

Strategic Evaluation

From Food Aid to Food Assistance- Working in Partnership: A Strategic Evaluation – Vol. II Annexes (I-XIII)

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Prepared by

Dale Thompson, Team Leader
Kate Godden, Evaluator
John Horekens, Evaluator
Stuart Reid, Subject Matter Specialist
David Fleet, Subject Matter Specialist
Emma Mason, Researcher
Jeffery Ruhl, Researcher
K. Tracy Wallis, Assistant

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Disclaimer

The opinions expressed are those of the Evaluation Team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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Evaluation Management

Evaluation Manager:	Jamie Watts
Director, Office of Evaluation:	Helen Wedgewood

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Annex I - Terms of Reference from Food Aid to Food Assistance

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1. Background

1.1. Introduction

1. Strategic Evaluations focus on the new WFP strategic direction and the policy, operations and activities that are in place to implement it. They evaluate the quality of the work being done related to the new strategic direction, its results, and seek to explain why and how these results occurred.
2. The purpose of these TOR is to provide key information to stakeholders about the evaluation “Working in Partnership”, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the subject and scope of the evaluation; Chapter 4 identifies the key questions that the evaluation will address; Chapter 5 summarizes the evaluation approach; and Chapter 6 indicates how the evaluation will be organized.
3. The annexes provide additional information on (1) references, (2) a framework for evaluating partnerships, (3) facts and figures related to partnerships in WFP and (4) a factsheet for pre-selected countries for site visits.
4. The TOR were prepared by WFP Office of Evaluation (OE) evaluation manager Jamie Watts, Senior Evaluation Officer based on a document review and discussions with stakeholders.

1.2. Context

5. Partnership is increasingly considered to be an essential element for effective international humanitarian and development assistance and recent changes in the development environment means that WFP must develop new and more strategic partnerships with host countries, United Nations (UN) organizations, non-governmental organizations, the private sector and others.
6. Partnership is a recurring theme in the Millennium Development Goals (MDGs), the World Summit for Sustainable Development, the Paris Declaration and other global initiatives that are shaping development. The new development environment calls for more coordinated work by the United Nations at the country level and stronger government leadership in the development process. The MDGs themselves are seen as interconnected and mutually reinforcing which implies more of a partnership approach.
7. Similar calls for coordination, coherence and partnership are being made in the area of food security. At the L’Aquila G8 meeting in July 2009 heads of state pledged to implement the Global Partnership for Agriculture and Food Security, which aims to enhance cooperation towards global food security and promote better coordination at country level. In November 2009, participants at the World Food Summit on Food Security pledged to join efforts to work in the Global Partnership to promote better coordination at global, regional and national levels and ensure that national and regional interests are voiced and considered.
8. In addition to increasing development and humanitarian assistance effectiveness, partnerships are also seen as mechanisms by which institutional and technical capacity can be built and conditions established for handover and sustainability. Within the UN, Development Assistance Frameworks (UNDAF) set out the collective UN response to a country’s needs in development and some humanitarian interventions (UN

Development Group, 2011). Delivering as One (DAO) pilot countries were established following the High Level Panel on UN System wide Coherence report to the Secretary-General in November 2006 with an aim of increasing the UN's impact through improvements in efficiency, coherence and effectiveness (WFP External Relations Division, 2007).

9. Since 1991, the UN Office for the Coordination of Humanitarian Affairs (OCHA) has played a role in coordinating effective humanitarian action in partnership with international and national actors. The humanitarian cluster approach was adopted in 2006 to address gaps and enhance quality in humanitarian action.
10. In addition to inter-UN partnerships and changing relationships with governments, private companies and foundations have increasingly entered into the development arena, as corporate social responsibility has become a higher priority (UN, 2011). The value of private sector contributions to WFP has risen from US\$ 95.2 million in 2007 to US\$ 145.3 million in 2009. Increasingly non-governmental organizations (NGOs) are also important partners in development, playing a wide range of roles from consultation in high level policy and programme discussions to enhancing the field presence of UN organizations and implementation of field level programmes. In 2010 WFP reported collaborations with 2,398 NGOs, of which 220 were international and 2,178 local (WFP NGO Unit, 2010).

2.Reasons for the Evaluation

2.1.Rationale

11. The evaluation is one of four strategic evaluations being conducted by the Office of Evaluation in the 2010-2011 biennium that are related to the shift from food aid to food assistance called for in WFP's 2008-2013 Strategic Plan. The evaluation focuses on how WFP's partnerships and its role within them would be affected by this strategic shift.
12. Partnership is highlighted in WFP's Strategic Plan in a number of ways (WFPEB, 2008). One of WFP's core principles emphasizes that all WFP's activities should be "designed and implemented to ensure the coherent and optimal use of overall resources" through partnerships, handover to government, NGOs and other UN organizations to meet the needs of the hungry poor in the most effective and efficient manner possible. The plan recognizes national and local governments (including communities) as the main actors in meeting hunger needs of their populations, and that WFP will design and implement its interventions with the government playing the leading role and in preparation for governments to assume ownership of activities. Other partnerships help WFP complement government capacities and support eventual handover as the overarching objective.
13. Although there are many potential advantages to working more in partnership, there are also risks. For example, the "transactions costs" of operating in partnership are often high, negotiating joint solutions could compromise core objectives, and imbalances of power in partnerships could lead to dominance of partnerships by some parties over others. Sometimes partnerships focus too much on processes, without enough emphasis on tangible improvements in the way work is done. Top down partnerships could fail to adequately consider field level realities. Any of these could compromise the goals of increasing the efficiency and effectiveness of WFP's work and an evaluation would provide information about how to maximize the advantages and minimize the risks of working in partnership.

14. Although partnership has been analysed as a part of other evaluations, no previous evaluation has focused on WFP’s partnerships across the organization, or specifically considered how partnership relates to the transition from food aid to food assistance. Furthermore, no evaluation has analysed WFPs capacity for being an effective partner. Given the importance that the Strategic Plan places on partnerships as a factor in WFP’s success, and since many new partnership initiatives have been started, an evaluation specifically of partnerships is appropriate and timely.
15. Requests for evaluation of partnerships have been made from the Partnership and Handover Unit of WFPs Programming Division and the Private Sector Partnerships Unit.

2.2.Objectives

16. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:
 - Assess and report on the quality and results of WFP’s strategic partnerships related to the shift from food aid to food assistance (accountability); and
 - Determine the reasons why certain changes occurred or not to draw lessons that should help in further implementation of the new strategic direction (learning).
17. Since WFP is in the process of making a transition towards new partnerships for food assistance, the evaluation will emphasize building understanding and learning from experiences rather than accounting for past work. The evaluation is therefore a **formative evaluation** that is “intended to improve performance [and is] most often conducted during the implementation phase of projects or programs” as compared to a **summative evaluation** that judges the worth of a project or program after its conclusion (OECD/DAC, 2002).

2.3 Stakeholders and Users of the Evaluation

18. Since partnership is so important to the way WFP works, a large number of stakeholders would have an interest in the evaluation as shown in the table below:

Internal WFP Stakeholder	Interest in the evaluation
WFP CO and RB (Senior management and Programme staff)	The evaluation aims to support Country Directors who are responsible for country-level planning that puts into effect the new strategic direction by generating insights (and evaluative evidence) about partnerships that can be incorporated into future country strategies, operations and programme activities. Regional Bureaux are interested in how to effectively partner at the regional level as well.
WFP Headquarters	Senior Managers at HQ are interested in supporting country offices, regional bureaux and also in WFP’s partnerships at the global level, as well as knowing how partnerships at the different levels contribute to making WFP more effective. Their interest is in knowing how WFP can make an appropriate contribution to improving partnerships, in order to account to donors and to improve corporate performance, if and where necessary.
WFP Executive Board	The EB has an interest in knowing when and how WFP can most effectively work in partnership, in order to be able to assess overall corporate performance and take informed decisions.

External Stakeholders	Interest in the evaluation
Government partners	As WFP's main partner, government institutions are interested in how WFP can best partner with them especially in light of the growing interest in government led development assistance.
Donors	Funding plays a crucial role in how WFP operates, including how it conducts itself as a partner, with whom WFP partners and for what work. Donors thus drive in some ways WFP's partnerships, but also are interested in know if WFP is a good partner and how it can be a more effective partner.
UN Agencies	Other key UN agencies such as FAO, UNICEF and WHO and others are main partners with WFP in much of its work. In addition to bilateral partnerships, UNDAF and the cluster system drive multilateral partnerships and all have an interest in making these relationships effective.
NGO partners	NGOs at international and local levels are also important partners and are expected to be interested in knowing how WFP can strengthen its role, and how synergies can be build between NGO, government and WFP.
Private companies	Private companies are interested in knowing how they can effectively partner with WFP to address their social responsibilities while maintaining their corporate interests.
Beneficiaries	Beneficiaries have a strong interest in WFP providing the best services it can to alleviate suffering amongst the poor and hungry and are ultimately the best judge as to whether or not services are being provided effectively, thus they should be involved in the evaluation process to the extent possible.

3. Subject and Scope of the Evaluation

3.1 Subject of the Evaluation

19. **Policy context:** Partnership is central to WFP's work and much of what WFP does is described as being done in partnership with a wide range of actors including international or local NGOs, governments, private companies, other United Nations organizations and others.
20. Partnerships are embedded within WFP's strategic objectives (SO) as outlined in the Strategic Plan. The Strategic Plan links WFP's success not only to WFP's own capacity but the extent to which WFP effectively partners with others. The plan also provides overall guidance for partnerships such as partnerships should be based on shared objectives, but distinct and complementary mandates aiming towards national ownership, handover and long-term sustainability. The Plan acknowledges that capacity building and knowledge sharing are essential elements of this approach.
21. WFP does not have an overarching partnership policy; however sector level policies address the types of partnerships articulated in the Strategic Plan and WFP's role within them. For example, an NGO Partnership Framework was approved in 2001. In 2004 the Board approved a policy on WFP's approach to building regional and country capacity. WFP adopted a policy for national capacity building in 2004

(WFP/EB.3/2004/4-B, 2004) and this was updated in 2009 to include a framework of outcomes, outputs and activities for capacity development that emphasize nationally owned hunger solutions and viable multi-sectoral partnerships (WFP/EB.2/2009/4-B, 2009).

22. WFP also has a policy about how to engage new partners in the private sector (WFP/EB.3/2004/4-C, 2004) and a private sector partnership and fund raising strategy (WFP/EB, 2008). Principles for private sector cooperation with the United Nations were established in 2001 including:

- Protecting the reputation of the UN.
- Carrying out due diligence when selecting private sector partners.
- No private sector partner should benefit commercially from the UN partnership.
- Agencies should not grant exclusivity to any private-sector partner.
- Private sector partners should not compromise the independence and neutrality of the UN or replace the role of member states.

23. **Subject of the Evaluation:** Partnerships are embedded in virtually everything that WFP does. Due to resource limitations, instead of a broad brush approach touching all areas of work, the evaluation will focus on an in-depth case study analysis of partnerships in two of WFP's major areas of work 1) nutrition and health and 2) emergency preparedness and response. These two cases were selected because they:

- include new, more strategic partnerships that go beyond the functional partnerships in which WFP has historically engaged;
- are multi-dimensional in that they have country, regional and international aspects;
- are likely to include a wide range of partner types;
- are complementary and inter-related; and,
- cover both the emergency and non-emergency aspects of WFP's work.

24. **Partnerships for Improved Nutrition and Health:** Policy was established to move towards mainstreaming nutrition in WFP's development and emergency work as early as 2004 (WFP/EB.A/2004/5-A/1, 2004) (WFP/EB.A/2004/5-A/2, 2004) (WFP/EB.A/2004/5-A/3, 2004). A number of new and innovative partnerships are being put into place to translate the policy into operational reality.

