

Strategic formative evaluation of WFP's adaptation to the evolving partnership landscape



Terms of Reference - FINAL

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1. Introduction

1. The World Food Programme (WFP) Office of Evaluation (OEV) has included a strategic evaluation on WFP Partnerships in its 2024–2026 workplan. This formative evaluation will be forward-looking and strategic in nature, with a global scope.
2. The evaluation terms of reference (ToR) is based on an initial concept note and preliminary review of key documents and insights from 19 scoping interviews conducted with staff across WFP¹ ([ANNEX 4: List of People consulted for the scoping interviews](#)). Hereafter, the ToR also identifies members of the Internal Reference Group for the evaluation, who will provide focused input and guidance at key stages of the evaluation process ([ANNEX 2: Proposed membership for the Internal Reference Group](#)).
3. The evaluation is scheduled to take place from August / September 2025 (Inception phase) to June 2026 (stakeholder workshop) with summary evaluation report completed by August 2026 ([ANNEX 1: Tentative evaluation timeline](#)). The evaluation report will be presented at the WFP Executive Board Annual Session in November 2026. An external evaluation team under the oversight and guidance of OEV will implement the evaluation.

2. Background and partnership landscape

a) External context

4. In recent years, the world has witnessed a sharp rise in the number, scale, complexity, and duration of humanitarian crises. These include protracted emergencies as well as sudden-onset shocks such as the COVID-19 pandemic, global economic downturns, escalating conflicts and wars, and the accelerating impacts of climate change. Amid this growing volatility, the humanitarian and development sector is under increasing financial strain. Many organizations—including WFP—are grappling with significant funding shortfalls. While total Overseas Development Assistance (ODA) rose in 2023, according to the OECD, some of WFP's largest donors have reduced their ODA budgets. In 2024, International aid fell by 7.1% in real terms compared to 2023, the first drop after five years of consecutive growth, according to preliminary data collected by the OECD.²

¹These key informants are either currently involved in partnership-related activities or have previously contributed to WFP's partnership efforts in various capacities across the organization.

² [OECD's development finance statistics 2024](#). (accessed on 4 June 2025).

5. At the same time, global hunger has continued to climb. The most recent data estimates that 733 million people were facing hunger in 2023—an alarming increase of 152 million compared to 2019.³ In 2024, malnutrition rose for the sixth consecutive year in the World's Most Fragile regions.⁴ This widening gap between rising humanitarian needs and shrinking resources highlights the importance of diverse and sustainable partnerships.

b) WFP normative architecture for partnerships

6. The increasing complexity of the global operational landscape in which WFP operates has significantly influenced the nature and scope of its partnerships. Over the past two decades, WFP's partnership landscape has evolved considerably—both in its strategic approach and in the diversity of stakeholders it engages with; reflecting both the evolving nature of global crises and the shifting dynamics of the international aid architecture.
7. The **2004 WFP** policy paper 'new partnerships to meet rising needs' referred mainly to 'donors' and provided a definition of partnerships which included public and private donors as 'contributors to WFP'.⁵
8. A decade later, the **WFP Strategic Plan (2014–2017)** recognized partnerships as one of WFP's fundamental strengths.⁶ Building on this strategic plan, the **WFP Corporate Partnerships Strategy (2014 – 2017)** defined partnerships as "Collaborative relationships between actors that achieve better outcomes by combining and leveraging complementary resources, working together, sharing risks, responsibilities accountability to achieve objectives that could not be achieved as efficiently, effectively, or innovatively alone".⁷ An independent **evaluation of the partnerships strategy**⁸ did note the evolution in how the organization addresses partnerships while noting an 'internal environment within WFP that has improved but is not yet consistently conducive to partnering'. The recommendations in the report outline the capacity gaps which need to be addressed by the organization for improved partnerships.
9. At the same time as the corporate partnership strategy, WFP launched the **Private-Sector Partnerships and Fundraising strategy (2013–**

³ FAO, IFAD, UNICEF, WFP and WHO. 2024. [The State of Food Security and Nutrition in the World 2024](#) - Financing to end hunger, food insecurity and malnutrition in all its forms. Rome.

⁴ Global Network Against Food Crises. *Global Report on Food Crises*. 2025

⁵ [WFP Policy paper 2004 - new partnerships to meet rising needs – expanding the WFP donor base.](#)

⁶ [WFP Strategic Plan 2014 to 2017.](#)






⁷ WFP Corporate Partnership Strategy (2014–2017) - We Deliver Better Together.

⁸ [Evaluation of the WFP Corporate Partnership Strategy \(2014-2017\), 2018.](#)

2017). This strategy defined partnerships as “collaborative actions between WFP units and businesses, foundations, or individuals to advance WFP’s Strategic Objectives”.⁹ In 2020 this strategy was updated (2020-2025) with a focus on technical partnerships and an increased investment in individual giving.¹⁰ Although the strategy does not explicitly define partnerships in this context, the newer strategy sees a shift in language towards “co-creation,” “co-implementation,” and localized, needs-based partnerships. A mid-term evaluation found that the 2020 – 2025 strategy at times had an inconsistent definition of partnerships (global vs. local, transactional vs. transformational) and that this lack of consistency may have led to an unclear strategic direction.¹¹

10. The **WFP Strategic Plan (2022-2025)** outlines five key areas of partnership essential to advancing its mandate:
 - I. **resource** partnerships to ensure sustainable funding,
 - II. **knowledge** partnerships to facilitate innovation, data exchange and research for evidence-based decisions,
 - III. **policy** partnerships to influence global and national agendas supporting governments to deliver on SDG2,
 - IV. **advocacy** partnerships to raise awareness and assist in mobilizing global support for hunger eradication, and
 - V. **capacity on partnerships** to strengthen key actors' ability to deliver effectively.¹²
11. Figure 1 illustrates the primary focus areas of WFP’s partnerships as set out in the strategy.¹³

Figure 1 Main areas of partnerships

Areas of partnership		Value delivered
Resources		Providing human, financial and technical resources
Knowledge		Supplying information, evaluation and analysis
Policy & Governance		Supporting regional and country hunger and nutrition policies, and hunger and institutional governance
Advocacy		Advocating for food security and nutrition
Capability		Designing and implementing programmes and operations

⁹ [Private-Sector Partnerships and Fundraising strategy](#) (2013 – 2017).

¹⁰ Private sector partnerships and fundraising strategy (2020-2025).

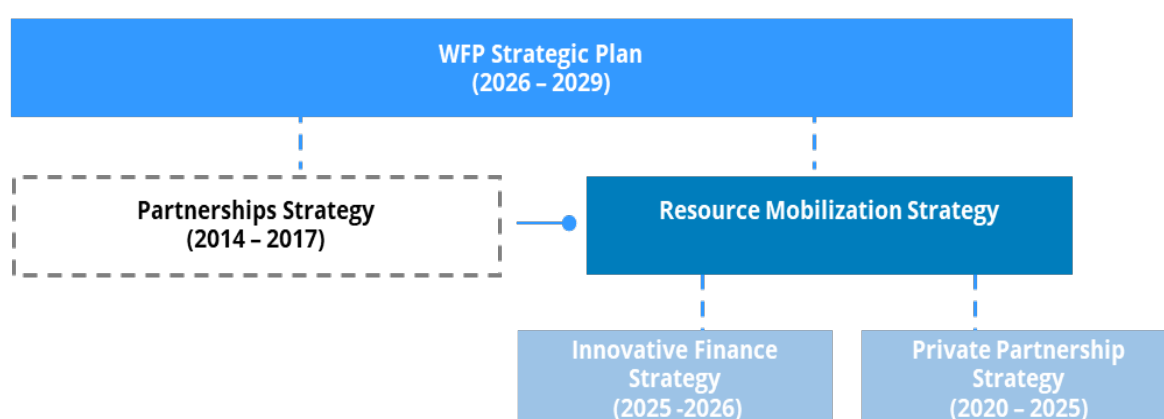
¹¹ [Mid-Term Evaluation of WFP’s Private Sector Partnerships and Fundraising Strategy](#) (2020-2025).

¹² [WFP Strategic Plan 2022 to 2025](#).

¹³ [WFP Strategic Plan Partnerships](#), 2022-2026.

