



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE EVALUATION OF THE WFP CORPORATE PARTNERSHIP STRATEGY¹ (2014-2017)

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

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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 2011⁴ 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 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.

² WFP Corporate Partnership Strategy (2014-2017), p. 5-6.

³ Ibid, p. 8.

⁴ WFP Policy Formulation (WFP/EB.A/2011/5-B.

⁵ <http://executiveboard.wfp.org/board-documents>

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 partnership⁶, 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 organisations. 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 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

6 Reid, Stuart, Hayes, Paul and Stibbe, Darian, *The Partnering Initiative* (2014). ‘Platforms for Partnership: Emerging good practice to systematically engage business as a partner in development’, p.8-10.

7 Ibid, p. 8-9.

8 Global Humanitarian Platform, *Principles of Partnership* (www.globalhumanitarianplatform.org)

9 Christian Aid/CAFOD/Oxfam/Tearfund/Actionaid (2013). “Missed Opportunities: The case for strengthening national and local partnership-based humanitarian responses”, p. 4.

10 ODI/Humanitarian Policy Group (April 2016). “Time to Let Go: Remaking Humanitarian Action for the Modern Era

11 Ibid, p. 5.

12 United Nations (2015). “Partnerships for Sustainable Development Goals: A legacy review towards realizing the 2030 Agenda”, p. 5.

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 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 partnership¹⁷ 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"¹⁸ 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 cooperation¹⁹ was also approved by the Executive Board, helping to cover an important element of WFP's role and relationships with host governments.

¹³ OECD-DAC (July 2012). "The Busan Partnership for Effective Development Cooperation".

<https://www.oecd.org/dac/effectiveness/Busan%20partnership.pdf>

¹⁴ Hazelwood, Peter (2015). Global Multi-stakeholder Partnerships: Scaling up public-private collective impact for the SDGs, Background Paper 4, Independent Research Forum 2015, p. 2.

¹⁵ Adams, Barbara and Martens, Jens (2015). Fit for Whose Purpose: Private Funding and Corporate Influence in the United Nations, p. 7.

¹⁶ Ibid, p. 8.

¹⁷ 'Multi-stakeholder partnerships'

¹⁸ United Nations (2015). Partnerships for Sustainable Development Goals: A legacy review towards realizing the 2030 Agenda, p. 2.

¹⁹ WFP/EB.A/2015/5-D

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."²⁰
- 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 and recognize that WFP will need to devote resources to partnerships, to realize their full potential."²¹
- 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."²²
- A joint WFP/FAO evaluation in 2014 of the Food Security Cluster Coordination in Humanitarian Action²³ 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.
- 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."²⁴ 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."

²⁰ As quoted in the WFP Corporate Partnership Strategy (2014-2017), p. 5.

²¹ WFP Office of Evaluation (2012). Summary Evaluation Report of WFP's Private-Sector Partnership and Fundraising Strategy, EB.2/2012/6-A, p.15.

²² WFP Office of Evaluation. Evaluation of the Global Logistics Cluster (WFP/EB.2/2012/6-B), Executive Summary.

²³ <https://www.wfp.org/content/faowfp-joint-evaluation-food-security-cluster-coordination-humanitarian-action-terms-referen>

²⁴ WFP Office of Evaluation (2016). Annual Evaluation Report 2015, p. 2

14. 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."²⁵ 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."²⁶

15. There are strong conceptual and programmatic links between partnership and capacity development. They are mutually reinforcing and strong partnerships are 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."²⁷ 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."²⁸

16. The theory of change for the WFP Gender Policy (2015) includes 'partnerships' as one of the drivers of change at an organisational 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."

17. 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

18. 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."

19. 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

²⁵ WFP People Strategy (EB.2/2014/4-B), p. 6.

²⁶ Ibid, p. 6.

²⁷ Referred to in WFP/EB.2/2009/4-B, p. 7.

²⁸ WFP/EB.2/2009/4-B, p. 12.

expressing WFP's unique value proposition in this area. Consultations carried out to finalise 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.

20. 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).

21. 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

22. 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.

23. 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.

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

2.3 Stakeholders and Users of the Evaluation

25. 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.

26. 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.

27. 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.

28. 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.

29. 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)

30. 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 formalised 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.²⁹ 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.

31. 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."³⁰ 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.

²⁹ Partnership and Advocacy Coordination Division (PGC) (November, 2015). An Insight Into Partnerships at HQ, RB and WFP Offices(non-financial partnerships), Internal document.

³⁰ WFP Corporate Partnership Strategy (2014-2017), p. 6.

32. As mentioned briefly above, a strategic evaluation of partnerships in the context of WFP's transition from food aid to food assistance was finalised 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."³¹ 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.³² 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.

33. 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.

34. 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.

35. 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 2015³³, 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.

36. 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

31 Management Response to the Recommendations of the Summary Report of the Strategic Evaluation – From Food Aid to Food Assistance: Working in Partnership <http://docustore.wfp.org/stellent/groups/public/documents/eb/wfpdoc061685.pdf>, p. 4.

32 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.

33 <http://documents.wfp.org/stellent/groups/public/documents/eb/wfp282360.pdf>. Reference is WFP/EB.A/2016/4

Strategic Plan 2014-2017³⁴. 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.

37. 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.³⁵

38. 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"³⁶, 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."³⁷

39. 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 Plan³⁸. 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

40. 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:

- i. a mapping of partners and policy engagement to ensure alignment with CSP;
- ii. designing and publishing CPS material, including through an updated internal Partnership website, organizing workshops/training sessions, exploring advocacy opportunities, and briefing the Executive Board;
- iii. developing the engagement strategies for different groups of partners;
- iv. prepare an inventory of existing partnership agreements, identify good practice and revise the agreement template;
- v. define the role of relationship managers for different types of partnerships;
- vi. provide guidance on the management, monitoring and evaluation of partnerships;
- vii. 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 centre, develop generic guidance on partnership engagement to be accessible to all staff, develop indicators and analyse WFP's success

³⁴ Majewski, Brian. *Evaluability Assessment: WFP's Strategic Plan 2014-2017 (Draft)*, April 2016, p. 30.

