBP supports the assumption that WFP engages in more "upstream work" in countries with higher income levels. This is reflected in the relative distribution of partner categories.

32.	Figure 4 illustrates the relative percentages of the five types of partnership across all six regions of WFP in percentages and numerical values.

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[74] WFP Mapping of Partnerships at the Country Level, November 23, 2016

Figure 4 Partner Types by Region (n=31,515 reported partner types in 75 countries)[75]
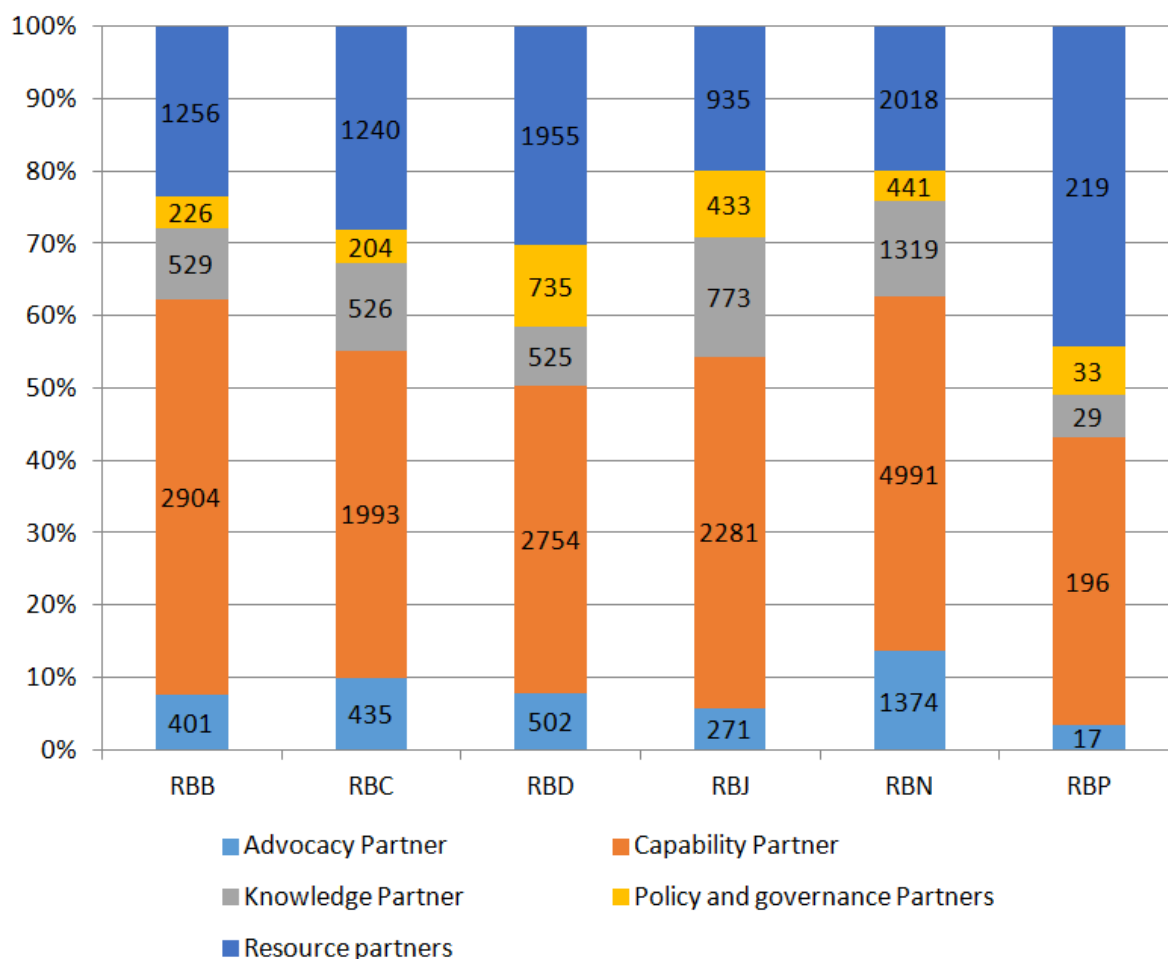
33. Except for in RBP, capability partners constitute well over half of all instances of WFP partnership. This is not surprising given WFP's focus on food assistance that involves the implementation of large and complex programmes, often with and through various partners. In addition, WFP reports a significant percentage of resource partners across all 6 regions - some 24%. Knowledge-based activities constitutes approximately 12% of all partnership related activities. With the exception of RBD, policy and governance-related partnership activities constitute less than 10%.

34. It is evident that these overall patterns of partnering activity are not monolithic and vary by country. The following two regional examples demonstrate the degree of variance. Figure 5 illustrates this diversity within RBJ. While capability-related partners predominate in most countries, their predominance is most evident in the Democratic Republic of Congo (almost 100%) and Zimbabwe, whereas in Swaziland, the partner types are almost exclusively policy and governance-related. These differences cannot be explained by factors such as differences in income levels, as

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[75] While the latest COMET data report on a total of 34,278 partnership instances, 2,763 of these were not classified by partner type. Hence, the total of instances taken into consideration here is 31,515.

both the DRC and Swaziland are Lower Middle Income countries, while Zimbabwe is a Low Income country. However, in both the DRC and Zimbabwe WFP is engaged in providing life-saving food assistance to large numbers of refugees, which may be one factor influencing the predominance of capability partners. As none of the three countries were visited during the evaluation, however, there is insufficient evidence to draw strong conclusions.

Figure 5 Partner Types - RBJ (n=4,693 reported partner types in 10 countries)
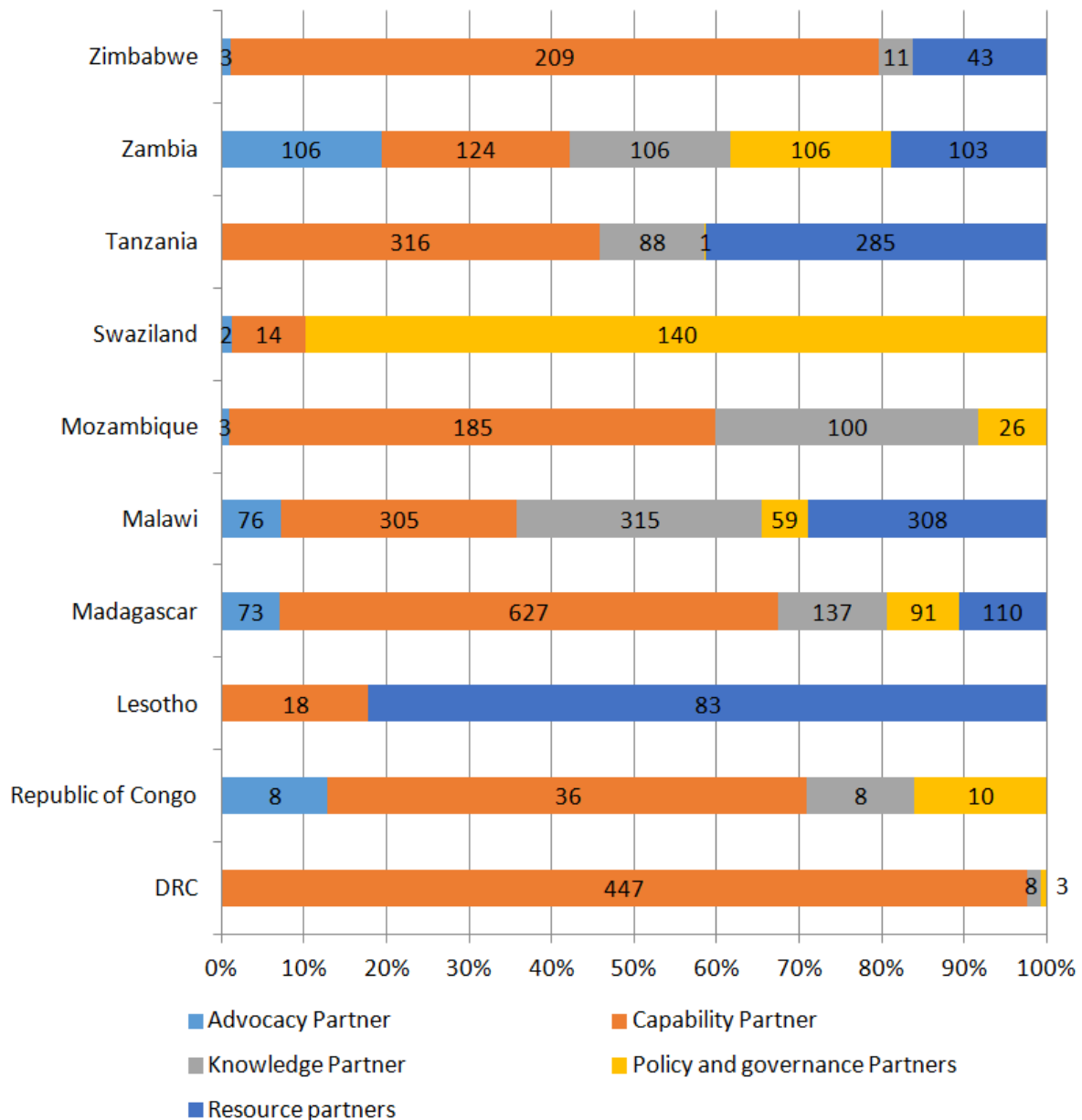
35. Figure 6 presents countries in RBB, demonstrating the degree of diversity among partner types at the country level. Pakistan shows a near exclusivity of capability partners while Timor Leste demonstrates a near parity across four types of partners.

Figure 6 Partner Type - RBB (n=5,316 partner types in 13 countries)

Horizontal stacked bar chart showing partner type distribution by country.

Country	Advocacy Partner	Capability Partner	Knowledge Partner	Policy and governance Partners	Resource partners
Timor-Leste		28	26	24	27
Sri Lanka	24	26	26	24	24
Philippines	92	124	30	2	124
Pakistan		220			
Nepal	144	154	154	89	10
Myanmar	53	195	95		601
Laos	22	52	18	45	34
Korea, (DR)		25		25	25
Fiji		2	1		2
Cambodia	31	105	15	11	6
Buthan		2			2
Bangladesh		181	18		104
Afganistan	35	1790		146	6 / 297

Legend: ■ Advocacy Partner ■ Capability Partner ■ Knowledge Partner ■ Policy and governance Partners ■ Resource partners

Partner Classifications, and Partner Contributions to WFP Strategic Objectives under the Strategic Plan 2014-2017

36. COMET allows partners to be classified according to the categories 'cooperating', 'complementary', 'government', 'UN collaboration', and 'third party (monitoring)'. The distinction between 'complementary' partners – that is entities with shared objectives and common target groups that are not involved in a transactional relationship with WFP – and 'cooperating partners' that have signed a field-level agreement with WFP, is not made in the CPS. Instead, the CPS outlines the spectrum of collaborative relationships from transactional relationships to partnership.

37. While the distinction 'cooperating' versus 'complementary' is not identical with the one that marks the spectrum from 'transactional relationships' to 'partnership' as

stated in the CPS, it is similar in its intent to distinguish 'deeper' partnership from – purely or largely – contractually based engagements. Figure 7 shows how the different partner classifications are distributed overall.

Figure 7 Partner Classification (n=34,278 partnership classifications in 75 countries)[76]
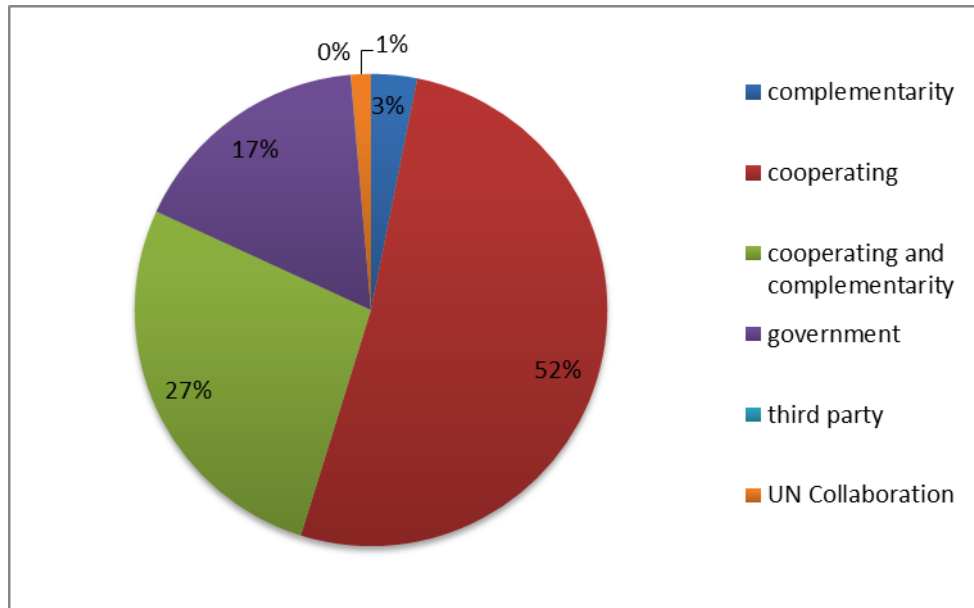
38. An alignment between the distinctions of 'complementary versus cooperating' partnership on the one hand, and the spectrum of transactional relationships to partnership on the other, is also suggested by Figure 8 below. It relates partner classification to partner type (such as knowledge, advocacy and capability). It shows that in cooperating and cooperating & complementary partnerships, the clear majority of partners are categorized as 'capability' partners. In comparison, partnerships classified as purely complementary, government or UN collaboration show a more even distribution of partner types, albeit with a comparatively higher proportion of policy and governance functions.

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[76] COMET data from November 2016 include a total of 34,278 entries for which a partner classification is provided. The respective partner type is, however, indicated for only 31,515 of these entries, which is the 'n' referenced in graphs that refer to partner type.

Figure 8 Partnership Classification by Partner Type (n=31,515 partner types in 75 countries)[77]
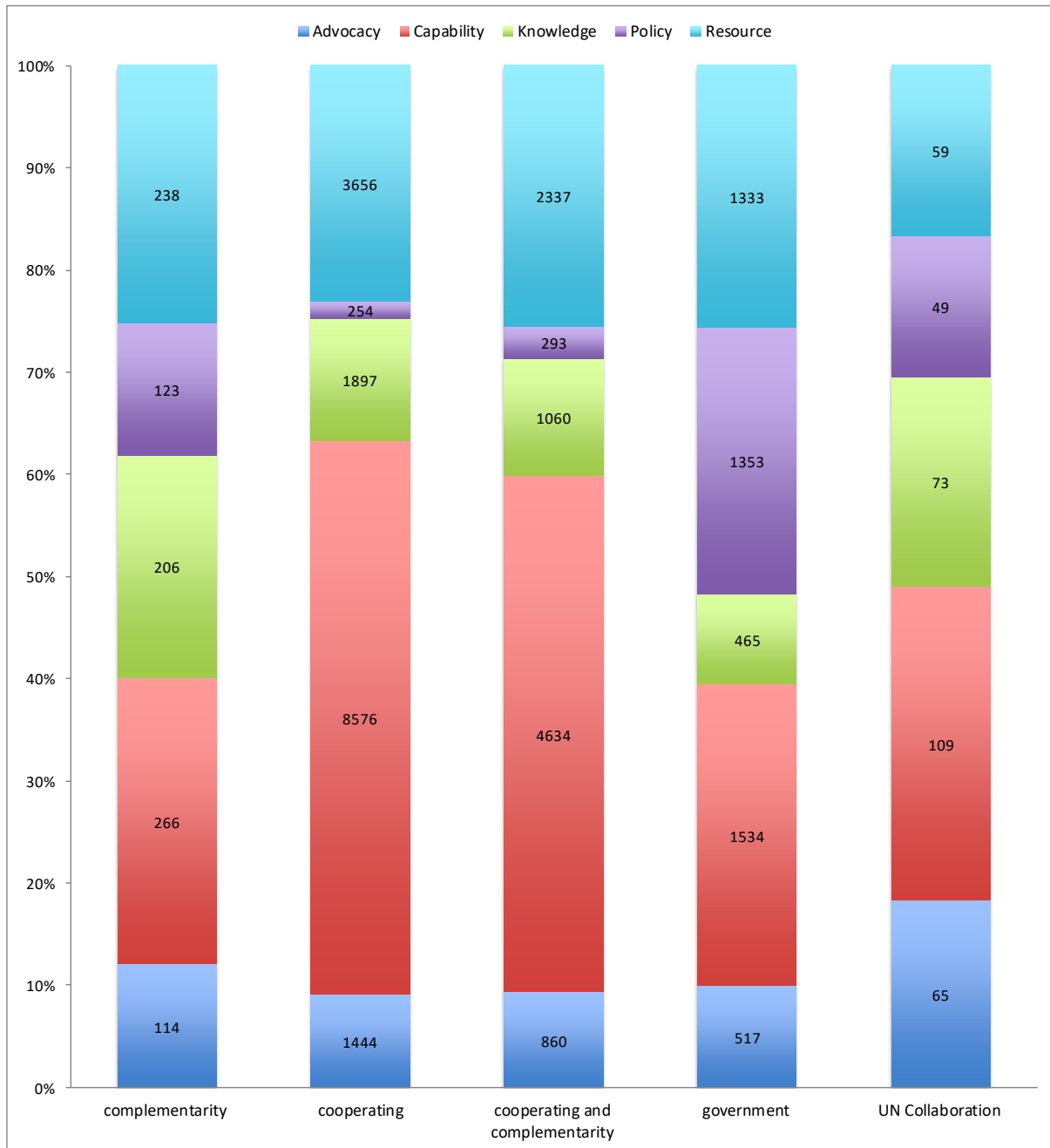
39. Figure 9 below shows partnership classifications for Non-Governmental Organizations only, which captures international and local NGOs, CBOs, national and international Red Cross societies, as well as the small number of reported private sector partners. It shows that while the majority (67%) of these organizations are categorized as cooperating partners, a considerable 32% are reported as both cooperating and complementary partners. Only 1% are solely complementary partners. This figure is interesting in comparison to the 2012 evaluation "From Food Aid to Food Assistance", which noted that, in 2009, almost all, namely 91%, of WFP's

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[77] Please see previous footnote in relation to the differing numbers constituting "n" for Figures 7 and 8.

NGO partners had been defined as cooperating partners.[78] This comparison indicates that while the majority of WFP's engagement with NGOs continues to be located at or near the transactional end of the spectrum, there has also been a diversification, with about a third of relationships including elements of complementarity partnerships.

Figure 9 Partnership Classification for Non- Governmental Entities Only (n=21,867 classifications of partnerships with non-governmental entities in 75 countries)[79]
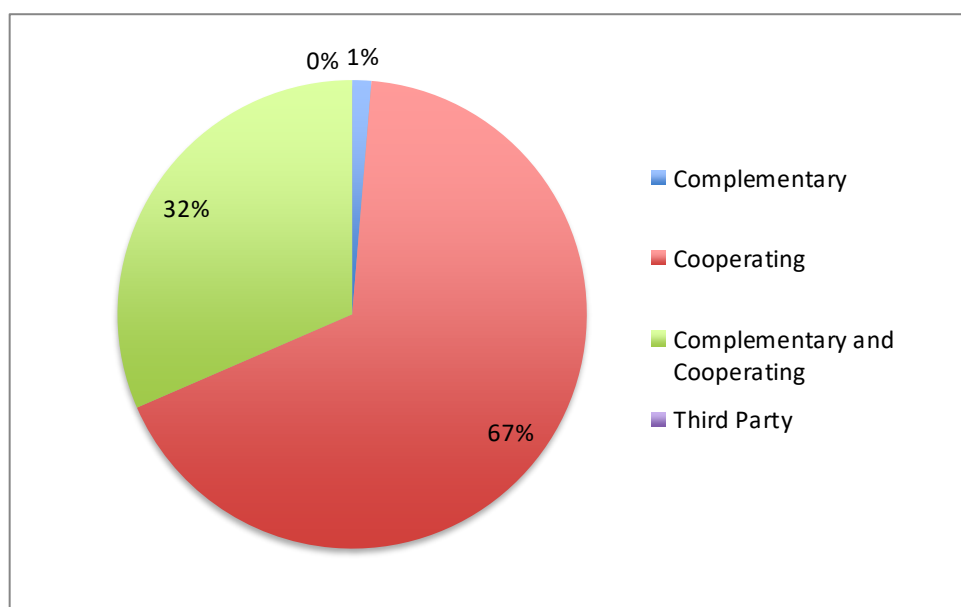
40. In relation to the question how partners contribute to WFP's Strategic Objectives as outlined under the 2014-2017 Strategic Plan (see textbox), Figures 10 and 11 compare data from the 2015 and November 2016 PGC mapping reports

Strategic Objectives as stated in 2014-2017 Strategic Plan

SO1 – Save lives and protect livelihoods in emergencies.

SO2- Support food security and nutrition and rebuild livelihoods in fragile settings and following emergencies.

SO3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.

SO4- Reduce undernutrition and break the intergenerational cycle of hunger.

respectively. The comparison shows a considerable increase in the proportion of partners contributing to SO 1, which reflects WFP's work in responding to humanitarian emergencies, and SO 2, which captures WFP's work in countries emerging from instability, conflict and natural disasters.[80] This increase likely

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[78] As also noted in Volume I of the evaluation report, comparisons between the 2012 evaluation data and recent COMET data need to be taken with caution as regards specific percentages. However, they do permit pointing to a possible trend, in this case a likely diversification of WFP partnerships beyond purely cooperating/transactional ones, which, as elaborated in Volume I, is also supported by other lines of inquiry.

[79] This includes classifications as complementary, cooperating, complementary & cooperating, and third party that were applied to NGOs, CBOs, as well as to International and National Red Cross Societies. Percentages are the same if Red Cross Societies are omitted.

[80] While, as noted earlier, comparisons between the 2015 mapping report data and November 2016 COMET data are problematic, a comparison is, in view of the evaluation team, justified in this case as it relates to the relative distribution of partner contributions to different SOs rather than to absolute numbers of partners or partner types. Again, however, caution should be applied to not overemphasize the relevance of the specific percentages deriving from the two datasets, and, instead, focus on the likely indicated trend.

reflects the large humanitarian crises that WFP has been responding to during the period in question, including the Syrian refugee crisis, as well as natural emergencies such as the effects of El Niño in Southern Africa.