12. Looking ahead, the new WFP Strategic Plan (2026-2029) is currently under preparation. As part of this process, a **new resource mobilization strategy** will be introduced mid-2025, integrating all partnership sectors—private sector, Institutional Financial Institutions (IFIs), bilateral partners, and others. The **private partnerships strategy**, currently in development, will feed into the overarching resource mobilization strategy,¹⁴ alongside the recently finalized **innovative finance strategy**. This comprehensive strategy builds on the 2014–2017 partnerships strategy referenced above.
13. Figure 2 illustrates how the various strategies—both completed and in development—inform the new strategic plan. It shows the integration of the resource mobilization strategy with the innovative finance and private sector strategies. The 2014–2017 Corporate Partnerships strategy, while not being updated, continues to inform the language and principles of the new resource mobilization strategy and the overarching strategic plan.

Figure 2 – Partnerships strategic alignment



c) WFP funding overview

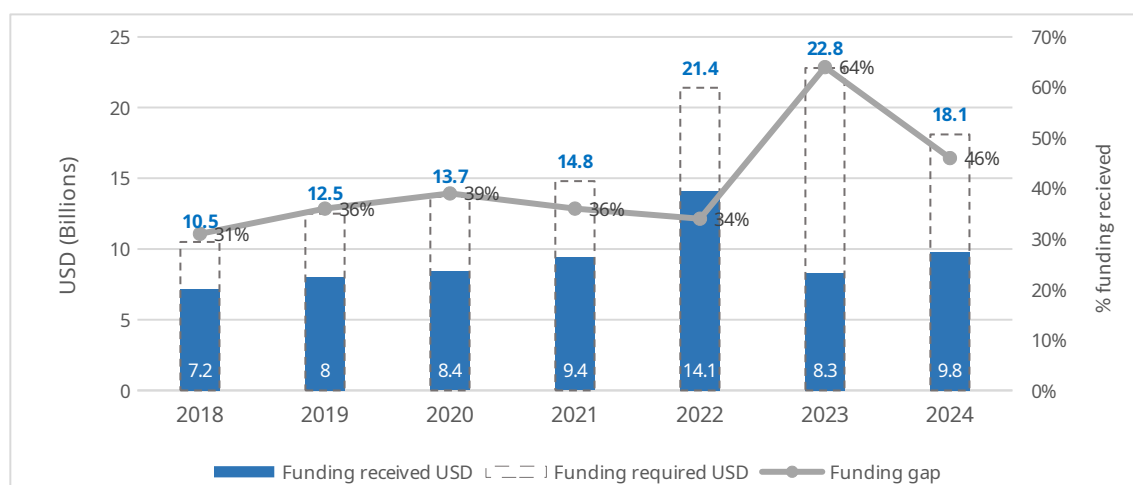
14. Over the last three years, shortfalls in humanitarian funding and competing donor priorities significantly affected WFP’s overall financial situation. As figure 3 below shows, in 2024 total contributions to WFP declined by 31% when compared to 2022 – a record year in terms of funding, although exceptional- and forecasts for 2025 and 2026 indicate further funding contractions.¹⁵ WFP’s funding **forecast for 2025 is projected at USD 6.4 billion**, down from the 9.8 billion collectively raised in 2024.¹⁶

¹⁴ [WFP Innovative Finance Strategy 2025 to 2026](#)

¹⁵ WFP. FACTory. Accessed on April 2025.

¹⁶ Ibidem.

Figure 3: Overview of WFP's financial contributions and funding gap



Source: WFP APRS 2018 – 2024

15. In terms of funding sources, WFP has partnerships with national governments, international financial institutions, the private sector, and various UN and thematic funds. According to the latest available data the biggest donors for WFP are the United States of America (45,5%), Germany (10%), the United Kingdom (6,2%), the European Commission (6%) and Private Donors (3,44%)¹⁷.
16. Direct Contributions from International Financing Institutions (IFIs) remained under 3% since 2020, with the highest share reached in 2021 (2,86%)¹⁸. The table below provides an overview of the overall IFIs funding to WFP since 2022.

Table 1: Overview of contributions from IFIs (2022 – 2024)

Donor	(USD) Total Contributions
Asian Development Bank	237 261 300
World Bank	211 776 011
African Dev Bank	78 148 226
Global Agriculture and Food Security Programme (GAFSP)	10 558 500
Islamic Development Bank	4 221 985
Arab Bank for Economic Development in Africa	500 000
Eurasian Development Bank	200 286
Development Bank of Latin America	24 000

Source: FACTory. Accessed April 2025.

¹⁷ WFP. FACTory. Contributions to WFP in 2024. Accessed on May 28th, 2025.

¹⁸ WFP. FACTory. Distributions and Contributions Forecasts Stats. Accessed in April 2025.

d) Mapping of evaluation stakeholders

Internal stakeholders

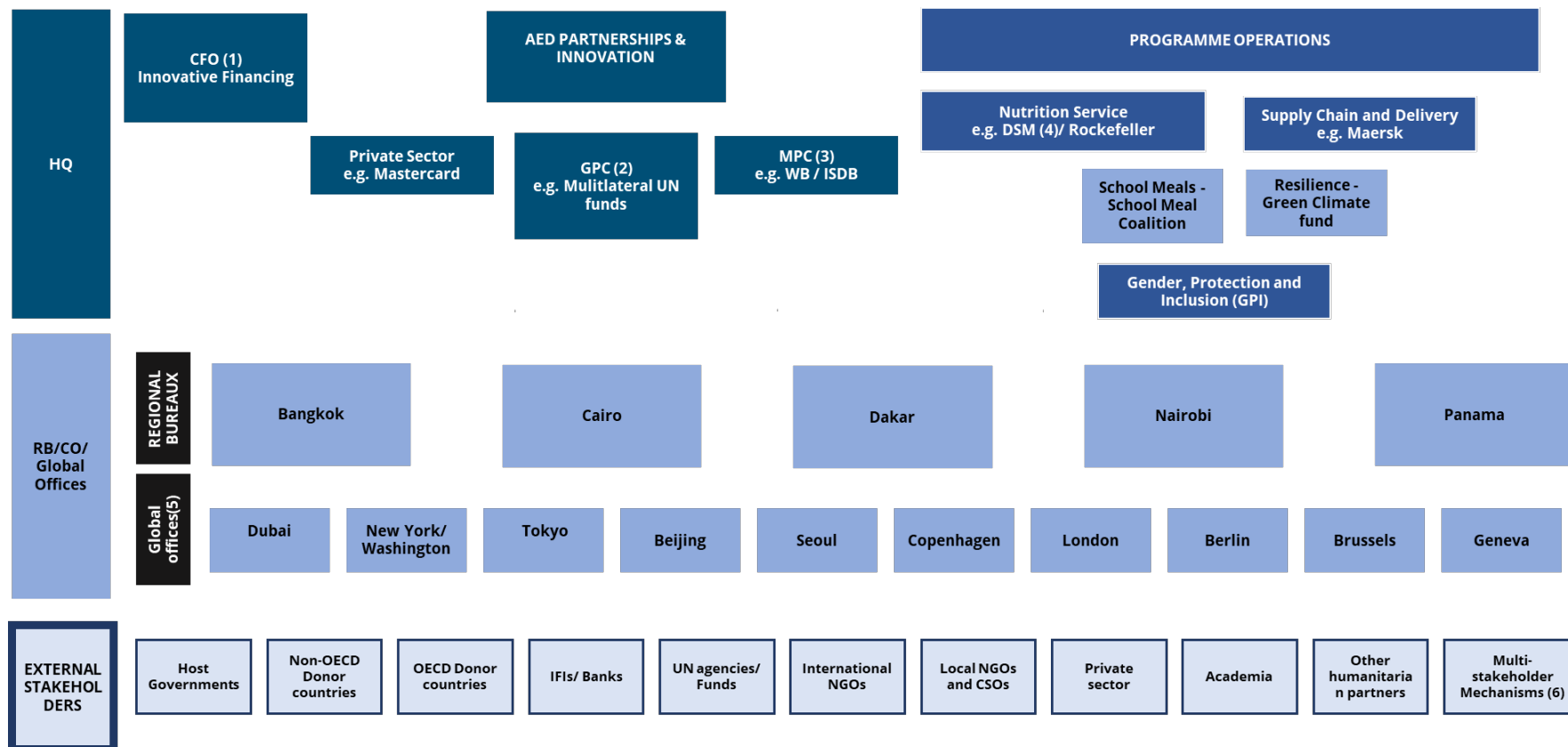
17. A range of **internal stakeholders** will be engaged in the evaluation process, with particular focus on the AED's Office for Partnerships and Innovation (PI). Under PI, key relevant divisions include Private Partnerships (PP), Multilateral and Programme Country Partnerships (MPC), and Global Partner Countries (GPC). Additionally, the Innovation Accelerator based in Munich, also part of PI, has an interest. Programme Operations (PO), including Analysis Planning and Performance (APP), Supply Chain and Delivery, and Programme Policy and Guidance (PPG), will also be consulted due to their reliance on partnerships to advance their work. Other relevant stakeholders include the Office of the Chief Financial Officer (CFO), given their roles in innovative financing as well as Regional and Global Offices.
18. While this evaluation will not focus on programme areas, Head of Programmes and Head of Partnerships in selected country offices will be consulted to incorporate field level perspectives.