³⁵ Office of the Inspector General. Internal audit work plan 2016 (internal document), p.7.

³⁶ <http://www.un.org/sustainabledevelopment/globalpartnerships/>

³⁷ WFP Strategic Plan 2017-2021 - Second Draft (April 2016), p. 15.

³⁸ <http://documents.wfp.org/stellent/groups/public/documents/eb/wfp283875.pdf>, document symbol WFP/EB.A/2016/5-A

as a partner, individual partnerships and progress towards CSP commitments, review and refine KPIs to ensure alignment with CPS and incorporate partnership competencies into generic job profiles.

41. 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 totalled 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.³⁹

42. 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 Bureaux 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;
- 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-

³⁹ WFP Annual Performance Report for 2014, p. 15-16.

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.

43. 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.

44. 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.”⁴⁰ 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.

45. 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.”⁴¹

46. 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.

⁴⁰ http://go.wfp.org/documents/4762482/5221263/COMET_FactSheet_Dec15.pdf/cf997784-1045-4db4-abcc-759be727ec30

⁴¹ Majewski, Brian. Evaluability Assessment: WFP’s Strategic Plan 2014-2017 (Draft), April 2016 , p. 27.

3.3 Scope of the Evaluation

47. 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.

48. 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**⁴² that WFP engages in as defined in the Strategy – namely: resource; knowledge; policy and governance; advocacy; and, capability partners.

49. 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 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"⁴³.

50. 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 Undernutrition (REACH).

42 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 organisational structure of the partner – for example, NGO, UN agency or research institute.

43 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.)..

51. 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

52. 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.

53. This evaluation will follow OEV's Evaluation Quality Assurance System (EQAS) guidance for policy evaluations. To maximise the evaluation's quality, credibility and utility, a mixed methods approach will be used with triangulation of evidence to ensure transparency, impartiality and minimise 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.

54. 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.

55. 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 of 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.

56. 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.

57. Methods to be considered to mitigate these risks include a prioritisation 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.

58. 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

59. 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

60. **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 organisations 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.

61. **Question 2: What were the initial results of the Corporate Partnership Strategy (2014-2017)?** The evaluation will collect information and data on initial results 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 have 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.

62. 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 behaviour). 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.

63. 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.

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

4.4 Methodology

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

65. 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.

66. 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.

67. 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.

68. 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.

69. 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.

70. A substantial document review will be required to assess the ways in which partnership has been conceived of, measured and reported on throughout the organisation in the past two years. The documents to be consulted include: all existing WFP policies and their respective approaches to partnership; all centralised 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.

71. 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

72. 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 standardised 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.

73. 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

5.1 Phases and Deliverables

74. Proposed timeline summary of key evaluation deliverables

Phases	May 2016	June 2016	July 2016	Aug 2016	Sept-Oct	Nov '16 – March '17	June 2017	Deliverables
Phase 1 (Preparation) Preparation of CN/ ToR Stakeholder consultation Identify and hire evaluation team	x x	x						<ul style="list-style-type: none"> • Concept Note • ToR
Phase 2 (Inception) HQ Briefing eval team Document review Inception mission			x	x				<ul style="list-style-type: none"> • Inception Report
Phase 3 (Data collection) Data collection Analysis workshops Debriefings					x x x x			<ul style="list-style-type: none"> • Debriefing presentations • Aide-memoire • Analysis reports
Phase 4 (Reporting) Draft reports Comments and revisions						x x x		<ul style="list-style-type: none"> • Drafts • Stakeholders' wkshop • Final
Phase 5 (Presentation) Exec. Board EB.A/2017 (June) + Management response							x	

5.2 Evaluation Component

75. 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.

76. 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.

77. 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.

78. 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.

79. 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

80. 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.

81. 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.

82. 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.

83. 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:

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

84. 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.

85. 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.

86. 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.

87. 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

88. 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 ⁴⁴	
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
	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