Figure 10: CO Partner Contributions to Strategic Objectives 2015[81]
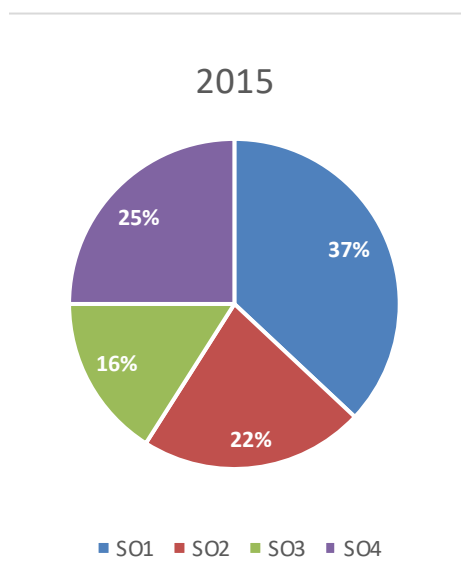
Figure 11: CO Partner Contributions to Strategic Objectives November 2016
(n= 6,940 identified SO contributions)

2015

SO1 SO2 SO3 SO4

2016

SO1 SO2 SO3 SO4
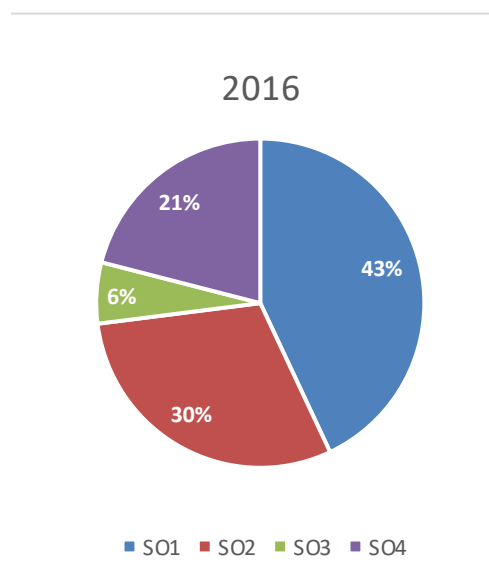
Data Analysis: Income Level

41.   In addition to the categories already captured in COMET, the evaluation team applied the lens of income level to the data in relation to types and categories of partners. Income data was derived from World Bank's List of Economies, end of the year in 2016[82]

42.   WFP operates in over 80 countries. These countries cut across all income levels as defined by the World Bank Group (Low Income Country, LIC; Low-Middle Income Country, LMIC, Middle Income Country, MIC; Upper Middle Income Country, UMIC; High Income Country, HIC). It is interesting to note that this five-fold categorization differs from the World Bank's fourfold one (high, upper middle, lower middle, low).[83]

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[81] Source: PGC: Mapping 2015 Partnerships at Country Office Level. WFP, May 2015.
[82] See: World Bank List of Economies, December 2016
[83] See : World Bank List of Economies, December 2016

Table 2 Partner Type by Income Level. (n=34,278 reported partner types in 75 countries)

	Partner Type						
Income Level[84]	Advocacy Partner	Capability Partner	Knowledge Partner	Policy and governance Partners	Resource partners	N/A[85]	TOTAL
LIC	1,678	9,233	2,441	1,231	4,437	2,528	21,548
LMIC	1,001	4,980	883	731	2,771	206	10,572
MIC	241	330	273	53	139	24	1,060
UMIC	61	410	88	35	189	1	784
HIC	19	166	16	22	87	4	314

43.   Table 2 and Figure 12 below demonstrate the breadth and scope of WFP partner types in 75 countries by income level. While UMIC and HIC constitute less than 3% of all partnership related activities, it is interesting to note that WFP actually operates in these two elevated income categories at all. However, as is to be expected, the vast majority of WFP's work is undertaken in LIC and LMIC, with approximately 2/3 of reported partnerships occurring in LICs.

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[84] See: World Bank List of Economies, December 2016.
[85] A total of 2,763 entries in COMET did not specify a particular partner type.

Figure 12 Partner Type by Income Level (n=34,278 partner types across 75 countries)
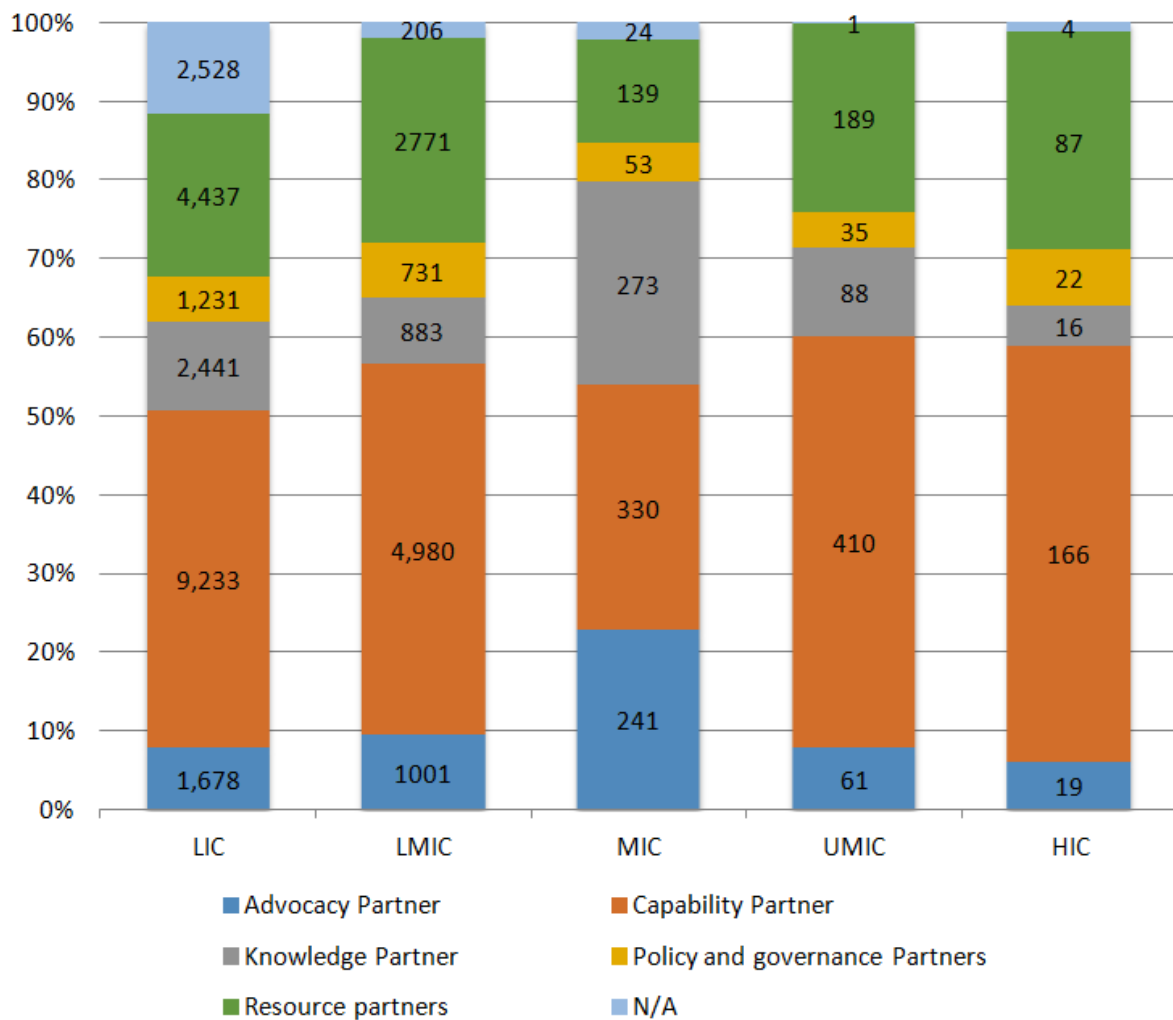
44. It was expected that capability-related partnerships would predominate in LICs and LMICs and that the percentage would be reduced as a proportion of partner types in MICs due to the assumption that WFP engages in more "upstream work" in countries with higher income levels. Figure 7 validates this assumption, setting aside the data from the relatively small numbers in UMICs and HICs, which appear to be outliers.

45. The evaluation team also reviewed data in three regions in order to ascertain whether there were commonalities or differences across income levels with respect to the relative percentage of types of partners.

46. The first two, RBD and RBJ, have nearly identical representations of partner types across income levels as illustrated in Figures 13 and 14 (about 7,400 for RBJ and about 6,500 for RBD). In both cases, the clear majority of partner types (85% in RBD and 86% in RBJ) were reported in Low Income countries, with only 15% and 14% respectively in Lower Middle Income countries.

Figure 13 Distribution of Partner Types in RBD by Income Level (n=6,471 partner types in 17 countries)
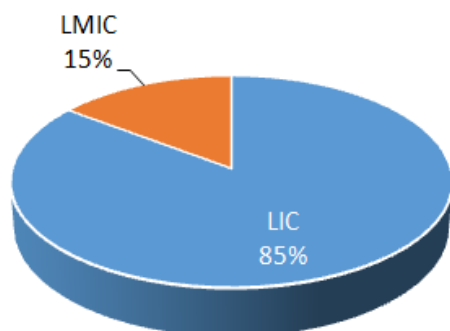
Figure 14 Distribution of Partner Types in RBJ by Income Level (n=7,366 partner types in 10 countries)
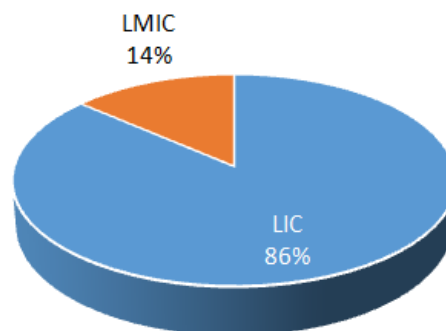
Orange = Percentage of all reported partner types in RBD in LMIC,
Blue = Percentage of all reported partner types in RBD in LIC.

Orange = Percentage of all reported partner types in RBD in LMIC,
Blue = Percentage of all reported partner types in RBD in LIC.

47.   Figure 15 further elaborates on the specific partner types reported in these two regions. A high degree of similarity is evident, except for resource and knowledge partners.

Figure 15 Partner Types in RBD (n=6,471 in 17 countries) and RBJ (n=7,366 in 10 countries)
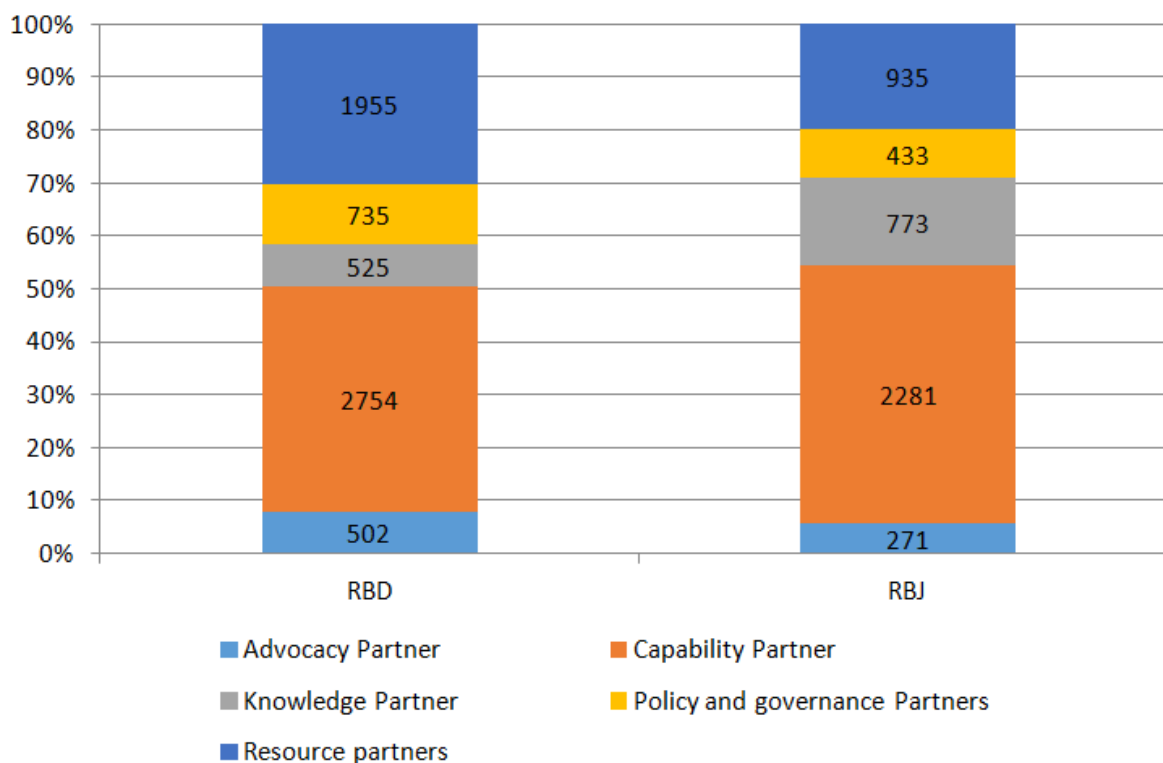
Figure 16 Partner Types in RBP by Income Level (n=494 in 9 countries)
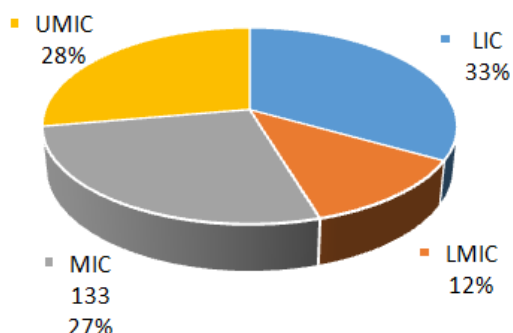
48.   A somewhat different pattern emerges when exploring RBP, recognizing however that the number of partner types in RBP is vastly less than those in any other region (less than 500 reported in COMET). Figure 16 illustrates a very different mix of countries based on income status, the majority being middle income, with a significant percentage being upper middle income countries.

49.   Despite this, the distribution of partner types is not that significantly different from the highlighted African regions. Figure 17 shows the extent to which capability partnerships, normally associated with direct food aid or food assistance, still contribute some 40% of overall partnership related activities in RBP.[86]

Figure 17 Partner Types RBP (n=494 in 9 countries)
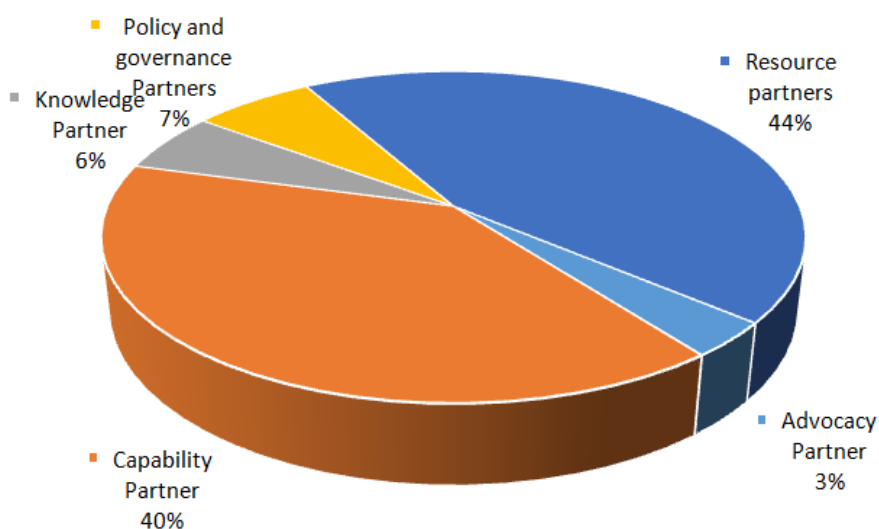
50.   It is important to explain why RBB in particular was excluded from this highlighting. RBB contains Afghanistan, which has one of the highest overall levels of capability partner types in WFP's universe. In that light, in region where the majority of countries are middle income, overall partnership results are skewed to capability relationships. In fact, this current 2016 data shows 55% of all RBB partner types being capability-related, the majority derived from Afghanistan alone. Therefore Figure 18 has removed the Afghanistan outlier data in order to demonstrate the

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[86] However, as noted above, in Honduras, for example, the evaluation found inconsistencies between data available from COMET and partnership information deriving from consultations with WFP staff and national partners, indicating that most of the CO's partnerships are knowledge (26%) or resource (25%) partnerships, with capability partnerships constituting only 23% of relationships. As such, available COMET data may reflect that current usage of the system tends to focus on capturing data on those partnerships that involve transfer of resources from WFP to partners, but not, or at least less so, data on other types of partnership.

consistency of this trend. The cause behind this high concentration of capability partners in Afghanistan is beyond the scope of this evaluation.

Figure 18 Partner Types RBB excluding Afghanistan (n=959 in 12 countries)
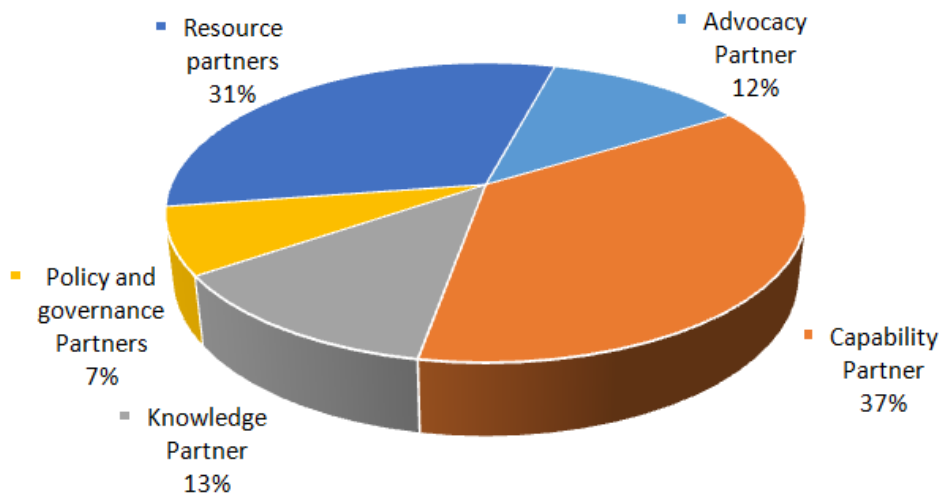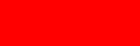
51.   Figure 18 shows that without Afghanistan the pattern of partnership in RBB is somewhat similar to that of RBP, the two regions with the highest concentrations of MICs, although RBP has fewer policy/governance, advocacy and knowledge partners.

Annex 7   Summary Report of Executive Board Member Survey

1. Which country do you represent on the Executive Board?

Response	Chart	Count
Burundi		1
Canada		1
Chad		1
China		1
Denmark		1
India		1
Kuwait		1
Netherlands		1
Norway		1
Pakistan		1
Saudi Arabia		1
Sudan		1
	Total Responses	**12**

2. How long have you represented your country on the WFP Executive Board?

Response	Chart	Count
less than 1 year		5
1-2 years		5
2-3 years		2
3+ years		0
	Total Responses	**12**

3. The following statements address the extent to which the Corporate Partnership Strategy is known, as well as its relevance. Please rate each statement on a scale from 'strongly disagree' to 'strongly agree'.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know/Not applicable	Total Responses
a) The Corporate Partnership Strategy provides clear and measurable expectations for internal and external stakeholders.	0 (0.0%)	1 (8.3%)	10 (83.3%)	0 (0.0%)	1 (8.3%)	12
b) The Corporate Partnership Strategy is coherent with other WFP policies, strategic plans or frameworks in place across the organization (HQ, RB, CO).	0 (0.0%)	0 (0.0%)	7 (58.3%)	4 (33.3%)	1 (8.3%)	12
c) The Corporate Partnership Strategy is relevant in light of WFP's draft Integrated Roadmap 2017-2021.	0 (0.0%)	0 (0.0%)	9 (75.0%)	3 (25.0%)	0 (0.0%)	12
d) The Corporate Partnership Strategy is relevant to my government's position on humanitarian and development assistance.	0 (0.0%)	0 (0.0%)	8 (66.7%)	4 (33.3%)	0 (0.0%)	12

4. In your view, what changes, if any, should be made to the WFP Corporate Partnership Strategy?

#	Response: In your view, what changes, if any, should be made to the WFP Corporate Partnership Strategy?
1.	As a donor country, we need a Direct and Regular reporting through bilateral meetings on the implementation of WFP's programme towards our country's contributions.
2.	All documents referred to in the WFP Corporate Partnership Strategy should be updated, e.g. make reference to the various documents of the "Integrated Roadmap" (2017-2021), and the RBA joint document, "Collaboration among the United Nations Rome-based Agencies: Delivering the 2030 Agenda".
3.	The WPF CPS should enhance the South-South Cooperation and Triangle Cooperation and PPP in the future.

#	Response: In your view, what changes, if any, should be made to the WFP Corporate Partnership Strategy?
4.	Il est important de travailler plus avec les gouvernements pour ne pas aller en dehors des principes stratégiques clés exigés par le PAM. Il faudrait insister/souligner l'étendue de son ouverture aux différents acteurs pour plus d'efficacité et d'efficience en vue d'atteindre ses objectifs.
5.	First off, we would like to note that WFP has done a lot of work on partnerships to date, and we commend WFP for its efforts. We are pleased to see that the new Strategic Plan aligns directly with SDG 17, making partnerships a key focus of its work. In terms of changes and improvements, we would like to see WFP collaborate with the humanitarian system and the UN system more strongly as a whole. We would also like to see an increased focus on local capacity building and strengthening (deliverables of the World Humanitarian Summit). We must ensure that local/national organizations have the skills and resources to respond to crises more efficiently and effectively. As well, we encourage WFP to ensure that all partners have the capacity/are trained to have strong gender staff that can assure that gender is streamlined into all WFP programs and projects. Lastly, we would encourage WFP to ensure that all partners have the capacity/are trained to track and report on results, so that we can understand the effectiveness of WFP's programming better.
6.	Sans commentaire
7.	Define partnership in all its forms; donors, governments, NGOs, private sector etc., and clarify expectations to and from donor partners who contribute with multilateral funds. A payment is not a partnership.
8.	مناسبة

5. The following statements addresses one of the early changes that may have ensued from approval and implementation of the Corporate Partnership Strategy. Please rate this statement on a scale from 'strongly disagree' to 'strongly agree'.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know/Not applicable	Total Responses
Since its approval by the Executive Board in 2014, WFP has provided adequate information to the Executive Board on the implementation and results of the Corporate Partnership Strategy.	0 (0.0%)	0 (0.0%)	8 (66.7%)	2 (16.7%)	2 (16.7%)	12

6. Please note any other examples of changes (positive or negative) that have resulted from the implementation of the Corporate Partnership Strategy.