25. The strategic plan implies that WFP move from implementing to enabling government ownership, capacity and accountability, therefore in implementing nutrition and health programmes, government is the primary partner. WFP also collaborates with UN and international organizations at the operational level to implement its health and nutrition activities. Over 50% of all WFP projects carried out in partnership with other UN or international organizations include nutrition and health activities (the largest share for any sector). In 2008, WFP partnered with UNICEF for example in 140 projects in 71 countries, of which 61% were related to health and nutrition (see Annex 3). UN reform calls for better coordination among UN agencies to support national goals. As shown in Annex 3, in some cases, developing country governments hosting WFP offices are contributing to WFP for mutually agreed activities.

26. WFP's complementary partnerships with NGOs (as compared to contractual relationships with NGOs) often focus on health and nutrition since NGO's complement WFP's capacities with nutrition and health expertise and networks beyond WFP's own

(WFP NGO Unit, 2010). Of 291 projects reporting NGO partnerships between 2005 and 2009, 61% had nutrition related activities.

27. WFP is involved with several major innovative multi-sectoral partnership initiatives in nutrition and health. The Scaling Up Nutrition (SUN) framework for example, was developed through a collaboration among the World Bank, the Bill & Melinda Gates Foundation, the United States Agency for International Development, Helen Keller International, the Global Alliance for Improved Nutrition (GAIN), WFP, UNICEF and other main stakeholders to provide countries with a common framework for scaling up nutrition.
28. The REACH project against child under-nutrition was jointly established by the UN Food and Agriculture Organization (FAO), World Health Organization (WHO), UNICEF and WFP. REACH supports a multi-stakeholder partnership among the UN, civil society and the private sector that promotes and provides government-led solutions for delivering an integrated multi-intervention approach to tackling under-nutrition. In Laos, one of the phase 1 REACH countries, WFP participates in a government-led national nutrition task force including the government ministries, UN agencies and NGOs to develop comprehensive national nutritional strategies and implementation plans in accordance with the national nutrition policy.
29. Regional partnerships with governments are increasingly important. For example, in 2010, the Inter-Governmental Authority on Development (IGAD) comprising seven states in the horn and eastern Africa including Djibouti, Eritrea, Ethiopia, Kenya, Sudan, Somalia and Uganda entered into an agreement with WFP to carry out nutrition workshops in Kenya, Djibouti and Somalia (specifically Somaliland) as a contribution towards reducing food and nutrition insecurity and ensuring long-term hunger solutions.
30. A number of significant private sector partnerships have also been developed to support WFP's work in nutrition and health, including those shown in the table below:

DSM	DSM is a global sciences company and a world leader in the field of nutrition that provides technical and scientific expertise, high nutrient products and financial assistance to increase the micronutrients in WFP's food basket.
Unilever	Unilever is one of the world's leading consumer goods companies that works with WFP in a partnership called "Together for Child Vitality" to improve the nutrition and health of poor school aged children through WFP's school meals .
Project Laser Beam	Project Laser Beam is a public private partnership to eradicate child malnutrition with an initial effort in Bangladesh and Indonesia. Partners include Unilever, Kraft Foods, DSM and Global Alliance for Improved Nutrition (GAIN).

31. **Partnerships for Improved Emergency Preparedness and Response:** Emergency preparedness and response is another area where WFP is developing new partnerships or operating in a new, more strategic way with traditional partners. Governments are the lead partner in disaster preparedness and response, and WFP works with a range of partners to help governments build their capacities for disaster preparedness and response, or to address emergency needs when a government's own capacities are overwhelmed during a disaster.

32. For example, during the Pakistan floods in 2010, WFP worked in partnership with others to bolster the capacity of the government's lead agency the National Disaster Management Authority and its provincial counterparts. Pakistan is a UN "Delivering as One" pilot country and WFP co-chairs the joint UN Programme on Disaster Risk Management. WFP was an integral part of the UN emergency response and worked closely with many partners, including other humanitarian providers engaged in food assistance activities and other UN agencies such as UNHCR and UNICEF.
33. WFP also partners at the regional level, for example, collaborating with the government of El Salvador and other national and international partners to strengthen the emergency preparedness and response capacity of the region by establishing the Regional Early Warning System for Central America (SATCA). This cutting-edge web platform enhances the capacity of national and regional institutions to anticipate potential natural threats in the region.
34. WFP engages in global humanitarian coordination efforts including the UN Standing Committee on Humanitarian Assistance coordinated by Office for the Coordination of Humanitarian Affairs (OCHA) that provides a framework for coordination from global to operational. WFP partners with others through the emergency response cluster system, introduced in 2005 (Steets, 2010). WFP is the lead organization for the Emergency Telecommunications and Logistics clusters. WFP co-leads with FAO the Global Food Security Cluster, newly established in 2010 but already operational in 15 countries in response to recognition of the importance of food security in humanitarian crises. As cluster lead, WFP is responsible for organizing coordination at global and country level, strengthening global preparedness, developing global guidance and acting as provider of last resort.
35. WFP has also entered into science and technology partnerships that connect top level science and technology to humanitarian assistance needs. For example, the Information Technology for Humanitarian Assistance, Cooperation and Action (ITHACA) is a non-profit association founded in 2006 by the Politecnico of Torino and the Higher Institute on Territorial Systems for Innovation (Si.T.I.) as a centre of applied research to develop satellite image based geographic and cartographic data to support humanitarian activities. In Bangladesh for example, maps of flood affected areas enabled better targeting of assistance and modelling based on historical maps of actual flood affected areas helped in disaster preparedness and planning.
36. The Humanitarian Early Warning System (HEWS) is another example of innovative partnerships in the area of emergency preparedness and response. WFP developed HEWS, originally in 2004, on behalf of the Inter-Agency Standing Committee's Sub-Working Group on Preparedness. HEWS partners include NASA, the Dartmouth Flood Observatory in the United States and ITHACA.
37. Another important partnership is the Fast Information Technology and Telecommunications Emergency and Support Team (FITTEST), is a group of technical specialists within the IT (information technology) division of WFP. FITTEST provides IT, telecommunications and electricity infrastructure to support humanitarian aid operations anywhere in the world. FITTEST is unique within the UN system as it operates on a cost-recovery basis. Since its creation in 1998, FITTEST has completed missions in 130 countries.
38. Private sector partnerships are also important in emergency preparedness and response, some of those partners are shown in the table below.

Caterpillar	Caterpillar the world's largest producer of construction equipment contributes to improved emergency response by helping WFP coordinate access to equipment and dealers across the world during emergencies.
TNT	TNT is a global leader in the mail and express delivery business. TNT was WFP's first corporate partner and as one of the world's biggest companies specializing in logistics has provided logistical assistance, state-of-the art commodity-tracking and improved supply chain methodologies.
Vodafone	The Vodafone Foundation, the United Nations Foundation (UNF) and WFP launched the first-ever Global Partnership for Emergency Communications to help WFP and the entire humanitarian community to improve their communication system in emergencies.

39. **New Relationships with governments:** New relationships with government will be explored as a cross-cutting issue in both cases. The Strategic Plan implies that WFP move from a hands-on to a hand-over approach in its relationships with governments. Possible avenues of exploration include new mechanisms for UN and interagency coordination such as UN Delivering as One Pilots and UN Development Assistance Framework processes often linked to WFP Country Strategy processes; changing roles between government and WFP where host governments fund WFP activities or WFP is emphasizing capacity development for handover activities; integration into government social protection systems; south-south cooperation; and the role of regional partnerships or networks in shaping WFP's work with countries.

3.3. Scope of the Evaluation

40. The term "partnership" is not used consistently in WFP; rather it is applied to a wide variety of relationships ranging from contracts with service providers, donor-recipient, relationships with host country governments, inter-UN collaboration and others. For the purpose of this evaluation, *partnerships will be defined as those voluntary collaborations sustained over a period of time where each party shares benefits, costs and risks to achieve a jointly defined objective* (FAO, 2006) (Horton, 2010) (World Bank, 2007).
41. The evaluation will therefore not include relationships between WFP and donors or private sector organizations that are primarily financial. It would also exclude relationships whereby WFP contracts with an organization to deliver a good or service.
42. WFP distinguishes between complementary NGO partners, those which engage with WFP to achieve mutual objectives, with each contributing complementary skills, knowledge and resources and cooperating NGO partners, those that provide a service related to the distribution of food, for which WFP pays (WFP NGO Unit, 2010). This evaluation is concerned with complementary NGO partners.
43. The evaluation will analyse partnerships at the global, regional and country level, and the interactions between these levels. It will involve country visits or desk reviews of a small number of countries selected based on objectively verifiable criteria. Countries shown in Annex 4 were preselected based on innovation in nutrition partnerships, recent emergencies employing innovative partnerships in emergency response, significant numbers of NGO and nutrition oriented UN partnerships, and regional distribution. From this list, the evaluation team will select countries for site visits and desk reviews. Several countries have been included that have not experienced recent emergencies, however they do have innovative nutrition initiatives. The evaluation team will determine during the inception phase how many countries will be visited

within the timing and financial constraints of the evaluation and aiming for a regional balance.

44. The evaluation will also include analysis of how partnerships at **regional and international levels** affect the work being done in the field. This analysis will be conducted either by site visits or through telephone interviews. Detailed plans for these visits will be elaborated in the Inception Report.
45. Major categories of partners with whom WFP works most closely and the rationale for working with them are shown in the following table (adapted from the Strategic Plan). The evaluation will analyse all of the categories of partner relevant to each case or introduce new partner categories if they emerge from the case studies.

Categories	Rationale
National and local government & communities	These partners have primary responsibility for meeting the hunger-related needs of their populations. They also have unique depth and breadth of knowledge about needs and solutions.
UN system and other international organizations	Some of these partnerships are essential for timely and effective response during humanitarian emergencies (UNHCR, OCHA, ICRC etc). Others work with WFP to help break the chronic inter-generational cycle of hunger (UNICEF, UNDP, FAO and IFAD etc.)
National & international NGOs	These partners help increase WFP's deep field presence among other roles.
Private sector	These partners provide material assets related to transportation and information and communication technology during emergencies, and technical expertise and specialized personnel in areas linked to WFP's operational needs in addressing chronic food insecurity.
UN Clusters	Priority is given to fulfilling WFP's role and responsibilities as the cluster lead or co-lead agency for logistics and emergency ICT services to the global humanitarian system.
Academic institutions, think tanks and research companies	These partners contribute high level analytical capacity to complement WFP's own capacity in disaster preparedness and response, programming, economics and other areas.

46. Some partnerships have either recently been evaluated or an evaluation is currently being planned. Vulnerability assessments were included in a recent joint evaluation of FAO and WFP support to information systems for food security (WFP/EB.1/2010/7-B, 2010). The Delivering as One pilots will be evaluated in 2011. The Humanitarian Cluster system was evaluated in 2010. Purchase 4Progress (P4P) is the subject of a WFP independent evaluation in 2011. While aspects of these may be touched upon in this evaluation, they will not be the focus of it.

4. Evaluation Questions

47. The key evaluation questions are the basis of the entire design, conduct and report of the evaluation. In the inception report, an evaluation matrix will be developed that links key evaluation questions, with sub-questions, sources and methods. Four evaluation questions will be addressed by the evaluation. The evaluation questions are similar for all four strategic evaluations being conducted in the 2010-2011 biennium so that findings and conclusions from all of them can be synthesized to help inform WFP's direction.