External stakeholders

19. Numerous external stakeholders have been identified for this evaluation, including traditional donors, multilateral funds, international financial institutions, UN agencies, private sector partners, non-governmental organizations, as well as host governments among others (see [ANNEX 6: Initial list of partners](#), [ANNEX 3: Stakeholders Mapping](#) and [ANNEX 7: Partnership examples](#)).
20. WFP is a central member of the UN system and engages in coordination at multiple levels—global, regional, and country. At global level, where this evaluation will focus, it plays active roles in inter-agency coordination mechanisms, including the cluster system for humanitarian emergencies, the Inter-Agency Standing Committee (IASC), and global mechanisms focused on areas such as cash-based transfers, supply chain/logistics.
21. Elsewhere at global level. WFP works with a wide range of partners, including government entities, international and national non-governmental organizations.
22. These partnerships may involve financial contributions, in-kind donations, technical collaboration, innovation, or operational support in areas such as supply chains, digital solutions, or food systems.

22. Partnerships with international financial institutions (IFIs) have increased. WFP collaborates with institutions such as the World Bank and regional development banks on initiatives that support host governments on financing, provision of technical assistance, and support to national systems.
23. New actors have also entered the food security and humanitarian landscape. These include organizations operating outside formal coordination mechanisms, such as World Central Kitchen in Ukraine. Other actors include foundations, academic institutions, and technology companies.
24. Figure 4 outlines the key internal and external stakeholders and provides examples of partnerships managed across WFP.

Figure 4: Partnerships Stakeholders



Note: (1) Office of the chief financial officer; (2) Global Partner Countries Division; (3) Multilateral & Programme Country partnerships; (4) DSM-Fimenich merger, (5) Global offices reporting to GPC - UAE/Copenhagen/London/Seoul/Tokyo; reporting to GPC - Beijing; reporting to AED Partnerships & Innovation - Berlin/Brussels/Geneva/New York/Washington (6) Including Scaling Up Nutrition, Movement, United Nations Food Systems Summit.

3. Rationale, purpose and objectives and scope of the evaluation

25. **Rationale:** Amid growing humanitarian needs, rising resource pressures, and an evolving partnership landscape, WFP faces increasing pressure to strategically invest in partnerships across its full mandate — saving and changing lives - including exploring innovative models and new partners. This strategic evaluation is both timely and relevant, driven by:
- significant changes in the partnership landscape since the 2018 strategic evaluation on partnerships, and the increasing pressure for WFP to adjust accordingly;
 - major shifts in the humanitarian landscape and architecture, recent, current and forthcoming and
 - additionally, no recent audit on partnerships has been conducted.
26. **Purpose:** This is a forward-looking evaluation which aims to generate insights and lessons learned on **WFP's global partnerships** particularly to inform WFP's strategic positioning and engagement within an evolving partnership landscape. By examining key developments, emerging opportunities, and existing gaps, the evaluation will provide evidence to strategically inform WFP's efforts (including mid-course adjustments and complementary strategies following the adoption of the new strategic plan) in strengthening and refocusing partnerships beyond fundraising—enhancing its effectiveness and adaptability in a competitive and resource-constrained environment.
27. **Objectives:** Specifically, the evaluation will:
- draw lessons from WFP's global partnership approaches over the past five years - on what is working and what can be strengthened in a changing landscape,
 - examine concluded global partnerships (if any), identifying the factors behind their termination and drawing insights to strengthen future partnership models.
 - assess the relevance effectiveness and efficiencies of WFP's normative framework and institutional arrangements in meeting partnership needs in each of the 5 areas (see figure 1);
 - assess how agile is WFP in adjusting to the evolving partnership landscape;
 - identify key internal and external enablers and barriers to building efficient, effective and sustainable partnerships that strengthen

WFP's operations in development, humanitarian and peacebuilding contexts.

4.Scope

29. **Temporal scope:** The evaluation will cover the period from January 2022, marking the launch of the WFP Strategic Plan 2022–2025, through to April 2026, when data collection for the evaluation is expected to be completed.
30. **Geographic scope:** The evaluation will have a global scope, reflecting partnerships at different levels of the organisation and in different contexts.
31. **Thematic scope:** The evaluation will focus on WFP's partnership approaches as defined in its normative frameworks—including the current Strategic Plan, relevant strategies, and guidance—and assess how conducive WFP systems and the normative environment have been in enabling WFP to both maximize the range and depth of its partnerships, and to maintain the agility needed to engage with new and emerging partners as the landscape continues to evolve.
32. To focus its scope, and given previous and ongoing evaluation coverage, this evaluation will focus on **global-level partnerships**, and particularly those where the landscape is rapidly evolving, such as system-wide UN partnerships, engagement with IFIs, innovation actors, co-ordinational with global policy bodies, and engagement with the private sector as well as new types of partnerships enabled by WFP's hosting of global multi-stakeholder platforms.¹⁹
33. Engagement with co-operating partners, humanitarian cluster co-ordination, as well as engagement at country level, will not be covered by this exercise, in view of evaluation coverage elsewhere (see ANNEX 8: Bibliography, c) list of evaluations and syntheses)²⁰.
34. The evaluation will build on the previous Evaluation of the WFP Corporate Partnership Strategy (2014-2017), the Mid-Term Evaluation of WFP's Private Sector Partnerships and Fundraising Strategy (2020-2025) and the Summary of Evaluative Evidence on flexible funding, leveraging existing evaluative insights on the subject.

¹⁹ Such as the School Meals Coalition Secretariat

²⁰ E.g. synthesis of WFP's engagement with Co-operating Partners, presented at EB/A 2024, and synthesis of WFP's engagement in humanitarian co-ordination mechanisms, ongoing.

5. Evaluation methodology and approach

a) Evaluation questions and lines of enquiry

35. The evaluation ToR employs relevant internationally agreed evaluation criteria namely relevance, efficiency, effectiveness and sustainability²¹ which have been translated into evaluation questions (see Table 1).
36. The evaluation questions aim to provide a more precise interpretation of the evaluation criteria and to articulate key areas of interest, thereby enhancing the utility of the evaluation.
37. These questions and areas of enquiry which were discussed with WFP stakeholders during scoping interviews²² will be further refined in the inception report – in the evaluation matrix²³, once the evaluation team has a clearer understanding of data availability, methodological feasibility, and overall evaluability.

Table 2: Evaluation Questions and lines of enquiry

Evaluation Questions	
1. WFP's Vision and Approaches to Partnerships	
1.1	How clearly articulated is WFP's vision strategic ambition for global-level partnership building and how well-aligned is its vision with the evolving partnership landscape?
1.2	How well are partnerships aligned with WFP's strategic priorities, including its saving lives and changing lives mandate, and cross-cutting concerns?
1.3	Which types of global partnership are working well for WFP, and which not in the current landscape?
2. WFP's institutional architecture and organizational culture for partnerships	
2.1	To what extent do WFP's institutional arrangements—including its guidance, tools, internal and external support systems, ²⁴ and procedures— support adaptation to its partnership needs for the current global environment?
2.2	To what extent does WFP's internal culture and dynamics influence WFP's agility

²¹ [OECD-DAC Evaluation Criteria](#)

²² For further details on the learning themes identified during the scoping interviews with WFP colleagues please see [annex 4](#).

²³ The evaluation matrix will serve as the central organizing tool of the evaluation and will provide the guiding framework for data analysis across all components of the evaluation.