#	Response: Please note any other examples of changes (positive or negative) that have resulted from the implementation of the Corporate Partnership Strategy.
1.	Though our Permanent Representation of Kuwait has gotten involved with WFP activities only from 2015, we noticed a strong trend for partnerships by this Organization with its membership, particularly the donor countries.
2.	Positive: establishment of excellence center in some countries
3.	All country programs are streamlined with governments of those countries
4.	-Le PAM arrive à réaliser certaines opérations grâce à l'appui technique et financier apportés par d'autres partenaires sur terrain. -La présence du PAM sur terrain
5.	We are pleased with how WFP continues to work better with organizations, and the focus that the new Integrated Road Map, and especially the Strategic Plan and Country Strategic Plans, place on partnerships. We have seen improved programming with Rome-Based Agencies, and look forward to seeing this relationship strengthened. We are also pleased to see WFP working with the private sector more closely, for example with regards to its cash-based programming and mobile vulnerability assessments. We are also encouraged by the real effort placed by WFP in seeking strong corporate partnerships with the Canadian private sector, and the outreach missions that WFP has planned to date. We would however, like to highlight the important opportunity for a closer partnership with UNICEF, particularly in light of WFP's Nutrition Strategy. We would also encourage WFP to keep ensuring that NGOs sign contracts quickly, and that funding flows through in a timely manner to best reach beneficiaries.
6.	sans commentaire

7. List two key factors (internal or external) that support the implementation of the Corporate Partnership Strategy?

#	Response: List two key factors (internal or external) that support the implementation of the Corporate Partnership Strategy?
1.	Transparency and frequent reporting.
2.	Policy governance and inter-governmental collaboration
3.	Clear goals and objectives laid out in the integrated roadmap
4.	Le renforcement de la communication, La planification conjointe

#	Response: List two key factors (internal or external) that support the implementation of the Corporate Partnership Strategy?
5.	We note that WFP's new architecture, and especially the Country Strategic Plans, are an excellent opportunity to work more in partnership with other organizations, allowing WFP to make some real gains on this issue. We hope to see reduced duplication of efforts on the ground, and strengthened synergies and collaboration that will generate stronger, more sustainable and long-lasting results. We would also like to commend the focus WFP's Executive Director has placed on partnerships. We note as well that partnerships are an important deliverable of the World Humanitarian Summit, which means the time is ripe for the humanitarian assistance community writ large to embark on strengthened partnerships. Donors and partners alike will be looking to see results from these partnerships, as different organizations work together and complement/build on each other's value-added and knowledge base.
6.	lack of funds and endless needs

8. List two key factors (internal or external) that hinder the implementation of the Corporate Partnership Strategy?

#	Response: List two key factors (internal or external) that hinder the implementation of the Corporate Partnership Strategy?
1.	Enforcement of capacity building for internal and external staff.
2.	the poor efficiency of the fund and over extent stakeholders
3.	La coordination non renforcée L'instabilité politique des pays bénéficiaires
4.	We would like note the importance of making sure that partnerships are strong at both the global and field level. Ensuring strong global relationships paves the way for strong relationships on the ground, which is key in making a true partnership work. It would also be important to have structures in place for these relationships to thrive despite any mitigating factors that may come in the way. As well, while we understand the need for WFP to work quickly on the ground to respond to humanitarian needs, there is a strong need to ensure that the capacity of local/national organizations is significantly strengthened. We encourage WFP to see how it can continue to respond quickly, while investing in capacity-building at the same time.
5.	Compartmentalisation of WFP

Annex 8   Data Collection Tools

Interview Protocols

Evaluation of WFP Corporate Partnership Strategy (2014-2017)
Regional Office Staff – Interview Protocol

1.   The World Food Programme (WFP) Office of Evaluation (OEV) has recently commissioned an evaluation of the **Corporate Partnership Strategy (CPS) (2014-2017)**. Given that this Strategy has been in place for approximately 2 years, the evaluation of it will be a formative one, designed to identify areas of opportunity for learning and also areas where the Strategy might be fine-tuned so as to increase the effectiveness and relevance of WFP's partnership activities. This evaluation will be presented to WFP's Executive Board at its Annual session in 2017.

2.   As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Strategy?

- What were the initial results of the Strategy?

- Why has the Strategy produced the results that have been observed?

3.   WFP's Strategic Plan (SP) 2014-2017 identifies partnerships as one of WFP's four key strengths. The SP commits WFP to "establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value". While policy documents, Memoranda of Understanding and guidance related to different aspects of WFP's partnerships were developed and approved over the past decade, the WFP Corporate Partnership Strategy (2014-2017) was the first comprehensive, organization-wide strategy defining partnerships, identifying partnership principles and expressing WFP's unique value proposition in this area.

About this interview

4.   Universalia Management Group, a Canadian consulting firm based in Montreal, has been contracted to conduct this independent evaluation.

5.   Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views on organizations' partnerships with WFP. Please note that we treat information deriving from all interviews confidential, which means that, for example, we will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

Definitions

6.   The term "partnership" is widely used; however, there is no consensus on its definition. The evaluation uses the following definitions as stated in the WFP Corporate Partnership Strategy (2014-2017).

7.   Collaborative relationships between actors that achieve better outcomes for the people we serve by:

- combining and leveraging complementary resources of all kinds;

- Working together in a transparent, equitable and mutually beneficial way; and

- Sharing risks, responsibilities and accountability.

8.   To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved."

Introduction

- Could you introduce yourself by specifying your current position at the WFP RB and how long you have been in this position? Have you worked at HQ or in other WFP CO or RB?

- Please provide an overview of the work of your WFP RB (question for senior manager).

- Please provide an overview of your work at WFP (question for staff).

How good is the Strategy?

- To what extent are you familiar with the WFP CPS (2014-2017)?
  – If you are familiar with the CPS, how good is the CPS? What are its strengths and shortcomings, if any?
  – If you are not familiar with the CPS, what are the strengths and weaknesses of WFP partnerships in general?

- Has the CPS informed the way you or your RB approaches partnerships? If so, how?

Results of the Strategy

- Does your RB have a Regional Partnership Engagement Strategy? If yes, did you receive support from HQ to develop it? Was the support provided useful?

- Has the CPS enabled you to do any aspect of your work differently? Please explain.

- Have you or other RB staff members taken part in the partnership training sessions organized by PGC? If so:
  – How would you assess these training sessions: i.e. what tools/ approaches/information did the training provide that you did not have or were not aware of prior to the training?
  – To what extent have you used the training? Has your RB received a Training of Trainers? If so, has your RB delivered any partnership training to COs?
  – What other resources or experience have helped you in expanding/strengthening partnerships?
  – Do these sessions sufficiently take into account the specificity of WFP RBs?

- Has your RB provided partnership support to COs? If so, has the type of support your RB provides to the COs in engaging its partners changed over the last two years? How has it changed?

- To what extent and in what ways have your RB's partnerships been affected by the WFP's mission transformation "from food aid to food assistance"?

- Who are the major partners you / your RB work with (NGO, private sector, governments, donors, etc.) and what types of partners do they represent (resource partners, knowledge partners, policy and governance partners, advocacy partners and capability partners)? Please provide examples.

- Over the past two years, how have your relationships with partners evolved? Has your number of partners increased? Decreased? Stayed the same?

- Over the past two years, has your approach to partner management changed (selection of partners, monitoring and evaluating partner activities or in implementing your initiatives with your partners)?

- In engaging with partners, do you take into consideration the conditions and/or partnership design features that could enable a partnership to have a positive impact on gender equality and achieve gender equality outcomes? Does the CPS assist you in doing so in any way?

- Does your approach to planning demonstrate the importance of partnerships to achieve expected results?

- Have there been changes in their organizational or staffing arrangements to support more strategic partnerships

Why has the Strategy produced the results that have been observed?

- What types of partnerships are easier or more difficult develop, nurture, maintain? Provide examples of successful partnerships and less successful partnerships.

- What particular strengths does WFP possess that makes it a desirable partner? What challenges does WFP face when engaging in partnerships?

- Are there any enabling or hindering factors that affect your ability to partner effectively?

Conclusion

- Do you have recommendations for WFP on how to effectively implement its CPS?

Thank you for your cooperation.

Evaluation of the WFP Corporate Partnership Strategy (2014-2017)
WFP Country Office Staff – Interview Protocol

9. The World Food Programme (WFP) Office of Evaluation (OEV) has recently commissioned an evaluation of the **Corporate Partnership Strategy (CPS) (2014-2017)**. Given that this Strategy has been in place for approximately 2 years, the evaluation of it will be a formative one, designed to identify areas of opportunity for learning and also areas where the Strategy might be fine-tuned so as to increase the effectiveness and relevance of WFP's partnership activities. This evaluation will be presented to WFP's Executive Board at its Annual session in 2017.

10. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Strategy?
- What were the initial results of the Strategy?
- Why has the Strategy produced the results that have been observed?

11. WFP's Strategic Plan (SP) 2014-2017 identifies partnerships as one of WFP's four key strengths. The SP commits WFP to "establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value". While policy documents, Memoranda of Understanding and guidance related to different aspects of WFP's partnerships were developed and approved over the past decade, the WFP Corporate Partnership Strategy (2014-2017) was the first comprehensive, organization-wide strategy defining partnerships, identifying partnership principles and expressing WFP's unique value proposition in this area.

About this interview

12. Universalia Management Group, a Canadian consulting firm based in Montreal, has been contracted to conduct this independent evaluation.

13. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views on organizations' partnerships with WFP. Please note that we treat information deriving from all interviews confidential, which means that, for example, we will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

Definitions

14. The term "partnership" is widely used; however, there is no consensus on its definition. The evaluation uses the following definitions as stated in the WFP Corporate Partnership Strategy (2014-2017).

15. Collaborative relationships between actors that achieve better outcomes for the people we serve by:

- Combining and leveraging complementary resources of all kinds;
- Working together in a transparent, equitable and mutually beneficial way; and
- Sharing risks, responsibilities and accountability.

16.   To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved."

Introduction

- Could you introduce yourself by specifying your current position at the WFP CO and how long you have been in this position? Overall, how long have you worked at WFP and in what location (HQ, CO or RB)?

- Please provide an overview of the work of the WFP CO.

How good is the Strategy?

- To what extent are you familiar with the WFP Corporate Partnership Strategy (CPS) (2014-2017)?
  - If you are not familiar with the CPS, what are the strengths and weaknesses of WFP partnerships in general?
  - If you are familiar with the CPS, from your point of view, how good is the CPS? What are its strengths and what are some of its shortcomings, if any?

- Have you or your colleagues had any specific training in the application of the CPS or in "partnership" generally? (training offered by PGC (Partnership, Policy Coordination and Advocacy Division), or by the RB)?

- Were any tools provided to you or your colleagues to assist with implementing the CPS, such as in selecting, managing, working with partners?

What are the results of the Strategy?

- WFP has been undergoing a transformation, "from food aid to food assistance" over much of the past decade. Have your office's partnerships been affected by this transformation? If yes, how"?

- Are the tools and guidance provided by PGC sufficiently adapted to the needs of a CO?

- Are you aware of the Partnership Resource Center? If so, have you or your staff used the resources provided?

- Who are the major partners you / your CO work with (NGO, private sector, governments, donors, etc.) and what types of partners do they represent (resource partners, knowledge partners, policy and governance partners, advocacy partners and capability partners)? Please provide examples.

- Does your approach to planning activities include the role of partnerships to achieve expected results?

- Have there been changes in their organizational or staffing arrangements to support more strategic partnerships?

- Over the past two years, have your relationships with your partners evolved? Has your number of partners increased, decreased, or stayed the same?

- Over the past two years, has your approach to partner management changed (selection of partners, maintaining partnerships, monitoring and evaluating partner activities or reporting on your initiatives with your partners)?

- If your approach to partnership has changed over the past two years, to what extent has the CPS, or the tools and training provided by PGC, been an input into these changes?

- In engaging with partners, do you take into consideration the conditions and/or partnership design features that could enable a partnership to have a positive impact on gender equality and achieve gender equality outcomes? Does the CPS assist you in doing so in any way?

Why has the Strategy produced the results that have been observed?

- What types of partnerships are easier or more difficult to develop, nurture and maintain for you personally or for the CO? Provide examples of successful partnerships and less successful partnerships.

- What particular strengths does WFP possess that makes it a desirable partner that strengthens the ability to plan and manage hunger solutions? What challenges does WFP face when engaging in partnerships?

- What are the factors, internal and external to WFP, affecting the implementation of the WFP Corporate Partnership Strategy?

Conclusion

- Do you have recommendations for WFP on how to effectively implement its CPS?

Thank you for your cooperation.

Evaluation of the WFP Corporate Partnership Strategy (2014-2017)
WFP HQ Staff – Interview Protocol

17.   The World Food Programme (WFP) Office of Evaluation (OEV) has recently commissioned an evaluation of the **Corporate Partnership Strategy (CPS) (2014-2017)**. Given that this Strategy has been in place for approximately 2 years, the evaluation of it will be a formative one, designed to identify areas of opportunity for learning and also areas where the Strategy might be fine-tuned so as to increase the effectiveness and relevance of WFP's partnership activities. This evaluation will be presented to WFP's Executive Board at its Annual session in 2017.

18.   As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Strategy?

- What were the initial results of the Strategy?

- Why has the Strategy produced the results that have been observed?

19.   WFP's Strategic Plan (SP) 2014-2017 identifies partnerships as one of WFP's four key strengths. The SP commits WFP to "establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value". While policy documents, Memoranda of Understanding and guidance related to different aspects of WFP's partnerships were developed and approved over the past decade, the WFP Corporate Partnership Strategy (2014-2017) was the first comprehensive, organization-wide strategy defining partnerships, identifying partnership principles and expressing WFP's unique value proposition in this area.

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Definitions

22.   The term "partnership" is widely used; however, there is no consensus on its definition. The evaluation uses the following definitions as stated in the WFP Corporate Partnership Strategy (2014-2017).

23.   Collaborative relationships between actors that achieve better outcomes for the people we serve by:

- Combining and leveraging complementary resources of all kinds;

- Working together in a transparent, equitable and mutually beneficial way; and

- Sharing risks, responsibilities and accountability.

24.   To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved."

Introduction

- Could you introduce yourself by specifying your current position at WFP HQ and how long you have been in this position? Overall, how long have you worked at WFP and in what locations (HQ, CO or RB)?

- Please provide an overview of the work the degree of your involvement in entering into partnerships with other organizations.

How good is the Strategy?

- To what extent are you familiar with the WFP Corporate Partnership Strategy (CPS) (2014-2017)?
  - Are you familiar with the CPS? If so, from your point of view, how good is the CPS? What are its strengths and what are some of its shortcomings, if any?
  - Does the CPS need to be revised or updated, in your view?
  - If you are not familiar with the CPS, what are the strengths and weaknesses of WFP partnerships in general?

- Have you or your colleagues had any specific training in the application of the CPS or in "partnership" generally? (training offered by PGC (Partnership, Policy Coordination and Advocacy Division), or by the RB)?

- Were any tools provided to you or your colleagues to assist with implementing the CPS, such as in selecting, managing, working with partners?

What are the results of the Strategy?

- WFP has been undergoing a transformation, "from food aid to food assistance" over much of the past decade. Have your work been affected by this transformation? If yes, how"?

- Are the tools and guidance provided by PGC sufficiently adapted to suit your needs?

- Who are the major partners you work with (NGO, private sector, governments, donors, etc.) and what types of partners do they represent (resource partners, knowledge partners, policy and governance partners, advocacy partners and capability partners)? Please provide examples.

- Does your approach to planning activities include the role of partnerships to achieve expected results?

- Have there been changes in HQ's organizational arrangements, including staffing, to support more strategic partnerships?

- Over the past two years, how have your relationships with your partners evolved? Has your number of partners increased, decreased, or stayed the same?

- Over the past two years, has your approach to partner management changed (selection of partners, maintaining partnerships, monitoring and evaluating partner activities or reporting on your initiatives with your partners)?

- If your approach to partnership has changed over the past two years, to what extent has the CPS, or the tools and training provided by PGC been an input into these changes?

- In engaging with partners, do you take into consideration the conditions and/or partnership design features that could enable a partnership to have a positive impact on gender equality and achieve gender equality outcomes? Does the CPS assist you in doing so in any way?

Why has the Strategy produced the results that have been observed?

- What types of partnerships are easier or more difficult to develop, nurture and maintain? Provide examples of successful partnerships and less successful partnerships.

- What particular strengths does WFP possess that makes it a desirable partner that strengthens the ability to plan and manage hunger solutions? What challenges does WFP face when engaging in partnerships?

- What are the factors, internal and external to WFP, affecting the implementation of the WFP Corporate Partnership Strategy?

Conclusion

- Do you have recommendations for WFP on how to effectively implement its CPS?

Thank you for your cooperation.

Evaluation of the WFP Corporate Partnership Strategy (2014-2017)
External Partners Interview Protocol (NGO, Academia, Private Sector)

25. The World Food Programme (WFP) Office of Evaluation (OEV) has recently commissioned an evaluation of the Corporate Partnership Strategy (2014-2017). Given that this Strategy has been in place for approximately 2 years, the evaluation of it will be a formative one, designed to identify areas of opportunity for learning and also areas where the Strategy might be fine-tuned so as to increase the effectiveness and relevance of WFP's partnership activities. This evaluation will be presented to WFP's Executive Board at its Annual session in 2017.

26. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Strategy?

- What were the initial results of the Strategy?

- Why has the Strategy produced the results that have been observed?

27. WFP's Strategic Plan (SP) 2014-2017 identifies partnerships as one of WFP's four key strengths. The SP commits WFP to "establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value". While policy documents, Memoranda of Understanding and guidance related to different aspects of WFP's partnerships were developed and approved over the past decade, the WFP Corporate Partnership Strategy (2014-2017) was the first comprehensive, organization-wide strategy defining partnerships, identifying partnership principles and expressing WFP's unique value proposition in this area.

About this interview

28. Universalia Management Group, a Canadian consulting firm based in Montreal, has been contracted to conduct this independent evaluation.

29. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views on organizations' partnerships with WFP. We treat information deriving from all interviews confidential, and will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

Definitions

30. The term "partnership" is widely used; however, there is no consensus on its definition. The evaluation uses the following definitions as stated in the WFP Corporate Partnership Strategy (2014-2017).

31. Collaborative relationships between actors that achieve better outcomes for the people we serve by:

- Combining and leveraging complementary resources of all kinds;

- Working together in a transparent, equitable and mutually beneficial way; and

- Sharing risks, responsibilities and accountability.

32.   To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved."

Introduction

- What is the mission and mandate of your organization? In what instances did it collaborate with WFP? (please provide examples of projects / initiatives undertaken with WFP)
- What is your current position in what specific instances have you interacted with WFP?

Relevance and Effectiveness of WFP's approach to Partnership

- Thinking about specific examples of partnership between WFP and your organization, please describe what resulted from these partnerships and the strengths and weaknesses of them.
- Has WFP's approach to partnership with your organization changed over the last few years (2 or more)? If so, how?
- How would you describe the partnership between your organization and WFP? Please explain.
- To what extent to you see your partnership with WFP as sustainable?
- Does your partnership with WFP actively support/enable you to have a positive impact on gender equality and achieve gender equality outcomes? If so, in which ways? If not, what factors may explain why not?

WFP Strengths/Comparative advantages/Weaknesses

- Does your organization partner with agencies other than WFP? Please provide examples.
- How does WFP compare to other organizations as a partner? (equity, transparency, complementarity, etc.)
- Does your organization have a partnership strategy?

Conclusion

- Do you have recommendations to WFP with regards to its approach to partnering?

Thank you for your time and cooperation.

Evaluation of WFP Corporate Partnership Strategy (2014-2017)
WFP Office – Interview Protocol

33. The World Food Programme (WFP) Office of Evaluation (OEV) has recently commissioned an evaluation of the Corporate Partnership Strategy (2014-2017). Given that this Strategy has been in place for approximately 2 years, the evaluation of it will be a formative one, designed to identify areas of opportunity for learning and also areas where the Strategy might be fine-tuned so as to increase the effectiveness and relevance of WFP's partnership activities. This evaluation will be presented to WFP's Executive Board at its Annual session in 2017.

34. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Strategy?

- What were the initial results of the Strategy?

- Why has the Strategy produced the results that have been observed?

35. WFP's Strategic Plan (SP) 2014-2017 identifies partnerships as one of WFP's four key strengths. The SP commits WFP to "establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value". While policy documents, Memoranda of Understanding and guidance related to different aspects of WFP's partnerships were developed and approved over the past decade, the WFP Corporate Partnership Strategy (2014-2017) was the first comprehensive, organization-wide strategy defining partnerships, identifying partnership principles and expressing WFP's unique value proposition in this area.

About this interview

36. Universalia Management Group, a Canadian consulting firm based in Montreal, has been contracted to conduct this independent evaluation.

37. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views on organizations' partnerships with WFP. We treat information deriving from all interviews confidential, and will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

Definitions

38. The term "partnership" is widely used; however, there is no consensus on its definition. The evaluation uses the following definitions as stated in the WFP Corporate Partnership Strategy (2014-2017).

39. Collaborative relationships between actors that achieve better outcomes for the people we serve by:

- Combining and leveraging complementary resources of all kinds;

- Working together in a transparent, equitable and mutually beneficial way; and

- Sharing risks, responsibilities and accountability.

40.   To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved.

Introduction

- What is your current position? How long have you been in this position?

- Please describe the role of the WFP Office where you work.

How good is the Strategy?

- To what extent are you aware of WFP Corporate Partnership Strategy (2014-2017)?
  – If you are not familiar with the CPS, what are the strengths and weaknesses of WFP partnerships in general?

- How good is the CPS? What are its strengths and what are some of its shortcomings, if any?

- Does it need to be updated or revised to maintain relevance?

- Has the WFP CPS informed in any way the way the WFP Office approaches partnerships? How?

- Which elements of the CPS are most relevant to your office? Conversely, what do you see as the most significant gaps between the work that your office does and the implementation of the CPS?

What are the results of the Strategy?

- Who are the major partners you work with (NGO, private sector, governments, donors, etc.) and what types of partners do they represent (resource partners, knowledge partners, policy and governance partners, advocacy partners and capability partners)? Please provide examples.

- Have you or other staff members in your office taken part in the partnership training sessions organized by PGC? If so:
  – How would you assess these training sessions: i.e. what tools/ approaches/information did the training provide that you did not have or were not aware of prior to the training?
  – To what extent have you used the training?
  – What other resources or experience have helped you in expanding/strengthening partnerships?

- Are the tools and guidance provided by PGC sufficiently adapted to suit the needs of a WFP Office?

- What types of partnerships are easier ore more difficult to develop, nurture and maintain? Please provide some examples of more successful partnerships and more difficult partnerships.

- Are you aware of the shifts that WFP is making in its partnership approach?

- If yes, do you have sufficient tools and resources to make those shifts (e.g. tools, guidelines, engagement strategies)?

- What are the incentives for you and your staff, if any, to implement the CPS?

- In engaging with partners, do you take into consideration the conditions and/or partnership design features that could enable a partnership to have a positive impact on gender equality and achieve gender equality outcomes? Does the CPS assist you in doing so in any way?