⁴⁴ Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

Annex 2: Reference Groups

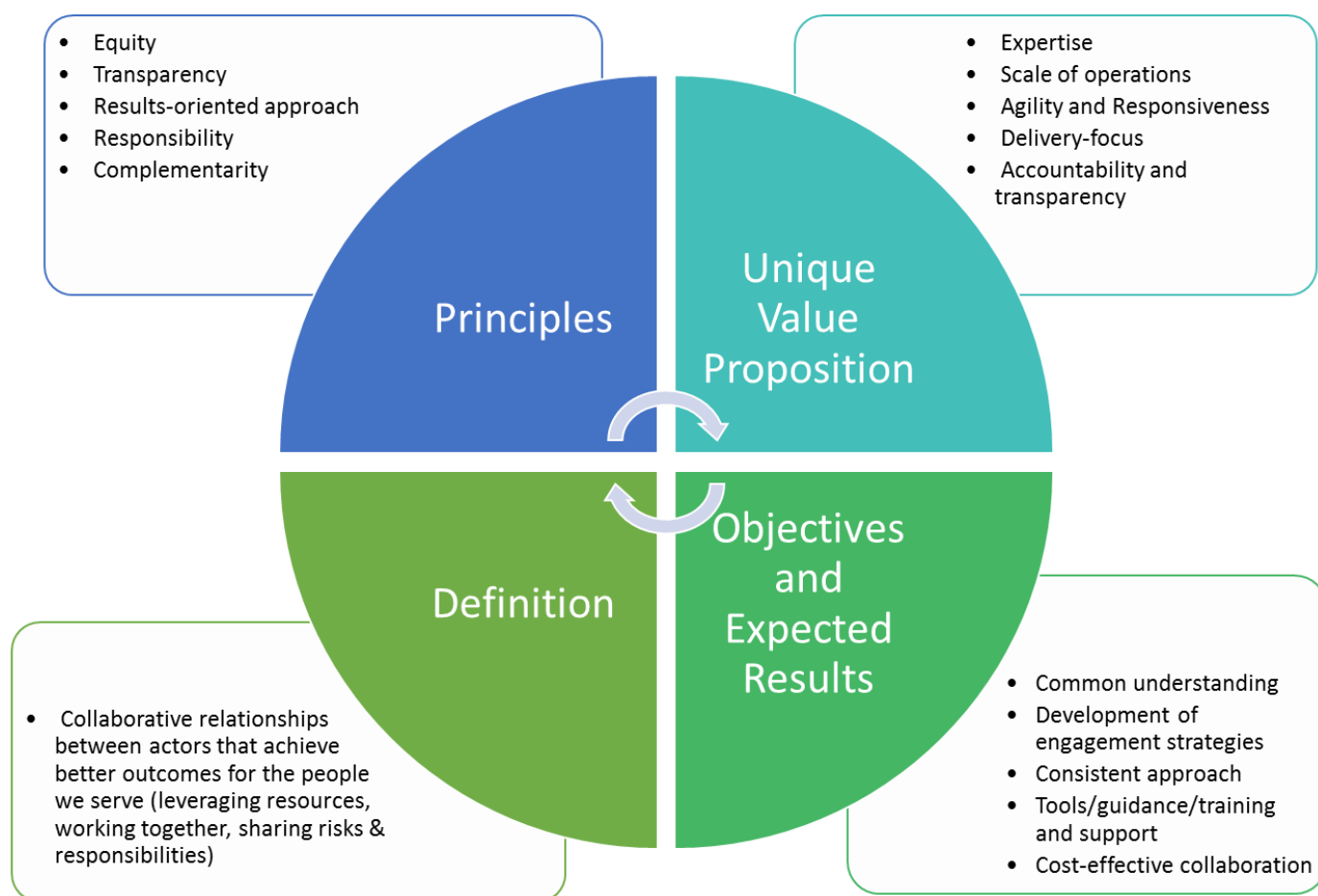
Internal Reference Group		
Name	Division Unit	Position
Elisabeth Rasmusson	Partnership, Governance & Advocacy Department, PG	Assistant Executive Director
Amir Abdulla	Office of the Deputy Executive Director	Deputy Executive Director & COO
Arnhild Spence	Partnership, Coordination and Advocacy Division, 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
Andreas Hansen	Partnership, Coordination and Advocacy Division, PGC	External Relations Officer
Erika Joergensen	NYC Office	Director
Karin Manente	NYC Office	Deputy Director
Harriet Spanos	Executive Board Secretariat, PGB	Director & Secretary to the EB
Rasmus Egendal	Government Partnership Division, PGG	Deputy Director
Heidi Olli	Government Partnerships Division, PGG	Government Partnerships Officer
Cyrill Ferrand	Global Food Security Cluster, OSE	Coordinator
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
Jennifer Nyberg	Private Sector Partnerships Division, PGP	Deputy Director
Irena Pešić	Private Sector Partnerships Division, PGP	Donor and PS Relations Officer
Kerry Ann Philp	Private Sector Partnerships Division, PGP	Consultant
Ralf Suedhoff	WFP Office Berlin, BER	Head of Office
Antonio Salort-Pons	WFP Office Madrid, MAD	Head of Office
Marina Catena	WFP Office Paris, PAR	Head of Office
Hyoung-Joon Lim	WFP Office Seoul, SEO	Head of Office
Anne Poulsen	WFP Office Copenhagen, COP	Chief Nordic Relations
Gordana Jerger	Geneva Office, GVA	Director
Stephen Anderson	Tokyo Office, TOK	Director
Gregory Barrow	London Office, LON	Senior Public Affairs Officer
Abdallah Al-Wardat	United Arab Emirates Office, UAE	Director

Krystyna Bednarska	Brussels Office, BRU	Director
Thomas Yanga	WFP Office to the African Union and the Economic Commission for Africa (UNECA), ADD (aka Africa Office)	Director
Stanlake Samkange	Policy & Programme Innovation Division, OSZ	Director
Kenn Crossley	Technical Assistance & Country Capacity Strengthening, OSZI	Deputy Director
Tahir Nour	Cash for Change Service, OSZIC	Director
Laura Santucci	Office of the Executive Director, OED	Director
Robert Opp	Innovation and Change Management, INC	Director
Zlatan Milisic	Direct Implementation Programme Service, OSZP	Deputy Director
Volli Carucci	Asset creation and livelihood Unit, OSZPR	Chief
Chris Toe	Policy & Programme Innovation Division, OSZ	Consultant Programme Policy
Ryan Anderson	Policy & Programme Innovation Division, OSZ	Programme Policy Officer
Carola Kenngott	South-South and Triangular Cooperation, OSZ	Policy Programme Officer
Lauren Landis	Nutrition Division	Director
Nicolai Frieher von Stackelberg	Contract and Constitutional Law Branch, LEGC	Senior Legal Officer
Nevenka Addo	Contract and Constitutional Law Branch, LEGC	Consultant Legal
Stefano Porretti	Director, Emergencies Preparedness & Support Response Division OSE	Director
Corinne Fleischer	Supply Chain Division, OSC	Director
Mahadevan Ramachandran	Procurement Division, OPS	Deputy Director
Chris Kaye	Performance Management & Monitoring Unit, RMP	Director
Pierre Honnorat	Humanitarian Response Depot. Service, OSLHRD	Logistics Officer
Annette Angeletti	Humanitarian Response Depot. Service, OSLHRD	Info & Knowledge Management Officer
Prerana Issar	Human Resource Division, HR	Director
Kawinzi Muiu	Gender Office, GEN	Director
Regional Level		
David Kaatrud	Regional Bureaux Bangkok, RBB	Regional Director
Parvathy Ramaswami	Regional Bureaux Bangkok, RBB	Deputy Regional Director
Clare Mbizule	Regional Bureaux Bangkok, RBB	Regional M&E Advisor
Robin Landis	Regional Bureaux Bangkok, RBB	Regional Reports Officer/Partnership Focal Point
Michael Huggins	Cambodia CO	Head of Programme/Partnership Focal Point
Muhannad Hadi	Regional Bureaux Cairo, RBC	Regional Director