- **Question 1:** What implications does the shift from food aid to food assistance have for WFP's partnerships in health & nutrition and emergency preparedness & response? The evaluation will analyse among other things:
 - How partnerships contribute to the achievement of objectives and accomplishments (including both technical delivery and less tangible objectives such as handover and capacity building, sustainable solutions, long term relationships and trust, etc)?
 - How has WFP changed its approach to partnerships with governments and other partners in the shift from food aid to food assistance (if at all) and what other changes are needed?
 - Different types of partners involved, their roles and the added value of each to the partnership effort?
 - Effectiveness of partnership governance (including decision making and management) and resourcing?
 - What is the best mix of partners to achieve food assistance objectives (what factors drive the establishment of partnerships, how is decision making and other authority shared amongst partners, what partnerships should be developed that have not yet been, etc.)?
- **Question 2:** Effectiveness and efficiency of partnerships for food assistance in health & nutrition and emergency preparedness & response, including among others:
 - To what extent is partnership good practice followed
 - Added value of a partnership approach over working individually
 - Do the benefits of partnership outweigh the costs (financial and in kind)
 - Perceptions of WFP as a good partner
- **Question 3:** How do factors in WFP's external operating environment including donors, policy environment, and social/political/economic and cultural conditions in the country affect WFP's ability to develop and maintain effective partnerships in health & nutrition and emergency preparedness & response, including such factors as:
 - Balancing differences in mandates, objectives and capacities of different partners
 - Changing roles of hosting governments in WFP partnerships at national and regional level (for example the role of regional political bodies such as SADC; and trust funds and other means by which host countries provide financial resources to WFP)
 - Operating context in the host country (social, political, economic, cultural)
 - Roles and mandates established at international and/or regional policy fora

- **Question 4:** How do factors inside of WFP including processes, systems, culture and staff capacity affect WFP's ability to develop and maintain effective partnerships in health & nutrition and emergency preparedness & response, including such factors as:
 - Staff skills, knowledge and attitudes
 - Roles/support from different units from field to HQ
 - Financial, planning, M&E and other systems
 - WFP culture

5. Evaluation Approach

5.1. Evaluability Assessment

48. Evaluability is the extent to which an activity or a program can be evaluated in a reliable and credible fashion, which depends on an adequate definition of objectives and verifiable results (OECD/DAC, 2002).
49. As discussed earlier, WFP does not have an overarching partnership policy that describes how its partnerships are changing and its new niche amongst various partners. Rather partnership is discussed in various policy documents and reports including the Strategic Plan and others. Neither are there commonly shared criteria for the evaluation of partnerships in WFP, although success factors for partnerships are emerging from other sources (Horton, 2010) (FAO, 2006) (R. Serafin, 2008)¹ and others). During the inception phase, the evaluation team will validate from WFP documentation, such as the Strategic Results Framework, from interviews with WFP partnership managers and from the literature a framework for partnership and a working set of criteria to be used in the evaluation process.
50. Data sets exist for NGO and UN/IO partners that link partners to WFP countries and projects and thus to WFP's own monitoring and reporting system (see Annex 3 for a presentation of some of this data). Memoranda of understanding document each major partnership and are available from WFP Legal Division or Country Office. Although each partnership has established its own specific objectives related to activities, outputs and outcomes, standard monitoring does not likely capture aspects specific to partnerships such as duration, level of formality, partnership management effectiveness, partnership costs, etc, and may not distinguish results achieved by the partnership as distinct from WFP's own results.

5.2. Methodology

51. The detailed evaluation methodology will be designed during the inception phase during which time a more detailed exploration will be undertaken of the issues, direction and practice of partnership in WFP and a thorough analysis of the literature associated with partnership effectiveness. The methodology should:
- Address the evaluation questions presented in Section 4.
 - Address the issues raised in the initial evaluability assessment discussed in Section 5.1
 - Be participatory and pragmatic

¹The framework from Serafin is included in Annex 2.

- Enable a thorough analysis within the budget and timing constraints.
52. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources and using mixed methods (e.g. quantitative, qualitative, and participatory) to ensure triangulation of information to draw robust conclusions. The sampling technique used to impartially select partnership cases, related field visits and stakeholders to be interviewed should be specified in the Inception Report.
 53. Data will be disaggregated by sex and by age group where appropriate. The evaluation findings and conclusions will highlight differences in performance and results of the operation for different beneficiary groups as appropriate.
 54. The methodology is summarized in the evaluation matrix that will be developed during the inception phase and includes the key questions, detailed questions, information sources and methodologies. A common set of data collection instruments will be developed for use in all site visits.

5.3. Quality Assurance

55. 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 built-in 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 OE Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
56. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.
57. To enhance the quality and credibility of this evaluation, external reviewer(s) will provide further quality assurance to the process and will comment on the draft inception and evaluation reports.

6. Organization of the Evaluation

6.1. Phases and Deliverables 2011

58. The phases, deliverables and key dates for the evaluation are shown in the table below.

Strategic Evaluation – Phases, Deliverables and Timeline		Key Dates 2011
Phase 1 -Preparation		
	Desk review, first draft of TOR and quality assurance	March 26
	Circulation of TOR and review	March 26-April 9
	Identification and recruitment of evaluation team	By April 23
	Final TOR	April 30
Phase 2 -Inception		
	Briefing team at WFPHQ	May 9-14
	Review documents and draft inception report including methodology	
	Submit draft inception report to OE	June 3
	OE quality assurance and feedback	
	Revise inception report	
	Submit revised inception report to OE	June 17
	OE shares inception report with stakeholders for information	
Phase 3 –Evaluation Mission		
	Field work	June-July
	Aide memoire/In-country Debriefings	At end of each country visit
Phase 4 -Reporting		
	Rome debriefing of preliminary findings and conclusions	Sept 13-14
	Draft evaluation report	
	Submit draft evaluation report to OE	Sept 24
	OE quality feedback	
	Revise evaluation report	
	Submit revised evaluation report to OE	Oct 8
	OE share evaluation report with stakeholders (working level)	Oct 11-22
	OE consolidate comments	
	Revise evaluation report	
	Submit revised evaluation report to OE	Oct 30
	OE circulates the Executive Summary to WFP's Executive Staff	
	OE consolidate comments	
	Revise Executive Summary of evaluation report	
	Submit final evaluation report to EB Secretariat	Dec 3
Phase 5 Executive Board and follow-up		
	Editing / translation of summary report	
	Preparation of evaluation brief and dissemination of reports	
	Presentation of evaluation summary report to EB	February 2012

6.2.EvaluationTeam

59. In order to ensure the independence of the evaluation and the credibility of its results, the evaluation will be conducted by team of external consultants identified through a transparent selection process. The evaluation team leader should have demonstrated capacity to conceptualize large scale, complex evaluations, to design an appropriate evaluation approach and methodology, and to manage the evaluation team to conduct the evaluation accordingly and then synthesize and report results. The team leader should have strong evaluation experience in the context of international development, an excellent understanding of partnerships in the context of a large international non-profit or United Nations organization such as WFP, as well as excellent analytical, team management and communication skills (verbal and written). The team leader will report to the evaluation manager and be responsible for delivering outputs as agreed. The team leader is responsible for the overall timely delivery of high quality products including the inception report, the methodologies and data (as appropriate), reports and presentations used in briefings, and the final evaluation report. The team leader is also responsible for preparing and delivering briefings and debriefings and should thus have experience communicating with senior managers, including ability to present complex ideas concisely, active listening skills and the ability to synthesize.
60. Collectively the team should have strong experience in the evaluation of partnerships and organizational change processes and a good understanding of the health and nutrition and emergency preparedness and response sectors. The team should have experience in the appropriate range of methodologies needed for the evaluation. Team members should have good interpersonal skills, ability to work effectively as a member of a team and good analytical and writing skills. Team members report to the evaluation team leader. Capacity for verbal communication in other languages spoken in countries to be visited would be an advantage for country visits, but debriefings and written reports will be in English.
61. If deemed necessary, national consultants or other types of support, such as research assistance or editorial assistance could be arranged to complement and assist the team in its work. These needs will be articulated in the inception report and included in the final budget for the evaluation.
62. As a member of the United Nation Evaluation Group, WFP is committed to the norms and standards of 2005 as well as to the ethical guidelines for evaluation published in 2007. Therefore, all participating evaluators will be provided with copies of the UN Evaluation Norms & Standards and Code of Conduct for Evaluation in the UN System and will be expected to operate in accordance with these standards.

6.3.Roles and Responsibilities

63. This evaluation is managed by OE. Jamie Watts, Senior Evaluation Officer has been appointed as evaluation manager. 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 field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. She will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

64. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the partnerships being evaluated, their performance and results; facilitate the evaluation team's contacts with stakeholders for country visits; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.
65. 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 the stakeholders. The evaluation manager has not been associated with the areas of work being evaluated, thus helping to ensure independence and avoid real or perceived conflict of interest.

6.4. Communication

66. The evaluation team will meet in Rome at the beginning of the inception phase to be briefed by key staff responsible for the areas of work included in the evaluation.
67. An internal reference group will include a representative from each of the following areas plus regional bureaux representatives:
- Interagency Affairs & NGO Unit
 - Handover & Partnership Branch
 - Emergency Preparedness & Response Branch
 - Private Partnerships
 - Nutrition and HIV/AIDs Service, Policy Division
 - Nutrition, MCH and HIV Service, Programme Division
68. The internal reference group will provide feedback on the draft TOR; the inception mission report and the final draft report. Internal reference group members will also be invited to participate in interviews, focus groups and/or workshops to inform the evaluation. They will also be asked to communicate to their units about the evaluation and to help facilitate country visits by providing up to the minute information about security, emergencies or other factors that might interfere with visits, and to confirm country priority and relevance in the context of the overall evaluation.
69. A two page brief summarizing the key aspects of the TOR and the Inception Report will be prepared jointly by the evaluation manager and the team leader prior to country visits to facilitate communication about the evaluation. A PowerPoint presentation will be prepared by the team leader for presentation to WFP staff during the initial briefings that take place during country visits. An aide memoir will be prepared and used as the basis for debriefings with Country Offices at the end of each country visit.
70. At the end of the evaluation phase, when preliminary findings and conclusions have been developed, the evaluation team leader will debrief in Rome with the Director of OE and the evaluation manager, and with WFP staff, including field staff participating by teleconference. The purpose of the debriefing is to present preliminary findings and conclusions for information and feedback, which can be incorporated as appropriate into the evaluation report.
71. The Summary Evaluation Report will be submitted to the first regular session of WFP Executive Board.

72. Since the evaluation is intended to contribute to organizational learning and development, the evaluation manager will consider the feasibility of organizing workshops or seminars as a part of the evaluation process. An evaluation brief summarizing the evaluation findings and recommendations will be prepared by the evaluation manager. Lessons will be incorporated into OE's lesson sharing system when appropriate.
73. The TOR, the final evaluation summary report, the management response and the evaluation brief will be made posted on WFP web site evaluation page. OE will actively seek opportunities to present the results at internal workshops or external conferences as appropriate.

6.5. Budget

74. The evaluation will be financed from OE's Programme Support and Administrative budget. Based on the team composition presented in Section 6.2, the associated remuneration (daily fees) are estimated to be around US\$ 155,000 and the cost of international and domestic travel is estimated at US\$ 95,000, bringing the total cost of the evaluation to US\$ 250,000 (inclusive of WFP Evaluation Manager travel costs for to a country to pilot test methodology and other WFP costs associated with the evaluation).

Terms of Reference: Bibliography

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<http://go.wfp.org/web/strategicplanningimplementation/newaidenvironment>
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WFP/EB.A/2004/5-A/3. (2004). *Nutrition in Emergencies: WFP Experiences and Challenges*. Rome: WFP.