Why has the Strategy produced the results that have been observed?

- What factors affect (positively or negatively) your approach to implementing the CPS?

- From your point of view, what particular strengths does WFP possess that makes it a desirable partner? What challenges does WFP face when engaging in partnerships?

Conclusion

- Do you have recommendations for WFP on how to effectively implement its CPS?

Thank you

Evaluation of the WFP Corporate Partnership Strategy (2014-2017)
External Partners Interview Protocol – Host Governments

41. The World Food Programme (WFP) Office of Evaluation (OEV) has recently commissioned an evaluation of the **Corporate Partnership Strategy (2014-2017)**. Given that this Strategy has been in place for approximately 2 years, the evaluation of it will be a formative one, designed to identify areas of opportunity for learning and also areas where the Strategy might be fine-tuned so as to increase the effectiveness and relevance of WFP's partnership activities. This evaluation will be presented to WFP's Executive Board at its Annual session in 2017.

42. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Strategy?

- What were the initial results of the Strategy?

- Why has the Strategy produced the results that have been observed?

43. WFP's Strategic Plan (SP) 2014-2017 identifies partnerships as one of WFP's four key strengths. The SP commits WFP to "establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value". While policy documents, Memoranda of Understanding and guidance related to different aspects of WFP's partnerships were developed and approved over the past decade, the WFP Corporate Partnership Strategy (2014-2017) was the first comprehensive, organization-wide strategy defining partnerships, identifying partnership principles and expressing WFP's unique value proposition in this area.

About this interview

44. Universalia Management Group, a Canadian consulting firm based in Montreal, has been contracted to conduct this independent evaluation.

45. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views on organizations' partnerships with WFP. We treat information deriving from all interviews confidential, and will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

Definitions

46. The term "partnership" is widely used; however, there is no consensus on its definition. The evaluation uses the following definitions as stated in the WFP Corporate Partnership Strategy (2014-2017).

47. Collaborative relationships between actors that achieve better outcomes for the people we serve by:

- Combining and leveraging complementary resources of all kinds;

- Working together in a transparent, equitable and mutually beneficial way; and

- Sharing risks, responsibilities and accountability.

48. To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved.

Introduction and Context

- How has your government collaborated with WFP? (Please provide examples of projects / initiatives undertaken with WFP)

- What is your current position and in what specific instances have you interacted with WFP?

- What are the key challenges that your country faces with respect to eradicating hunger and ensuring that affected populations have access to food during crises?

Relevance and Effectiveness of WFP's approach to Partnership

- Thinking about specific examples of partnership between WFP and your government, please describe what resulted from these partnerships and the strengths and weaknesses of the partnerships.

- Has WFP's approach to partnership with your government changed over the last few years (2 or more)? If so, how?

- Would you describe the partnerships of your organization with WFP as primarily transactional or as strategic? Please explain.

- To what extent is your partnership with WFP sustainable?

WFP Strengths/Comparative advantages/Weaknesses

- Does your government partner with agencies other than WFP? Please provide examples

- How does WFP compare to other organizations as a partner? (equity, transparency, complementarity, etc.)

Conclusion

- Do you have recommendations to WFP with regards to its approach to partnering?

Thank you for your time and cooperation.

Evaluation of the WFP Corporate Partnership Strategy (2014-2017)
External Partners Interview Protocol – UN Agencies

49. The World Food Programme (WFP) Office of Evaluation (OEV) has recently commissioned an evaluation of the Corporate Partnership Strategy (2014-2017). Given that this Strategy has been in place for approximately 2 years, the evaluation of it will be a formative one, designed to identify areas of opportunity for learning and also areas where the Strategy might be fine-tuned so as to increase the effectiveness and relevance of WFP's partnership activities. This evaluation will be presented to WFP's Executive Board at its Annual session in 2017.

50. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Strategy?

- What were the initial results of the Strategy?

- Why has the Strategy produced the results that have been observed?

51. WFP's Strategic Plan (SP) 2014-2017 identifies partnerships as one of WFP's four key strengths. The SP commits WFP to "establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value". While policy documents, Memoranda of Understanding and guidance related to different aspects of WFP's partnerships were developed and approved over the past decade, the WFP Corporate Partnership Strategy (2014-2017) was the first comprehensive, organization-wide strategy defining partnerships, identifying partnership principles and expressing WFP's unique value proposition in this area.

About this interview

52. Universalia Management Group, a Canadian consulting firm based in Montreal, has been contracted to conduct this independent evaluation.

53. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views on organizations' partnerships with WFP. We treat information deriving from all interviews confidential, and will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

Definitions

54. The term "partnership" is widely used; however, there is no consensus on its definition. The evaluation uses the following definitions as stated in the WFP Corporate Partnership Strategy (2014-2017).

55. Collaborative relationships between actors that achieve better outcomes for the people we serve by:

- Combining and leveraging complementary resources of all kinds;

- Working together in a transparent, equitable and mutually beneficial way; and

- Sharing risks, responsibilities and accountability.

56. To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved.

Introduction and Context

- What is the mission and mandate of your organization and in what instances did it collaborate with WFP? (please provide examples of projects / initiatives undertaken with WFP)

- What is your current position in what specific instances have you interacted with WFP as a partner?

- Does your organization have a Strategy on partnership (either at HQ level, regional or country levels?)

- How does your organization support you in your approach to managing partnerships (i.e. guidance note, training, etc.)? Which aspect of this support has been useful? Less useful?

- Over the past two to five years, has the approach to managing partnerships changed in your organizations? If yes, how?

Relevance and Effectiveness of WFP's approach to Partnership

- Thinking about specific examples of partnership between WFP and your organization, please describe what resulted from these partnerships and the strengths and weaknesses of the partnerships.

- Does engaging with WFP affect (positively or negatively) the effectiveness or efficiency of your operations? Please provide examples.

- Has WFP's approach to partnership with your organization changed over the last few years (2 or more)? If so, how?

- Would you describe the partnerships of your organization with WFP as primarily transactional or as strategic? Please explain.

- To what extent is your partnership with WFP sustainable?

WFP Strengths/Comparative advantages/Weaknesses

- Does your organization partner with agencies other than WFP? Please provide examples.

- How does WFP complement your work in its operations on the ground?

- How does WFP compare to other organizations as a partner? (equity, transparency, complementarity, etc.)

Conclusion

- Do you have recommendations to WFP with regards to its approach to partnering?

Thank you for your time and cooperation.

**Evaluation of WFP's Corporate Partnership Strategy (2014-2017)
Executive Board Members survey**

57.   The Office of Evaluation (OEV) of the World Food Programme (WFP) has recently commissioned an evaluation of the WFP **Corporate Partnership Strategy (CPS) (2014-2017)**. Given that this Strategy has been in place for approximately 2 years, this evaluation will be formative in nature, designed to identify areas of opportunity for learning and also areas where the Strategy might be changed so as to increase the effectiveness and relevance of WFP's partnership activities in the future. This evaluation will be presented to WFP's Executive Board at its Annual session in 2017.

About this survey

58.   Universalia Management Group, a Canadian consulting firm based in Montreal, has been contracted to conduct this independent evaluation.

59.   Thank you for agreeing to contribute to this short survey. This survey will focus on your experiences with and views on the WFP Corporate Partnership Strategy (2014-2017).

60.   Please note that individual responses will remain confidential and that survey results will be reported only in aggregate form.

Definitions

61.   The evaluation and this survey refer to partnership using the following definition as stated in the WFP Corporate Partnership Strategy (2014-2017).

62.   "Collaborative relationships between actors that achieve better outcomes for the people we serve by:
  • Combining and leveraging complementary resources of all kinds;
  • Working together in a transparent, equitable and mutually beneficial way; and
  • Sharing risks, responsibilities and accountability.

63.   To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved."

1. Which country do you represent on the Executive Board?

[-- ▼]

2. How long have you represented your country on the WFP Executive Board?

○ less than 1 year   ○ 3+ years

○ 1-2 years

○ 2-3 years

3. The following statements address the extent to which the Corporate Partnership Strategy is known, as well as its relevance. Please rate each statement on a scale from 'strongly disagree' to 'strongly agree'.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know/Not applicable
a) The Corporate Partnership Strategy provides clear and measurable expectations for internal and external stakeholders.	○	○	○	○	○
b) The Corporate Partnership Strategy is coherent with other WFP policies, strategic plans or frameworks in place across the organization (HQ, RB, CO).	○	○	○	○	○
c) The Corporate Partnership Strategy is relevant in light of WFP's draft Integrated Roadmap 2017-2021.	○	○	○	○	○
d) The Corporate Partnership Strategy is relevant to my government's position on humanitarian and development assistance.	○	○	○	○	○

4. In your view, what changes, if any, should be made to the WFP Corporate Partnership Strategy?

Type here

5. The following statement addresses one of the early changes that may have ensued from approval and implementation of the Corporate Partnership Strategy. Please rate this statement on a scale from 'strongly disagree' to 'strongly agree'.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know/Not applicable
5.1 Since its approval by the Executive Board in 2014, WFP has provided adequate information to the Executive Board on the implementation and results of the Corporate Partnership Strategy.	○	○	○	○	○

6. Please note any other examples of changes (positive or negative) that have resulted from the implementation of the Corporate Partnership Strategy.

Type here

7. List two key factors (internal or external) that support the implementation of the Corporate Partnership Strategy?

Type here

8. List two key factors (internal or external) that hinder the implementation of the Corporate Partnership Strategy?

Type here

Annex 9   Full List of Stakeholders Consulted

Stakeholders Consulted During Inception Mission

Name	Title and Organization
1. Alexander Pak	UN Reform Coordinator, UNFPA
2. Amir Mahmoud Abdulla	Deputy Executive Director (WFP)
3. Arnhild Spence	Director, Partnership, Policy Coordination and Advocacy Division, PGC (WFP)
4. Bahar Zorofi	Programme Adviser, PGG (WFP)
5. Brent Carbno	Program Director, Ericsson
6. Carola Kenngott	WFP Focal Point, South-South and Triangular Cooperation (WFP)
7. Catherine Feeney	Deputy Director, Partnership, Policy Coordination and Advocacy Division, PGC (WFP)
8. Cecilia Roselli	Institutional Partnership Advisor, NRC
9. Cyril Lekieffs	Senior Food security and Livelihoods Advisor, Action Contre la Faim
10. David Kaatrud	Regional Director, Regional Bureau Bangkok (WFP)
11. Deborah Fulton	Committee on Food Security (CFS)
12. Dona Tarpey	Head of Donor Relations and Mobilisation Service, UNHCR
13. Elisabeth Rasmusson	Assistant Executive Director, Partnership, Governance & Advocacy Department, PG (WFP)
14. Erika Joergensen	Director & Secretary to the EB, WFP New York (WFP)
15. Fabien Boeckler	Plan International
16. Fatiha Terki	Senior Policy and Liaison Officer, Nutrition Office, OSN (WFP)
17. Fiona Bottigliero	Consultant, Partnership Resource Centre (WFP)
18. Gerry Anderson	Associate Vice President, Humanitarian Response - Save the Children
19. Giulia Macri	Consultant Partnerships – data/statistics (WFP)
20. Gordona Jerger	Director, GVA (WFP)
21. Harriet Spanos	Secretary to the Executive Board, and Director PGB (WFP)
22. Helen Alderson	Director of Financial Resources and Logistics, ICRC
23. Hélène Robin	Emergency desk officer, Handicap International
24. Irena Pesic	Officer, Private Sector Partnerships Division, PGP (WFP)
25. Isabelle Sechaud	Manager, Logistics Unit, Global Logistics Service, IFRC
26. Jalal Shah	Emergency Coordination Branch, RMTF IT

Name	Title and Organization
27. Jay Aldous	Director, Private Sector Partnerships Division, PGP (WFP)
28. Joseph Choi	Emergency Coordination Branch, RMTF IT
29. Joyce Njoro	UN Network/REACH Secretariat (WFP)
30. Kawinzi Muiu	Director, Gender Office, GEN (WFP)
31. Kevin Hodgson	Internal Auditor, Office of Internal Audit, OIGA (WFP)
32. Krystyna Bednarska	Director, WFP Brussels (WFP)
33. Laura Santucci	Director, Office of the Executive Director, OED (WFP)
34. Mahadevan Ramachandran	Deputy Director, Procurement Division, OSP (WFP)
35. Marcus Prior	Senior External Partnerships Officer & NGO Focal Point, PGC (WFP)
36. Maxence Giraud	Head of Logistics, Division of Strategy and Development, Handicap International
37. Michele Ribotta	Coordination Adviser, UN WOMEN
38. Miguel Barreto	Regional Director, Regional Bureau Panama (WFP)
39. Mihoko Tamamura	Director, Rome-based Agencies and CFS Division, PGR (WFP)
40. Nicolai Von Stackelberg	Senior Legal Officer, Contract & Constitution Law Branch, LEGC (WFP)
41. Olaug Bergseth	Partnership expert, IFRC
42. Pascale de la Fregonnière	Director, Cartier Charitable Foundation
43. Prerana Issar	Director, Human Resources Management, HRM (WFP)
44. Rasmus Egendal	Deputy Director, Government Partnerships Division, PGG (WFP)
45. Rasmus Stuhr Jakobsen	Head of Division, Emergency, Safety and Surge Capacity, Danish Refugee Council
46. Rob Opp	Director, Innovation and Change Management Division, INC (WFP)
47. Stephano Porretti	Director, Emergency Preparedness & Support Response Division, OSE (WFP)
48. Tanjina Mirza	Vice President, International Programs, Plan Canada
49. Thabani Maphosa	Partnership Leader, Food Assistance, World Vision
50. Valérie Gatchel	Nutrition & Food Security Officer, UNHCR
51. Zlatan Milisic	Deputy Director, Direct Implementation Programmes Services, OSZP (WFP)
Debrief mission completion	
52. Gilles Hoffmann	Ministère des Affaires étrangères et européennes, Le gouvernement du grand-duché de Luxembourg
53. Gerald Anderson	Coordinator emergency, Save the Children USA

Name	Title and Organization
54. Corinne Fleischer	Director, Supply Chain Division, UN World Food Programme (WFP)
55. Mandeep O'Brien	Associate Director, Public Partnerships Division, UNICEF
56. Cecilia Roselli	Institutional Partnership Advisor, NRC
Egypt	
57. Oscar Ekdahl	Programme Officer, RBC (WFP)
58. Carl Paulsson	Head of Programme, WFP
59. Carlo Scaramella	Deputy Regional Director RD (WFP)
60. Tarneem Fahmi	Partnership Officer, RBC (WFP)
61. Carl Paulsson	Senior Regional Programme Adviser, RBC(WFP)
62. Niloy Banerjee	Director, United Nations System Affairs Group, Bureau for External Relations and Advocacy, UNDP New York
63. Yasmine Khalil	Programme Assistant (WFP)
Djibouti	
64. Annabelle Lhommeau	IFAD, Associate CPM
65. Etienne Labande	WFP Country Officer (WFP)
66. Jacques Higgens	WFP Country Director (WFP)
67. Espérance Ntezukobagira	Policy Programme Officer (WFP)
Berlin	
68. Ralf Suedhoff	Senior Public Affairs Officer (WFP)

Stakeholders Consulted during Data Collection

Name	Title and Organization
WFP Headquarters	
Amir Mahmoud Abdulla	Deputy Executive Director, WFP
Darlene Tymo	Country Director and Representative (DPR Korea), WFP
Deborah Fulton	Secretary, Committee on World Food Security (CFS)
Dr. Fatiha Terki	Senior Policy Officer, WFP
Joyce Njoro	Sr. Programme Officer, Nutrition Division, WFP
Marcus Prior	Head, NGO Partnerships, Partnership, governance and Advocacy Department, WFP
Robert J. Opp	Director, Innovation and Change Management Division, WFP
Zarrina Kurbanova	COMET Project Manager, Performance Management and Monitoring Division, WFP

Comparative Analysis (13)	
FAO	
Marcella Villarreal	Director, Partnerships, Advocacy and Capacity Development Division
Marta Bruno	Knowledge Management and Evaluation Officer
Masahiro Igarashi	Director, Evaluation Office
UNICEF	
Fernando Gutierrez-Eddy	Senior Adviser, Public Partnerships Division
Koorosh Raffi	Senior Evaluation Specialist
Olav Kjorven	Director, Public Partnerships Division
Sally Burnheim	Senior Adviser, Private Sector Engagement
Verity Nicholas	Global Chief, Corporate Partnerships
Save the Children	
Patrick Crump	Associate Vice President, Program Quality and Impact , Save the Children US
Patrick Watt	Global Campaign and Advocacy Director, Save the Children International
Suzanne Ammari	Associate Director, Emergency Food Assistance, Save the Children US
The Gates Foundation	
Enock Chikava	Deputy Director, Development team
Rinn Self	Responsible for Agriculture, Global Policy and Advocacy Group

Name	Title and Organization
Regional Bureau Visits	
REGIONAL BUREAU BANGKOK (27)	
WFP Staff	
Alemayehu Legesse	Senior Finance Officer
Bill Campbell	Admin Officer
Carla Mejia	Food Technologist
Cecilia de Bustos	Regional Nutrition Programme Consultant
Clare Mbizule	M&E Officer
Geoffrey Pinnock	Programme Policy Officer (Emergencies)
George Gegelia	Senior Procurement Officer
Grace Duffy	Gender and KM Consultant
Grace Menassa	Staff Counsellor
Janne Suvanto	Senior Government Partnership Officer
Naoko Omuro	Private Sector Partnerships Officer
Nicolas Morin	Senior Security Officer
Nichola Peach	Programme Policy Officer (Cash)
Opart Ongwandee	IT Operations Officer
Peter Guest	Senior Programme Policy Officer
Sara Adam-Kern	Regional Adviser Finance (CBTs)
Siemon Hollema	Snr Programme Policy Officer (VAM)
Silke Buhr	Communications Officer
Sujata Tyagi	Senior Human Resources Officer
Tanvinur Rahman	Human Resources Officer
Thomas Thompson	Snr Logistics Officer
United Nations CO/RO	
Andrew Sobey	Field Programme Officer, FAO
Christiane Rudert	Regional Nutrition Adviser, UNICEF
Jong Jin Kim	FAO Representative, Thailand, FAO
Kaori Abe	Partnership and Resources Mobilization Officer, FAO
Kundhavi Kadiresen	FAO Regional Representative Asia/Pacific, FAO
Milos Terzan	Senior Regional Programme Officer, UNHCR
REGIONAL BUREAU JOHANNESBURG (40)	
WFP Staff	
Andrew Odero	Regional VAM Advisor

Name	Title and Organization
Anna Mukiini	Budget and Programming Head of Unit
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Annex 10   Bibliography

Short Reference	Reference
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Annex 11   Triangulation and Evidence Matrix

Evaluation Questions and Sub-Questions	Document Review	Partnership Data Analysis (Standard Project Reports, COMET)	EB and HQ staff Interviews	Field Visits to COs, RBs and WFP Offices	Review of comparator organizations[87]	Evidence/Comments
Lines of Inquiry						
1.1 Does the CPS clearly communicate (i) WFP conceptual and strategic vision on partnership; and (ii) measurable expectations to internal and external stakeholders?						
1.1.1 To what extent does the Strategy communicate WFP's approach to partnership? What are its strengths and shortcomings, if any?	√		√	√		
1.1.2 To what extent does the Strategy provide clear and measurable expectations for internal and external stakeholders?	√		√	√		
1.2 Has the Strategy considered the inter-related elements required to ensure results achievement?						
1.2.1 Did the CPS analyze and address explicit and implicit assumptions required for results achievement (e.g. as noted in the theory of change)?	√		√	√		

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[87] Includes document review and complementary interviews with representatives of the comparator organizations.