Nicola Oberln	Regional Bureaux Cairo, RBC	Deputy Regional Director/ Partnership Advisory Group member
Claudia Ahpoe	Regional Bureaux Cairo, RBC	Regional M&E Advisor
Annelaure Duval	Regional Bureaux Cairo, RBC (Amman)	Communications Officer
Tarneem Fahmi	Regional Bureaux Cairo, RBC	Programme Officer/Partnership Focal Point
Yasmine Khalil	Regional Bureaux Cairo, RBC	Staff Assistant/Partnership Focal Point
Denise Brown	Regional Bureau Dakar, RBD	Regional Director
Felix Gomez	Regional Bureau Dakar, RBD	Deputy Regional Director
Aboubacar Koisha	Regional Bureau Dakar, RBD	Regional M&E Advisor
Dorica Tasuzgika Phiri	Regional Bureau Dakar, RBD	Consultant
Chris Nikoi	Regional Bureau Johannesburg, RBJ	Regional Director
Brenda Barton	Regional Bureau Johannesburg, RBJ	Deputy Regional Director/ Partnership Focal Point
Sarah Longford	Regional Bureau Johannesburg, RBJ	Senior Regional Programme Advisor/Partnership Focal Point
Silvia Biondi	Regional Bureau Johannesburg, RBJ	Regional M&E Advisor
Valerie Guarnieri	Regional Bureau Nairobi, RBN	Regional Director
Vernon Archibald	Regional Bureau Nairobi, RBN	Deputy Regional Director/ Partnership Focal Point
Genevieve Chicoine	Regional Bureau Nairobi, RBN	Regional M&E Advisor
Rosemary Bright	Regional Bureau Nairobi, RBN	External Partnerships Officer – Partnership Focal Point
Jesse Wood	Regional Bureau Nairobi, RBN	Regional Donor and Private Sector Relations Office/ Partnership Focal Point
Miguel Barreto	Regional Bureau Panama, RBP	Regional Director
Alzira Ferreira	Regional Bureau Panama, RBP	Deputy Regional Director/ Partnership Advisory group member
Christine Grignon	Regional Bureau Panama, RBP	Senior Regional Programme Advisor/ Partnership Focal Point
Jaqueline Flentge	Regional Bureau Panama, RBP	Regional M&E Advisor
Hugo Farias	Regional Bureau Panama, RBP	Programme Officer/ Partnership Focal Point
Country level		
	Countries to be added as the evaluation unfolds.	

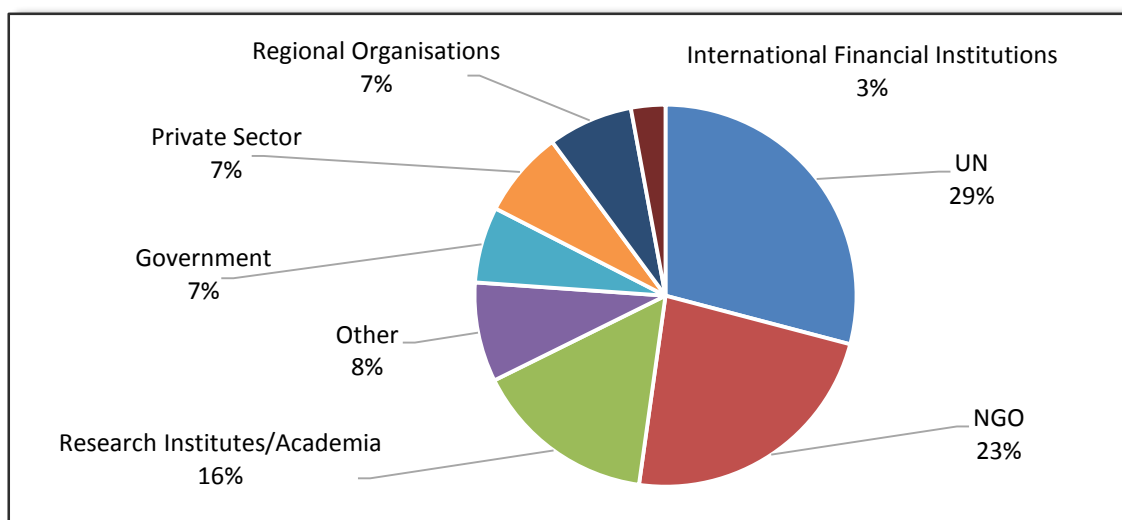
External Reference Group	
Name	Organization
2 representatives from	Executive Board Bureau 2016
1 representative from	FAO
1 representative from	IFAD
1 representative from	UNDP
1 representative from	UNHCR
1 representative from	UNICEF
1 representative from	UNFPA
1 representative from	ICRC
1 representative from	OCHA
1 representative from	UN Women
1 representative from	Save the Children
1 representative from	World Vision
1 representatives 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 representative from	Logistic Cluster
2 representative 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)

