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Evaluation Reports

**For consideration**

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

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## **Management Response to the Recommendations of the Summary Evaluation Report – Corporate Partnership Strategy**

### **Background**

1. This document presents the management response to the recommendations of the Summary Evaluation of WFP's Corporate Partnership Strategy (CPS) (2014–2017).
2. The Executive Board adopted the CPS in June 2014. This evaluation covered the first two and a half years of the strategy's implementation. The purpose of the evaluation was to provide a learning tool to assist WFP in taking action to deepen its approach to partnerships.
3. The evaluation was timely in light of adoption of the WFP Strategic Plan (2017–2021), which features partnership as a core pillar, and implementation of the Integrated Road Map (IRM), which includes providing support to national zero hunger strategic reviews, country strategic plans, the Financial Framework Review and the Corporate Results Framework.
4. The evaluation sought to answer three questions: i) What is the quality of the strategy? ii) What are its initial results? and iii) What are the factors influencing these results? The evaluators found that the quality of the strategy was good, comparing well with the partnership strategies of other organizations. They also noted that the guidelines and tools produced are of high quality, and that WFP's partnering practices reflect the strategy's intent.
5. The evaluators also found areas in which further work is needed to ensure that all organizational units adhere to WFP's partnering approach. There was a lack of awareness among some country office staff about the CPS and the partnership tools and guidance available through the internal web portal and from the Partnership and Advocacy Coordination Division (PGC). The evaluators also noted that most regional bureaux and country offices had not enacted partnership action plans.
6. The following matrix sets out the planned actions and timelines for implementing the evaluation recommendations.

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#### **Focal points:**

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<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT OF THE CORPORATE PARTNERSHIP STRATEGY</b>			
<b>Recommendations</b>	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
<p><b>Recommendation 1:</b> By the end of 2017, the IRM steering committee should finalize a costed action plan for implementing the partnership pillar of the Strategic Plan (2017–2021) that builds on the principles outlined in the CPS, clearly identifies major milestones by unit and is aligned with the Corporate Results Framework (2017–2021).</p>	<p>IRM steering committee, with support from the Policy and Programme Division (OSZ), regional bureaux, and PGC, and oversight from the Partnership, Governance and Advocacy Department (PG)</p>	<p>Agreed.</p> <p>Action has been taken through the IRM steering committee to develop a comprehensive budget associated with implementation of the IRM, including the development of a structured approach to positioning, partnering and resource mobilization.</p> <p>In addition, the Executive Management Group will provide guidance regarding the costed action plan, which will be integrated into the Management Plan as a business model to ensure predictable resources for implementation.</p> <p>Management recommends a deadline of December 2018 for full implementation of this action.</p>	<p>December 2018. An interim update on the implementation and costing of partnership via the Strategic Plan and IRM process to be made available in June 2018</p>
<p><b>Recommendation 2:</b> WFP should immediately include the development of a partnership action plan as a mandatory component of each country strategic plan and interim country strategic plan, with resources allocated to partnering activities in country portfolio budgets.</p>	<p>PG, with support from regional bureaux, OSZ and PGC</p>	<p>Partially agreed.</p> <p>Partnership action plans have been developed for pilot (wave 1a) country strategic plan (CSP) countries, with positive impacts. However, the establishment of such plans has not become mandatory because of concerns about the additional burden of having another mandatory documents related to CSP formulation as the strategies and action plans needed to support CSP implementation will differ from country to country.</p> <p>Headquarters and regional bureaux will provide country offices with support and guidance to facilitate the systematic development of coherent and detailed CSP implementation plan that enable country offices to mobilize partnerships resources from diverse sources.</p>	<p>December 2019 – to be reviewed following completion of wave 1b CSPs in November 2017</p>

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<b>Recommendation 3:</b> By the end of 2017, WFP should update guidance and revise or develop practical tools that enable staff to engage in a broad range of partnerships, including long-term, multi-functional and non-commodity-based partnerships.	PG	Agreed. Guidance and tools have been prepared and will continue to be updated to incorporate lessons learned from the ongoing roll-out of the IRM. E-learning on partnership, particularly engagement and networking skills, and on resource mobilization will be launched for all staff on WFP's Learning Management System in 2017. Direct training for staff members whose roles involve managing partnerships will be made available to all the Headquarters units, regional bureaux and country offices that request it.	December 2017
<b>Recommendation 4:</b> By June 2018, the Partnership, Governance and Advocacy Department should assist country offices and regional bureaux in strengthening their partnering skills by developing guidance on the preparation of country-level partnership action plans, working with regional bureaux to prepare and roll out context-specific country-level partnership training modules, and developing tools for partnership-related knowledge management and dissemination.	PGC and PG, with support from regional bureaux	Agreed. Guidance has been developed to support country offices' positioning, partnering and resource mobilization for CSPs, including a training programme based on the Learning Management System. Targeted support to country offices in the development of partnership action plans is being provided in collaboration with regional bureaux, to ensure that the plans reflect regional strategies and local and regional contexts.  In tandem with the roll out of Salesforce software, a knowledge management system is being established to facilitate analysis of information on government and private-sector partners. The system will ensure seamless knowledge exchange throughout WFP and optimize resourcing opportunities.	December 2018

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<p><b>Recommendation 5:</b> By the end of 2018, WFP should strengthen its systems for capturing qualitative data on partnering and develop templates that include a requirement to report on the effectiveness, efficiency and innovative nature of partnerships.</p>	<p>Performance Management and Monitoring Division, with support from the Information Technology Division</p>	<p>Agreed.</p> <p>WFP has been capturing partnership data in its Country Office Tool for Managing Effectively (COMET) since 2016. COMET: i) provides evidence of partners' contributions to project implementation and results; ii) captures the capacity to deliver results of individual partners; and iii) strengthens partnerships and working arrangements by highlighting partners' comparative advantages and performance.</p> <p>WFP is already capturing partnership information in its reporting: the Annual Performance Report includes qualitative analysis of COMET data on the performance and effectiveness of WFP's strategic and operational partnerships.</p> <p>In the context of IRM implementation, WFP is also developing enhanced tools to capture and analyse partnership data. Annual country reports are envisaged and these will include analyses of partnership arrangements and their impacts on achieving planned results. A "value for money" section is expected to provide more information on the effectiveness, efficiency and economy of these arrangements.</p> <p>Executive Board members can access the list of WFP partners available in COMET.</p>	<p>December 2018</p>
<p><b>Recommendation 6:</b> By the end of 2018, WFP should ensure that prioritized partnership agreements with United Nations agencies, international and national NGOs, private-sector actors, international and regional financial institutions, regional economic organizations have been revised to support the partnership pillar of the Strategic Plan (2017–2021).</p>	<p>PG</p>	<p>Partially agreed.</p> <p>WFP will continue to establish formal agreements with major partners inside and outside the United Nations system to increase the predictability of joint approaches, including joint resourcing, when feasible and effective, as not all partnerships require Standard Partnerships Agreements. This recommendation is also addressed through the Corporate Risk Register. It should be noted however that the deadline for completing this action is the end of 2018. Management believes that the ambiguous language of the recommendation will make it difficult to determine when it has been achieved.</p>	<p>December 2018</p>

**Acronyms Used in the Document**

CPS	Corporate Partnership Strategy
IRM	Integrated Road Map
COMET	Country Office Tool for Managing Effectively
CSP	country strategic plan