²⁴ By external systems we intend those UN systems such as the UN Partner Portal (UNPP) which are key for WFP's successful implementation of its partnerships strategies.

	and credibility in global partnerships?
3.	3. Breadth and range of partnerships
	<p>3.1 How have WFP's approaches to and types of partnership evolved over the past five years in terms of scope, particularly in areas beyond "transactional" delivery, such as:</p> <ul style="list-style-type: none"> - knowledge-sharing, - technological innovation, and - advocacy in sustainably mobilizing global support for Zero hunger
	<p>3.2 To what extent is WFP prepared to engage with a more complex and diverse partnership environment across the humanitarian, development and peace contexts? (e.g. diplomacy, debt SWAP and banking expertise; manage climate-related and other thematic funds as well as new and emerging partners).</p>
	<p>3.3 How well does WFP work in partnership with others beyond funding?</p>
4.	4. Key factors for Effective Partnership Management
	<p>4.1 What are the key factors that explain the success or failure of partnerships in this context, and in what ways do these factors enable or constrain effective partnerships?</p>
	<p>4.2 To what extent does WFP have the adequate staff capacity and skillsets to effectively manage and sustain a diverse range of partnerships?</p> <ul style="list-style-type: none"> o What opportunities exist to further strengthen partnership management capabilities across the organization?

b) Proposed evaluation methods

37. The partnership evaluation will be **formative and forward-looking** in nature, aiming to generate actionable insights to strengthen current and future collaboration efforts. It will focus on understanding how partnerships are functioning, what factors are enabling or hindering effective collaboration, and how WFP can adapt and enhance its partnership efforts to achieve its goals.

38. The evaluation will be transparent, inclusive, and participatory, with a strong focus on **learning and utility**. It will adopt a **mixed-methods approach**, drawing on both quantitative and qualitative data, relying on primary and secondary sources. These complementary methods will be used to ensure the evaluation is responsive to user needs and supports the

intended use of its findings. Systematic and **traceable data triangulation** across different sources and tools will be carried out to validate findings and avoid biases in the evaluative judgement.

39. **The data collection methods** proposed for this evaluation include, but are not limited to, the following:

Table 3: Proposed Data Collection Methods for the evaluation	
Extensive structured desk review of relevant documentation and secondary data	<p>The desk review will include UN system documents such as the QCPR, UN 2.0, and UN reform documentation; WFP partnership strategies—including those related to the private sector, innovative financing, and other relevant strategies and plans—as well as annual reports, donor reports, audits, and related materials.</p> <p>A structured analysis of all centralized and decentralized evaluations, along with evaluative syntheses completed within the temporal scope of the evaluation, will be conducted as part of the review.</p> <p>The desk review will also encompass strategies and reports from partners, donors, private sector entities, International Financial Institutions (IFIs), and other UN agencies. In addition, the social media dimension of WFP partnerships will be examined.</p> <p>The evaluation team will also be responsible for identifying and reviewing additional documentation relevant to the evaluation at global, regional, and country levels.</p>
Semi-structured interviews – virtual	<p>Most key informant interviews will be conducted virtually and will include relevant WFP staff at Headquarters, Regional Bureaux, Global Offices, and a selected number of Country Offices, as well as representatives from government partners, UN agencies, International Financial Institutions (IFIs), private sector partners, and other stakeholders (see ANNEX 3: Stakeholders Mapping).</p>
Online survey	<p>A survey targeting partners perceptions to gauge their insights on relevant areas of interest to the evaluation will be conducted. The detailed scope and outline of such a survey will be provided in the inception report.</p>
Institutional focus group	<p>Different options should be explored to ensure that the evaluation seeks the perspectives from different parts of the house as relates to WFP partnerships and positioning in the new landscape.</p>

40. Given the nature of this formative strategic evaluation the Office of Evaluation (OEV) encourages the evaluation team to consider the following methods for analyses and approaches:

Table 4: Proposed methods for analyses

Network analysis	<p>Could be used to map and assess the relationships, interactions, and flows of information, resources, or influence among WFP and its partners and key stakeholders, including both internal and external WFP partners. This is particularly relevant in complex or multi-actor contexts, where understanding the structure and dynamics of collaboration is critical. The analysis will help identify central actors, patterns of coordination, gaps, and opportunities for strengthening partnerships and system performance.</p> <p>Data for the network analysis could be collected through stakeholder interviews, surveys, and document review, and triangulated with other qualitative and quantitative sources to support a comprehensive and sound response to the evaluation questions.</p>
Systems analysis	<p>Complementing this, systems thinking can be applied to explore interconnections, feedback loops, and contextual factors that influence outcomes and sustainability. This approach enables a holistic understanding of how change occurs within dynamic systems, supports the identification of leverage points and unintended effects, and enhances the relevance and utility of evaluation findings, conclusions and recommendations.</p>
Content analysis	<p>To analyse documents, interviews, group discussions and focus groups notes and qualitative data from the survey to identify emerging common trends, themes and patterns for each key evaluation question. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.</p>
Quantitative analysis and descriptive statistics	<p>To interpret quantitative data, in particular data emerging from WFP reporting and financial systems, as well as from other reports, and included descriptive statistical analysis of the survey.</p>
Deep dive studies	<p>Are particularly valuable for examining complex, high-stakes, or less well-understood areas, providing a deeper understanding of underlying dynamics, implementation challenges, and contextual factors—especially within a rapidly evolving partnership landscape.</p> <p>In the context of this evaluation, five deep-dive studies designed to generate nuanced insights to contribute to the responses to the evaluation questions will be conducted, each focusing on a distinct topic. Potential topics may include:</p> <ul style="list-style-type: none">- partnerships with international financial institutions (IFIs) and host governments- innovative financing mechanisms

	<ul style="list-style-type: none"> - partnerships with new and emerging food security actors - mix of partnerships, including with the private sector, that support country-level engagement <p>The specific topics for these studies will be identified during the inception phase and proposed in the draft inception report, accompanied by a clear rationale. Where relevant, field missions may be incorporated as part of these deep-dive studies.</p>
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41. In sum, the evaluation team will develop a comprehensive methodological approach to effectively address the evaluation questions. The full methodological design will be presented in the inception report.

6. Organization of the evaluation

a) Summary of the key evaluation milestones and deliverables

- ✓ The **inception report** will lay out the evaluation methodological approach, including the evaluation matrix, the data collection and analysis plan, the analytical framework as well as a detailed workplan for the field and reporting phases and a set of tailored evaluation tools.
- ✓ The **evaluation report** will include the responses to the evaluation questions, summary of the main findings, conclusions, and recommendations of the evaluation. It will be succinct and to the point, and follow a structure agreed with the team leader and OEV.
- ✓ After quality assurance by the contracted firm and OEV, both the draft inception report and the draft evaluation report will be shared with the **Internal reference group** for review and comments.
- ✓ An evaluation **learning stakeholder workshop** will be organized.
- ✓ The evaluation manager will draft the **summary evaluation report**, which will be reviewed and validated by the team leader.

b) Management and governance

42. **Office of Evaluation:** The responsibility for the management and oversight of the evaluation rests with the Office of Evaluation.

43. The evaluation is managed by Alexandra Chambel, Senior Evaluation Officer. She has overall responsibility for the management of the

evaluation process and for ensuring the quality and independence of the evaluation. She is responsible for drafting the TOR; selecting, contracting and managing the evaluation team; preparing and managing the budget; setting up and chairing the internal reference group for the evaluation; supporting the preparation of the data collection; conducting quality assurance of all evaluation products and soliciting WFP stakeholders' feedback on draft products; drafting the Summary Evaluation Report. She will be the main interlocutor between the evaluation team, represented by the team leader and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content.

44. Silvia Pennazzi Catalani will be the OEV research analyst and Micheal Ohiarlaithe will be supporting the management of the evaluation, including data access and analysis as well as organizational aspects of the evaluation.

45. Second and final level of quality assurance will be provided by Julia Betts, Deputy Director of the WFP Office of Evaluation. Anne-Claire Luzot, Director of Evaluation, will sign off the final evaluation report and will present the results of the evaluation to the WFP Executive Board for consideration in November 2026.

46. **Internal reference group:** an internal reference group has been established for this evaluation. This group is constituted of a cross-section of WFP stakeholders from relevant business areas at different WFP levels who will be consulted throughout the evaluation process to review and provide feedback on evaluation products, provide feedback during evaluation briefings; be available for interviews with the evaluation team and support the dissemination and use of the evaluation insights and recommendations (See ANNEX 2: Proposed membership for the Internal Reference Group).

c) Evaluation quality assurance and assessment

47. The evaluation will adhere to the **OEV quality assurance system for centralized evaluations**. Quality assurance will be systematically applied during this evaluation but to ensure that the evaluation provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

48. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the design, data collection, analysis and reporting phases. All deliverables from the evaluation team should go through an internal quality assurance review by the company before submitting any deliverable to OEV review and approval.

49. Levels of quality assurance:

- Company: The first level of quality assurance of all evaluation deliverables (including drafts) will be conducted by the company prior to submitting the deliverables to the review and approval of OEV.
- OEV: The second level of quality assurance of the evaluation deliverables will be conducted by the evaluation manager with the support of the research analyst. The third level will be conducted by the Deputy Director of OEV.