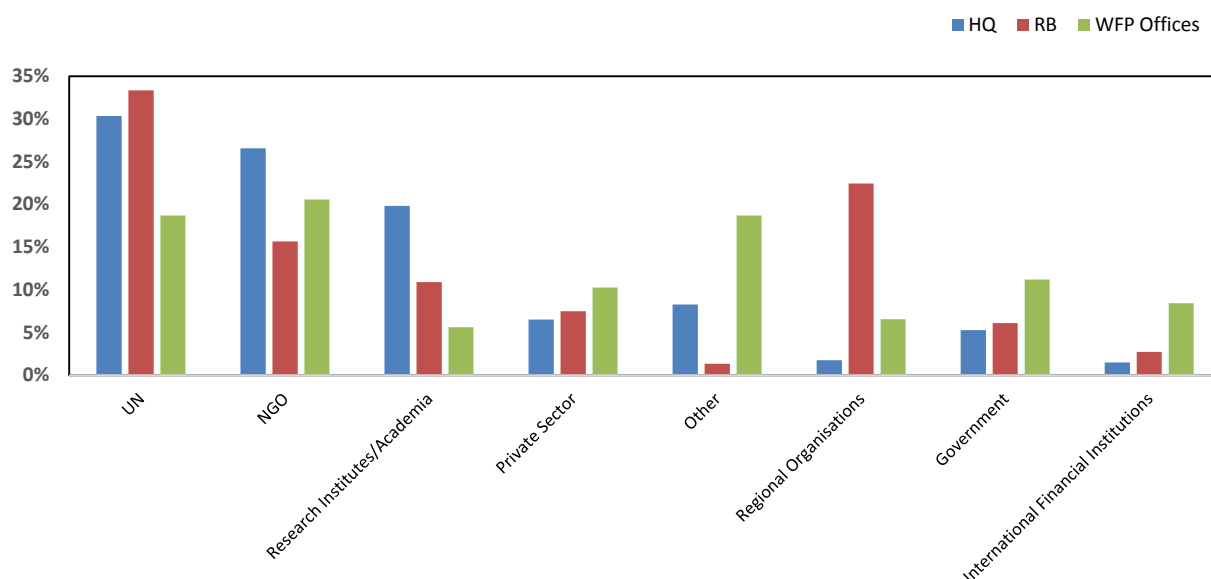


Annex 4: Partnership Data – Non-Financial Partners⁴⁵

i. Types of WFP Partners⁴⁶ - HQ, RB and CO



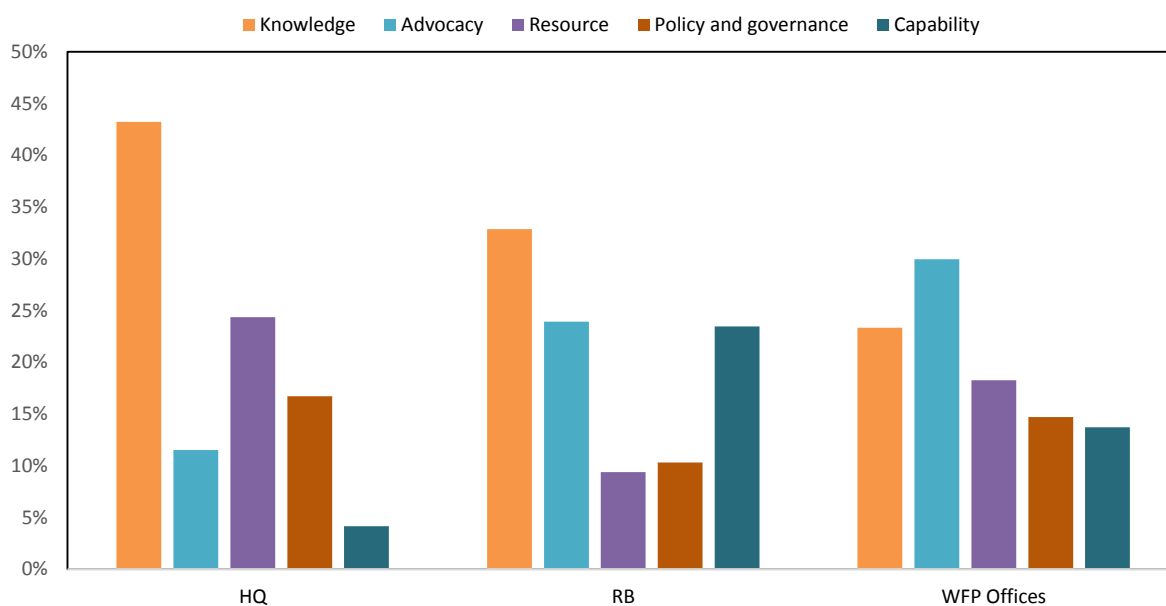
ii. Types of WFP partners by organizational level



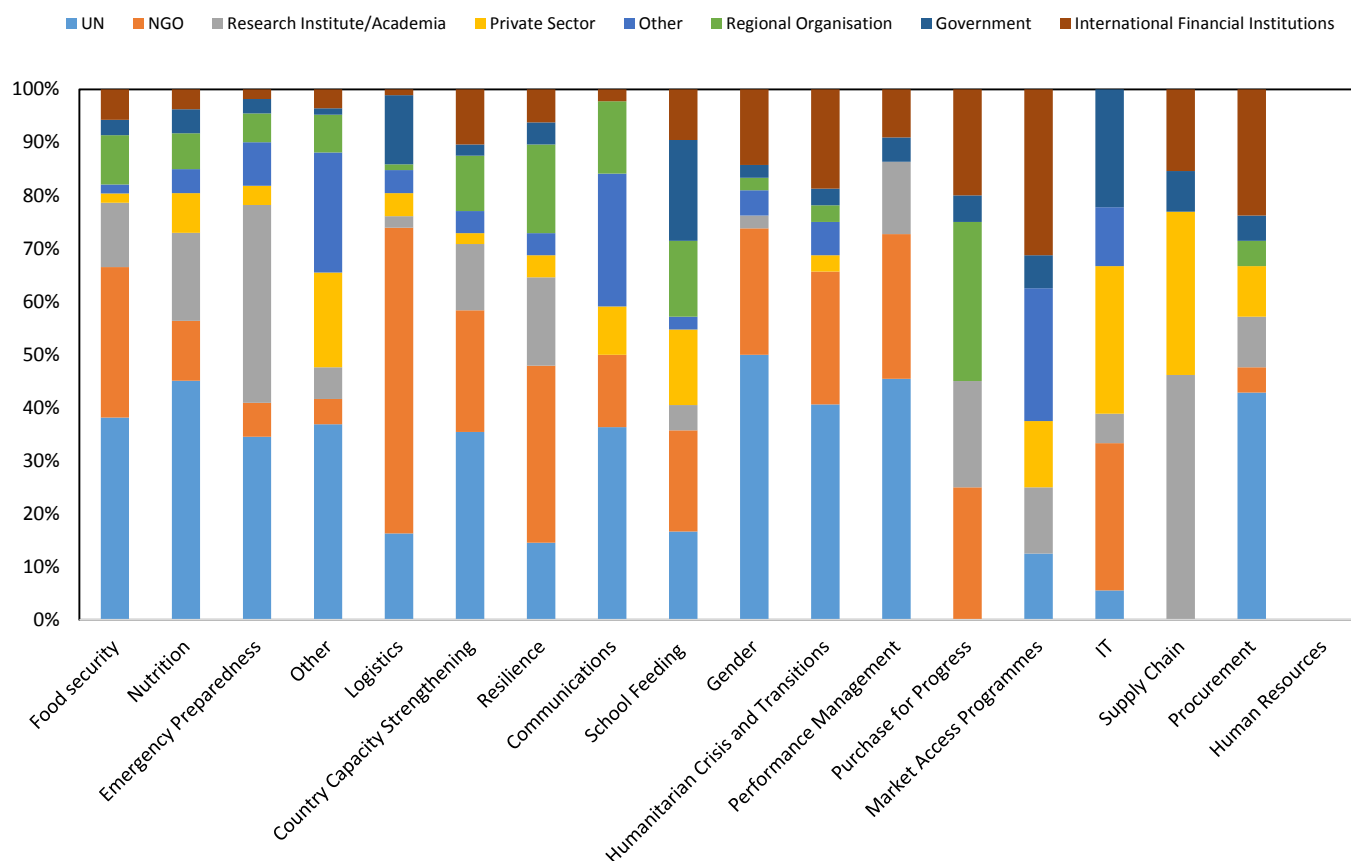
⁴⁵ All data presented in this section is survey data compiled and analysed by the Partnership and Advocacy Coordination Division and reported in 'An Insight into Partnerships at HQ, RB and WFP Offices (non-financial partnerships), December 2015. This is data of non-financial partners only.