		Lines of Inquiry				
Evaluation Questions and Sub-Questions	**Document Review**	**Partnership Data Analysis (Standard Project Reports, COMET)**	**EB and HQ staff Interviews**	**Field Visits to COs, RBs and WFP Offices**	**Review of comparator organizations**[87]	**Evidence/Comments**
1.3 Has the Strategy considered the findings and recommendations from the *From Food Aid to Food Assistance-Working in Partnership and WFP's Private Sector Partnership and Fundraising Strategy* evaluations?						
1.3.1 To what degree have findings/conclusions and recommendations from these evaluations been integrated into the strategy document and related follow-up tools?	√		√	√		
1.4 How does the CPS compare with partnership strategies or policies of comparator organizations and to good practice in the field at the time? (FAO, Gates Foundation, Save the Children, UNICEF)						
1.4.1 Do the comparator organizations have specific partnership strategies or policies? If not, how do they manage this function?	√		√	√	√	
1.4.2 What are strengths/weaknesses of different approaches taken by comparator organizations? How does the WFP CPS compare to others?	√		√	√	√	

		Lines of Inquiry				
Evaluation Questions and Sub-Questions	Document Review	Partnership Data Analysis (Standard Project Reports, COMET)	EB and HQ staff Interviews	Field Visits to COs, RBs and WFP Offices	Review of comparator organizations[87]	Evidence/Comments
1.5 Is the CPS relevant in light of a) WFP commitments at the time of its design and approval (2013/2014), (b) changes in the approach to partnerships in humanitarian/development contexts, and (c) the different contexts in which WFP and its partners work?						
1.5.1 Does the Strategy respect the partnership-related commitments made by WFP and in force in 2013/14 in the context of UN inter-agency collaboration/ Delivering as One (DaO), the IASC, collaboration among Rome-based Agencies, and Humanitarian Partnership Principles?	√		√	√		
1.5.2 Does the Strategy remain relevant in the evolving partnership context shaped by Agenda 2030, the World Humanitarian Summit (WHS), and Habitat II?	√		√	√		

Evaluation Questions and Sub-Questions	Document Review	Partnership Data Analysis (Standard Project Reports, COMET)	EB and HQ staff Interviews	Field Visits to COs, RBs and WFP Offices	Review of comparator organizations[87]	Evidence/Comments
Lines of Inquiry						
1.6 Is the CPS relevant in light of WFP internal transitions and current policy framework and consistent with UN norms and principles on gender equality and equity?						
1.6.1 Is the CPS consistent, coherent and complementary in relation to other WFP policies, strategic plans or frameworks in force at different levels of the organization (HQ, RB, CO)?	√		√	√		
1.6.2 Is the Strategy relevant in light of internal transitions in WFP?	√		√	√		
1.6.3 Does the Strategy, explicitly or implicitly, address issues of gender equality and equity?	√		√	√		
1.6.4 Does the design of the Strategy, explicitly or implicitly support, hinder or is neutral in relation to principles of equity?	√		√	√		
2.1 Is there evidence to document intended and unintended outputs and outcomes of the implementation of the CPS?						
2.1.1 What data is available and monitored to assess progress made towards outputs and outcome achievements of the CPS?	√	√	√	√		

	Lines of Inquiry					
Evaluation Questions and Sub-Questions	Document Review	Partnership Data Analysis (Standard Project Reports, COMET)	EB and HQ staff Interviews	Field Visits to COs, RBs and WFP Offices	Review of comparator organizations[87]	Evidence/Comments
2.2 Has the implementation process of the CPS produced quality guidelines and tools that have met high quality standards for partnerships?						
2.2.1 What guidelines or tools have been produced? For example, Materials on CPS Training Partnership Resource Centre Partnership web page Partnership strategies and plans	√		√	√		
2.3 To what extent are these tools available and applicable at all levels (HQ, RBs, COs)?						
2.3.1 Do the tools and guidelines reflect sufficiently the context of how partnerships are formed and managed at different levels of WFP locations (HQ, RBs, COs)?	√		√	√		
2.3.2 What new implementation support tools/approaches have been provided by HQ to RBs and by RBs to COs in order to enhance partnerships?	√	√	√	√		

Evaluation Questions and Sub-Questions	Lines of Inquiry					
	Document Review	Partnership Data Analysis (Standard Project Reports, COMET)	EB and HQ staff Interviews	Field Visits to COs, RBs and WFP Offices	Review of comparator organizations[87]	Evidence/Comments
2.4 Is there evidence that shows the importance and centrality of partnerships in WFP plans and operations at all levels?						
2.4.1 Do planning documents of WFP HQ, RBs, COs and WFP Offices (i.e. guidance note, country or regional strategies, etc.) demonstrate the importance of partnership to achieve WFP's results?	√		√	√		
2.5 To what extent has the CPS led to documented organizational changes in WFP at HQ, RB or CO level?						
2.5 1 Have, HQ, RB, CO or WFP Offices, made changes in their organizational arrangements or their staffing to support more strategic partnerships?	√		√	√		
2.6 To what extent has WFP formed or strengthened strategic partnerships with an emphasis on the quality, cost-effectiveness and sustainability of those partnerships?						
2.6.1 Over the past two years to what extent have COs expanded their partnerships beyond transactional partnerships?	√	√		√		
2.6.2 To what extent have the partnerships formed over the past two years become more sustainable?			√	√		

	Lines of Inquiry					
Evaluation Questions and Sub-Questions	**Document Review**	**Partnership Data Analysis (Standard Project Reports, COMET)**	**EB and HQ staff Interviews**	**Field Visits to COs, RBs and WFP Offices**	**Review of comparator organizations[87]**	**Evidence/Comments**
2.6.3 To what extent have the partnerships formed decreased duplication of work among WFP partners?			√	√		
2.6.4 To what extent has WFP capitalized on the comparative advantages of partners to achieve expected results?			√	√		
2.7 Has WFP's capacity to partner effectively increased as a result of the various CPS and the various guidance and tools provided on partnership at HQ, RB WFO Offices and CO levels?						
2.7.1 Do WFP staff (all levels) involved in the various CPS training sessions or accessing guidance and tools feel better equipped to enter and manage their partnerships?			√	√		
3.1 What are implications of external (contextual) factors on the results that have been observed?						
3.1.1 Are there variances in results attainment on the basis of stage of the roll-out of the CPS at the regional level?	√	√		√		
3.1.2 What have been the effects of factors deriving from the respective political and cultural contexts?	√	√	√	√		

Evaluation Questions and Sub-Questions	Lines of Inquiry					
	Document Review	Partnership Data Analysis (Standard Project Reports, COMET)	EB and HQ staff Interviews	Field Visits to COs, RBs and WFP Offices	Review of comparator organizations[87]	Evidence/Comments
3.2 What are the implications of internal factors on the results that have been observed?						
3.2.1 How does the level of buy-in and support for WFP partnership approaches affect implementation of the CPS?			√	√		
3.2.2 To what extent has the CPS been adequately communicated and disseminated throughout WFP?	√		√	√		
3.2.3 Were the resources available (human, financial) used in an optimized way to generate results?	√		√	√		
3.2.4 To what extent do WFP staff have the required skills and knowledge (as per the job description) to engage in partnership?	√		√	√		
3.2.5 Does the WFP institutional culture provide a sufficiently enabling environment for implementation of the CPS?	√		√	√		

Lines of Inquiry						
Evaluation Questions and Sub-Questions	**Document Review**	**Partnership Data Analysis (Standard Project Reports, COMET)**	**EB and HQ staff Interviews**	**Field Visits to COs, RBs and WFP Offices**	**Review of comparator organizations[87]**	**Evidence/Comments**
3.2.6 How do WFP's organizational structures, systems and procedures (e.g., legal, procurement, monitoring and reporting) impact on partnership-related activity? What changes have been made in these structures, systems, procedures and how have they impacted on partnership-related activity?	√	√	√	√		

Annex 12   WFP Partnership Terminology

WFP Corporate Partnership Strategy Terms and Principles		Source
Partnership	Refers to collaborative relationships between actors that achieve better outcomes for the people we serve by: • Combining and leveraging complementary resources of all kinds; • Working together in a transparent, equitable and mutually beneficial way; and • Sharing risks, responsibilities and accountability. To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved.	WFP Corporate Partnership Strategy (2014 - 2017), p. 8
Transactional Relationship	A purely contractual or quasi-contractual relationship.	WFP Corporate Partnership Strategy (2014 - 2017), p .8
Excellence in Partnering	Excellence in Partnering is not defined in the CPS and there is no official definition. The evaluation will define it as the application of the principles of partnership set out in the CPS (and listed below).	WFP Corporate Partnership Strategy (2014 - 2017), p. 2
Principles of Partnership	The principles upon which participating partners agree to base their partnership. There are three types of guiding principles for WFP partnerships:	WFP Corporate Partnership Strategy (2014 - 2017) p. 10-11
	Strategic principles, by which all partnerships have to operate, are: • Contribute to the achievement of WFP's Strategic Objectives; • Be cost-effective. Over the lifetime of a programme, project or activity the "value" of the partnership gains must be greater than the transaction costs involved; • Reflect international priorities in food security and nutrition; • Confirm and enhance WFP's standing as an ethical operator; and, • Be properly resourced from all parties, particularly ensuring all resource commitments are kept.	WFP Corporate Partnership Strategy (2014 - 2017) p. 10

WFP Corporate Partnership Strategy Terms and Principles		Source
	Precautionary principles are established to limit risk and exclude partnerships that may be detrimental to WFP. WFP will not engage in partnerships where there is: • An absence of shared goals that are aligned to WFP's mandate;	WFP Corporate Partnership Strategy (2014 - 2017) p. 10-11
	• Non-compliance with key principles established by the United Nations in relation to engagement with the private sector; • The potential partner lacks the capacity to deliver against the objectives; or • There is a serious risk of negative impact on the reputation of WFP.	
	Prescriptive principles[88] establish the rules of good practice for all partnerships work. These are based on a set of principles developed and agreed on by the Global Humanitarian Platform and include equality, transparency, results-orientated approach, responsibility and complementarity. These include: **Equity** - mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent. **Transparency** - achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations. **Results-orientated approach** - Effective development and humanitarian action must be reality-based and action-oriented. This requires result oriented coordination based on effective capabilities and concrete operational capacities. **Responsibility** - Organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians	WFP Corporate Partnership Strategy (2014 - 2017) p. 11-12 and Global Humanitarian Platform, Principles of Partnership[89]

[88] WFP adheres to the Global Humanitarian Platform Principles of Partnership, with the use of "equity" rather than "equality" so as to acknowledge that "all partners contribute something to a collaborative relationship and must be respected regardless of size or status" (WFP CPS 2014 - 2017 p. 11) (WFP 2014q)
[89] Global Humanitarian Platform, Principles of Partnership (www.globalhumanitarianplatform.org) (ICVA)

WFP Corporate Partnership Strategy Terms and Principles		Source
	must also be a constant effort. **Complementarity** - The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.	
Expected Results	The objectives of the strategy are to increase cost-effectiveness and sustainability of WFP operations and a greater beneficial impact on the people WFP serves.	WFP Corporate Partnership Strategy (2014 - 2017) p. 6
Forms of Partnerships	**Bilateral partnerships** - these are agreements between WFP and another actor such as a government, NGO or UN agencies. **Catalytic partnerships** - these include, for example, regional organizations, triangular and South–South cooperation, where partners sign up to multiparty Memoranda of Understanding (MOUs). **Open and networked partnerships** - collaborations that intentionally align around shared objectives not in a regulated, formalized way. And where WFP may have a convening role to anchor or moderate communities of practice but where the participants do not sign agreements with WFP.	WFP Corporate Partnership Strategy (2014 - 2017) p. 14
Types of Partnerships	**Resource partners** - Provide human, financial, and technical resource. **Knowledge partners** - Contribute information, evaluation and analysis. **Policy and governance partners** - Work on WFP's own policies, governance, regional and country hunger and nutrition policies, and hunger and institutional governance. **Advocacy partners** - Support WFP's work to advocate for food security and nutrition. **Capability partners** - Support the design and implementation of programmes and operations.	WFP Corporate Partnership Strategy (2014 - 2017) p. 14
Groups of WFP Partners	1. **Host governments**: Host governments are defined as countries where WFP has had an active single country operation in the prior three years including the year being reported on. 2. **Donor governments**: State and local governments and/or their executive agencies, providing overseas development assistance that (a) is administered with the promotion of the economic development and welfare of developing	WFP Corporate Partnership Strategy (2014 - 2017) p. 15-18

WFP Corporate Partnership Strategy Terms and Principles	Source
countries as its main objective; and (b) is concessional in character and conveys a grant element of at least 25 per cent (calculated at a rate of discount of 10 per cent)."[90] [Excluded from evaluation]. 2. **Private Sector:** individual, for-profit, commercial enterprises; the business associations, coalitions and research institutions that represent or are accountable to them; and individual, family or corporate philanthropic foundations.	
3. **UN System Organizations:** members of the UN System. Also included in this group are interagency coordinating mechanisms (such as the Inter-Agency Standing Committee) and working groups within the System. However, intergovernmental mechanisms and secretariats to intergovernmental agreements, born or hosted within the System but with autonomous entity, are excluded from this category. 4. **International Financial Institutions (IFIs):** public international institutions whose main task is the provision of policy advice and financial support to countries and institutions (e.g. loans and grants), such as the World Bank Group or the Global Environmental Fund. 5. **NGOs or civil society organizations (CSOs)**: all non-profit organizations representing sectors of civil society or other non-profit private interests (the "third sector"). Trade unions, think tanks, farmers' groups and fisherfolk organizations are part of this group, as are associations where government institutions participate, but that do not represent government positions. Industry associations and other not-for profit institutions representing commercial interests are excluded from this group. 6. Other stakeholders not defined in this list include governing bodies and academia.	

Other Key Partnership Terminology	
Platforms for partnership	Mechanisms that can systemically bring together business, government, the UN, NGOs and communities around issues of both business and societal importance, and catalyse direct innovative partnership action.[91]

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[90] Official development assistance – definition and coverage. (OECD 2016)

[91] Platforms for Partnership: Emerging good practice to systematically engage business as a partner in development. (Reid, Hayes and Stibbe 2014)

Other Key Partnership Terminology	
Public-private partnership	A long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance.[92]
Multi-stakeholder partnerships	An on-going working relationship between organizations from different sectors, combining their resources and competencies, sharing risks towards achieving agreed shared objectives while each also achieving their own individual objectives.[93]
Interest-based negotiation	Securing agreement requires negotiation - but in a partnering arrangement this is not negotiation in the sense of a 'hard-nosed' business deal. What is required is the opportunity for the underlying interests of all parties to be drawn out and discussed in a purposeful way that aims at building consensus and complementarity out of diverse aspirations. Partners going through this form of negotiation need to exercise considerable patience, tact and flexibility - but if just one individual demonstrates their willingness to do this others will follow their lead.[94]
Relationship managers	The supervision and maintenance of relationships between a company and its external partners, especially its clients. At WFP, they are nominated for each major global and regional partner, and responsible for: developing and maintaining effective agreements that capture the essence of the partnership; liaising with and collecting information from those WFP colleagues implementing the partnership in-country or regionally; and troubleshooting any challenges to ensure the health and greatest added value of the partnership.[95]
Partnership agreements	WFP's collaborative relationships are governed by various forms of agreement ranging from field-level agreements signed with cooperating partners at the country office level to high-level MoUs signed with other UN agencies, private sector actors, governments or international and regional institutions. Different types of partnership require different forms of agreement to reflect varying levels of commitment and accountability.[96]
Needs assessment	A systematic set of procedures undertaken for the purpose of setting priorities and making decisions about program and organizational improvement and allocation of resources. The priorities are based on identified needs[97]
Value proposition	"A clear, simple statement of the benefits, both tangible and intangible, that the company will provide, along with the approximate price it will charge each customer segment for those benefits." In this context it is the benefits provided by WFP and the value of those to the partners[98]

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[92] PPP Knowledge Lab: what is a PPP? (World Bank 2016)
[93] Global Multi-stakeholder Partnerships: Scaling up public-private collective impact for the SDGs. (Hazelwood 2015).
[94] The Partnering Toolbook. The Partnering Initiative (IBLF). (Tennyson 2003)
[95] WFP Corporate Partnership Strategy (2014-2017), page 24. (WFP 2014q)
[96] Ibid.
[97] Planning and Conducting Needs Assessments – A Practical Guide. Sage Publications, 1995, Page 4. (Witson and Altschuld 1995)
[98] Market Strategy and the Price-Value Model. (Golub and Henry 1981)

Annex 13   Stakeholder Analysis

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
Internal				
WFP Executive Director (ED)	Executive Board	Leads WFP's 11,367 staff to improve the lives of hungry people worldwide. Championed the Fit for Purpose organizational redesign, which has placed a strong emphasis on the importance of WFP's partnerships and role as a partner.	Overall responsibility for implementation of all WFP policies, though not explicitly mentioned in the CPS.	N/A
Deputy Executive Director	ED	Leads corporate engagement to ensure a diverse and inclusive workforce. Promotes performance culture through WFP. Ensures effective and accountable managements of human resources through leadership of reassignment and staff relations governance mechanisms. Ensure gender and geographical balance of staff. Lead the delivery of internal corporate change envisioned by Fit for Purpose (FfP). Ensure that corporate resources (human and financial) are effectively and efficiently allocated to achieve the envisioned strategic and operational change. Enable a coherent and conductive operational environment in emergencies.	User of the CPS, but no specific related milestones, actions or timelines described.	This key informant was interviewed as part of the briefing session in Rome (Inception Phase), as well as for data collection.

[99] Based on the current WFP Organigramme shared by OEV.

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Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
		Represent WFP in the IASC Transformative Agenda and associated emergency governance mechanisms. Ensure organizational understanding of gender and gender mainstreaming concepts as they relate to organizational effectiveness and advance the agenda for achieving gender equality and the empowerment of women.		
Assistant Executive Director - Partnership, Governance and Advocacy Department (PG)	ED	Leads the Department responsible for partnerships. Leads corporate fundraising to secure predictable, timely, and flexible resources to implement WFP's Programme of Work Ensures a stronger strategic focus and effective prioritization of partnership activities to better achieve the WFP Strategic Objectives and position WFP as partner of choice through the effective implementation of the PG Departmental Strategy and Corporate Partnership Strategy. Ensured food security and nutrition are at the heart of the global agenda through strengthened partnerships across institutional lines and with a broad range of stakeholders. Ensure mobilization of WFP to access complementary resources with our	Leadership role in implementing the CPS and promoting a shift of culture within WFP, with the support of HQ departments and Regional Bureaus.	Key informant: 1 senior level informant, the Assistant Executive Director, was interviewed.

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
		partners, and identify mechanisms to measure these contributions. Sets priorities and provides the strategic focus for partnerships across WFP. Leadership role in implementing the CPS and promoting a shift of culture within WFP.		
Partnership and Advocacy Coordination Division (PGC)	PG	Lead division responsible for managing the implementation of the WFP Corporate Partnership Strategy. Coordinates information on cooperating partners and manages the Partnership Resource Centre. Includes the NGO Unit, which functions as a focal point for NGO partners in their interactions with WFP at a corporate level, and as a resource center for RB and COs seeking guidance and good practice.	Lead division, accountable to ED and the Board for facilitating and coordinating the full implementation of the CPS.	PGC was the focal point for this evaluation, facilitating the evaluation team's contact with external stakeholders, and providing background documentation and data sets necessary to conduct the evaluation. PGC staff also served as key informants: 3 senior level informants were interviewed.
Rome-based Agencies and the Committee on World Food Security (PGR)	PG	Lead division for managing WFP's relationship with IFAD and FAO. This work has been guided by the *Directions for Collaboration among the Rome-Based Agencies* (2009, updated 2015). Additional forward-looking guidance has been provided in November 2016 through the Board decision on *Collaboration among the United Nations Rome-Based Agencies:*	User of the CPS, but no specific responsibilities, milestones or timelines for its implementation assigned in the CPS document. The CPS (paragraph 54) notes that "WFP's work with the other Rome-	One key informant interviewed: the Director of the Rome-based Agencies and CFS Division (PGR).

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
		Delivering on the 2030 Agenda (WFP 2016 pp). The three agencies have undertaken a wide range of common activities in the four areas of policy, advocacy, operations and administration. A number of new partnership processes and tools have been implemented to strengthen RBA collaboration including, in WFP, the establishment of this unit responsible for overall RBA coordination that emphasizes closer collaboration between the Executive Heads and the Deputies.	based agencies (RBAs) is governed by "Directions for Collaboration among the Rome-Based Agencies". The envisaged relationship between the CPS and these 'Directions for Collaboration' is, however, not further elaborated on, and it remains unclear whether the CPS is intended to add value to, or supersede elements of, the guidance already provided in the existing Directions.	
Private Sector Partnerships Division (PGP)	PG	Lead division for managing and implementing WFP's *Private Sector Partnership and Fundraising Strategy (2013-2017)*. Manages private sector partnerships. Provides global partnership services (partnership guidelines, knowledge center and private sector mobilization resources, due diligence, memoranda of understanding, registration)	User of the CPS, but no specific responsibilities, milestones or timelines for its implementation assigned in the CPS document. The CPS (paragraph 3) mentions the *Private Sector Partnership and Fundraising Strategy* as	Key informants: 3 informants, including the Director, were interviewed.

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
			one already existing Board document that addresses WFP's approach to partnering. It does, however, not explicitly state whether the CPS is expected to complement or supersede (parts of) the existing private sector partnership and fundraising strategy.	
Government Partnerships Division (PGG)	PG	The division works to secure and improve WFP's resource pipeline and expand partnerships with long-standing and new partners alike, including host governments and emerging economies.	User of the CPS, but no specific related milestones, actions or timelines described.	Key informants: 3 informants, including the Deputy Director, were interviewed.
Executive Board Secretariat (PGB)	PG	Manages the relationship between WFP and the Executive Board, key point of contact for these partnerships.	User of the CPS, but no specific related milestones, actions or timelines described.	1 informant was interviewed; who also supported the evaluation team by sending survey invitation requests and weekly reminders to EB members.
South-South and Triangular Cooperation	Policy and Programme (in OS)	Works with country partners to support country-owned programmes to strengthen food security and nutrition; finds new sources of funding through South-South	User of the CPS, but no specific related milestones, actions or timelines described.	1 informant, the WFP Focal Point for South-South Triangular Cooperation, was interviewed.

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
		cooperation; works with southern partners to identify and share innovations that have emerged in the South. Work of the division is primarily guided by the WFP *South-South and Triangular Cooperation Policy* (WFP 2015 jj).	The *South-South and Triangular Cooperation Policy* (p.2) notes that it is "in line" with the CPS, but does not further elaborate on how the two documents relate to each other. Under existing reporting relationships (South-South and Triangular Cooperation reports to Policy and Programme) PG does not have a direct line of sight on the work of this unit.	
Nutrition Division	OS	Works with partners across sectors such as health, agriculture, education and social protection to create environments that foster good nutrition.	User of the CPS, but no specific related milestones, actions or timelines described.	1 informant from the Nutrition Division at HQ was interviewed. 7 more staff interviewed at RB/CO level were interviewed.
Supply Chain Division	OS	Manages partnerships throughout WFP's supply chains. Includes the Logistics Cluster	User of the CPS, but no specific related milestones, actions or timelines described.	2 senior informants were interviewed. 1 informant from the logistics cluster was interviewed.
Procurement Division	OS	Manages partnerships for the procurement of goods and services needed to achieve	User of the CPS, but no specific related	9 informants, including the Deputy Director, were

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
		results.	milestones, actions or timelines described.	interviewed.
Emergencies Preparedness & Support Response Division	OS	Manages partnerships for emergency preparedness and support response. Includes the Food Security Cluster, which is co-led by WFP and FAO.	User of the CPS, but no specific related milestones, actions or timelines described.	1 senior level informant, the Director, was interviewed.
Information Technology	IT	Includes the Emergency Telecommunications Cluster, which WFP leads.	User of the CPS, but no specific related milestones, actions or timelines described.	2 informants interviewed.
Performance Management and Monitoring	RM	Develops and maintains systems of performance management and monitoring in support of the implementation of the CPS	User of the CPS, but no specific related milestones, actions or timelines described.	3 informants were interviewed
Humanitarian Response Depot. Service	OS	As the entity responsible for the United Nations Humanitarian response depot (UNHRD) network, partners with relevant UN entities to ensure strategic stockpiling of goods for emergency preparedness.	User of the CPS, but no specific related milestones, actions or timelines described.	2 informants were interviewed.
Contract and Constitutional Law Branch	ED and Chief of Staff	Manages partnership agreements and legal agreements with WFP's partners.	User of the CPS, but no specific related milestones, actions or timelines described.	1 Informant was interviewed.
Human	ED and Chief	Manages capability development,	User of the CPS, but no	8 informants, including

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
Resource Division	of Staff	contracts, field support, global services, global talent acquisition, individual performance strengthening, information systems support and reporting, policy and compliance, staff relations, and talent deployment and career management.	specific related milestones, actions or timelines described.	HQ, RB, and CO staff, were interviewed.
Gender Office	ED and Chief of Staff	"Works with internal and external stakeholders to support the integration of gender equality and women's empowerment into all WFP work and activities. In line with the CPS, it also collaborates with academic institutions for advocacy, research and capacity development to mainstream gender and promote gender equality and women's empowerment. Additionally, support is provided to Country Offices, and other units within WFP, to integrate gender equality in the range of partnerships."	User of the CPS, but no specific related milestones, actions or timelines described.	3 informants, including the Director of the Gender Office and 2 staff, were interviewed.
Innovation and Change Management Division (INC)	ED and Chief of Staff	Division in WFP that coordinates global efforts for innovation and change management. A key aspect of these activities is WFP's Innovation Accelerator, which supports entrepreneurs for zero hunger innovation projects. Partnership has been identified as core organizational capacity of WFP and is increasingly integrated in WFP's SPs and policies.	Users of the CPS, but no specific related milestones, actions or timelines described.	1 informant, the Director, was interviewed.