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Annex II –Laos Aide Memoire Country Mission

July 21, 2011

1. Introduction

1.1 Overview of the Evaluation

- This Evaluation is one of four Strategic Evaluations being conducted in the 2010-2011 biennium by WFP's Office of Evaluation that are related to the shift from Food Aid to Food Assistance as envisaged by the current WFP Strategic Plan.
- The primary focus of this evaluation is to assess how the partnership activities of WFP might be affected by this strategic shift; and, of equal importance, how WFP's current partnership practices contribute to the attainment of this strategic shift.
- The objectives of the evaluation are to:
 - Assess quality and results of WFP partnerships in the light of the on-going strategic transformation; and
 - Determine why certain changes have or have not occurred; and to draw lessons from this evidence.
- The evaluation essentially covers partnerships within two domains:
 - Nutrition & Health; and,
 - Emergency Preparedness & Response.
- These areas were chosen because they include new, more strategic partnerships with a wide range of types of partners, including more new types such as private sector.

1.2 Rationale for the case selection

- The evaluation analyzes partnerships at the global, regional and country level, and the interactions between these levels. It involves country visits or desk top case reviews of a small number of countries.
- Sixteen countries were preselected by WFP Office of Evaluation Manager based on innovation in nutrition partnerships (derived from interviews with key contacts and WFP project database records of nutrition and/or health-oriented activities including Mother and Child Health and Nutrition and HIV/AIDS), recent emergencies employing innovative partnerships in emergency response (derived from key informant interviews and review of WFP project database for EMOPs between 2008-2010 and data on corporate emergencies provided by WFP Emergency Preparedness & Response Unit), significant numbers of NGO and nutrition-oriented UN partnerships (derived from NGO and UN/IO databases provided by WFP Multilateral & NGO Relations Division), and regional distribution (following standard WFP country distribution by region).
- From this list, the Evaluation Manager selected 3 countries for site visits and 2 for desk top reviews based on expected time and financial constraints of the evaluation and aiming for a regional balance.
- Final selection was based on interviews and correspondence first with WFP Regional Bureaux and then Country Offices to validate countries with substantial nutrition and emergency preparedness and response partnerships, and those countries not recently subjected to other evaluations and able to host a visit within the timeframe of the evaluation.

1.3 Types of Partners and Partnerships

WFP works with a vast number of different types of partners, when considered from an organizational perspective. The following summarizes these types of partners.

Types of Partners
Government
UN and other International Organizations
Non-governmental Organizations
Red Cross/Red Crescent Movement
Private company
Academic or research institutions

- However, categorizing WFP partnership solely on the basis of the organizational type of partner involved does not capture the true complexity of the breadth and scope of its partnership relations.
- This categorization does not either capture the fact that different types of partnership activity may require different skills.
- As part of the Inception Process, a categorization of the types of partnership was developed, based on a functional assessment of the generic kind of activities involved.
- The table below illustrates a fivefold functional typology of partnership categories.

Type	Objectives
Delivery	To deliver services to beneficiaries with the proviso that the relationship goes beyond the contractual delivery of a good or a service
Skills Transfer	To build capacity through training, technical assistance and other means of skills transfer
Framework	Relationships between regional or global bodies that aim to position WFP within the global system
Knowledge Building	Relations where partners expand the scope of knowledge - and techniques
Policy and Advocacy	Relations where partners work together to raise awareness of or advocate for new approaches and responses to issues of common concern

- This five-fold topology of partnership, combined with the recognition that partnership activities at WFP exist in three geographic frameworks; global, regional and country, result in a fairly complex environment to review.
- The above partnership typology is, in itself, experimental in nature. It is being tested as part of the evaluation.

1.4 Dates and overall programme of the site visit

Monday, 11th July

- 09:00 – 10:00 Meet with Sally Sakulku – Out-going REACH Facilitator
- 10:15 - 11:00 hrs Introductory meeting with Eri Kudo (Country Director) and Paul Howe (Deputy Country Director) to discuss strategic issues related to partnerships
- 11.10 – 12:10 hrs Meeting with Nutrition Unit
- 13.30 – 14.30 hrs Meeting with the Protracted Relief and Recovery Unit
- 14:45 – 15.45 hrs Meeting with Finance Unit
- 16:00-17:00 hrs Meeting with MNCHN Partners (UNFPA)

Tuesday, 12th July

- 09:00 – 10:00 hrs Meeting with REACH taskforce (WHO, FAO)
- 10:00 – 12:00 hrs Meeting with FeFu Partners (Plan International, ADRA)
- 13.45 – 14:45 hrs Meeting with Ministry of Labour and Social Welfare (MLSW)
- 15:00 – 16:00 hrs Meeting with Ministry of Health (MOH) Nutrition Unit (Dr Bounthom)

Wednesday, 13th July

- 08:30 – 09:30 hrs Meeting with Head of the Office of Resident Coordinator, MS Eiko Narita, and UN Heads of Agency (UNICEF – Mr Tim Schaffter, WHO – Mr Yungo Liu, UNFPA – Ms Mieko Yabuta)
- 09:45 – 10:45 hrs Teleconference: Gabriel Baptiste, Grand Duchy of Luxembourg (cancelled because of non-availability of Mr. Baptiste)
- 11:00 – 12:00 hrs Meeting with LIN Unit
- 14.00 – 15.00 hrs Meeting with the Ministry of Education (MOE)
- 14.00 – 16.30 hrs Participation in Food Security Cluster meeting
- 16:30 – 17:30 hrs Debriefing with Eri Kudo (Country Director) and Paul Howe (Deputy Country Director)

Thursday, 14th July

- 10:00 – 11:00 hrs Teleconference with Monique Beun (Nutrition consultant FFA NUIRDP), Ms Bouachahn GIZ FFA NUIRDP.
- 15:00 – 16:00 hrs Meeting with Dr Intong Keomoungknoune Nutritionist, Uma Palaniappam, Nutrition Specialist. UNICEF Laos

1.5 Description of the country Mission

- The Country Mission proceeded as planned with only one major variant – the inability of the representative of the Grand Duchy of Luxembourg to participate in the scheduled teleconference. This will be rectified by a follow-up telephone interview.

1.6 Limitations or unexpected difficulties encountered that affected data collection

- There were issues surrounding the collection of Cost/Benefit data which will be addressed in a subsequent section of the Aide Memoire.

2. List of Respondents

List of External Partners Interviewed

Name	Position	Organisation
Mr. Scott Rawson	Head of Program	ADRA
Dr Niramoh Chanlivong	Director	Burnet Institute
Mr. Gabriel Baptiste (by phone)	Attaché	Embassy of the Grand Duchy of Luxembourg, Hanoi
Ms. Sissel Brenna	Nutrition Focal Point	FAO
Ms. Monique Beun	Nutrition Focal Point	GIZ
Mr. Bangyuan Wang	Director	Health Poverty Action
Ms. Levna Kamanainen	Country Director, Laos & Cambodia	International Federation of Red Cross
Mr. Bountheng Menevilay	Director	Lao Red Cross
Ms. Yangxia Lee	Director, Department of Inclusive Education	Ministry of Education
Dr Bounthom Phengdy	Nutrition Focal Point,	Ministry of Health
Mr. Laolee Faiphengyova	Vice-Minister	Ministry of Labour and Social Welfare
Mr Khamkheng	Deputy Director	National Disaster Management Office
Ms. Eiko Narita	Head of Office	Office of the Resident Coordinator
Ms. Anna-Lise Chatelain	Coordination Officer	Office of the Resident Coordinator
Mr. Sengthong Vongsolid	Operations Director	Oxfam Australia
Mr. Ali Mk	Deputy Director,	Plan International
Ms. Sally Sakulku	REACH Facilitator (former)	REACH
Ms. Malichanh Srithirath	REACH National Consultant	REACH
Mr. Souksamone Khantry		Save the Children Australia
Ms. Mieko Yabuta	Country Representative	UNFPA
Ms. Della Sherrat	International Coordinator Skilled Birth Attendance (SBA)/Senior Midwifery Advisor	UNFPA
Mr. Timothy Schaffter	Country Representative	UNICEF
Mr. Intong Keomoungkhoun	Nutrition Officer	UNICEF
Ms. Uma Palaniappan	Nutrition Specialist	UNICEF
Mr. Keith Feldon	Nutrition Focal Point	WHO
Mr. Sengphet Thamongsard		World Vision

WFP staff

Name	Position
Management	
Eri Kudo	Country Director
Paul Howe	Deputy Country Director
Programme	
Aachal Chard	Head of Nutrition
Jean Duclos	Livelihoods Initiatives for Nutrition
Khamsing Namsavanh	Senior Programme Assistant, PRRO
Khangneun Oudomphone	Senior Programme Assistant, Nutrition unit
Kyaw Oo Maung	Head of PRRO
Megan Gayford	Programme Support Officer, PRRO
Phasouk Phommavong	National Finance Officer
Sakhorn Boongullaya	Head of Logistics and Procurement
Thongkhoun Phonephachanh	Programme Assistant, Nutrition Unit
Thanongsith Thepphongeun	M & E Assistant
Thierry Prouteau	Head of School Feeding
Vilon Viphongxay	National VAM Officer

3. List of Documents or Records Reviewed

3.1 General

WFP Lao, PDR Country Strategy 2011- 2015 Lao PDR Country Strategy, 2011

Country Portfolio Evaluation of WFP Assistance to the Lao PDR Final Evaluation Report
28 August 2009 ROM/2009/

DEV 100781, Access to Primary Education for Girls and Boys in Remote Areas of Lao PDR,
2004

DEV 10781, Standard project Report, 1 January - 31 December 2010

DEV 200129, Addressing Malnutrition Through Maternal and Child Health and Nutrition
Activities, 2010.

DEV 200129, Standard project Report, 1 January – 31 December 2010

PRRO 10566. Assistance to Food Insecure Households Affected by
Multiple Livelihood Shocks, 2007

PRRO 10566 Standard Project Report, 1 January – 31 December 2010.

3.2 Feeding the Future

Note for the Record – FeFu partner meeting- WFP VTE office, 18 March 2011

Charities Aid Foundation, Six Month Project Report, March 2011

Memorandum of Agreement, WFP and Norwegian Church Aid, June 2010

Note for the Record – FeFu partner orientation meeting- WFP VTE office, 17 June 2011

3.3 Reach in Laos

Final Report, REACH Country Process Lao PDR Phase II , (June 2009 – June 2010)

3.4 MNCH Services

Supporting the Implementation of the National Integrated Package of MNCH Services In Lao Pdr- Joint Proposal, January 2011

Memorandum of Understanding Between participating UN organisations and UNICEF Regarding Operational Aspects of a Joint Program “Support to Implement National Nutrition Strategy and MNCH in Lao PDR, January 2011

Memorandum of Understanding Between the Grand Duchy of Luxembourg, the Government of the Lao PDR and Four UN Agencies (January 2011

3.5 PRRO

Lao PDR Disaster Contingency Plan 2009

Integrated Management of Acute Malnutrition Programme, Situation Report Compilation # 18, 4-24 June, 2011

Integrated Management of Acute Malnutrition Programme Situation Report Compilation # 17, 14 May-3 June, 2011

PRRO Workplan 2011

Lao People’s Democratic Republic National Disaster Management Plan Draft 2011

Lao Food Security Cluster Members, 2011

Letter of Understanding between the United Nations World Food Programme (WFP) and the Government of the Lao Peoples’ Democratic Republic (Lao PDR), Protracted Relief and Recovery Operation (PRRO) no. 10566.0, 2007 / 2009

4. Findings

The findings for this Aide Memoire are organized around the four key questions that drive the overall evaluation:

- What implications does the shift from food aid to food assistance have for WFP’s partnerships?
- How effective and efficient are WFP’s partnerships?
- How do factors in the WFP’s external operating environment (i.e. donors, policy environment, and social/political/economic and culture) affect its ability to develop and maintain effective partnerships?
- How do factors inside of the WFP (i.e. processes, systems, culture, and staff capacity) affect WFP’s ability to develop and maintain effective partnerships?