⁴⁶ '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).

iii. Purpose of partnership by organizational level



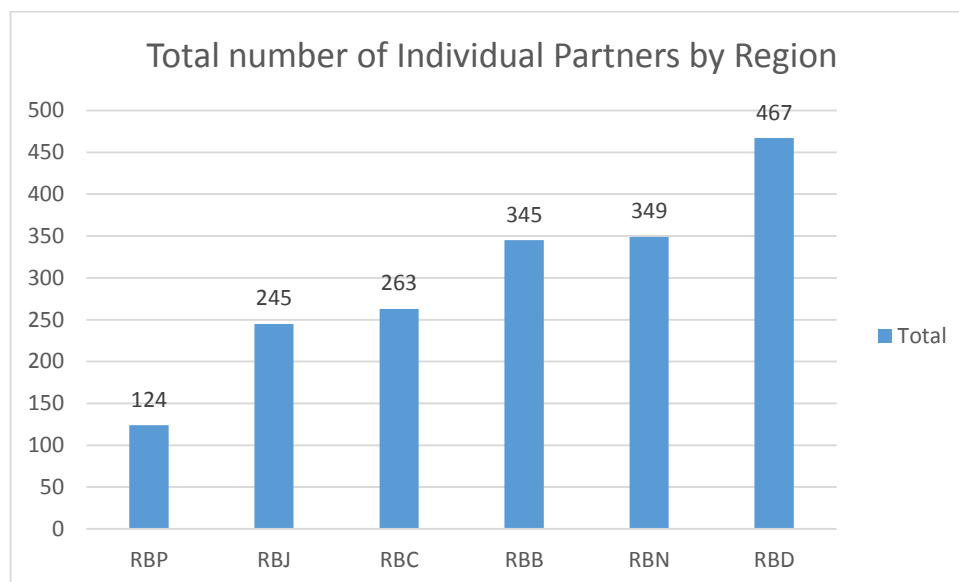
iv. Thematic focus of non-financial partnerships



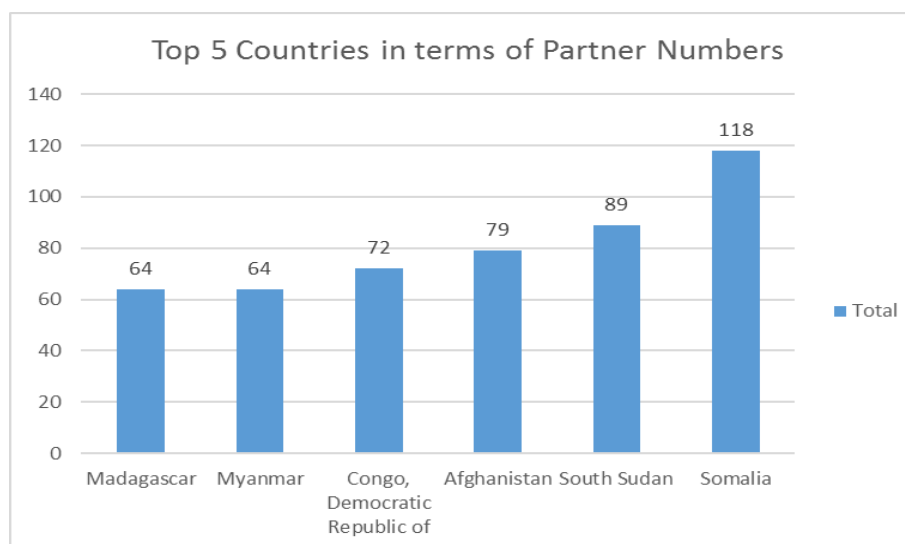
Annex 5: Partnerships at Country Office Level⁴⁷

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.