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
Regional Bureaus	ED	Key role in managing regional partnerships and implementing the CPS. Management of regional partnerships, coordination of regional and country office activities, country office training and knowledge sharing. Responsible for managing or developing partnerships. Support to Country Offices. Develop their own partnership strategies to help contextualize the engagement with partners at the regional and country level. Provide support to COs for making decisions on partnership selection and management.	Responsible and accountable for partnership selection and management at the regional level, as well as for supporting country offices work on partnership. The CPS further notes (paragraph 72) that RBs will develop their own partnership strategies to help contextualize the engagement with partners at the regional and country level.	57 Key informants from 3 RBs (Bangkok, Johannesburg, Nairobi) were interviewed; Regional Director for RB Nairobi and Deputy Regional Director for RB Johannesburg RB Directors and RB staff involved in partnerships were interviewed through field visits or by telephone. In addition, they facilitated the evaluation team's contact with external stakeholders.
Country Offices	RBs	WFP engages the majority of its partners through country-level operations. COs also manage partners of different types, including resource, capability, knowledge, policy and governance and implementation partners.	Responsible and accountable for partnership selection and management at the country level. Users of the CPS, but no specific actions detailed related to ensuring CPS implementation.	93 key informants from 6 Country Offices (Cambodia, Chad, Egypt, Honduras, Mozambique, and Somalia) were interviewed in person and by telephone. WFP COs helped to set up meetings, provided logistical support during the fieldwork, and facilitated the evaluation team's contacts with external stakeholders. Consulted staff varied

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
				between COs, but usually included Country Directors and/or Deputy Country Directors, as well as Heads of Programme.
WFP Offices	DED	WFP Offices in Addis Ababa, Geneva and New York have a strategic, programmatic engagement and report to the DED .	Users of the CPS, but no specific related milestones, actions or timelines described. The CPS document makes no explicit reference to WFP Offices.	10 key informants from WFP's office in New York reached through in-person and telephone interviews where applicable. When required, WFP Offices helped to set up meetings and provide logistic support during the visits and facilitate the evaluation team's contacts with external stakeholders.
WFP Offices	AED, PG	Many of the WFP Offices that report to the AED, PG have a stronger communications and fundraising focus.	Users of the CPS, but no specific related milestones, actions or timelines described. The CPS document makes no explicit reference to WFP Offices.	10 key informants from WFP's office in Dubai reached through in-person and telephone interviews where applicable. When required, WFP Offices helped to set up meetings and provide logistic support during the visits and facilitate the evaluation team's contacts with external stakeholders.

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
External				
Government Partners				
Executive Board members	N/A	Executive Board members are important in influencing the strategic direction of WFP, including the organizational areas of focus. Executive Board members are important in influencing the direction, strategy, development and management of partnerships, as they ensure resources. The strengthening of partnerships between WFP and Executive Board members requires both sides to create opportunities for transparent dialogue, shared experiences and joint knowledge as well as more complementarity in their approaches.	Review and approve partner specific strategies to be developed, as required.	An online survey reached out to close to 400 respondents from the Executive Board Secretariat mailing list. In total, twelve (12) members completed the survey, and they were from the following country: Burundi, Canada, Chad, China, Denmark, India, Kuwait, the Netherlands, Norway, Pakistan, Saudi Arabia, and Sudan.
National Counterparts	Country Offices	National Counterparts are the main partner in many countries at both the national and sub-national level. Long-term partnerships allow WFP to be better prepared to deal with issues of transition and hand-over to local government and community actors.	Envisaged role as resource partners, knowledge partners, policy and governance partners, advocacy partners, and/or capability partners. Partnerships governed by FLAs and MoUs.	43 key informants in selected countries were interviewed during field visits.

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
Non-governmental partners				
UN agencies	Where applicable, division or office they collaborate with.	Principal partners of WFP. Ensure a system-wide coherence. Expand partnerships with other humanitarian and development actors remains an essential element of WFP's partnership strategy.	Envisaged role as resource partners, knowledge partners, policy and governance partners, advocacy partners, and/or capability partners. Partnerships governed by FLAs and MoUs.	79 informants from FAO (17), UNICEF (11), UNHCR (10), IFAD (1), UNDOCO (2), the Deputy Spokesperson of the Secretary General (1), WHO (1), ITU (1), UNOPS (1), ILO (3), UNAIDs (2), OCHA (8), UNDP (4), UNFPA (2) were interviewed during the field visits.

8 informants from FAO (3) and UNICEF (5) were interviewed during the comparator study. 7 informants from UNFPA (1) UNHCR (2), UN Women (1) UNICEF (1) and REACH/UN Network (1) were interviewed during the inception mission. |
| International financial institutions (IFIs) | Where applicable, division or office they | WFP is working to engage IFIs in partnerships to meet common objectives and increase investments in new and fundamental programmatic opportunities. | Envisaged role as resource partners, knowledge partners, policy and governance | 3 informants: 1 from the International Financial Corporation; 1 from the African Development Bank; |

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
	collaborate with.		partners, advocacy partners, and/or capability partners. Partnerships governed by FLAs and MoUs.	and 1 from Africa Risk Capacity were interviewed. These were interviewed during field visits.
Civil society organizations	Where applicable, division or office they collaborate with.	Includes both local and international organizations that represent a variety of groups and opinions. Engage with WFP in various functions of partnerships. They increasingly have greater capacity to commit resources and share risks, providing WFP with the opportunity for a different level of partnership. Smaller NGOs may provide opportunities to partner and focus on building local capacity, particularly in post-emergency situations, in ways that other partners cannot.	Envisaged role as resource partners, knowledge partners, policy and governance partners, advocacy partners, and/or capability partners. Partnerships governed by FLAs and MoUs.	68 NGO staff were interviewed. Of these, 3 were interviewed as part of the comparator study, 14 were interviewed during the inception mission, and 51 were interviewed during field missions.
Foundations	Where applicable, division or office they collaborate with.	WFP partners with foundations to implement specific initiatives and projects through grant programs and other initiatives, such as Purchase 4 Progress initiative with the Bill and Melinda Gates Foundation.	Envisaged role as resource partners, knowledge partners, policy and governance partners, advocacy partners, and/or capability partners. Partnerships governed by FLAs and MoUs.	1 informant was interviewed during the inception mission, and 2 informants were interviewed during the comparator study.
Private Sector	Where applicable,	WFP has increased its focus on engaging private sector partners through the Private	Envisaged role as resource partners,	15 informants from the private sector were

Stakeholder	Reports to[99]	Role in relation to partnerships	Envisaged Role as per the CPS	Role in the evaluation
	division or office they collaborate with.	Sector Partnership and Fundraising Strategy. Private sector partnerships can bring expertise, resources, innovation and new networks to WFP.	knowledge partners, policy and governance partners, advocacy partners, and/or capability partners. Partnerships governed by FLAs and MoUs.	interviewed. 14 of those interviews were conducted during field visits. 1 interview was conducted with the Program Director of Ericsson, a private company, during the Inception Phase.
Research institutes/ Academia	Where applicable, division or office they collaborate with.	WFP has long-standing partnerships with universities, research institutes and academia involved in food security and nutrition, public health, emergency preparedness, agricultural development and safety nets as well as food safety and control issues. Researchers can provide expertise to WFP's work and WFP's strong field presence provides access to communities for researchers.	Envisaged role as resource partners, knowledge partners, policy and governance partners, advocacy partners, and/or capability partners. Partnerships governed by FLAs and MoUs.	1 Informant from academia in Honduras was interviewed during the field visit.

Annex 14   WFP Country Visit Partnership Results

1.   At the end of each evaluation site visit, the consultant(s) conducting the visit compiled a summary of key observations and findings deriving from the site visit and shared them in form of a slide presentation with the respective WFP RB, CO, or WFP Office.

2.   Outlined below is a brief summary of key findings and related examples from the site visits to complement the findings and examples provided in Volume I of the report. They largely focus on Evaluation Question 2: 'What are the preliminary results of the Corporate Partnership Strategy?', but also touch upon issues relevant in relation to Evaluation Question 1 (How good is the Strategy?), and Evaluation Question 3 (Why has the Strategy Produced the Observed Results?).

Country Office Cambodia - 21 October 2016
There was a lack of awareness of the CPS by staff. It was perceived that the CPS did not fully reconcile the engaging in good partnerships and the "control" requirements within WFP. However, the Office is engaging in partnership thinking and there was a multiplicity of examples of both innovative and traditional partnerships.
Examples of partnerships and related results:
• The Cambodia Country Office is in a partnership with FAO and UNICEF through SUN on the analysis of the determinants of malnutrition.
• HRF co-chaired by WFP with cluster-like working groups reporting through UNRC to NCDM in a "made in Cambodia HCT light" structure; scaleable to HCT systems in event of L3 emergency. HRF linked to CHF
• WFP is working with a range of partnership on a GIS initiative, built on a humanitarian platform linked to weather and early warning systems, development databases and WFP's programme databases, with potential to provide real-time information ranging from 4Ws to vulnerability maps, to inform joint decision-making.

WFP Office Dubai – 28 September 2016
The lack of top-of-mind awareness of the CPS across the office, suggests no direct contribution to results observed. However, the office is directly accountable to the Partnerships Division and the GCC team are integrated with the agenda of the division and the CPS. There is strong evidence of key strategic partnership results that are aligned with the CPS.
Examples of partnerships and related results:
• The Dubai Office Engagement Strategy for GCC is strongly in line with the Corporate Partnership Strategy Direction: "WFP's first priority is to build its relationships in the GCC with an enhanced focus on long-term relationships and shared experiences."
• The UAE office has focused on government funding, long term relationships and partnering capacity in the last three years, with a threefold increase in government funds. Feedback from a government partner indicates a highly collaborative approach, including response coordination, problem solving, etc.
• A focus on quality (>$100k) and not quantity of private sector partnership, as in the CPS, has increased income by 50% between 2014 and 2015, and reduced risk to WFP. The Strategic Plan 2014-2017 identifies the risk of failing to partner effectively. Quality over quantity of partnerships is integral to the CPS. Very positive feedback from private sector

partner on collaborative nature of partnership.

- Government and private sector partnerships are closely coordinated, which is essential in the GCC context. Beyond that the partnership management systems are individual to the team, e.g. quarterly client meetings for GHC, monthly for UNHRD.
- There are increasing numbers of long term, multi-lateral and multi-faceted relationships. Tough negotiations by the GCC team in UAE secured terms of an initial donation of $31m in 2014. Effective delivery led to a $6m donation in Yemen and a policy partnership, shaping the UAE Foreign Aid Policy.

Country Office Mozambique – October 2016

The CPS is not known in the Mozambique CO and almost all Mozambique CO staff were unaware of its existence. As the CPS has not been rolled out yet, there is no plausible contribution of the CPS to results observed but, in Mozambique, the Country Program 2012-2015 (extended to 2016) is firmly anchored around the key requirements and the partnership principles described in the 2014 CPS. WFP CO Mozambique appreciates the existing tools and guidance for transactional partnerships (i.e. Template for FLA, MoU, LoU, etc.) but would appreciate the provision of similar guidance and tools for engaging in more strategic partnerships.

Examples of partnerships and related results:

- The UN Joint Programme on Social Protection WFP (implementation), ILO (advocacy/macro); UNICEF (policy)
- Accelerate Progress towards MDG1c in Mozambique (EU-MDG1c). Trust Fund (2013-2018) FAO, IFAD and WFP, in collaboration with MIC
- Evidence of strategic and synergistic partnerships within the UNCT. WFP chairing and/or co-chairing: Logistics Cluster, Food Security Cluster; Humanitarian Country Team Working Group; Also involved in other coordination spaces beyond UNCT, such as Scaling Up Nutrition (SUN) Business Network

Country Office Chad - 22 September 2016

There is little awareness of the CPS by country staff in Chad. As a result, there is a lack of integration, monitoring and evaluation of the CPS. However, there are on-going changes in partnership governance that appear to be improving the targeted nature of partnerships.

Examples of partnerships and related results:

- WFP agreements with UNICEF (fighting moderate acute malnutrition) and with the Government (School Feeding) are more targeted and 'flexible'. They are also aimed at increasing WFP's flexibility and room for negotiation in the face of financial limitations and the desire to avoid more constraining, restrictive agreements
- New partnerships are emerging around Cash Transfers, that include both humanitarian and non-humanitarian actors.
- Stakeholders representing national partners report on capacity and skills building.

Regional Bureau Nairobi - October 14 2016

Due to the nature of the Regional Bureau's role, collaborative relationships are rarely transactional, but usually focused on joint research/data collection and analysis, advocacy, and – in some cases – joint/coordinated programming

Examples of partnerships and related results:

- Various multi-type partnerships primarily with UN agencies and Regional Organizations (IGAD), to lesser extent with global NGOs and Academia, that combine – for example – knowledge exchange, advocacy, and programming.
- Partnership with University of Lund (SIDA funded) to strengthen EPR capacity development. At CO level, various collaborations with Centre of Excellence to facilitate South-South Exchange

Country Office Somalia – October 14 2016

In Somalia, the CPS is not broadly known. The stakeholder who read it perceive it more as a concept paper than a strategy. There is no plausible contribution of the CPS to results observed. Nevertheless, the current partnership practices appear to be consistent with the CPS partnership principles. Somalia CO is engaging in increasingly strategic partnerships with some UN agencies (UNICEF, FAO, UNHCR) and some global NGOs. Collaborations with local/national NGOs and private sector actors are still almost exclusively transactional.

Examples of partnerships and related results:

- WFP has had long standing primarily transactional relationships with all three organizations. (DRC – focus on protection, Save the Children –nutrition, World Vision – livelihoods). Over past few years increasing efforts from both sides to make partnerships more strategic – culminating in collaboration agreements signed with all three organizations in 2016. Aim to become not only capability, but also knowledge and advocacy partners. Some of global NGOs noted that Somalia is first country in which their organization has such an agreement with WFP – may set example
- Joint Resilience Strategy (2012) with UNICEF and FAO – at the time deliberately not framed as joint programme. No shared logframe or fundraising, but shared advocacy and coordination tool. Joint strategy results were evaluated in 2016 with overall positive findings, although evaluation did not address value added of joint modality
- Collaboration with UNHCR around impending closure of Dadaab Refugee Camp in Kenya

WFP Office New York – October 12 2016

A number of strategic WFP partnerships are executed through the WFP NYC Office. A new monitoring tool for the NYC office is in development that will better track the scope of NYC office partnerships, but to maintain it will require resource decisions.

Examples of partnerships and related results:

- Joint Resilience Strategy (2012) with UNICEF and FAO – at the time deliberately not framed as joint programme. No shared logframe or fundraising, but shared advocacy and coordination tool. Joint strategy results were evaluated in 2016 with overall positive findings, although evaluation did not address value added of joint modality
- The WFP NYC -UNICEF partnership in relation to Somalia exemplifies how to engage UN partnership in an on-going, time sensitive operational issue.
- The recent South Sudan emergency linked DKPO, WFP NYC, UNICEF and others in a timely emergency response that required more than information sharing.
- The WFP NYC response to the Ebola crisis- another example of going beyond "business as usual" to provide proactive partnership to improve the collective response.
- The very recent WFP/ UNF partnership to raise awareness of the hunger crisis in Malawi

- A new resource partnership is being built with an US-based faith based organization. In the past faith based bodies served primarily as capability partners

Regional Bureau Bangkok - 13 October 2016

There is a lack of awareness of the contents of the CPS and the regional engagement strategy has not yet been fully developed. Outside the context of the CPS, Partnership awareness and Partnership thinking are alive and well. The CPS will be more clearly implemented and reported on when significant resource commitments are made corporately.

Examples of partnerships and related results:

- Partnership with National Stats authority of Norway and national Stats agencies in Asia to include VAM indicators in national surveys: Governments get increased capacity to collect VAM data and baselines, WFP gets data beyond reach of its own surveys and increases awareness of VAM in host governments
- Major initiative by WFP to build ASEAN capacity to prepare for and respond to ASEAN disasters: an "ASEAN OCHA". WFP as a technical assistance and training partner to ASEAN on preparedness and logistics, positioning to become long-term strategic partner.
- Partnership with Massey University to deliver training and technical assistance since 2003 on "small area estimation" allowing combination of census and survey data to pinpoint pockets of poverty (World Bank) or malnutrition (WFP), no funding or agreement but partnership continues
- WFP as convener of a range of private sector, NGO and UN partners to tackle a technical issue leading to regional benefits for a knowledge partnership around Scaling Up Rice Fortification.

Regional Bureau Johannesburg – October 2016

The CPS not really known by majority of staff, although there is RBJ Strategic Partnership Action Plan, an M&E strategy seeking to Strengthen Partnerships for Monitoring, and a document listing priorities for RB which includes increased emphasis on strategic partnerships, trainings have also taken place, attended by a few staff. There can be no contribution to results since CPS not yet rolled out. Many (though not all) of the existing partnerships already taking steps toward less transactional, more partnering relationships.

Examples of partnerships and related results:

- RIASCO and FNSWG bring together nearly the full range of categories of partners as defined in CPS: host governments, regional organizations (like SADC), private sector, civil society/NGOs, UN system, IFIs
- The Emergency also puts in play most of the different types of partnerships: resource, knowledge, policy and governance, advocacy, and capability
- Availability of high caliber academic institutions already recognized as a potential set of partnerships providing knowledge, capability, and (human) resources (Wits, CLEAR Centre, U of Pretoria, UCT)

Egypt Country Office - October 20 2016

The CSP has not been rolled-out at the CO level - RBC has a draft Regional Partnership Strategy that is comprehensive and contextually relevant, but not shared yet at CO level. There is no direct connection between the CPS and to results and innovations observed but, in Egypt the Country Program 2013-2017

is in the spirit of the CPS. Staff seem to be intuitively aware of principles that make up good partnership. The CPS can provide a framework for partnerships, but may not specifically respond to strategic issues for this office.

Examples of partnerships and related results:

- **Climate Change Programming in Upper Egypt**: Multi-dimensional project to combat extreme poverty among farmers who face growing climate change consequences
- **Crop replacement – sorghum for maize**: Links to weather forecasting to give farmers advance notice of impending conditions
- **Capacity Development in Support of New National Policies**: School Feeding and Egypt "Zero Hunger" in particular, with multiple ministries involved.
- **Livelihood Support for Women at Risk:** Vocational and entrepreneurial training now combined with access to micro-finance to establish a viable business

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Honduras Country Office - September 2016

There is no plausible contribution of the CPS to results observed but, in Honduras, the Country Program 2012-2016 is firmly anchored around the key requirements and the partnerships principles described in the 2014 CPS. CO Honduras system and staffing are gradually strengthened to manage and report on partnership as per the CPS nomenclature. In Honduras, there are multiple examples of multi category, multi types of partnerships in the current Country Programme (2012-2016).

Examples of partnerships and related results:

- 3 year GoH / WFP / FAO partnership led to a school feeding law (alimentacion escolar) (policy/governance; advocacy)
- WFP / COPECO partnership led to 'Sistema nacional de gestion de riesgo' (knowledge).
- South-South Cooperation: GoH / Govt of Chile / WFP partnership aimed at boosting local production of bio-fortified maize and beans (knowledge / resource)
- Strong and triangulated evidence of strategic and synergistic partnerships within the UNCT. High degree of satisfaction amongst UNCT in regards to WFP's approach to partnership (FAO, UNICEF, UNFPA/ others) with UNDAF cited as a facilitating framework. Strategic partnerships between WFP / FAO / UNICEF / UNFPA (praised by GoH stakeholders, donors)
- FAO / WFP P4P partnerships supporting small-scale farmers through the productive chain, and joint visits between FAO, WFP and the RC on CERF project.

Annex 15   Partnerships in WFP Strategic Plans 2014-2017 and 2017-2021

Review Dimensions	WFP Strategic Plan 2014-2017	WFP Strategic Plan 2017-2021
SP Context	The SP maps what will be done by WFP to contribute to the global goals concerning risk reduction, breaking the cycle of hunger and realizing nutrition and sustainable food security, in line with the SG's Zero Hunger Challenge.	The SP is developed in light of the 2030 Agenda and Sustainable Development Goals, in particular SDG 2 on Zero Hunger and SDG 17 on Partnerships for the Goals.
Reference to partnerships with Rome Based Agencies and other UN Agencies	Partnership with Rome Based Agencies and other UN Agencies like OCHA and UNHCR mentioned.	Partnership with Rome Based Agencies in relation to SDGs and 2030 Agenda discussed in depth. Partnerships with other UN Agencies like OCHA, UNHCR and UNDS mentioned in relation to the 2030 Agenda.
Rationale for engaging in partnerships	Emphasizes the importance of partnerships in fulfilling WFP's Strategic Objectives, and addressing complex crises that cannot be addressed by a sole organization. Strategic partnerships with United Nations agencies, the private sector, NGOs, CSOs that can contribute to achieving the SOs will be prioritized.	Emphasizes the importance of effective partnerships in realizing sustainable development and the Strategic Goals, Objectives and Results outlined in the SP, as well as the 2030 Agenda and SDGs.
Explicit or implicit reference to the Corporate Partnership Strategy and/or to partnership principles	Corporate Partnership Strategy (2014-2017) not mentioned. However, some of the conceptual elements of the CPS are mentioned in passing. Partnership principles not explicitly mentioned.	WFP's commitment to partnerships as articulated in the Corporate Partnership Strategy (2014-2017) is mentioned. All partnership principles are explicitly mentioned. Furthermore, the 2017-2021 Strategic Plan includes a list of policies that have been replaced by new ones, and/or have potential gaps, and/or policies that need to be updated in the context of a new Strategic Plan. While the CPS is mentioned on this list, it is not specified which category the CPS falls under (replaced, has potential gaps and/or needs to be updated).