4.1 The implications of the shift from Food Aide to Food Assistance

The transformation is an evolution that places additional emphasis on the “soft” skills that are implicit with a more holistic food assistance approach.

Partnership practices will change as food assistance related activity increases in numbers.

There are some skill set gaps in WFP staff which if addressed would facilitate the new approach.

WFP partnerships have changed in terms of scope and nature especially among UN and NGO partners.

The new initiatives, although small in scale as yet, are broadening the scope of WFP in Laos.

Governance is inconsistent across the range of activities examined.

Government partners may be the most important in the long run, but as yet not all are well engaged in crucial expanding areas such as REACH.

4.2 The Efficiency and Effectiveness of WFP Partnerships

Good partnership practice is generally being followed, in an implicit fashion.

Structural gaps exist in the extent of information sharing and the degree of collaborative decision-making.

Some staff have gaps in key partnering skills such as facilitation, liaison/coordinative skills, etc.

There are clear synergistic benefits of partnership, especially with NGOs.

WFP management systems do not appear capable of quantifying cost/benefit.

Nevertheless, anecdotal evidence exists that shows the “value added” of what NGOs bring.

There are clear intangible benefits to working in partnership such as greater co-operation and communication among UN agencies.

WFP’s network of sub-country office provide a platform on which to build partnerships at the sub-national level.

WFP is generally perceived as a good partner.

The above is qualified to the degree in that there are some reservations about a top-down approach and in information sharing.

The perception of WFP as a good partner is influenced to some degree by the lack of clarity about the meaning of the transformation to a food assistance body.

4.3 External Factors

The perception of WFP as a good partner is influenced to some degree by the lack of clarity about the meaning of the transformation to a food assistance body.

Roles and responsibility with some UN agencies remain uncertain within WFP and among other UN partners.

The Government of the Lao PDR has capacity challenges at the national and sub-national level, thus resulting in specific needs.

The Government of the Lao PDR is highly centralized in terms of decision-making , thus resulting in time consuming processes.

4.4 Internal Factors

The lack of harmonization in planning and resource allocation models among UN partners impedes good partnership.

WFP's unique planning and resource systems are not well integrated with UN partners or UNDAF.

Communication of WFP's move to food assistance has not been adequate.

WFP staff and managers alike recognize that the culture of WFP will change from one focused on delivery, to one which gives greater emphasis to "soft" skills such as facilitation and capacity-building.

It is important that WFP retains its traditional skills to ensure that it maintains its capacity to deliver food aid as and when required, in addition to broadening the spectrum of its activities in food assistance.

5. Issues emerging from the associated discussion with participants

The question of the change from Food Aid to Food Assistance became a major factor in the Lao country mission. Staff were generally uncertain about its exact meaning within their context.

Other UN partners were apprehensive as they had not been well briefed about the change and anticipated mandate challenges ensuing.

The nature of partnership activities was affected to some degree by this level of collective uncertainty.

On a related topic, the staff and managers recognised that that new skills would be needed, but that the acquisition of these skills would be time and resource consuming and might involve dislocation to some degree.

Communicating the nature of WFP's evolution was recognised as problem that required more concrete effort by HQ so as to clarify the nature and direction of change.

Government partners did not have a clear understanding of the transformation of WFP.

The Country Office is not equipped to address issues related to quantifying cost/benefits of partnerships (see hereafter).

6. Issues to address in subsequent Country visits (either in terms of methodology or analysis)

The extent of the applicability of the Cost/Benefit issues, especially as they relate to quantification. Staff, managers, and the admin/fin staff all indicated that current WFP systems could not break-out the "costs" to manage a partnership activity. Staff and managers also were unclear as to the benefits of doing so.

The duration of the mission (3 days only) also detracted from the ability to explore Cost/Benefit as there simply was insufficient time to work with all parties to identify even anecdotal evidence. The team has come to an early observation that the time necessary to explore cost benefits issues beyond the superficial probably would exceed the overall duration of the mission to the Field.

The assumption in the TOR that WFP had the means, in some way, to select partners was explored. It was found that this assumption may not be valid in that WFP, in Laos at least, does not make a positive and planned discrimination among potential partners.

7. Debriefing Summary

- A slide presentation used with the WFP Country Office can be found as Annex IV.

Annex III –Kenya Aide Memoire Country Mission

August 16, 2011

1. Introduction

1.1 Overview of the Evaluation

- This Evaluation is one of four Strategic Evaluations being conducted in the 2010-2011 biennium by WFP's Office of Evaluation that are related to the shift from Food Aid to Food Assistance as envisaged by the current WFP Strategic Plan.
- The primary focus of this evaluation is to assess how the partnership activities of WFP might be affected by this strategic shift; and, of equal importance, how WFP's current partnership practices contribute to the attainment of this strategic shift.
- The objectives of the evaluation are to:
 - Assess quality and results of WFP partnerships in the light of the on-going strategic transformation; and
 - Determine why certain changes have or have not occurred; and to draw lessons from this evidence.
- The evaluation essentially covers partnerships within two domains:
 - Nutrition & Health; and,
 - Emergency Preparedness & Response.
- These areas were chosen because they include new, more strategic partnerships with a wide range of types of partners, including more new types such as private sector.

1.2 Rationale for the Case Selection

- The evaluation analyzes partnerships at the global, regional and country level, and the interactions between these levels. It involves country visits or desk top case reviews of a small number of countries.
- Sixteen countries were preselected by WFP Office of Evaluation Manager based on innovation in nutrition partnerships (derived from interviews with key contacts and WFP project database records of nutrition and/or health-oriented activities including Mother and Child Health and Nutrition and HIV/AIDS), recent emergencies employing innovative partnerships in emergency response (derived from key informant interviews and review of WFP project database for EMOPs between 2008-2010 and data on corporate emergencies provided by WFP Emergency Preparedness & Response Unit), significant numbers of NGO and nutrition-oriented UN partnerships (derived from NGO and UN/IO databases provided by WFP Multilateral & NGO Relations Division), and regional distribution (following standard WFP country distribution by region).
- From this list, the Evaluation Manager selected 3 countries for site visits and 2 for desk top reviews based on expected time and financial constraints of the evaluation and aiming for a regional balance. Final selection was based on interviews and correspondence first with WFP Regional Bureaux and then Country Offices to validate countries with substantial nutrition and emergency preparedness and response partnerships, and those countries not recently subjected to other evaluations and able to host a visit within the timeframe of the evaluation.
- This Aide Memoire covers the Evaluation Mission's visit to Kenya.

1.3 Types of Partners and Partnerships

- WFP works with a vast number of different types of partners, when considered from an organizational perspective. The following summarizes these types of partners.

Types of Partners
Government (including donors)
UN and other International Organizations
Non-governmental Organizations
Red Cross/Red Crescent Movement
Private companies/corporate sector
Academic or research institutions

- However, categorizing WFP partnership solely on the basis of the organizational type of partner involved does not capture the true complexity of the breadth and scope of its partnership relations.
- This categorization does not either capture the fact that different types of partnership activity may require different skills.
- As part of the Inception Process, a categorization of the types of partnership was developed, based on a functional assessment of the generic kind of activities involved.
- The table below illustrates a fivefold functional typology of partnership categories.

Type	Objectives
Delivery	To deliver services to beneficiaries with the proviso that the relationship goes beyond the contractual delivery of a good or a service
Skills Transfer	To build capacity through training, technical assistance and other means of skills transfer
Framework	Relationships between regional or global bodies that aim to position WFP within the global system
Knowledge Building	Relations where partners expand the scope of knowledge - and techniques
Policy and Advocacy	Relations where partners work together to raise awareness of or advocate for new approaches and responses to issues of common concern

- This five-fold topology of partnership, combined with the recognition that partnership activities at WFP exist in three geographic frameworks; global, regional and country, result in a fairly complex environment to review.
- The above partnership typology is, in itself, experimental in nature. It is being tested as part of the evaluation.

1.4 Dates and Overall Programme of the Site Visit

(Days 1-2-3: country programme; days 4-5: in italics, regional programme)

Monday, 18th July

- 8:30 – 9:00 Security briefing, with Mark Warne-Smith
10:00 – 11:30 Emergency preparedness & response, VAM, with Yvonne Forsén
11:30 – 13:00 WFP Nutrition team, with Yvonne Forsén

(Meetings originally scheduled in the afternoon could not take place due to interlocutors' competing engagements)

Tuesday, 19th July

- 9:00 – 10:30 hrs Ministry of Northern Kenya (Arid Lands)
11:30 – 12:30 hrs Ministry of Special Programmes
14:00 – 15:00 hrs Briefing with Country Director a.i. Pippa Bradford

Wednesday, 20th July

- 9:00 – 10:00 hrs Meeting with Concern
11:00 – 12:00 hrs Meeting with Helen Keller International (HKI) (regional)
14:00 – 15:00 hrs Meeting with Save the Children

Thursday, 21th July

- 9:00 – 10:00 hrs FAO Regional Emergency Office for Africa (REOA)
9:30 – 10:30 hrs Regional Humanitarian Partnership Team (RHPT)
10:00 – 10:00 hrs Food Security & Nutrition Working Group (FSNWG)
11:00 – 12:00 hrs UNICEF Regional Emergency Office, Eastern & Southern Africa Regional Office
12:00 – 13:00 hrs Ministry of Health, Nutrition Department (Kenya)
12:30 – 13:30 hrs UNICEF Kenya
14:30 – 15:00 hrs UNEP Regional Office for Africa
16:30 – 17:00 hrs De-briefing with WFP CD a.i.

Friday, 22th July

9:30 – 10:30 hrs UNISDR Regional Coordination for Africa

11:30 – 12:30 hrs World Vision

11.30 – 13:00 hrs Kenya Red Cross

1.5 Salient Issues Identified by the Mission

- Many partners acknowledge the progress made by WFP over the past few years in moving from a position of 'outsider' to becoming a more collaborative agency, engaged with others.
- Overall, WFP is seen as a good partner by governmental, international and non-governmental agencies, though for several the relation is seen more as that of an implementing partner or of a contracting agency than a true equal partner (e.g. “top-down attitude”).
- There are questions about the rationale, nature and scope of WFP’s transformation into a food assistance agency, which reflects a lack of adequate communication with partners at all levels. This could also be observed internally to an extent with some of the WFP staff.
- The current tonnage model is a strong impediment to WFP’s transition to food assistance. Large implementing partners need to seek additional co-funding to cover costs of assistance projects whilst for smaller agencies, this is often not viable.
- WFP’s performance as a Food Aid agency (including in issues related to delivery – see hereafter) has an influence as to how WFP is seen as a partner in a Food Assistance context. While it is recognized that such factors often find their source beyond WFP’s direct control, WFP needs to take that into account in regard to the way it is perceived as a partner.
- While some partnerships are governed by Memoranda of Understanding, others are not. The Evaluation Mission observed that in several cases, the latter was not an impediment for the good functioning of the partnership, and that indeed in some cases, an MoU could complicate the relations rather than play a steady role (including in the process of agreeing the formulation of the terms of an MoU).
- WFP Kenya’s VAM Unit is well integrated and viewed as an effective partner at the policy/framework level. However, in the Field, WFP Kenya is often not seen as a reliable partner, because of delivery problems (delays or cancellations) and in some instances not being a supportive nor knowledgeable player.
- While WFP’s presence in Field locations is viewed as a strength, in some cases Field staff appears to lack communication, programming and technical skills (including in the nutrition area). This however, has been improved in the recent past, with WFP’s credibility growing in new areas of food assistance.
- On occasion WFP is considered as acting more like a policeman or a controller than as a partner or supporter.
- WFP Kenya is critically involved in a range of productive partnerships related principally to famine early warning. Unfortunately, the efficacy, credibility and utility of these important partnering activities are undermined by the absence of

donor responsiveness to alerts, resulting in crisis. The current disaster in the North of the country is a clear illustration of that regrettable pattern.