50. Finally, the final evaluation report will be subject to **assessment** by an independent evaluation quality assessment provider using OEV's post-hoc quality assessment (PHQA) standards.²⁵ The evaluation post-hoc quality assessment will be published along with the evaluation report on the WFP website.

d) Evaluation team composition

51. The evaluation will be carried out by a highly qualified, multi-disciplinary team with extensive knowledge and experience in strategic complex level evaluations. The evaluation team will include consultants with a mix of evaluation and thematic relevant expertise on partnerships related to the WFP mandate.

52. The team will comprise **a team leader; 1-2 senior thematic experts; a data and survey analyst (Intermediate level) and a junior associate.**²⁶

53. The evaluation will be conducted by a fully diverse and gender balanced team with multi-lingual skills who can effectively cover the thematic and geographical areas of evaluation. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members

²⁵ See: <https://www.wfp.org/publications/post-hoc-quality-assessment-evaluations>

²⁶ Changes to the proposed team composition, number of team members, expertise, and skills as well as roles within the team should be well justified.

should collectively have expertise in partnerships in humanitarian and development contexts, knowledge of WFP specific partnership areas and modalities. Ideally, the team should include a team member with experience in one or some of the programme areas related to WFP's work.

54. The team must also demonstrate a clear understanding of the UN system and ensure that the evaluation is conducted in line with the [UNEG Norms and Standards for Evaluation in the UN System](#). The evaluation team will collectively bring the following expertise and experience:

Table 5: Summary of evaluation team and areas of expertise required

Team Members	Specific expertise required
Team Leader (Senior level evaluator)	<ul style="list-style-type: none"> • Excellent planning and team management and coordination skills; ability to resolve problems and strong track record to deliver on time • Solid experience in evaluating strategic institutional topics in the UN system • Sound experience in conducting complex strategic evaluations • Familiarity with Theory based evaluation and complex analytical approaches and other relevant evaluation methods and tools such as network analysis and systems analysis. • Excellent synthesis and evaluation reporting writing skills in English, including strong communication and presentation skills
Thematic experts (senior level)	<ul style="list-style-type: none"> • Prior programme evaluation experience • Partnerships and inter-agency coordination • First-hand experience in partnerships; mix of partnership types including traditional partnerships, IFIs, banking, private sector, innovative financing, among others. • Expertise in one or more of the WFP technical areas - Nutrition/Social protection programming such as school meals & Cash Based Transfer/Resilience activities/Emergency preparedness.; debt for development swaps modality. • Exposure to Joint programming within the UN co-ordination mechanisms • Experience contributing to and/or exposure to complex level evaluations will bring additional points. • Demonstrable analytical and writing/drafting skills in English. • Fluency in French and/or Spanish or any (past work experience in French/ Spanish) will bring additional points.

Data and survey analyst - (Intermediate Evaluator)	<ul style="list-style-type: none"> • Strong experience designing and implementing complex research methodologies, both qualitative and quantitative, able to coordinate several parallel research workstreams as well as an overarching, more strategic research pathway • Strong experience with compiling and analysing monitoring, financial, logistics and cost-efficiency data, preferably from WFP data systems • Extensive previous experience designing and analysing data from surveys, documentary review and interviews. Capable of organizing and analysing large sets of data is a requirement. • Excellent Excel skills, including ease working with pivot tables and generation of graphs, to organize, analyse and effectively represent data • Excellent data management skills and accuracy in data manipulation, including data cleaning, data mining, data triangulation, and data modelling o Strong ability to provide qualitative and quantitative research support to evaluation teams, in particular on survey design; survey data cleaning and descriptive analysis
Junior associate	<ul style="list-style-type: none"> • Strong ability to provide research and admin support to evaluation teams • Experience contributing to evaluations/ research projects will bring additional points. • Capable of organizing large sets of documents/ data is a requirement. • Excellent computer skills including Excel skills, experience with PowerPoint, infographics and other presentation tools. • Demonstrable administrative and organizational skills • Excellent drafting skills in English.

e) Ethical considerations

55. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) 2020 [Ethical Guidelines](#). Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

56. All members of the team will abide by the [UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing the [UNEG pledge of ethical conduct in evaluation](#), the team will also commit to signing the WFP Confidentiality, Internet and Data Security Statement.

f) Security considerations

57. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the OEV will ensure that the WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable UN Department of Safety and Security rules including taking security training and attending in-country briefings.

g) Communication

58. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

59. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2026.

7. Budget and payment modalities

60. The evaluation will be financed through the OEV budget. The payment modalities shall be as follow:

10% upon contracting

20% upon receipt of satisfactory draft inception report

40% upon receipt of satisfactory draft evaluation report

20% upon receipt of satisfactory final evaluation report

10% upon the team leader's validation of the summary evaluation report drafted by OEV evaluation manager.

ANNEX 1: Tentative evaluation timeline

Timeline		By whom	Time
Phase 1 – Preparation			March – June 2025
	Conducting scoping interviews and initial documentary review	EM/RA	Feb/ March
	Drafting concept note & consultations		March/ April
	Set up Internal reference group		May
	Drafting Terms of Reference & consultations		May/ June
	Contracting evaluation team/firm		July - August
Phase 2 – Inception			August – November 2025
	Briefing evaluation team; sharing insights from the scoping interviews	EM/RA	August
	Team preparation (reading docs)	Team	August
	Virtual meetings with a selected sample of key informants - WFP HQ, RB as well as selected external stakeholders including the MPTF Office, OCHA PFMB and the SDG Fund among others	Team+ EM/RA	August/ Sep
IR D0	Submit draft 0 IR to OEV	TL	3rd week Sep
	OEV quality assurance and feedback	EM+RA	End Sep
IR D1	Submit revised draft IR (D1) to OEV	TL	October
	OEV quality assurance and feedback on IR D1	EM+RA DDoE	Early October
IR D2	Submit revised draft IR (D2) to OEV	TL	Mid October
	OEV quality assurance IR draft shared with IRG for their comments	EM+ RA DDoE	Mid October
	Shared IR with IRG for feedback	EM	End Oct
	OEV consolidate all comments in matrix and share them with TL	EM+RA	End Oct
IR D3	Submit revised IR (D3)	TL	Early Nov
	EM seeks final approval by DDoE to circulate final IR to IRG	EM	Mid Nov
Phase 3 – Data collection			Dec 2025 – March 2026
	Pilot mission (5 days)	TL + EM	December

	Adjust the data collection tools as relevant including the survey outline	TL	December
	Survey to WFP staff (administration and analysis) Survey to key partners (administration and analysis)	Team	Jan – March 2026
	Data collection missions – up to 3 missions (5 days each)	Team	January – March 2026
	Virtual interviews to WFP and partners & further document review	Team	
Phase 4 – Data analysis and reporting			April - June
	- Analysis workshop – 2 days - in Rome - Debriefing the DDoE	Team+ EM/RA DDoE	Early April
	Data collection debriefing with HQ, RB and COs staff (virtual)	Team+ EM/RA	
D0 ER	Submit draft ER to OEV	TL	Early May
	OEV quality feedback sent to the team	EM+ RA	Mid May
D1	Submit revised draft ER (D1) to OEV	TL	Mid May
	OEV to provide an additional round of comments (tightly coordinated with DDoE review)	EM+ RA+ DDoE	End May
D2	Submit revised draft ER (D2) to OEV	TL	End May
	Recommendation to DoE for Clearance	DDoE	Early June
	Shared ER with IRG for feedback	EM	Early June
	Stakeholder workshop (virtual)	EM/TL	Mid June
	OEV consolidate all WFP's comments (matrix) and share them with TL	EM + RA	Mid June
D3	Submit revised draft ER (D3)	TL	End June
	OEV EM/RA tightly coordinated review	EM/RA	End June
	DDoE clearance of ER to send to editing	DDoE	End June
SER	SER preparation + TL validation	EM+TL	June - July
	DOE review window on SER	DDoE	July
	Shared SER with IRG for feedback		July
Final SER	Final review SER	TL	Mid July
	Seek final approval by DoE	DoE	Mid July
Phase 5 – Dissemination and follow-up			August – Nov 2026
	Submit SER to EB Secretariat for editing and translation	EM	End August
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	October

	Presentation of SER to the EB	DoE	Nov 2026
	Presentation of management response to the EB	RMD	Nov 2026