Review Dimensions	WFP Strategic Plan 2014-2017	WFP Strategic Plan 2017-2021
Partner groups explicitly or implicitly mentioned	Features private sector engagement, as well as partnerships with United Nations agencies, CSOs, governments, NGOs, etc.	Features private sector engagement, as well as partnerships with United Nations agencies, CSOs, governments, NGOs, etc. There is also an explicit connection between the SDGs and private sector engagement. Role of private sector discussed in more depth here.
Partnership-related goals, objectives and/or results	While there is no Strategic Objective (SO) specific to partnership, all four Strategic Objectives incorporate partnership as an important feature of its realization:	Specific Partnership related Strategic Goals, Strategic Objectives and Strategic Results:
	Working in partnership is an important feature of WFP's Strategic Objectives and its corresponding Goals: SO 1 – Save Lives and Protect Livelihoods in Emergencies: WFP will partner with FAO, UNHCR, UNICEF, OCHA and WHO, among others, to efficiently and quickly respond to emergencies. *Goal 1* – Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels: WFP will partner with others to assess needs and provide emergency nutrition interventions for those affected. *Goal 3* – Strengthen the capacity of governments and regional organizations and enable the international community to prepare for, assess and respond to shocks: WFP will work to strengthen its operational partnerships with regional and national disaster management organizations to share knowledge on contingency plans, early warning systems, etc. SO 2 – Support or Restore Food Security and Nutrition and Establish or Rebuild Livelihoods in Fragile Settings and Following Emergencies: WFP will partner to support programme concerning food and nutrition.	Partnership is an important feature of WFP's Strategic Goals, and accompanying Strategic Objectives and Strategic Results: Strategic Goal 1 – Support Countries to Achieve Zero Hunger: SO 1 – End Hunger by Protecting Access to Food: Partner with FAO, IFAD, OCHA, UNHCR, UNICEF, UNDP the World Bank, IFRC, the ICRC among others to contribute towards progress in achieving SDG 2. *Strategic Result 1* – Everyone has access to food. By 2030, all people, especially the poor and vulnerable, have access to sufficient, nutritious and safe food all year (SDG Target 2.1). SO 2 – Improve nutrition: WFP will partner and continue to engage with platforms like the SUN Movement and REACH. *Strategic Result 2* – No one suffers from malnutrition. By 2030 no one is malnourished, and by 2025, the internationally agreed targets on stunting and wasting in children are met (SDG Target 2.2).

Review Dimensions	WFP Strategic Plan 2014-2017	WFP Strategic Plan 2017-2021
	Goal 3 – Through food and nutrition assistance, support the safe, voluntary return, reintegration and resettlement of refugees and internally displaced persons: WFP will partner with others and work with governments and UNHCR to advocate for durable solutions for displaced peoples. SO 3 – Reduce Risk and Enable People, Communities and Countries to Meet their Own Food and Nutrition Needs: WFP will partner to assist vulnerable people in reducing and managing risk, strengthening self-resilience and resilience building. *Goal 1* – Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance: WFP will partner to help strengthen disaster risk management and support early action.	SO 3 – Achieve Food Security: Work with FAO, IFAD, amongst others to address hunger. *Strategic Result 3* – Smallholders have improved food security and nutrition through improved productivity and incomes. By 2030, smallholders' have higher incomes and greater productivity in 2015, supporting improved food security and nutrition (SDG Target 2.3). *Strategic Result 4* – Food systems are sustainable. By 2030, food systems are sustainable and utilize resilient practices that help maintain ecosystems; strengthen capacities for adaptation to climate change, extreme weather and disasters; and progressively improve land and soil quality (SDG Target 2.4). Strategic Goal 2 – Partner to support implementation of the SDGs SO 4 – Means of Implementation: supporting partnership-based initiatives to enhance capacities and improve coherence and integration of actions in line with the SDGs.
	Goal 2 – Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities: WFP will partner to reduce losses post-harvest and enhance agricultural productivity gains and promote economic opportunities. *Goal 3* – Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure and safety-net systems,	*Strategic result 5* – Developing countries have strengthened capacities to implement the SDGs. International support for capacity-strengthening, including through South-South and triangular cooperation, provides common services, improves implementation of national plans to achieve all the SDGs, especially through greater technology transfer, innovation, improved data collection and quality and knowledge sharing (SDG Target 17.9). *Strategic result 6* – Policies to support sustainable development are coherent. Policies on ending hunger and promoting sustainable development are coherent and

Review Dimensions	WFP Strategic Plan 2014-2017	WFP Strategic Plan 2017-2021
	including systems linked to local agricultural supply chains: WFP will partner to assist in strengthening national and local capacity to deploy and design safety net programmes. SO 4 – Reduce Under nutrition and Break the Intergenerational Cycle of Hunger: WFP will partner to support, advocate and implement nutrition programmes which are aligned with emerging scientific evidence, global goals, and national priorities. *Goal 1* – Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance: WFP will partner to advocate for national nutrition policies and programmes that are effective. *Goal 2* – Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families: WFP will partner to implement mother-and-child health nutrition and school feeding. *Goal 3* – Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality: WFP will partner to enhance national, local and partner capacity to develop, operate, monitor and scale up effective and gender-sensitive nutrition policies and programmes.	support collective efforts for sustainable development in all its dimensions (SDG Target 17.14): WFP will facilitate accountable and responsible partnerships for enhancing country capacities SO 5 – Partner for SDG Results *Strategic Result 7* – Developing countries access a range of financial resources for development investment. Additional financial resources from multiple sources are enabling developing countries to engage in sustained coherent action to achieve the SDGs (SDG Target 17.3). *Strategic Result 8* – Sharing of knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs. In humanitarian and other situations, when called on by partners, WFP provides common services, mobilizes and shares knowledge, expertise, technology and financial resources, including through South-South and triangular cooperation (SDG Target 17.16).

Annex 16   List of Reviewed Standard Project Reports (SPR)

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Afghanistan	200447	PRRO	Assistance to Address Food Insecurity and Under nutrition
2014	Algeria	200301	PRRO	Assistance to Refugees from Western Sahara
2014	Armenia	200558	EMOP	Emergency Food Assistance To Displaced Population Of Syria In Armenia
2014	Armenia	200128	DEV	Development of Sustainable School Feeding
2014	Bangladesh	200769	EMOP	Food assistance to flood affected people in Northern Bangladesh
2014	Bangladesh	200142	PRRO	Assistance to Refugees from Myanmar
2014	Bangladesh	200243	CP	Country Programme - Bangladesh (2012-2016)
2014	Bangladesh	200673	PRRO	Assistance to Refugees from Myanmar
2014	Benin	200045	DEV	Promotion of Sustainable School Feeding
2014	Bhutan	200300	DEV	Improving Rural Children's Access to Basic Education with a Focus on Primary Education
2014	Bolivia, Plurinational State of	200625	EMOP	EMOP-BOLIVIA- Assistance to Drought and Flood Affected Populations in Bolivia
2014	Bolivia, Plurinational State of	200381	CP	Country Programme - Bolivia (2013-2017)
2014	Bosnia and Herzegovina	200705	EMOP	IR-EMOP-BACO-EGRB-Response to Bosnia and Herzegovina Floods 2014
2014	Burkina Faso	200163	CP	Country Programme - Burkina Faso (2011-2015)
2014	Burkina Faso	200509	PRRO	PRRO Burkina Faso "Building Resilience and Reducing Malnutrition"

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Burundi	200678	EMOP	Emergency Assistance to Victims of Flooding
2014	Burundi	200119	CP	Country Programme Burundi (2011 - 2014)
2014	Burundi	200164	PRRO	Assistance to Refugees, Returnees and Vulnerable Food-Insecure Populations
2014	Burundi	200655	PRRO	Assistance to Refugees and Vulnerable Food-Insecure Populations
2014	Cambodia	200202	CP	Country Programme-Cambodia (2011-2016)
2014	Cameroon	200330	CP	Country Programme-Cameroon-(2013-2017)
2014	Cameroon	200552	PRRO	Improving the Nutritional Status and Rebuilding the livelihood of CAR Refugees and Host Population in Cameroon
2014	Cameroon	200679	EMOP	Food Assistance to newly arrived refugees from CAR
2014	Cape Verde	200283	DEV	Capacity Development to National School Feeding Programme.
2014	Central African Republic	200650	EMOP	Saving Lives and Protecting Livelihoods in the Central African Republic
2014	Central African Republic	200331	CP	Country Programme Central African Republic (2012 - 2016)
2014	Central African Republic	200689	EMOP	Food and Nutritional Assistance to CAR Refugees in East and Adamaoua Regions
2014	Central African Republic	200656	EMOP	IR-EMOP-CFCO-Armed Conflict in CAR
2014	Chad	200288	DEV	Support to Primary Education and Girls' Enrolment
2014	Chad	200289	PRRO	Targeted Food Assistance to Refugees and Vulnerable People Affected by Malnutrition and Recurrent Food Crises

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Chad	200672	EMOP	EMOP - Emergency Assistance to People Fleeing Conflict in Central African Republic
2014	Colombia	200148	PRRO	Integrated Approach to Address Food Insecurity among Highly Vulnerable Households Affected by Displacement and Violence in Colombia
2014	Congo	200144	DEV	Support to Primary Education in Cuvette, Lekoumou, Plateaux and Pool Regions
2014	Congo	200147	PRRO	Assistance to Congolese Refugees from the Democratic Republic of the Congo in the Likouala Province of the Republic of the Congo
2014	Congo	200211	DEV	Support to Republic of Congo Government for the Management of an Urban Safety-Net Programme in Selected Areas of Brazzaville and Pointe Noire
2014	Congo, The Democratic Republic of the	200540	PRRO	Targeted Food Assistance to Victims of Armed Conflicts and other Vulnerable Groups
2014	Cote d'Ivoire	200464	PRRO	Saving Lives and Livelihoods, Promoting Transition
2014	Cote d'Ivoire	200465	DEV	Support the Sustainable School Feeding Programme
2014	Cuba	105890	DEV	Support for the National Plan on the Prevention and Control of Anaemia in the Five Eastern Provinces of Cuba
2014	Cuba	200531	EMOP	Emergency Assistance to People Affected in Cuba by Hurricane Sandy in the provinces of Santiago de Cuba, Holguin and Guantanamo
2014	Djibouti	200293	PRRO	Assistance to Vulnerable Groups Including Refugees
2014	Djibouti	200498	DEV	Support for the National School Feeding Program
2014	Ecuador	200275	PRRO	Assistance to Refugees and Persons Affected by the Conflict in Colombia
2014	Egypt	200238	CP	Country Programme – Egypt (2013-2017) Leveraging National Capacity through Partnerships for Food and Nutrition Security
2014	Ethiopia	200253	CP	Country Programme-Ethiopia (2012-2015)

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Ethiopia	200290	PRRO	Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity
2014	Ethiopia	200365	PRRO	Food Assistance for Somali, Eritrean and Sudanese Refugees
2014	Gambia	200327	DEV	Establishing the Foundation for a Nationally-owned Sustainable School Feeding Program (2012-2016)
2014	Gambia	200557	PRRO	Targeted Food and Nutrition Assistance
2014	Ghana	200247	CP	Country Programme - Ghana (2012-2016)
2014	Ghana	200321	EMOP	Assistance to Ivorian Refugees in Ghana
2014	Ghana	200675	PRRO	Assistance to Ivorian Refugees in Ghana
2014	Guatemala	200031	CP	Country Programme - Guatemala (2010-2014)
2014	Guinea	105530	PRRO	Post-Conflict Transition in Forest Guinea Region
2014	Guinea	200326	CP	Country Programme - Guinea (2013-2017)
2014	Guinea	200687	PRRO	Enhancing Food and Nutrition Security of vulnerable groups affected by shocks in the Forest Guinea region
2014	Guinea	200698	EMOP	Assistance to Food Secure Ebola Victims, Households and Communities in Forest Guinea
2014	Guinea-Bissau	200526	PRRO	Food and nutrition assistance and building resilience of vulnerable population affected by the post election crisis in Guinea Bissau
2014	Haiti	108440	PRRO	Food Assistance for Vulnerable Groups Exposed to Recurrent Shocks
2014	Haiti	200150	DEV	Assistance to the National School Feeding Programme in Haiti
2014	Haiti	200618	PRRO	PRRO-Haiti-Strengthening Emergency Preparedness and Resilience in Haiti
2014	Honduras	200240	CP	Country Programme - Honduras (2012-2016)
2014	India	105730	CP	Country Programme - India (2008-2014)
2014	Indonesia	200245	CP	Country Programme - Indonesia (2012-2015)

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Iran, Islamic Republic of	200310	PRRO	Food Assistance and Education Incentive for Afghan and Iraqi Refugees in the Islamic Republic of Iran
2014	Iraq	200035	PRRO	Support to Vulnerable Groups
2014	Iraq	200677	EMOP	Emergency Assistance to Populations Affected by the Iraq Crisis
2014	Iraq	200663	EMOP	Emergency Food Assistance for IDPs in Iraq as a Result of the Fighting in Falluja and Ramadi
2014	Iraq	200729	EMOP	Emergency Food Assistance for IDPs in IRAQ as a Result of the Fighting in Mosul City, Ninewa Governorate
2014	Jordan	200478	DEV	Jordan Development Operation to Support for the National School Feeding Programme
2014	Jordan	200537	PRRO	Assistance to the food insecure and vulnerable Jordanians affected by the protracted economic crisis aggravated by the Syrian conflict
2014	Kenya	106680	CP	Country Programme - Kenya (2009-2014)
2014	Kenya	200174	PRRO	Food Assistance to Refugees
2014	Kenya	200294	PRRO	Protecting & Rebuilding Livelihoods in Arid and Semi-Arid Areas
2014	Kenya	200680	CP	Country-Programme-Kenya (2014-2018)
2014	Kenya	200656	EMOP	Assistance to people affected by fighting in South Sudan
2014	Kyrgyzstan	200036	PRRO	Support to Food Insecure Households
2014	Kyrgyzstan	200176	DEV	Optimising Primary School Meals Programme in Kyrgyz Republic
2014	Kyrgyzstan	200662	DEV	Support to National Productive Safety Nets and Longer-Term Community Resilience
2014	Lao People's Democratic Republic	200242	CP	Country Programme Laos (2012-2015)

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Latin America and Caribbean Bureau	200141	DEV	School Feeding Capacity Development Project for Latin America and the Caribbean Region
2014	Latin America and Caribbean Bureau	200490	PRRO	Restoring Food Security and Livelihoods through Assistance for Vulnerable Groups Affected by Recurrent Shocks in El Salvador, Guatem ala, Honduras and Nicaragua
2014	Lesotho	200199	DEV	School Meals Programme
2014	Lesotho	200369	CP	Country Programme- Lesotho (2013-2017)
2014	Liberia	200395	CP	CP-LRCO-(2013-2017)
2014	Liberia	200550	PRRO	Food Assistance for Refugees and Vulnerable Host Populations
2014	Liberia	200758	EMOP	IR-EMOP for Ebola Affected Population in Liberia
2014	Madagascar	103400	CP	Country Programme – Madagascar (2005-2014)
2014	Madagascar	200065	PRRO	Response to Recurrent Natural Disasters and Seasonal Food Insecurity in Madagascar
2014	Malawi	200287	CP	Country Programme-Malawi (2012-2016)
2014	Malawi	200460	PRRO	Food Assistance to Refugees in Malawi
2014	Malawi	200608	EMOP	Targeted Relief Food Assistance to Vulnerable Population Affected by Natural Disasters
2014	Malawi	200692	PRRO	Responding to Humanitarian Needs and Strengthening Resilience
2014	Mali	105830	CP	Country Programme - Mali (2008-2015)
2014	Mali	200525	EMOP	Assistance for crisis-affected populations in Mali: internally displaced people, host families and fragile communities
2014	Mauritania	200251	CP	Country Programme Mauritania (2012-2016)

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Mauritania	200474	PRRO	Improving life conditions of populations affected by the 2012 food and nutritional crisis in Mauritania.
2014	Mauritania	200640	PRRO	Protecting livelihoods, reducing undernutrition, and building resilience through safety nets, asset creation and skills development
2014	Middle East and East Europe Bureau	200433	EMOP	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq, Turkey, and Egypt Affected by Conflict in Syria
2014	Morocco	200494	DEV	Capacity Development and Support for the National School Feeding Programme
2014	Mozambique	200286	CP	Country Programme - Mozambique (2012-2015)
2014	Mozambique	200355	PRRO	Assistance to Vulnerable Groups and Disaster Affected Populations in Mozambique
2014	Myanmar	200299	PRRO	Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable
2014	Nepal	200136	PRRO	Food Assistance to Refugees from Bhutan
2014	Nepal	200319	CP	Country Programme Nepal (2013-2017)
2014	Nepal	200768	EMOP	Emergency Food Assistance for Flood-Affected People in Mid-Western Nepal
2014	Nepal	200763	EMOP	Food Assistance for Flood-Affected People in Mid-Western Region
2014	Nicaragua	200434	CP	Country Programme - Nicaragua (2013-2018)
2014	Niger	200583	PRRO	Enhancing the resilience of chronically vulnerable populations in Niger
2014	Noth Africa, Middle East, ECA Region	200257	EMOP	Food Assistance to Vulnerable Populations Affected by Conflict
2014	Noth Africa, Middle East, ECA Region	200443	EMOP	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq, Turkey, and Egypt Affected by Conflict in Syria

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Pakistan	200250	PRRO	Enhancing Food and Nutrition Security and Rebuilding Social Cohesion
2014	Palestine, State of	200037	PRRO	Targeted Food Assistance to Support Vulnerable and Marginalized Groups and Enhance Livelihoods in the West Bank
2014	Palestine, State of	200298	EMOP	Emergency Food Assistance to the Non- refugee Population in the Gaza Strip
2014	Paraguay	200748	EMOP	Immediate Emergency response to flood victims in Paraguay
2014	Philippines	200296	PRRO	Support for Returnees and other Conflict-Affected Households in Central Mindanao, and National Capacity Development in Disaster Preparedness and Response
2014	Philippines	200631	EMOP	Assistance to the people affected by the super typhoon Haiyan
2014	Philippines	200801	EMOP	Immediate response to people affected by Typhoon Hagupit
2014	Republic of South Sudan	200572	PRRO	Food and Nutrition Assistance for Relief and Recovery, Supporting Transition and Enhancing Capabilities to Ensure Sustainable Hunger Solutions in South Sudan
2014	Republic of South Sudan	200658	EMOP	Emergency Operation in Response to Conflict in South Sudan
2014	Republic of South Sudan	200659	EMOP	Emergency Operation in Response to Conflict in South Sudan
2014	Republic of South Sudan	200597	EMOP	Food assistance to vulnerable populations affected by conflicts and natural disasters
2014	Rwanda	200343	PRRO	Food and Safety Net Assistance to Refugee Camp Residents and Returning Rwandan Refugees
2014	Rwanda	200539	CP	CP-Rwanda-(2013-2018)
2014	Sao Tome and Principe	200295	DEV	Transitioning Towards a Nationally-Owned School Feeding and Health Programme in Sao Tome and Principe (2012-2016)
2014	Senegal	200138	PRRO	Assistance to Conflict-Affected in the Casamance Naturelle and other Communities Impacted by Production Deficits

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Senegal	200249	CP	Country Programme Senegal (2012-2016)
2014	Serbia	200704	EMOP	Response to Serbia Floods 2014
2014	Sierra Leone	200336	CP	Country Programme - Sierra Leone (2013-2014)
2014	Sierra Leone	200749	EMOP	IMMEDIATE RESPONSE EMERGENCY OPERATION Sierra Leone: Assistance to Food insecure Ebola Victims, Households and Communities and hospitals and affected areas in Sierra Leone
2014	Somalia	200443	PRRO	Strengthening Food and Nutrition Security and Enhancing Resilience
2014	Sri Lanka	200452	PRRO	Supporting Relief and Recovery in Former Conflict- Affected Areas
2014	Swaziland	200353	DEV	Food by Prescription
2014	Swaziland	200422	DEV	Assistance to Orphaned and Vulnerable Children at NCPs and Schools
2014	Swaziland	200508	DEV	Support to Community-Based Volunteer Caregivers of Children Affected by HIV and AIDS
2014	Syrian Arab Republic	200339	EMOP	Emergency Food Assistance to People Affected by Unrest in Syria
2014	Tajikistan	200120	DEV	Supporting Access to Education for Vulnerable Children
2014	Tajikistan	200122	PRRO	Restoring Sustainable Livelihoods for Food-Insecure People
2014	Tajikistan	200173	DEV	Support for Tuberculosis Patients and their Families
2014	Tanzania, United Republic of	200200	CP	Country Programme - Tanzania (2011-2015)
2014	Tanzania, United Republic of	200325	PRRO	Food Assistance to Refugees in North-Western Tanzania

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Tanzania, United Republic of	200603	PRRO	Food Assistance to Refugees in North- Western Tanzania
2014	Timor-Leste	200185	CP	Country Programme - Timor Leste (2011-2014)
2014	Togo	200304	DEV	Community - Based School Feeding Programme in Togo
2014	Tunisia	200493	DEV	Capacity Development in the Framework of the School Feeding Programme
2014	Uganda	108070	DEV	Supporting Government-Led Initiatives to Address Hunger in Uganda
2014	Uganda	200429	PRRO	Stabilizing Food Consumption and Reducing Acute Malnutrition among Refugees and Extremely Vulnerable Households
2014	Uganda	200653	EMOP	IR-EMOP to ensure Uganda response capacity to respond to South Sudan Refugee Influx- Civil Strife Dec 2013
2014	Ukraine	200765	EMOP	Assistance to the Civilians Affected by the Conflict in Eastern Ukraine
2014	Ukraine	200759	EMOP	Response to Ukraine Conflict 2014
2014	West Africa Bureau	200438	EMOP	Assistance to Refugees and Internally Displaced Persons Affected by Insecurity in Mali
2014	West Africa Bureau	200761	EMOP	Support to Populations in Areas Affected by the Ebola Outbreak in Guinea, Liberia, and Sierra Leone
2014	Yemen	200305	PRRO	Relief food assistance to refugees in Yemen
2014	Yemen	200432	DEV	Food for Education
2014	Yemen	200451	EMOP	Emergency Food and Nutrition Support to Food Insecure and Conflict-Affected People.
2014	Yemen	200636	PRRO	Safeguarding Lives, Improving Food Security and Nutrition, and Building Resilience
2014	Zambia	200157	CP	Country Programme - Zambia (2011-2015)

Reporting Year	Recipient	Project Number	Project Type	Project Title
2014	Zimbabwe	200453	PRRO	Responding to Humanitarian Needs and Strengthening Resilience to Food Insecurity
2015	Afghanistan	200447	PRRO	Assistance to Address Food Insecurity and Undernutrition
2015	Algeria	200301	PRRO	Assistance to Refugees from Western Sahara
2015	Armenia	200128	DEV	Development of Sustainable School Feeding
2015	Bangladesh	200243	CP	Country Programme - Bangladesh (2012-2016)
2015	Bangladesh	200673	PRRO	Assistance to Refugees from Myanmar
2015	Bangladesh	200896	EMOP	Food Assistance to Flood Affected People in South-East Bangladesh
2015	Benin	200045	DEV	Promotion of Sustainable School Feeding
2015	Benin	200721	CP	COUNTRY PROGRAMME BENIN 200721
2015	Bhutan	200300	DEV	Improving Rural Children's Access to Basic Education with a Focus on Primary Education
2015	Bolivia, Plurinational State of	200381	CP	Country Programme - Bolivia (2013-2017)
2015	Bolivia, Plurinational State of	200902	EMOP	IR-EMOP-BOCO-Emergency response to flood-affected families in Northern Santa Cruz
2015	Bolivia, Plurinational State of	200917	EMOP	Special Preparedness Activity in Bolivia to improve preparedness capacities
2015	Burkina Faso	200163	CP	Country Programme - Burkina Faso (2011-2015)
2015	Burkina Faso	200509	PRRO	PRRO Burkina Faso "Building Resilience and Reducing Malnutrition"
2015	Burkina Faso	200793	PRRO	PRRO-BFCO-2015 Dev.Resilience and Fight.Malnutrition July 2015-July 2017
2015	Burundi	200119	CP	Country Programme Burundi (2011 - 2014)