Number of Partners

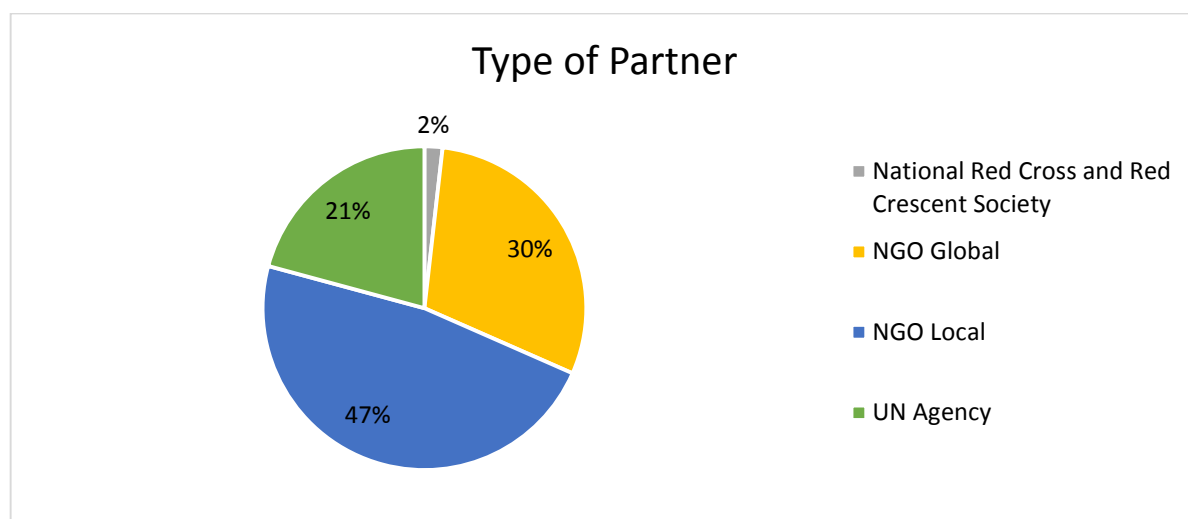


Top 5 Countries in Partner Numbers

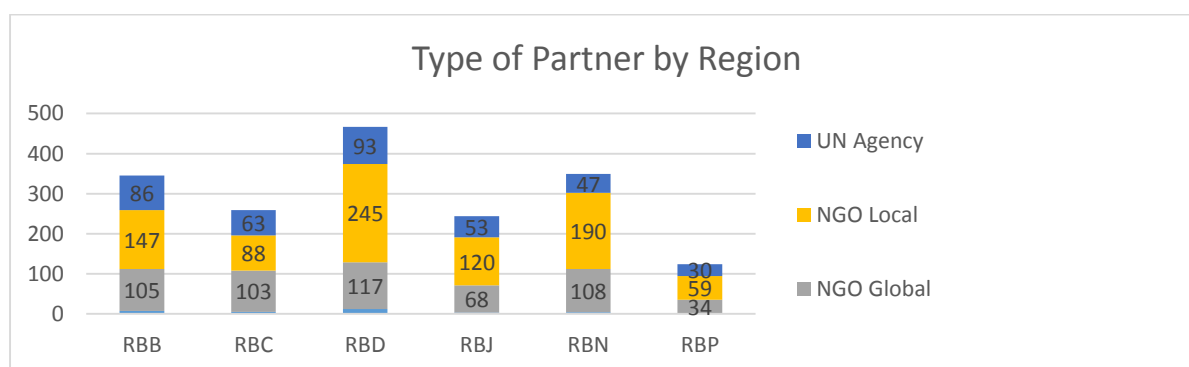


⁴⁷ Prepared in May 2016 by the Partnership and Advocacy Coordination Division (PGC). Guided by the 2014-2017 Corporate Partnership Strategy (CPS), in June 2015 PGC engaged in a mapping exercise to obtain an overview of 2014 NGO/UN partnerships⁴⁷ at country office level. This data comes from an exercise 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.

Types of Partner



Types of Partner by Region



Strategic Objectives

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.



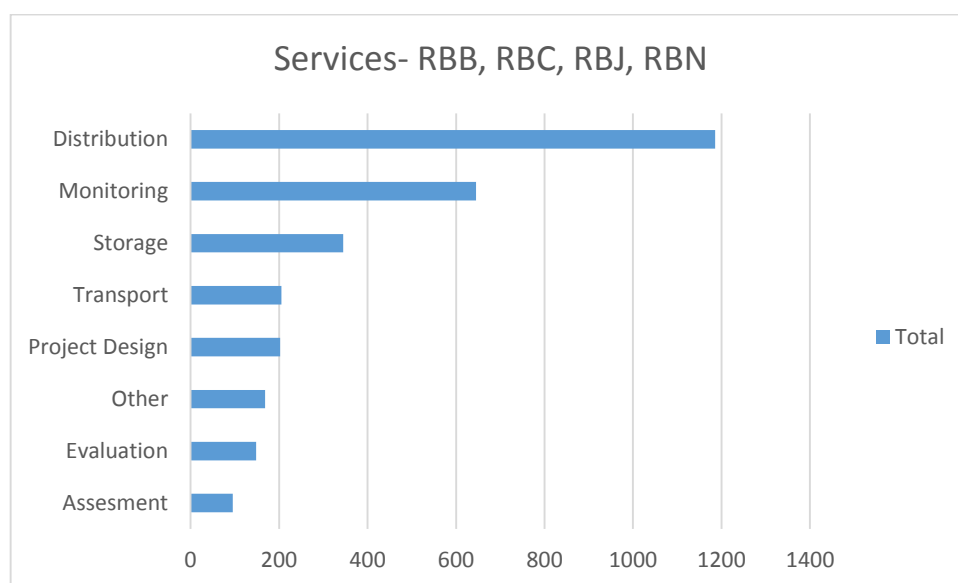
Strategic Objectives as stated in 2014-2017 Strategic Plan