- The Government of Kenya is appreciative of the push for longer term programming and for the first 3 year PRRO. Other partners, non-governmental, also appreciate WFP's evolution towards more durable hunger solutions than general food distribution, and hope for an expansion of their partnerships, provided they are well informed of the path WFP intends to take and of its mid- and long-term plans as well as of the sharing of responsibilities.
- The CO appears not to be given the means to implement the new strategic policies; recognizing the need for new skills and translating this into posts is not actively or speedily supported by HQ.
- There is no sense that UNDAF has improved coordination with UN and government partners; it appears essentially to be a cumbersome and time-consuming mechanism with little perceptible advantage.
- The introduction of new types of food assistance (food for assets, cash for food, etc.) is welcomed by all partners.
- Implementing partners lament about WFP's slow administrative procedures, delayed financial payments and poor collaboration on key programming issues.
- Several partners report the delivery of out-of-date food, CSB close to expiry, and bitter CSB; this suggests that adequate attention is not being paid to warehousing/stock turnover to accommodate the more nutritious and perishable foodstuffs.
- Similarly, several partners reported variable rates of non delivery of expected food, causing them difficult relations with beneficiary groups. Appropriate communication, explanation and remedial action appear to have been lacking.

1.6 Limitations or Unexpected Difficulties Encountered that Affected the Mission or its Data Collection

- As was the case for Laos, there were issues surrounding the collection of Cost/Benefit data. This will be addressed separately.
- A question was raised by the CO as to why donors were not part of the groups interviewed, as this would have added an interesting perspective on partnerships in the national context, given the close interest donors take to WFP's programme. It was explained that this had been discussed with OE and that the Mission's TORs do not include donors as a group for engagement in the Field visits; but that WFP's top donors would be contacted through the global e-survey.
- The Country Evaluation Mission proceeded throughout the week with several changes and re-appointments, due to the on-going crisis in the East and North-East of the country with massive arrivals of drought-stricken refugees from Somalia. Given the pressure on the CO and most of its partners caused by those events, the Mission expressed special appreciation for it having been accommodated nevertheless.
- The Regional visit was organized by WFP's Regional Office for East Africa, based in Kampala. Most contacts were in Nairobi, but due to lack of time, it was not possible to visit WFP in Kampala. Some follow-up telephone interviews with partners in Djibouti (IGAD), Johannesburg (NEPAD), and Geneva (GAIN), as well as UNHCR

Nairobi (out of town at time of visit) will take place after the Mission departs Nairobi.

2. List of Respondents

2.1 External Partners/Kenya

External Partners/Kenya

- Mr. Tom Ochieng, Senior Adviser, Ministry of State for Special Programmes (former WFP staff member)
- Mr. Philip Tarus, Under-Secretary, Ministry of State for Special Programmes
- Ms. Dolores Rio, UNICEF
- Mr. Paul Kimeo, Food Coordinator, Ministry of Northern Kenya (Arid Lands)
- Mr. Ahmad Mohamed, Field Coordinator, Agronomist, Ministry of Northern Kenya (Arid Lands)
- Ms. Terry Wefwawa, Head of Nutrition, Ministry of Health
- Ms. Koki Kyalo, MCHN Programme Manager, Concern
- Mr. Charles Mutanga, Project Manager, Concern
- Mr. Ernesto Gonzales, Food Security and Livelihoods Adviser, Save the Children-UK
- Mr. Chris Andert, Emergency Response Personnel, SCF-UK
- Mr. Iqbal Miah, Senior Food Aid Specialist, SCF-UK
- Ms. Mary Njeri, Livelihoods Coordinator, World Vision
- Ms. Rose Ndolo, National Nutrition Coordinator, World Vision
- Mr. Dennis Mwambi, MCH Officer, World Vision
- Mr. Elijah Muli, Disaster Preparedness Manager, Kenya Red Cross
- Mr. Abdulaziz Mirza, Disaster Preparedness, Kenya Red Cross
- Ms. Asha Nduiyu Ngoley, Disaster Preparedness, Kenya Red Cross
- Mr. Samuel Kimani, EMOP Accountant, Kenya Red Cross

External Partners/Regional

- Mr. Rod Charters, Sub-regional Emergency Coordinator for Eastern and Central Africa, FAO (REOA)
- Mr. Daniele De Bernardi, Regional Deputy Food Security Analyst, FAO (REOA)
- Mr. Bob McCarthy, Regional Emergency Adviser, UNICEF (Eastern & Central Africa)
- Ms. Katrien Ghooos, UNICEF
- Ms. Gabriella Waaijman, Head of OCHA, (Regional Humanitarian Partnership Team)
- Dr. Jenny Clover, Snr Programme Officer, DRR Focal Point, UNEP (Regional Office for Africa)

- Ms Anu Narayan, Deputy Regional Director, Eastern Central and Southern Africa, Helen Keller International
- Ms. Maria Hauer, Associate Programme Officer, UNISDR
- Mr. Moses Mungoni, Consultant for ECHO project, UNISDR

WFP

- Pippa Bradford, Country Director a.i.
- Yvonne Forsén, Head of VAM
- Grace Igweta, Programme Officer (M&E)
- Mark Warne-Smith, Field Security Officer
- Margaret Indimuli, Nutrition/HIV/AIDS Unit
- Ruth Akelola, Nutrition/HIV/AIDS Unit
- Joyce Owigar, Programme Officer, VAM

3. List of Documents or Records Reviewed

Government of Kenya, Demographic and Health Survey, 2010

WFP, Country Program Kenya, 2008

WFP , Impact Evaluation of WFP School Feeding Programmes in Kenya (1999-2008): A Mixed-Methods Approach

WFP, Evaluation of Kenya Emergency Operation 10374.0 and Country Programme 10264.0 (2004-2008)

WFP, Kenya Partnership Overview Reports 2004- 2009

WFP, Field Level Agreement Between WFP and Action Aid Kenya, 2011

WFP, Field Level Agreement Between WFP and World Vision Kenya, 2010

WFP, Framework Agreement between the WFP and the Ministry of State for Northern Kenya and Other Arid Lands, 2010

WFP, Letter of Understanding between the WFP and the Government of Kenya, For Protecting and Rebuilding Livelihoods in the Arid and Semi-Arid Areas.

WFP Evaluation of the Partnership Between WFP and Action Aid Kenya, 2011

WFP Evaluation of the Partnership Between WFP and World Vision Kenya, 2011

WFP, PRRO 10258.3 Food Assistance to Somali and Sudanese Refugees, 2009

WFP, Memorandum of Understanding between the WFP, the Ministry of Public Health and Sanitation, UNICEF for the Management of Moderate Malnutrition in the Arid Areas of Kenya, 200

WFP, Partnership Framework Between Ministry of Public Health and Sanitation / Ministry of Medical Services, UNICEF/WFP and Partners to support Delivery of Essential Nutrition Services in Kenya March 2011

4. Findings

The findings for this Aide Memoire are organized around the four key questions that drive the overall evaluation:

- What implications does the shift from food aid to food assistance have for WFP's partnerships?
- How effective and efficient are WFP's partnerships?
- How do factors in the WFP's external operating environment (i.e. donors, policy environment, and social/political/economic and culture) affect its ability to develop and maintain effective partnerships?
- How do factors inside of the WFP (i.e. processes, systems, culture, and staff capacity) affect WFP's ability to develop and maintain effective partnerships?

4.1 The Implications of the Shift from Food Aide to Food Assistance

- The transformation is an evolution that places additional emphasis on the "soft" skills that are implicit with a more holistic food assistance approach, but not well understood either internally or among partners (especially Government and NGOs)
- Partnership practices are changing as food assistance related activity increases in numbers
- There are skill set gaps in WFP staff which if addressed would facilitate the new approach
- WFP partnerships have changed in terms of scope and nature, especially among UN and Government of Kenya partners
- The new initiatives are numerous and are changing the scope of WFP's work in Kenya
- Governance of partnerships is inconsistent across the range of activities examined - some are highly structured, others are not (but not all need to be)
- Government partners may be the most important in the long run, but are affected by a problematic local political culture (e.g. in Food for Assets)

4.2 The Efficiency and Effectiveness of WFP Partnerships

- WFP standardised reporting tools are too numerous and result in overlaps and parallel systems that impede delivery
- Structural gaps exist in WFP's capacity in key operational areas; VAM is seen as a positive agent and its approach could be duplicated
- There are clear synergistic benefits of partnership, esp. with NGOs: access to skills not possessed by WFP, local knowledge, immediacy
- Some partnerships do not require an MOU to be productive (KFSSG)
- WFP management systems do not appear capable of quantifying cost/benefit
- Nevertheless, anecdotal evidence exists that shows the benefits of partnerships, such as greater co-operation and communication among UN agencies
- Coordinating mechanisms are useful to strengthen partnerships
- Some partners, especially NGOs, have reservations about WFP Kenya being a good partner, and about its reliability and mutual respect, but:

- While there are some reservations about a historic “top-down approach” and inconsistent information sharing among partners, this is being addressed by the CO
- The perception of WFP as partner is influenced to some degree by the lack of clarity about the meaning of the transformation to a food assistance body

4.3 External Factors

- Uncertainties remain among some UN partners about the implication of the food assistance transformation
- Roles and responsibilities are unclear between WFP and UN partners, with a suspicion of “mandate creep” by WFP, and this needs to be addressed to avoid tension and conflict
- The Government of Kenya is making good use of partnership opportunities
- Despite effective partnership mechanisms, credible follow up decision-making by donors did not exist, leading to crisis

4.4 Internal Factors

- Some staff are unsure about what the change (Food Aid to Food Assistance) means and entails, and about how this should be communicated to partners
- MOUs and FLAs tend to lack specifics and also do not embody key elements of “good partnership” – largely related to mutual governance, roles and responsibilities, review and information sharing
- The lack of harmonization in planning and resource allocation models among UN partners impedes good partnership
- WFP’s unique planning and resource systems are not well integrated with UN partners or UNDAF
- Communication of WFP’s move to Food Assistance has not been adequate
- The current tonnage model impedes effective partnering for food assistance activities
- Whilst the VAM unit is widely acknowledged for its knowledge & skills, other aspects of WFP work require further development
- Communication and co-operation are viewed as better in Nairobi than in the field
- The location of the Regional Office in Kampala is viewed as inconvenient (soon to change)

5. Issues Emerging from the Associated Discussion with Participants

- There is a lack of clarity about exactly what this transformation implies
- There is a lack of adequate (qualitative and quantitative) communication with partners
- There is lack of clarity about the areas of new involvement; this leads to tension about mandates

- The implicit internal capacity gaps that face WFP weakens its capacity to implement the change; there is a need to recognize that transformation and evolution will come at a cost
- There is a need to reconcile the necessity for local flexibility with the desire for global standardization of documentation (MOU, FLA, etc)

6. Broader issues to address in all Country visits (either in terms of methodology or analysis)

The extent of the applicability of the Cost/Benefit issues, especially as they relate to quantification. Staff, managers, and the admin/fin staff all indicated that current WFP systems could not break-out the “costs” to manage a partnership activity. Staff and managers also were unclear as to the benefits of doing so.