ANNEX 2: Proposed membership for the Internal Reference Group

Innovative financing	Proposed	Confirmed
Head, Innovative Financing Unit, CFOFI, CFO office innovative financing	Nyasha Mtengwa	✓
Programme Operations		
Chief Project Cycle Management Unit • POCQ Programme Cycle & Quality, Strategic Coordination and AED Office	William Affif	✓
Head of School Meals Coalition Secretariat	María José Rojas	✓
Head of Partnerships School Meals Coalition Secretariat	Flavia Brunetti	✓
Program, Policy and Guidance		
Partnership Officer (PPGN)	Saskia Hicks	✓
Nutritionist (PPGN)	Ilaria Schibba	✓
Partnership Officers (PPGG)	Elizabeth Burgesimms	✓
Chief, Policy and Strategic Engagement (PPGR)	Delphine Dechaux	✓
Humanitarian Policy Team Lead (PPGE)	Valerie Gatchell	✓
Program Policy Officer (PPGS)	Aleksandra Krajczynska	✓
Partnerships and Innovation		
Senior Strategic Coordinator, AED PI Front Office	Matthew Hochbrueckner	✓
Multilateral and Programme Country Partnerships / Global Partner Countries		
Deputy Director, WFP Multilateral & Programme Country Partnerships Division	Laura TURNER	✓
Senior Strategic Partnerships Officer, Multilateral & Programme Country Partnerships (MPC) Business Processes	Shannon Howard	✓
Chief, Global Partner Countries (GPC)	Natasha NADAZDIN	✓
Lead of UN Fund Team for UN Fund Issues	Charisse Tillman	✓
Partnership Officer, Global Partner Countries (Thematic funding) GPCT Thematic funding	Shannon Wang	✓

(SP/Climate/Resilience)		
Private Partnerships		
Deputy Director, Private Sector Partnerships Division (PSP)	Virginia Villar Arribas	✓
Deputy Director Individual Fundraising, Private Sector, Partnerships Division (PSP)	Paul Skoczylas	✓
Regional Bureaux and country offices		
Deputy Country Director, China Office	Simon Clements	✓
Deputy Country Director, Burkina Faso	Antonio Salort	✓

ANNEX 3: Stakeholders Mapping

	Interest in the evaluation	Participation in the evaluation	Who
Internal WFP stakeholders – HQ Divisions and Global Offices			
WFP Partnership and Innovation Divisions	HQ Divisions and technical units have an interest in lessons relevant to their mandates. The SE is expected to strengthen HQ Division's strategic guidance and technical support to country and global offices. As WFP further refines its definition of partnerships, the experiences and perspectives of the PI division. Additionally, this includes the Global Partner Country, the Innovation Division, the Multi Partner Countries and the Private Sector Partnerships Division (including individual giving, corporations, foundations, etc). Finally, the Innovation Accelerator based in Munich also has an interest	Primary stakeholders. HQ Divisions and technical units will be key informants and interviewed during the inception and data collection phase on the themes covered by the SE. Relevant HQ Divisions will have an opportunity to comment on the draft ER and provide inputs to the management response to the CEE.	HQ Divisions and evaluation focal points in HQ Divisions and technical units as relevant.
Programme Operations	The Programme Operations Department has a direct interest in this evaluation considering the criticality of	Primary stakeholders. HQ Divisions and technical units will be key informants interviewed during inception and data collection phases.	Evaluation focal points and technical leads in relevant technical units.

	partnerships to implement their mandate. This includes Analysis, Performance and Planning (APP) Program, Policy and Guidance (PPG), Supply Chain and Delivery (SCD) as well.		
WFP Senior Management	WFP Senior Management and the Leadership Group have an interest in learning from the evaluation results because of the strategic and technical importance of partnership for WFP in the current funding climate. This includes in particular the Office of the Chief Financial Officer (CFO) given their critical role in driving effective planning, allocation and utilization of resources;	Primary stakeholders. WFP Senior Management will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the SE.	WFP Senior Management and members of the Internal Reference Group. Chief Financial Officer Department (including the innovative financing function)
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from WFP's evolving partnerships landscape	Secondary stakeholder. Evaluation results will be discussed during the Executive Board Second Regular Session in November 2026	Executive Board member delegates
External stakeholders			
UN Agencies	UN agencies and other partners have a stake in this evaluation in terms of partnerships, future strategic orientation, as well as issues pertaining	Secondary stakeholder. The evaluation team will seek key informant interviews with the UN and other partner agencies on issues pertaining to joint	WFP Senior Management, UN Agencies Representatives

	joint coordination and financing mechanisms	partnerships and financing opportunities.	
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent more effectively and efficiently.	Secondary stakeholder. Donor representatives will be interviewed and consulted during the inception and data collection phases, as applicable. They may also participate in the regional learning event during Phase II and be involved in the report dissemination activities.	Representatives from OECD DAC donor countries and non-DAC countries
International Financial Institutions (IFIs)	WFP collaborates with institutions such as the World Bank and regional development banks on several initiatives Although IFIs mostly channel their funding through host governments, they will be interested in WFP's approach to partnerships and WFP's capacity evolution	Secondary stakeholders: Representatives from IFIs will be engaged to assess financial models, co-funding mechanisms, and policy alignment with WFP initiatives.	Representatives from World Bank, ADB bank, ISDB etc
Private Sector Partners	WFP engages with private sector partners in different thematic and operational areas relevant to WFP's mandate. Given the current funding landscape, WFP may be interest in exploring further areas of collaboration with private sector partners. This includes	Secondary stakeholders: Representatives from private sector partners will be engaged to assess areas of collaboration, financial cooperation and opportunities for further collaboration	Representatives from WFP major private sector partners spanning across Foundations, Corporations and philanthropies.

	Foundations, Corporations and Individual Donors		
National Partners			
Partner Governments	Government Partners have an interest in this evaluation considering that they in certain cases provide resources to WFP programs and have an interest in ensuring efficiency, accountability and impact. They may have an interest in understanding how WFP plans to expand and diversify its resource base.	Secondary stakeholders: Government partner representatives will be interviewed during inception and data collection phases to understand how WFP's partnership goals align their various strategy	Representatives from Partner Governments
Cooperating Partners and NGOs	Implement activities and extend WFP's reach to vulnerable populations. Separate from the role of CPs in operations there may be opportunities for the CPs to give their insights into how WFP advocates for various themes such as resilience and nutrition	Secondary stakeholders: Key NGO and Cooperating partners will be engaged through interviews and consultations	Representatives from NGOs (international and local)

ANNEX 4: List of People consulted for the scoping interviews

Name	Unit/Service/Division
Silvia Caruso	Director, Partnership Coordination Service (PCS)
Virginia Villa Arribas	Deputy Director, Private Sector Partnerships Division (PSP)
Paul Skoczylas	a.i. Director, Deputy Director Individual Fundraising, Private Sector Partnerships Division (PSP) based in NYC
María José Rojas	Head of the School Meals Coalition Secretariat
William Affif	Chief Project Cycle Management Unit • POCQ Programme Cycle & Quality, Strategic Coordination and AED Office
Shannon Howard	Senior Strategic Partnerships Officer, Multilateral & Programme Country Partnerships (MPC) Business Processes
Shannon Wang	Partnership Officer, Global Partner Countries (Thematic funding) GPCT Thematic funding (SP/Climate/Resilience) Climate economist
Matthew Hochbrueckner	Senior Strategic Coordinator, AED PI Front Office
Olivia Tecosky	Consultant working on the resource mobilization strategy
Natasha NADAZDIN	Chief, Global Partner Countries (GPC)
Bernhard KOWATSCH	Head of Innovation Accelerator, Innovation Accelerator (INNA) Munich
Nyasha MTENGWA	Head, Innovative Financing Unit, CFOFI, CFO office innovative financing
Michelle Barrett	RBN Lead for partnerships and innovation
Karine Ataya	RBC lead for private sector partnerships
Sarah Borchers	Head of Area Office East (Dadaab), Kenya (refugee camp) – (long-term partnerships staff in WFP)
Miranda Sende	Country director, Gambia CO
Antonio Salort Pons	Deputy Country Director (Operations and Programme) RBD Burkina Faso, Ouaga, DCD OPS (previously a senior partnership office)
Rosella Fanelli	Deputy Country Director Egypt, DCD Operations, (former partnership officer)
Simon Clements	Deputy Country Director, China Office (long-term partnerships staff in WFP)

ANNEX 5: Learning themes identified during scoping

Several themes for further learning were identified during the scoping interviews within WFP stakeholder consultations:

- **Culture and Partnerships:** Examine how WFP conceptualizes partnerships beyond financial transactions, embracing long-term, value-driven, and strategic collaborations. Identify cultural barriers that hinder diversification of the partnership base and assess the extent to which internal investment (e.g., in the private sector strategy) has supported a shift from transactional to transformative partnerships and; assess the implications for operational planning and partnership development across the different dimensions of WFP work.
- **Partnership Diversification:** Evaluate WFP's current partnership landscape and identify areas with the highest potential for partnership-driven, transformative programming. Draw lessons from the diversification strategies of peer UN agencies. Examine return on investment from a diverse spectrum of partnerships.
- **Innovative Financing and Technology Integration:** Review WFP's use of innovative financing mechanisms and assess the long-term sustainability and impact of these approaches. Investigate how WFP is using technology (e.g., Salesforce) for partnership management, due diligence, impact tracking, and information management.
- **Internal Partnerships and Organizational Coherence:** Examine how WFP collaborates across internal divisions and the impact of restructuring on partnership effectiveness. Assess the implications of internal competition and fragmented donor engagement strategies
- **Centralization vs. Decentralization of Partnerships:** Compare the efficiency and effectiveness of centralized versus decentralized partnership models. Draw on lessons learned from other UN entities to propose a fit-for-purpose approach that balances flexibility at the country level with centralized strategic oversight.
- **HQ-CO Coordination and Private Sector Engagement:** Analyze the disconnect between HQ and Country Offices (COs) in private sector partnership development. Evaluate existing processes for delegation of authority and autonomy to COs, while maintaining strategic alignment and reputational safeguards.
- **Staff Capacity:** Assess the capacity of WFP staff, especially partnership officers, to engage with a more complex and diverse partnership

environment. Explore staffing models, technical specialization (e.g., finance, climate, diplomacy) within partnership teams.

Climate, Environment, and Thematic Funding: Evaluate WFP's readiness to access and manage climate-related and other thematic funds. Identify key challenges, lessons learned and recommended next steps to enable climate, environment and thematic funding becomes a main pillar under the upcoming Resource Mobilization Strategy and contribute towards diversify funding base

- **UN System Partnerships:** Review institutional arrangements for managing inter-agency partnerships and identify best practices for joint programming and resource mobilization.
- **Government Engagement:** Explore how WFP supports governments in achieving SDG2 and SDG17, particularly in mobilizing domestic or third-party funding for national priorities.
- **Future Positioning:** Assess whether WFP's current partnership strategy and institutional setup are fit to engage with emerging donors and non-traditional partners. Identify gaps and opportunities for strengthening engagement with EU institutions, foundations, and IFIs. Assess the role of global offices in supporting WFP's future positioning and partnership development.

ANNEX 6: Initial list of partners

1.Private sector & foundations	
Mastercard	MC WFP lead
Firmenich AG (Dutch State Mines)	TBC in coordination with nutrition
Yemen Relief Fund	TBC
WFP USA	Barron Segar
International Chamber of Commerce	Gabriel Petrus
Latter Day Saint	Nicolas DEMEY
Maersk	Matthew Dee)
Boston Consulting Global	Marco Cavalcante
Talabat	Dubai Office
Balenciaga	PSP
Google	PSP
Japan WFP	PSP
Mohammed bin Rashid Al Maktoum Global Initiatives	Dubai Office
Palantir	SC
Bill and Melinda Gates Foundation	Nutrition team
Rockerfeller Foundation	
2.Government Partners	
BMZ (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)	GPC
Bureau of Humanitarian Affairs	GPC
Foreign Commonwealth and Development Office	GPC
McGovern Dole	SBP
Japan	Tokyo Office
People Republic of China	China Office
Korea (KOICA)	Seoul Office
Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO)	
King Salman Humanitarian Aid and Relief Center	Ahmed Shehab
3.UN Partners	
UNICEF, UNHCR, UNDP, UNHCR, WHO, FAO and IFAD	Marco Cavalcante
UNAIDS	Michael Smith

UN Nutrition/SUN (Scaling Up Nutrition)	PPGN (Nutrition HQ)
MPTFs (SDG, PBF, etc), MPTFO, CBPF	Charisse Tillman
4.Coalition partnerships	
School Meals Coalition	Soha Haky
Healthy Diets Coalition	PPGN (Nutrition HQ)
UN Food System Transformation Coalitions	PPGS
Committee on World Food Security (CFS)	PPGN
Global Alliance Against Hunger and Poverty	PPGN
5.International Financial Institutions	
World Bank/ IMF	Jordi Renart
Islamic Development Bank	Walid
African Development Bank	Shannon Howard
European Bank for Reconstruction and Development	TBC
6.Standby partners	
Emergency stand by partners (e.g Switzerland/Ireland)	WFP Operations Centre (OPSCEN)

ANNEX 7: Partnership examples

Partnership	Description
UNICEF - WFP global partnership	The WFP–UNICEF partnership focuses on combating child malnutrition through integrated nutrition programmes, combining WFP's expertise in food assistance with UNICEF's focus on health, water, and sanitation. Collaboration between both agencies include school feeding programme collaboration, emergency nutrition responses, adaptive social protection, and maternal and child health services. The global partnership strengthens national systems to deliver sustainable nutrition solutions. ²⁷
WFP's partnership with UNHCR	WFP's partnership with UNHCR in support of refugees and returnee populations is a core commitment. The partnership covers strategic planning, the inclusion of refugees into national social protection systems, evidence generation and the co-delivery of lifesaving assistance and efficiencies in shared services. For example, in terms of coordinated support for food and cash assistance for refugees, Lebanon is a good example. In Lebanon, WFP collaborated with UNHCR in delivering food support and cash transfers in 2023 in the "Joint Cash Assistance Operation for Basic Needs" for Syrian refugees.
WB-WFP	WFP and the World Bank have a multifaceted collaboration, ranging from evaluation and research to financing and emergency response. The partnerships is driven by complementary strengths to enhance food security, resilience, and systems-level reform. Specifically related to social protection, WFP works with the Social Protection and Jobs Global Practice entities within the Bank. In terms of a tangible example, the World Bank provided USD100m to WFP for critical emergency cash and food assistance in Sudan amongst other countries ²⁸ .
WFP and Scaling Up Nutrition (SUN) Business Network (SBN)	WFP co-convenes the SUN BN alongside the Global Alliance for Improved Nutrition (GAIN). As the private sector platform of the SUN Movement, SBN aims to mobilize businesses to act, invest, and innovate in

²⁷ WFP and UNICEF, "Partnership for Children: Joint Action to End Malnutrition," 2021

²⁸ [WFP welcomes World Bank US\\$100 million contribution for critical emergency cash and food assistance in Sudan | World Food Programme](#)

	sustainable improved nutrition. This collaboration focuses on increasing the availability and affordability of safe, nutritious foods in alignment with national nutrition priorities. ²⁹
School Meals Coalition (SMC) partnership	The School Meals Coalition is a government-led initiative launched in 2021 to ensure every child has access to a nutritious meal in school by 2030. The Secretariat, hosted by WFP, supports member countries and partners by convening dialogue, fostering collaboration, and driving progress through four flagship initiatives: (i) Data and Monitoring Initiative – maintaining the global school meals database to track progress and inform decision-making. (ii) Sustainable Financing Initiative – helping governments develop and implement innovative financing strategies for school meals. (iii) Research Consortium – generating and consolidating evidence on the impact of school meals to guide policy and investments. (iv) Cities Feeding the Future – engaging municipalities to scale up school meals and local food systems for urban populations. Through these initiatives, the SMC Secretariat supports governments in designing, strengthening, and scaling nationally owned school meals programmes. ³⁰
WFP–Nutrition for Growth (N4G) partnership	The WFP N4G partnership focuses on mobilizing political and financial commitments to tackle global malnutrition. WFP supports N4G’s agenda by implementing large-scale nutrition interventions and advocating for nutrition-sensitive policies. ³¹
Rockefeller Foundation partnership	The Rockefeller Foundation partnership ‘Catalysing Good Food Through School Feeding and Food Based Programmes’ project aims to improve the quality of diets, sustainability and equity of food systems, and economic impact for local communities in Benin, Ghana, Honduras, and India. It does so through leveraging institutional procurement mechanisms, strengthening supply chains, spearheading advocacy to engender policy and practice change, and influencing eating behaviour, with a particular focus on school meals programmes.
Farm to Market	The WFP–Farm to Market Alliance (FtMA) partnership

²⁹ <https://scalingupnutrition.org/about-us/our-governance/our-networks/sun-business-network>