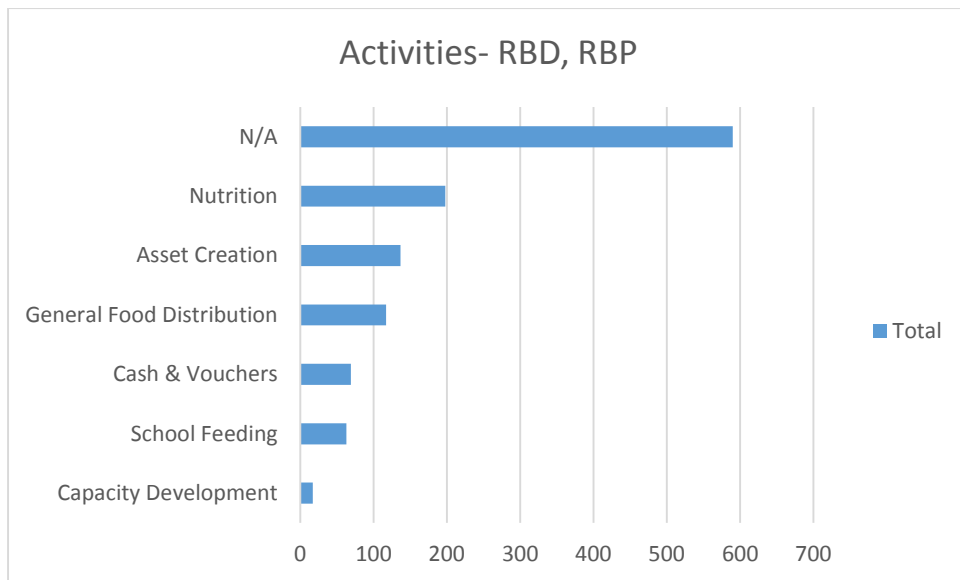
1. Save lives and protect livelihoods in emergencies.
2. Support food security and nutrition and rebuild livelihoods in fragile settings and following emergencies.
3. Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.
4. Reduce undernutrition and break the intergenerational cycle of hunger.

Areas of collaboration

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





Annex 6: United Nations and International Organizations Partnerships in 2015

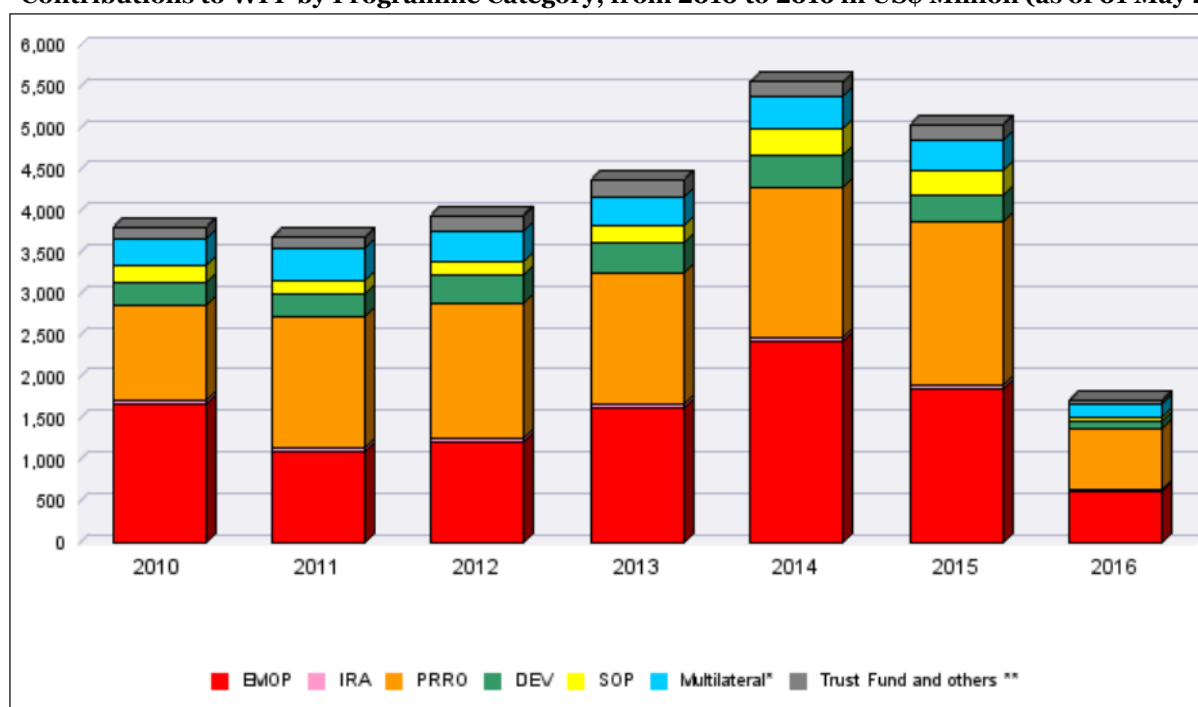
PARTNERS	No. of projects	No. of countries
FAO	121	65
UNICEF	107	55
UNHCR	60	55
WHO	41	32
OTHERS ⁴⁸	40	27
UNDP	32	25
IFAD	31	24
UNFPA	26	18
IOM	21	19
World Bank	12	9
UNAIDS	15	12
ILO	11	6
UN-Women	14	13
UNESCO	9	7
UN-HABITAT	3	2
UNEP	2	2

Source: Annual Performance Report 2015

⁴⁸ 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 Data⁴⁹

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

	2016	2015
	(contributions to date)	
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 others⁵⁰	US\$ 65,200,000	US\$ 189,600,000

⁴⁹ <http://docustore.wfp.org/stellent/groups/public/documents/research/wfp216778.pdf>

⁵⁰ Contributions to Special Accounts, General Fund and pending allocation.

Top 10 Funding sources by contribution year - 2015

Donor	US\$
USA	2,008,657,707
United Kingdom	456,855,096
Germany	329,258,331
Canada	261,645,796
European Commission	250,347,378
Japan	196,773,084
UN CERF	159,928,948
Saudi Arabia	151,556,169
Netherlands	101,464,033
Private Donors	98,886,990
All donors	

Annex 7: Partnerships with Research Institutes and Academia⁵¹

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**.⁵²

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

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.

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.

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.

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.

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.

⁵¹ <http://docustore.wfp.org/stellent/groups/public/documents/partnership/wfp281781.pdf>

⁵² [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 8: 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
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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
EB	Executive Board
EMG	Executive Management Group
EQAS	Evaluation Quality Assurance System
EAG	External Advisory Group
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