The duration and timing of the mission detracted from the ability to explore Cost/Benefit issues. As for Laos, the team has come to an observation that the time necessary to explore cost benefits issues beyond the superficial, as well as the purpose, scope and potential outcome of such an exploration would require a study in itself, the results of which would certainly have an impact on WFP’s administrative and budgetary systems.

7. Debriefing Summary

A slide presentation used with the WFP Country Office can be found as Annex IV.

The WFP staff attending the debrief were:

- Pippa Bradford, Country Director a.i.
- Yvonne Forsén, Head of VAM
- Grace Igweta, Programme Officer (M&E)
- Ruth Akelola, Nutrition/HIV/AIDS Unit

Annex IV –Kenya Debriefing Country Mission

From Food Aid to Food Assistance- Working in Partnership: A Strategic Evaluation

Kenya Country Mission

Debrief

July 21, 2011





The Purpose of This Debrief

- To provide an overview of the initial findings of the Kenya Country Mission of the Strategic Evaluation of WFP Partnerships
- To seek feedback from WFP managers

2



Basic Evaluation Type

- Largely a formative evaluation intended to improve performance
 - Most often conducted during the implementation phase of projects or programs
 - Designed to assess how well partnership activities are complementing the shift in WFP's strategic positioning
 - A process of synthesis to the strategic level – not simply an amalgamation of cases
- Not an impact analysis

3



Four Key Evaluation Key Question

- Does the shift from food aid to food assistance have implications for WFP's partnership choices?
- The Effectiveness and Efficiency of partnerships
- The factors in WFP's external operating environment including donors, policy environment, and social/political/economic and cultural conditions in the country affect WFP's ability to develop and maintain effective partnerships
- The factors inside of WFP including processes, systems, culture and staff capacity affect WFP's ability to develop and maintain effective partnerships

4



From Food Aid to Food Assistance

- **Finding**
 - The transformation is an evolution that places additional emphasis on the "soft" skills that are implicit with a more holistic food assistance approach
 - But not well understood either internally or among partners (esp. Gov. and NGOs)
- **Finding**
 - Partnership practices will change as food assistance related activity increase in numbers
- **Finding**
 - There are some skill set gaps in WFP staff which if enhanced would facilitate the new approach

5



From Food Aid to Food Assistance- 2

- **Finding**
 - WFP partnerships have changed in terms of scope and nature especially among UN and Gov of Kenya partners
- **Finding**
 - The new initiatives are numerous and are changing the scope of WFP in Kenya
- **Finding**
 - Governance of partnerships is inconsistent across the range of activities examined- some are highly structured , others are not
- **Finding**
 - Government partners may be the most important in the long run, but are affected by a problematic local political culture (Food for Assets)

6



The Effectiveness and Efficiency of Partnerships

- **Finding**
 - WFP standardised reporting tools are too numerous and result in overlaps and parallel systems that impede delivery
- **Finding**
 - Structural gaps exist in WFP capacity in key operational areas
 - VAM is seen as a positive agent and its approach could be copied
- **Finding**
 - There are clear synergistic benefits of partnership, esp. with NGOs: access to skills not possessed by WFP, local knowledge, immediacy
- **Finding**
 - Some partnerships do not require an MOU to be productive (KFSSG)

7



The Effectiveness and Efficiency of Partnerships - 2

- **Finding**
 - WFP management systems do not appear capable of quantifying cost/benefit
- **Finding**
 - Nevertheless, anecdotal evidence exists that shows the benefits of partnerships, such as greater co-operation and communication among UIN agencies
- **Finding**
 - Coordinating mechanism are useful to strengthen partnerships

8



The Effectiveness and Efficiency of Partnerships - 3

- **Finding**
 - Partners especially NGOs have reservations about WFP Kenya as a good partner, and about its reliability and mutual respect
- **Finding**
 - While there are some reservations about a historic top down approach and information sharing among partners, this is being addressed by the CO
- **Finding**
 - The perception of WFP as partner is influenced to some degree by the lack of clarity about the meaning of the transformation to a food assistance body

9



The External Operating Environment

- **Finding**
 - Uncertainties remain among some UN partners about the implication of the food assistance transformation
- **Finding**
 - Roles and responsibilities are unclear between WFP and UN partners, with a suspicion of “mandate creep” by WFP, and this needs to be addressed to avoid tension and conflict
- **Finding**
 - The Government of Kenya is making good use of partnership opportunities
- **Finding**
 - Despite effective partnership mechanisms, credible follow up decision-making by donors did not exist, leading to crisis

10



The Internal Operating Environment

- **Finding**
 - Some staff are unsure about what the change (Food Aid to Food Assistance) means and entails, and about how this should be communicated to partners
- **Finding**
 - MOUs and FLAs tend to lack specifics and also do not embody key elements of “good partnership” – largely related to mutual governance, roles and responsibilities, review and information sharing

11



The Internal Operating Environment - 2

- **Finding**
 - The lack of harmonization in planning and resource allocation models among UN partners impedes good partnership
- **Finding**
 - WFP's unique planning and resource systems are not well integrated with UN partners or UNDAF
- **Finding**
 - Communication of WFP's move to food assistance has not been adequate
- **Finding**
 - The current tonnage model impedes effective partnering for food assistance activities

12



The Internal Operating Environment - 3

- **Finding**
 - Whilst the VAM unit is widely acknowledged for its knowledge & skills, other aspects of WFP work require further development.
- **Finding**
 - Communication and co-operation are viewed as better in Nairobi than in the field
- **Finding**
 - Regional office in Kampala viewed as inconvenient locale (soon to change)

13



Emerging Issues

- The current lack of clarity about exactly what this transformation implies
- There is lack of clarity about the areas of new involvement
 - Leads to tension about mandates
- The implicit internal capacity gaps that face WFP;
 - Transformation and evolution will cost
- How to reconcile the need for local flexibility with the desire for global standardization of documentation (MOU, FLA, etc)

14



Next Steps

1. Review further documentation
2. Follow up telephone interviews to clarify issues
3. Prepare formal post-mission Aide Memoire as per EQAS guidelines



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Annex V - Haiti Aide Memoire Country Mission

August 24, 2011

1. Introduction

1.1 Overview of the Evaluation

- This Evaluation is one of four Strategic Evaluations being conducted in the 2010-2011 biennium by WFP's Office of Evaluation that are related to the shift from Food Aid to Food Assistance as envisaged by the current WFP Strategic Plan.
- The primary focus of this evaluation is to assess how the partnership activities of WFP might be affected by this strategic shift; and, of equal importance, how WFP's current partnership practices contribute to the attainment of this strategic shift.
- The objectives of the evaluation are to:
 - Assess quality and results of WFP partnerships in the light of the on-going strategic transformation; and
 - Determine why certain changes have or have not occurred; and to draw lessons from this evidence.
- The evaluation essentially covers partnerships within two domains:
 - Nutrition & Health; and,
 - Emergency Preparedness & Response.
- These areas were chosen because they include new, more strategic partnerships with a wide range of types of partners, including more new types such as private sector.

1.2 Rationale for the Case Selection

- The evaluation analyzes partnerships at the global, regional and country level, and the interactions between these levels. It involves country visits or desk top case reviews of a small number of countries.
- Sixteen countries were preselected by WFP Office of Evaluation Manager based on innovation in nutrition partnerships (derived from interviews with key contacts and WFP project database records of nutrition and/or health-oriented activities including Mother and Child Health and Nutrition and HIV/AIDS), recent emergencies employing innovative partnerships in emergency response (derived from key informant interviews and review of WFP project database for EMOPs between 2008-2010 and data on corporate emergencies provided by WFP Emergency Preparedness & Response Unit), significant numbers of NGO and nutrition-oriented UN partnerships (derived from NGO and UN/IO databases provided by WFP Multilateral & NGO Relations Division), and regional distribution (following standard WFP country distribution by region).

- From this list, the Evaluation Manager selected 3 countries for site visits and 2 for desk top reviews based on expected time and financial constraints of the evaluation and aiming for a regional balance. Final selection was based on interviews and correspondence first with WFP Regional Bureaux and then Country Offices to validate countries with substantial nutrition and emergency preparedness and response partnerships, and those countries not recently subjected to other evaluations and able to host a visit within the timeframe of the evaluation.
- This Aide Memoire covers the Evaluation Mission’s visit to Haiti.

1.3 Types of Partners and Partnerships

- WFP works with a vast number of different types of partners, when considered from an organizational perspective. The following summarizes these types of partners.

Types of Partners
Government (including donors)
UN and other International Organizations
Non-governmental Organizations
Red Cross/Red Crescent Movement
Private companies/corporate sector
Academic or research institutions

- However, categorizing WFP partnership solely on the basis of the organizational type of partner involved does not capture the true complexity of the breadth and scope of its partnership relations.
- This categorization does not either capture the fact that different types of partnership activity may require different skills.
- As part of the Inception Process, a categorization of the types of partnership was developed, based on a functional assessment of the generic kind of activities involved.
- The table below illustrates a fivefold functional typology of partnership categories.

Type	Objectives
Delivery	To deliver services to beneficiaries with the proviso that the relationship goes beyond the contractual delivery of a good or a service
Skills Transfer	To build capacity through training, technical assistance and other means of skills transfer
Framework	Relationships between regional or global bodies that aim to position WFP within the global system
Knowledge Building	Relations where partners expand the scope of knowledge - and techniques
Policy and Advocacy	Relations where partners work together to raise awareness of or advocate for new approaches and responses to issues of common concern

- This five-fold topology of partnership, combined with the recognition that partnership activities at WFP exist in three geographic frameworks; global, regional and country, result in a fairly complex environment to review.

- The above partnership typology is, in itself, experimental in nature. It is being tested as part of the evaluation.

1.4 Dates and Overall Programme of the Site Visit

Monday, August 1, 2011

8:00- 9:00: meeting with WFP management, aborted telecom with CD

10:00 - 11:00: meeting with logistic and ICT clusters coordinators

11:00 – 12:00: meeting with nutrition/HIVTB team

2:30 -3.30: meeting with Director of Nutrition Division/MoH

4:30 - 5:30: conference call with WB team based in Washington on nutrition issues

Tuesday, August 2, 2011

9:00- 11:00: nutrition field visit and discussion with beneficiaries – Haitian NGO FONDEFH-

12:00-1:00: meeting with Director of Civil Protection Direction

2:30 - 3:30: meeting with UNICEF/WHO/FAO nutrition team and nutrition cluster coordinator

3:30 - 4:00: meeting with Minustha JOTC/EJOC

4:00 - 5:00: meeting with Emergency Preparedness and Response Working Group/OCHA

Wednesday, August 3, 2011

9:00- 10:00: meeting with HIV/AIDS coordinator at PNLs/MoH

9:00- 10:00: meeting with Chief of CNSA/MoA (cancelled due to storm)

12:00 - 1:00: meeting with HIV/AIDS UN Joint Team (UNAIDS)

1:30: departure for airport

1.5 Salient Issues Identified by the Mission

- Many partners acknowledge the progress made by WFP over the past few years in moving firmly towards a food assistance mode, and especially in engaging the national government.
- There are questions about the rationale, nature, and scope of WFP's transformation into a food assistance agency, which is probably caused by lack of adequate communication with partners at all levels.
- The current tonnage model is a strong impediment to WFP's transition to food assistance. In Haiti many of the more innovative activities are hampered by the tonnage model.
- While some partnerships are governed by Memoranda of Understanding, others are not. The Evaluation Mission observed that in several cases, the latter was not an impediment for the good functioning of the partnership, and that indeed in some cases, an MoU could complicate the relations rather than play a steadying role (including in the process of agreeing the formulation of the terms of an MoU).