³⁰ <https://schoolmealscoalition.org/about>

³¹ WFP, "WFP's Commitments to the Nutrition for Growth Summit," 2021

Alliance	helps smallholder farmers access markets, improve agricultural practices, and increase incomes by connecting them to reliable buyers, including WFP. The alliance focuses on creating sustainable food systems through farmer training, better inputs, and financial services. This enhances food security while strengthening local economies. ³²
WFP Mastercard partnership	Since 2012, WFP and Mastercard have partnered to combat hunger and poverty, contributing over US\$49 million through various initiatives. Their collaboration has delivered the equivalent of 150 million school meals, enhancing children's health and education.
FAO	WFP and FAO partner in several areas. Some of the more high-profile partnership is in the context of the IPC (integrated phase classification) where WFP works closely with FAO and other partners in many countries across the world to agree collectively on the state of food security in each country, and if needed jointly decide if criteria are met to declare famine. A different example of the partnership is the work on school meals, in particular on nutrition standards in schools ³³ .
ADB (Asian Development Bank)	WFP and the ADB partner in the areas of assessments, direct funding for emergency assistance, and strategic initiatives to build resilience. For example the ADB provided \$100 million of food assistance in Afghanistan enabling WFP to support over 1.3 million acutely food-insecure individuals—particularly widow- and women-headed households and people with disabilities—for up to one year.
UNESCO	The partnership with UNESCO has mainly been in the education sector and nutrition, in particular with school meals. A tangible example would be the partnership in Kenya ³⁴ . With funding from the Netherlands, WFP and UNESCO partnered with Marsabit and Turkana counties to enhance livelihoods and nutrition through water resource management, modern fishing tools, cold-chain infrastructure, and market access for vulnerable lakeside communities.

³² WFP, "Farm to Market Alliance: Empowering Smallholder Farmers," 2021

³³ <https://www.wfp.org/news/fao-and-wfp-join-forces-boost-childrens-right-food-schools>

³⁴ <https://www.wfp.org/news/wfp-and-unesco-welcome-funding-netherlands-boost-food-security-communities-living-along-shores>

UNDP	Although there are not many examples of joint programming between WFP and UNDP, there is nevertheless significant cooperation between both agencies through efforts to advance innovation, resource efficiency, and sustainable development across the UN system. For example, WFP's broader partnerships with UN development bodies (e.g. UNCDF) to enhance sustainable financing mechanisms (e.g. WFP BRIDGE loans and guarantees) demonstrate the same integrated development-finance approach that UNDP applies in its country programs.
AfDB	The collaboration between AfDB and WFP spans rapid disaster relief, agricultural resilience and food security, and rural development—aligned to tackle hunger and build sustainable livelihoods across Africa. For example, in 2024, AfDB provided \$75 million to WFP to implement the Sudan Emergency Wheat Production Project. This increased wheat output by about 70% across five states and produced approximately 645,000 MT of wheat. ³⁵
ILO	This partnership between WFP and ILO reflects a broad and strategic collaboration. It includes policy design, evidence generation, pilot programming, and humanitarian response driven by a shared mandate to strengthen social protection, inclusion, and nutrition resilience worldwide. One key example of the collaboration includes the joint efforts on social protection. WFP and ILO have collaborated extensively to design, evaluate, and implement inclusive, shock-responsive social protection systems. For example, in Malawi (2020–2021) and Iraq (2021–2025), both agencies worked alongside UNICEF to support governments with registry development, targeting frameworks, cash transfers, and institutional capacity-building ³⁶ . In addition, WFP is part of the Global Accelerator on Jobs and Social Protection for Just Transition which is hosted by ILO. Within this partnerships, WFP Colombia received funding to strengthen national social protection systems. Finally, WFP and ILO are also collaborating in Haiti as part of the fast-track implementation within the Global

³⁵ <https://www.wfp.org/news/wfp-and-african-development-bank-project-boosts-wheat-production-war-torn-sudan-amid-soaring>

³⁶ <https://www.wfp.org/publications/2021-social-protection-factsheet-wfp-malawi-may-2021>

	Alliance against Hunger and Poverty.
WHO	The WFP-WHO partnership blends logistics, technical health expertise, and crisis preparedness to ensure effective humanitarian responses. For example, in terms of health supply chains, the partnership built upon their joint COVID-19 Supply Chain System. It combined WFP's global logistics expertise with WHO's technical guidance to distribute vital medical supplies, demonstrating operational integration between health and food sectors ³⁷ .

³⁷ <https://www.wfp.org/news/wfp-and-who-launch-innovative-project-emergency-health-facilities>

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c) List of Evaluations/ Synthesis

Title	Type	Year Published/Launched
Evaluation of the WFP Corporate Partnership Strategy (2014-2017).	Strategic Evaluation	2018
Strategic Evaluation of Funding WFP's Work	Strategic Evaluation	2020
Mid-Term Evaluation of WFP's Private Sector Partnerships and Fundraising Strategy	Decentralized Evaluation	2024
Evaluation of the WFP South-South and Triangular Cooperation Policy	Policy Evaluation	2021
Synthesis of evidence and lessons on WFP's cooperating partners from centralized and decentralized evaluations	Synthesis Evaluation	2024
Synthesis of evidence and lessons on WFP's engagement in UN humanitarian coordination	Synthesis	Launched in 2025

Annex 9: List of Acronyms

Acronym	Description
ADB	African Development Bank
AED	Assistant Executive Director
APP	Analysis Performance and Planning Division
APRS	Annual Performance Reports
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
CBPF	Country based pooled funds
CCS	Country Capacity Strengthening
CERF	Central Emergency Response Fund
CFO	Chief Financial Officer
CFOFI	Innovative Financing Unit
CFS	Committee on World Food Security
CO	Country Office
COVID	Corona virus disease
CP	Cooperating Partners
DAC	Development Assistance Committee
DCD	Deputy Country Director
DESA	United Nations Department on Economic and Social Affairs
DOE	Director of Evaluation
EB	Executive Board
EBA	Executive Board Annual Session
ECHO	European Civil Protection and Humanitarian Service
EM	Evaluation Manager
EU	European Union
FAO	Food and Agriculture Organization
FtMA	WFP–Farm to Market Alliance (FtMA)
GAfSP	Global Agriculture and Food Security Program
GAIN	Global Alliance for Improved Nutrition
GPC	Global Partner Countries
HQ	Head Quarters
HQ	Head Quarters
IASC	Inter-agency Standing Committee
IFAD	International Fund for Agricultural Development
IFI	International Financial Institutions
IMF	International Monetary Fund

Acronym	Description
INN	Innovation Division
INNA	Innovation Acceleration Unit
IRG	Internal Reference Group
ISDB	Islamic Development Bank
JIU	Joint Inspection Unit
KOICA	Korea International Cooperation Agency
MC	Mastercard
MPC	Multilateral and Programme Country Partnerships
MPTF	Multi partner trust fund
MPTFO	Multi partner trust fund
N4G	WFP-Nutrition for Growth
NGO	Non governmental organization
OCHA	Offica for the coordination of humanitarian affairs
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
OEV	Office of Evaluation
OPS	Operations
OPSCEN	Operational Information Management and Operations Centre Unit
PBF	Peacebuilding Fund
PCS	Partnership Coordination Service
PFMB	Pooled Fund Management Branch
PHQA	Post hoc quality assessment
PI	Partnership and Innovation Division
PO	Programme Operations
POCQ	Program Cycle and Quality Unit
PPG	Programme, Policy and Guidance
PPGE	Emergency Preparedness and Response Service
PPGG	Program Policy and Guidance, Gender
PPGN	Program Policy and Guidance, Nutrition
PPGR	Program Policy and Guidance, Resilience
PPGS	School Meals and Social Protection Service
PSP	Private Sector Partnership
RA	Research Analyst
RB	Regional Bureau
RBC	Regional Bureau for the Middle East and North Africa
RBD	Regional Bureau in Dakar
RBN	Regional Bureau for Eastern Africa

Acronym	Description
RMD	Risk Management Division
SBN	Scale Up Nutrition Business Network
SBP	School Based Program
SCD	Supply Chain Division
SDG	Sustainable Development Goals
SER	Summary Evaluation Report
SMC	School Meals Coalition
SUN	Scale Up Nutrition Movement
TOK	Global Office in Tokyo
TOR	Terms of References
UAE	United Arab Emirates
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS (UNAIDS)
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Committee on Refugees
UNICEF	United Nations Children Fund
USA	United States of America
WB	World Bank
WFP	World Food Program
WHO	World Health Organization