Reporting Year	Recipient	Project Number	Project Type	Project Title
2015	Burundi	200655	PRRO	Assistance to Refugees and Vulnerable Food-Insecure Populations
2015	Cambodia	200202	CP	Country Programme-Cambodia (2011-2016)
2015	Cameroon	200330	CP	Country Programme-Cameroon-(2013-2017)
2015	Cameroon	200552	PRRO	Improving the Nutritional Status and Rebuilding the livelihood of CAR Refugees and Host Population in Cameroon
2015	Cameroon	200689	EMOP	Food and Nutritional Assistance to Central African Refugees in East and Adamaoua regions
2015	Chad	200288	DEV	Support to Primary Education and Girls' Enrolment
2015	Chad	200713	PRRO	PRRO-TDCO-Targeted Food Assistance to Refugees and Vulnerable People Affected by Malnutrition and Recurrent Food Crises
2015	Colombia	200148	PRRO	Integrated Approach to Address Food Insecurity among Highly Vulnerable Households Affected by Displacement and Violence in Colombia
2015	Colombia	200708	PRRO	Supporting peace efforts in Colombia: food assistance for people affected by and recovering from conflict
2015	Congo	200147	PRRO	Assistance to Congolese Refugees from the Democratic Republic of the Congo in the Likouala Province of the Republic of the Congo
2015	Congo	200648	CP	Country Programme Congo
2015	Congo, The Democratic Republic of the	200540	PRRO	Targeted Food Assistance to Victims of Armed Conflicts and other Vulnerable Groups
2015	Cote d'Ivoire	200464	PRRO	Saving Lives and Livelihoods, Promoting Transition
2015	Cote d'Ivoire	200465	DEV	Support the Sustainable School Feeding Programme
2015	Cuba	200703	CP	Country Programme - Cuba (2015-2018)
2015	Djibouti	200293	PRRO	Assistance to Vulnerable Groups Including Refugees

Reporting Year	Recipient	Project Number	Project Type	Project Title
2015	Djibouti	200498	DEV	Support for the National School Feeding Program
2015	Djibouti	200824	PRRO	Food Assistance For Vulnerable Groups and Refugees
2015	Ecuador	200701	PRRO	Integration of Refugees and Persons Affected by the Conflict in Colombia
2015	Egypt	200238	CP	Country Programme – Egypt (2013-2017) Leveraging National Capacity through Partnerships for Food and Nutrition Security
2015	Egypt	200835	EMOP	Assistance to Egyptian returnees from Libya
2015	Ethiopia	200253	CP	Country Programme-Ethiopia (2012-2015)
2015	Ethiopia	200290	PRRO	Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity
2015	Ethiopia	200365	PRRO	Food Assistance for Somali, Eritrean and Sudanese Refugees
2015	Ethiopia	200700	PRRO	Assistance to Refugees
2015	Ethiopia	200712	PRRO	Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity
2015	Gambia	200327	DEV	Establishing the Foundation for a Nationally-owned Sustainable School Feeding Program (2012-2016)
2015	Gambia	200557	PRRO	Targeted Food and Nutrition Assistance
2015	Ghana	200247	CP	Country Programme - Ghana (2012-2016)
2015	Ghana	200675	PRRO	Assistance to Ivorian Refugees in Ghana
2015	Greece	200899	EMOP	Assistance to Refugees and Migrants in Greece
2015	Guatemala	200641	CP	Country Programme CP 200641
2015	Guinea	200326	CP	Country Programme - Guinea (2013-2017)
2015	Guinea	200687	PRRO	Enhancing Food and Nutrition Security of vulnerable groups affected by shocks in the Forest Guinea region
2015	Guinea-Bissau	200526	PRRO	Food and nutrition assistance and building resilience of vulnerable population affected by the post election crisis in Guinea Bissau

Reporting Year	Recipient	Project Number	Project Type	Project Title
2015	Haiti	200150	DEV	Assistance to the National School Feeding Programme in Haiti
2015	Haiti	200618	PRRO	PRRO-Haiti-Strengthening Emergency Preparedness and Resilience in Haiti
2015	Haiti	200922	EMOP	Emergency Food Assistance in Haiti
2015	Honduras	200240	CP	Country Programme - Honduras (2012-2016)
2015	Indonesia	200245	CP	Country Programme - Indonesia (2012-2015)
2015	Iran, Islamic Republic of	200310	PRRO	Food Assistance and Education Incentive for Afghan and Iraqi Refugees in the Islamic Republic of Iran
2015	Iraq	200035	PRRO	Support to Vulnerable Groups
2015	Iraq	200677	EMOP	Emergency Assistance to Populations Affected by the Iraq Crisis
2015	Jordan	200478	DEV	Jordan Development Operation to Support for the National School Feeding Programme
2015	Jordan	200537	PRRO	Assistance to the food insecure and vulnerable Jordanians affected by the protracted economic crisis aggravated by the Syrian conflict
2015	Kenya	200174	PRRO	Food Assistance to Refugees
2015	Kenya	200294	PRRO	Protecting & Rebuilding Livelihoods in Arid and Semi-Arid Areas
2015	Kenya	200680	CP	Country-Programme-Kenya (2014-2018)
2015	Kenya	200736	PRRO	Bridging Relief and Resilience in the Arid and Semi-Arid Lands
2015	Kenya	200737	PRRO	Food Assistance to Refugees
2015	Korea, Democratic People's Republic of	200532	PRRO	Nutrition support for Children and Women in DPRK
2015	Kyrgyzstan	200176	DEV	Optimising Primary School Meals Programme in Kyrgyz Republic

Reporting Year	Recipient	Project Number	Project Type	Project Title
2015	Kyrgyzstan	200662	DEV	Support to National Productive Safety Nets and Longer-Term Community Resilience
2015	Lao People's Democratic Republic	200242	CP	Country Programme Laos (2012-2015)
2015	Latin America and Caribbean Bureau	200490	PRRO	Restoring Food Security and Livelihoods through Assistance for Vulnerable Groups Affected by Recurrent Shocks in El Salvador, Guatem ala, Honduras and Nicaragua
2015	Lesotho	200199	DEV	School Meals Programme
2015	Lesotho	200369	CP	Country Programme- Lesotho (2013-2017)
2015	Liberia	200395	CP	CP-LRCO-(2013-2017)
2015	Liberia	200550	PRRO	Food Assistance for Refugees and Vulnerable Host Populations
2015	Madagascar	103400	CP	Country Programme – Madagascar (2005-2014)
2015	Madagascar	200733	CP	Country Programme Madagascar 200733
2015	Madagascar	200735	PRRO	Response to food security and nutrition needs of population affected by natural disasters and resilience building of food insecure communities of south-western, southern and southeastern regions of Madagascar
2015	Malawi	200287	CP	Country Programme-Malawi (2012-2016)
2015	Malawi	200460	PRRO	Food Assistance to Refugees in Malawi
2015	Malawi	200692	PRRO	Responding to Humanitarian Needs and Strengthening Resilience
2015	Mali	105830	CP	Country Programme - Mali (2008-2015)
2015	Mali	200719	PRRO	Saving Lives, Reducing Malnutrition and Rebuilding Livelihoods

Reporting Year	Recipient	Project Number	Project Type	Project Title
2015	Mauritania	200251	CP	Country Programme Mauritania (2012-2016)
2015	Mauritania	200640	PRRO	Protecting livelihoods, reducing undernutrition, and building resilience through safety nets, asset creation and skills development
2015	Morocco	200494	DEV	Capacity Development and Support for the National School Feeding Programme
2015	Mozambique	200286	CP	Country Programme - Mozambique (2012-2015)
2015	Mozambique	200355	PRRO	Assistance to Vulnerable Groups and Disaster Affected Populations in Mozambique
2015	Myanmar	200299	PRRO	Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable
2015	Nepal	200319	CP	Country Programme Nepal (2013-2017)
2015	Nepal	200787	PRRO	Food Assistance to Refugees from Bhutan in Nepal
2015	Nepal	200668	EMOP	EMOP-THRB-Corporate Response EMOP Facility Emergency Food Assistance to Populations Affected by Earthquake in Nepal
2015	Nepal	200768	EMOP	Emergency Food Assistance for Flood-Affected People in Mid-Western Nepal
2015	Nicaragua	200434	CP	Country Programme - Nicaragua (2013-2018)
2015	Niger	200583	PRRO	Enhancing the resilience of chronically vulnerable populations in Niger
2015	Pacific Region	200889	EMOP	WFP Support for Response Preparedness in Pacific Island Countries
2015	Pakistan	200250	PRRO	Enhancing Food and Nutrition Security and Rebuilding Social Cohesion
2015	Palestine, State of	200709	PRRO	Food Assistance for the Food-Insecure Population in the West Bank and Gaza Strip.
2015	Paraguay	200918	EMOP	Special Preparedness Activity in Paraguay to improve Preparedness and Response Capacity
2015	Peru	200921	EMOP	Special Preparedness Activity in Peru to improve preparedness measures for the possible emergencies triggered by the phenomenon El Niño in the northern departments of Peru (Tumbes Piura Loreto and La Libertad)

Reporting Year	Recipient	Project Number	Project Type	Project Title
2015	Philippines	200296	PRRO	Support for Returnees and other Conflict-Affected Households in Central Mindanao, and National Capacity Development in Disaster Preparedness and Response
2015	Philippines	200743	PRRO	Enhancing the Resilience of Communities and Government Systems in Regions Affected by Conflict and Disaster
2015	Republic of South Sudan	200572	PRRO	Food and Nutrition Assistance for Relief and Recovery, Supporting Transition and Enhancing Capabilities to Ensure Sustainable Hunger Solutions in South Sudan
2015	Republic of South Sudan	200859	EMOP	Emergency Operation in Response to Conflict in South Sudan
2015	Rwanda	200539	CP	CP-Rwanda-(2013-2018)
2015	Rwanda	200744	PRRO	Food and Safety Net Assistance to Refugee Camp Residents and Returning Rwandan Refugees.
2015	Sao Tome and Principe	200295	DEV	Transitioning Towards a Nationally-Owned School Feeding and Health Programme in Sao Tome and Principe (2012-2016)
2015	Senegal	200249	CP	Country Programme Senegal (2012-2016)
2015	Senegal	200681	PRRO	Protecting lives and promoting resilience of food insecure communities including conflict affected Casamance
2015	Sierra Leone	200336	CP	Country Programme - Sierra Leone (2013-2014)
2015	Somalia	200443	PRRO	Strengthening Food and Nutrition Security and Enhancing Resilience
2015	Southern Africa	200908	EMOP	Regional El-Nino Preparedness for Southern Africa
2015	Sri Lanka	200452	PRRO	Supporting Relief and Recovery in Former Conflict- Affected Areas
2015	Sudan	200597	EMOP	Food assistance to vulnerable populations affected by conflicts and natural disasters
2015	Sudan	200808	PRRO	Support for Food Security and Nutrition for Conflict-Affected and Chronically Vulnerable Populations

Reporting Year	Recipient	Project Number	Project Type	Project Title
2015	Swaziland	200353	DEV	Food by Prescription
2015	Swaziland	200422	DEV	Assistance to Orphaned and Vulnerable Children at NCPs and Schools
2015	Swaziland	200508	DEV	Support to Community-Based Volunteer Caregivers of Children Affected by HIV and AIDS
2015	Syrian Arab Republic	200339	EMOP	Emergency Food Assistance to People Affected by Unrest in Syria
2015	Tajikistan	200120	DEV	Supporting Access to Education for Vulnerable Children
2015	Tajikistan	200122	PRRO	Restoring Sustainable Livelihoods for Food-Insecure People
2015	Tajikistan	200173	DEV	Support for Tuberculosis Patients and their Families
2015	Tajikistan	200897	EMOP	Assistance to Populations Isolated and/or Deprived of Their Livelihoods due to Sudden and Massive Mudflows
2015	Tanzania, United Republic of	200200	CP	Country Programme - Tanzania (2011-2015)
2015	Tanzania, United Republic of	200603	PRRO	Food Assistance to Refugees in North- Western Tanzania
2015	Timor-Leste	200770	DEV	Capacity Development for Health and Nutrition
2015	Togo	200304	DEV	Community - Based School Feeding Programme in Togo
2015	Uganda	108070	DEV	Supporting Government-Led Initiatives to Address Hunger in Uganda
2015	Uganda	200429	PRRO	Stabilizing Food Consumption and Reducing Acute Malnutrition among Refugees and Extremely Vulnerable Households
2015	Ukraine	200765	EMOP	Assistance to the Civilians Affected by the Conflict in Eastern Ukraine
2015	Yemen	200305	PRRO	Relief food assistance to refugees in Yemen

Reporting Year	Recipient	Project Number	Project Type	Project Title
2015	Yemen	200636	PRRO	Safeguarding Lives, Improving Food Security and Nutrition, and Building Resilience
2015	Yemen	200890	EMOP	Emergency Food Assistance to the Food Insecure and Conflict-Affected people in Yemen
2015	Zambia	200911	EMOP	Increased Monitoring Systems in Anticipation of El-Nino Impact in 2016 in Zambia
2015	Zambia	200157	CP	Country Programme - Zambia (2011-2015)
2015	Zimbabwe	200453	PRRO	Responding to Humanitarian Needs and Strengthening Resilience to Food Insecurity

Annex 17   Mapping of Findings, Conclusions and Recommendations

Recommendation	Related Findings	Related Conclusions
1. By the end of 2017, the IRM steering committee should finalize a costed action plan for implementing the partnership pillar of the Strategic Plan (2017–2021) that builds on the principles outlined in the CPS, clearly identifies major milestones by unit and is aligned with the Corporate Results Framework (2017–2021).	Finding 1: The CPS outlines a clear partnership vision for WFP. However, this vision and related expectations of 'good' partnering behavior have not yet been widely communicated to WFP staff and partners. Finding 3: While the CPS provides a definition of 'partnership', the term is still used inconsistently by WFP staff. Finding 7: While the CPS remains relevant in light of WFP's partnership-related commitments at the time of its approval, it does not reflect recent developments in the agency's external contexts, which have shaped WFP's partnership vision as outlined in the Strategic Plan 2017-2021 and other elements of the Integrated Roadmap. Finding 8: (...) the views of WFP staff on the Strategy's relevance to their work vary considerably. Finding 11: CPS roll-out at the level of Regional Bureaus is taking longer than anticipated, and it is not yet clear when or how the RBs will support the engagement with partners at the country level as is called for in the CPS. Finding 12: Since 2014, WFP has made progress in integrating partnership into evolving corporate policies, systems and tools, albeit to varying degrees. Finding 15: While in most cases not directly influenced by the CPS, actual partnering practices in WFP (...).	**Conclusion 1:** The CPS includes a clear partnership vision but several of the conditions for successful CPS implementation are not yet fully in place **Conclusion 3**: Commensurate with limited financial resources allocated to CPS implementation, the Partnership, Governance and Advocacy Department has focused on laying the foundations for change, such as creating PGC and developing a repository of partnership tools. The minimal investment made is now, however, incongruent with WFP's aspirational commitment to partnering under the IRM. **Conclusion 4**: WFP is making progress towards three of the five envisaged results outlined in the Strategy despite the lack of broad awareness of the CPS itself among staff.

Recommendation	Related Findings	Related Conclusions
	Finding 17: While most consulted groups of WFP partners described their relationship with WFP as being generally consistent with the partnership principles outlined in the CPS, some criticized aspects of WFP's partnering behavior. Finding 18: Since 2014, the global, regional and country level environments where WFP works have changed, thereby requiring new partnership modalities. Finding 19: Some UN agencies view WFP as a competitor in countries where food assistance is no longer required and where WFP is providing capacity strengthening support to governmental institutions. Finding 23: Effective implementation of the CPS is hampered by inconsistent and narrow ownership of the strategy, and by a related accountability vacuum. Finding 24: Financial resources for CPS implementation have constituted an investment that is incongruent with the internal and external challenges to fulfilling WFP's aspirational commitment to partnering under the IRM.	There is room for improvement in ensuring that existing guidance tools on partnering are disseminated and used, and that data collection, analysis and reporting on partnerships is further strengthened including in relation to capturing intelligence on partnership transaction costs. **Conclusion 5**: WFP partnership practices are both positively and negatively affected by a variety of internal and external factors. There remains considerable scope for increased impact of the CPS.

Recommendation	Related Findings	Related Conclusions
2. WFP should immediately include the development of a partnership action plan as a mandatory component of each country strategic plan and interim country strategic plan, with resources allocated to partnering activities in country portfolio budgets.	Finding 8: The CPS filled a gap in WFP's strategic framework, but the views of WFP staff on the Strategy's relevance to their work vary considerably Finding 11: CPS roll-out at the level of Regional Bureaus is taking longer than anticipated and it is not yet clear when or how the RBs will support the engagement with partners at the country level as is called for in the CPS. Finding 15: While in most cases not directly influenced by the CPS, actual partnering practices in WFP (...). Finding 23: Effective implementation of the CPS is hampered by inconsistent and narrow ownership of the strategy, and by a related accountability vacuum. Finding 24: Financial resources for CPS implementation have constituted an investment that is incongruent with the internal and external challenges to fulfilling WFP's aspirational commitment to partnering under the IRM.	**Conclusion 1**: The CPS includes a clear partnership vision but several of the conditions for successful CPS implementation are not yet fully in place. **Conclusion 3:** Commensurate with limited financial resources allocated to CPS implementation, the Partnership, Governance and Advocacy Department has focused on laying the foundations for change, such as creating PGC and developing a repository of partnership tools. The minimal investment made is now, however, incongruent with WFP's aspirational commitment to partnering under the IRM. **Conclusion 4**: WFP is making progress towards three of the five envisaged results outlined in the Strategy despite the lack of broad awareness of the CPS itself among staff. There is room for improvement in ensuring that existing guidance tools on partnering are disseminated and used, and that data collection, analysis and reporting on partnerships is further strengthened including in relation to capturing intelligence on partnership transaction costs.

Recommendation	Related Findings	Related Conclusions
3. By the end of 2017, WFP should update guidance and revise or develop practical tools that enable staff to engage in a broad range of partnerships, including long-term, multi-functional and non-commodity-based partnerships.	Finding 25: WFP's corporate culture and legal frameworks still tend to be delivery and short-term focused; as such, the organizational context does not constitute an enabling environment for partnering.	**Conclusion 5**: WFP partnership practices are both positively and negatively affected by a variety of internal and external factors. There remains considerable scope for increased impact of the CPS.

Recommendation	Related Findings	Related Conclusions
4. By June 2018, the Partnership, Governance and Advocacy Department should assist country offices and regional bureaux in strengthening their partnering skills by developing guidance on the preparation of country-level partnership action plans, working with regional bureaux to prepare and roll out context-specific country-level partnership training modules, and developing tools for partnership-related knowledge management and dissemination.	Finding 3: While the CPS provides a definition of 'partnership', the term is still used inconsistently by WFP staff. Finding 7: While the CPS remains relevant in light of WFP's partnership-related commitments at the time of its approval, it does not reflect recent developments in the agency's external contexts, which have shaped WFP's partnership vision as outlined in the Strategic Plan 2017-2021 and other elements of the Integrated Roadmap. Finding 10: PGC has produced and posted a range of high quality guidelines and tools on partnerships and partnership management. To date, however, these resources have been primarily accessed by HQ staff. Finding 11: CPS roll-out at the level of Regional Bureaus is taking longer than anticipated and it is not yet clear when or how the RBs will support the engagement with partners at the country level as is called for in the CPS. Finding 26: Despite the noted progress in monitoring and reporting, available intelligence on partners and partnerships is still only partially complete, and there remains a gap in comprehensively analyzing the effectiveness, efficiency or innovation of partnering across the organization. Finding 27: WFP staff indicated the need to further enhance their partnership-related knowledge and skills, especially in relation to strengthening national partner capacities and partnering with the private sector.	**Conclusion 1**: The CPS includes a clear partnership vision but several of the conditions for successful CPS implementation are not yet fully in place. **Conclusion 3:** Commensurate with limited financial resources allocated to CPS implementation, the Partnership, Governance and Advocacy Department has focused on laying the foundations for change, such as creating PGC and developing a repository of partnership tools. The minimal investment made is now, however, incongruent with WFP's aspirational commitment to partnering under the IRM. **Conclusion 4**: WFP is making progress towards three of the five envisaged results outlined in the Strategy despite the lack of broad awareness of the CPS itself among staff. There is room for improvement in ensuring that existing guidance tools on partnering are disseminated and used, and that data collection, analysis and reporting on partnerships is further strengthened including in relation to capturing intelligence on partnership transaction costs.

Recommendation	Related Findings	Related Conclusions
5. By the end of 2018, WFP should strengthen its systems for capturing qualitative data on partnering and develop templates that include a requirement to report on the effectiveness, efficiency and innovative nature of partnerships.	Finding 14: WFP has strengthened its data collection and reporting on partnerships from different perspectives. Finding 16: Effective partnering enhances the reach and/or quality of WFP's and its partners' programming. Where such synergies are evident, the benefits of partnering are perceived to outweigh related transaction costs. There is no systematic approach, however, to assessing cost-efficiencies deriving from partnering. Finding 26: Despite the noted progress in monitoring and reporting, available intelligence on partners and partnerships is still only partially complete, and there remains a gap in comprehensively analyzing the effectiveness, efficiency or innovation of partnering across the organization.	**Conclusion 1**: WFP is making progress towards three of the five envisaged results outlined in the Strategy despite the lack of broad awareness of the CPS itself among staff. There is room for improvement in ensuring that existing guidance tools on partnering are disseminated and used, and that data collection, analysis and reporting on partnerships is further strengthened including in relation to capturing intelligence on partnership transaction costs.
6. By the end of 2018, WFP should ensure that prioritized partnership agreements with United Nations agencies, international and national NGOs, private-sector actors, international and regional financial institutions, regional economic organizations have been revised to support the partnership pillar of the Strategic Plan (2017–2021).	Finding 19: Some UN agencies view WFP as a competitor in countries where food assistance is no longer required and where WFP is providing capacity strengthening support to governmental institutions. Finding 25: WFP's corporate culture and legal frameworks still tend to be delivery and short-term focused; as such, the organizational context does not constitute an enabling environment for partnering.	**Conclusion 1**: WFP partnership practices are both positively and negatively affected by a variety of internal and external factors. There remains considerable scope for increased impact of the CPS.

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