- WFP Haiti Nutrition team is well integrated and viewed as an effective partner at the policy/framework level. The WFP is seen as a reliable, supportive, and knowledgeable player.
- WFP's presence in field locations is viewed as a strength, with Field staff having communication, programming and technical skills (including in the nutrition area). This however, may be in dangers in the immediate future due to planned cut backs in the overall level of programming in Haiti.
- The Government of Haiti is appreciative of the push for longer term programming. It however seeks an even more open partnership with more funding being provided directly to the Government to administer. Notwithstanding this level of enthusiasm, the capacity to directly administer programming may be inadequate.
- The introduction of new types of food assistance (food for assets, cash for food, etc.) is welcomed by all partners.

1.6 Limitations or Unexpected Difficulties Encountered that Affected the Mission or its Data Collection

- As was the case for all country missions, there were issues surrounding the collection of Cost/Benefit data. This will be addressed separately.
- As the Country Evaluation Mission proceeded there were several changes and re-appointments, due to the impending landfall of Tropical Storm Emily. Given the pressure on the CO and most of its partners caused by those events, the Mission expressed special appreciation for it having been accommodated nevertheless.

2. List of Respondents

External Partners/ UN system

- Ms. Daniele Lerebouss UNICEF
- Ms. Marie Josee Salmon, UNFPA
- Ms. F. Bernadette, IOM
- Ms. Emile Dorvily MINUSTAH
- Ms. Rose Marie Jacques Louis MINUSTAH
- Mr. Yousef Sawabgo, UNICEF
- Mr. Robert Campbell, MINUSTAH
- Mr. Esteban Savo OCHA

External Partners/ Government and Others

- Ms. Francesca Lamanna, World Bank
- Ms. Lucy Bassett, World Bank
- Mr. Françoise Kesner, PNLs/MoH
- Mr. Gary Mathieu, CNSA/MOA
- Ms. Alta Jean Baptiste Civil Protection Division
- Dr. Julianne Marhone, MOH

- Ms. Margareth Mallet, FONDEFH

WFP

- Stephen Kearney
- Benoit Thiry
- Edmondo Perrone
- Kim SouKoung
- Paola DosSantos

3. List of Documents or Records Reviewed

WFP, Country Program Evaluation, World Food Program Assistance to Haiti (2005/2010) Inception Report, 2011

WFP , EMOP 10781. Food Assistance to Flood Affected Populations in Haiti, 2009

WFP, Evaluation of Kenya Emergency Operation 10374.0 and Country Programme 10264.0 (2004-2008)

WFP, EMOP 200110 Food Assistance to Earthquake Affected Populations in Haiti, 2010

Gouvernement de la République d'Haïti, Ministère de l'Intérieur et des Collectivités Territoriales et PAM: ACCORD TECHNIQUE ENTRE L'ETAT HAITIEN REPRESENTE PAR LE MINISTERE DE L'INTERIEUR ET DES COLLECTIVITES TERRITORIALES ET LE PROGRAMME ALIMENTAIRE MONDIAL DES NATIONS UNIES

Government of Haiti and WFP, Extension of Technical Agreement CNIGS, July- Dec 2011, 2011

WFP, Rapid Post Earthquake Emergency Food Security Assessment (2010)

WFP, PRRO 108440 Food Assistance for Vulnerable Groups Exposed to Recurrent Shocks (2010)

WFP, SRP 2009, Food Assistene to Flood Affected Populations(2009)

4. Findings

The findings for this Aide Memoire are organized around the four key questions that drive the overall evaluation:

- What implications does the shift from food aid to food assistance have for WFP's partnerships?
- How effective and efficient are WFP's partnerships?
- How do factors in the WFP's external operating environment (i.e. donors, policy environment, and social/political/economic and culture) affect its ability to develop and maintain effective partnerships?
- How do factors inside of the WFP (i.e. processes, systems, culture, and staff capacity) affect WFP's ability to develop and maintain effective partnerships?

4.1 The Implications of the Shift from Food Aide to Food Assistance

- WFP in Haiti has reached a Food Assistance level, with very little Food Aid , and there is thus no “shift” as such. This appears to have been the case for a number of years
- That transformation appears to have been an evolution that placed additional emphasis on the “soft” skills that are implicit with a more holistic food assistance approach, but those not always well understood either internally or among partners (esp. Gov. and NGOs)
- There are current staffing gaps in WFP, which if addressed, would facilitate the new approach. However, the impending reduction in the size of WFP operations may exacerbate the impact of current gaps
- Partnership practices fit in the context of food assistance related activity
- As Haiti transitions to a protracted situation (scaling back) there will be a change in the scope of its work, with the implication of greater need for long-term capacity-building with the various levels of government
- Government partners are the most important in the long run, but are affected by a problematic local political culture, and very limited internal capacity, resulting in the need for long-term (10+ years) engagement

4.2 The Efficiency and Effectiveness of WFP Partnerships

- WFP standardised reporting tools are numerous and result at times in overlaps and parallel systems with other partners. Harmonisation could be improved, to strengthen delivery
- There are clear synergistic benefits of partnership, esp. with NGOs: access to skills not possessed by WFP, local knowledge, immediacy
- The governance of partnerships varies across the range of activities examined - some are structured, others are not (Nutrition Technical Committee) but it is recognised that not all need to be formalised
- WFP management systems do not appear capable of quantifying cost/benefit
- Anecdotal evidence exists that shows the benefits of partnerships, such as greater co-operation and communication among UN agencies and the government services as well as with NGOs
- Coordinating mechanism and the clusters system are useful to strengthen partnerships, but with operations scaling back, clusters will gradually be closing and alternative coordination tools will be required
- Partners, both governmental and NGOs consider WFP Haiti as a good partner, and are concerned about a possible scaling back
- Government partners are the most important, with government very often in the lead.
- Many of WFP’s relationships are more like contractual relationships than partnerships, even if referred to as the latter
- Among some UN partners, the perception of WFP as a partner is influenced to some degree by the lack of clarity about the meaning of the transformation to a food assistance body

- With at least one UN partner, WFP is not seen as sufficiently part of the inter-agency mechanism, while nevertheless being a good cluster team player

4.3 External Factors

- Roles and responsibilities are unclear between WFP and some UN partners, with a suspicion of “mandate creep” by WFP, and this needs to be addressed to avoid tension and conflict
- Uncertainties remain among some UN partners about the implication of the food assistance transformation
- The Government appears satisfied with WFP as a Food Assistance transformation, and relies on WFP’s roles in food assistance
- The Government of Haiti will continue to rely heavily on WFP, especially in the area of nutrition

4.4 Internal Factors

- Some staff are unsure about what the change (Food Aid to Food Assistance) means and entails, and about how this should be communicated to partners
- MOUs and FLAs tend to lack specifics and also do not embody key elements of “good partnership” – they are largely related to mutual governance, roles and responsibilities, review and information sharing
- The lack of harmonization in planning and resource allocation models among UN partners impedes good partnership
- Communication of WFP’s move to food assistance has not been adequate; in some cases it has been inexistent
- The current tonnage model impedes effective partnering for food assistance activities and especially long-terms capacity building which is central to the future of the fight against hunger and malnutrition in Haiti

5. Issues emerging from the associated discussion with participants

- The implicit internal capacity gaps that face WFP weakens its capacity to implement the change; there is a need to recognize that transformation and evolution will come at a cost
- There is a need to reconcile the necessity for local flexibility with the desire for global standardization of documentation (MOU, FLA, etc)
- In a situation such as Haiti’s, with a rather constant need for emergency aid, it is almost surprising to note that the transition from Food Aid to Food Assistance appears to have taken place almost naturally
- The lack of clarity about exactly what the transformation implies, as professed by WFP, can be a concern in WFP’s relations with partners
- Haiti’s particular challenges imply a very long-term protracted situation where capacity-building will be a key element

6. Broader issues to address in all Country visits (either in terms of methodology or analysis)

The extent of the applicability of the Cost/Benefit issues, especially as they relate to quantification. Staff, managers, and the admin/fin staff all indicated that current WFP systems could not break-out the “costs” to manage a partnership activity. Staff and managers also were unclear as to the benefits of doing so.

The duration and timing of the mission detracted from the ability to explore Cost/Benefit issues. As for Haiti, the team has come to an observation that the time necessary to explore cost benefits issues beyond the superficial, as well as the purpose, scope and potential outcome of such an exploration would require a study in itself, the results of which would certainly have an impact on WFP’s administrative and budgetary systems.

7. Debriefing Summary

A formal Debriefing was not conducted due to the impending landfall of Tropical Storm Emily which result in two events; the team choosing to leave Haiti shortly in advance of landfall and the degree to which WFP managers and other key UN stakeholders were being engaged by national planning authorities.

Annex VI - Colombia Desk Aide Memoire

1. Introduction

1.1 Overview of the Evaluation

- This Evaluation is one of four Strategic Evaluations being conducted in the 2010-2011 biennium by WFP's Office of Evaluation that are related to the shift from Food Aid to Food Assistance as envisaged by the current WFP Strategic Plan.
- The primary focus of this evaluation is to assess how the partnership activities of WFP might be affected by this strategic shift; and, of equal importance, how WFP's current partnership practices contribute to the attainment of this strategic shift.
- The objectives of the evaluation are to:
 - Assess quality and results of WFP partnerships in the light of the on-going strategic transformation; and
 - Determine why certain changes have or have not occurred; and to draw lessons from this evidence.
- The evaluation essentially covers partnerships within two domains:
 - Nutrition & Health; and,
 - Emergency Preparedness & Response.
- These areas were chosen because they include new, more strategic partnerships with a wide range of types of partners, including more new types such as private sector.

1.2 Rationale for the Case Selection

- The evaluation analyzes partnerships at the global, regional and country level, and the interactions between these levels. It involves country visits or desk top case reviews of a small number of countries.
- Sixteen countries were preselected by WFP Office of Evaluation Manager based on innovation in nutrition partnerships (derived from interviews with key contacts and WFP project database records of nutrition and/or health-oriented activities including Mother and Child Health and Nutrition and HIV/AIDS), recent emergencies employing innovative partnerships in emergency response (derived from key informant interviews and review of WFP project database for EMOPs between 2008-2010 and data on corporate emergencies provided by WFP Emergency Preparedness & Response Unit), significant numbers of NGO and nutrition-oriented UN partnerships (derived from NGO and UN/IO databases provided by WFP Multilateral & NGO Relations Division), and regional distribution (following standard WFP country distribution by region).
- From this list, the Evaluation Manager selected 3 countries for site visits and 2 for desk top reviews based on expected time and financial constraints of the evaluation and aiming for a regional balance. Final selection was based on interviews and correspondence first with WFP Regional Bureaux and then Country Offices to validate countries with substantial nutrition and emergency preparedness and response partnerships, and those countries not recently subjected to other evaluations and able to host a visit within the timeframe of the evaluation.

- This Aide Memoire covers the Desk Top Review of WFP partnership activities in Colombia.

1.3 Types of Partners and Partnerships

- WFP works with a vast number of different types of partners, when considered from an organizational perspective. The following summarizes these types of partners.

TYPES OF PARTNERS
Government (including donors)
UN and other International Organizations
Non-governmental Organizations
Red Cross/Red Crescent Movement
Private companies/corporate sector
Academic or research institutions

- However, categorizing WFP partnership solely on the basis of the organizational type of partner involved does not capture the true complexity of the breadth and scope of its partnership relations.
- This categorization does not either capture the fact that different types of partnership activity may require different skills.
- As part of the Inception Process, a categorization of the types of partnership was developed, based on a functional assessment of the generic kind of activities involved.
- The table below illustrates a fivefold functional typology of partnership categories.

TYPE	OBJECTIVES
Delivery	To deliver services to beneficiaries with the proviso that the relationship goes beyond the contractual delivery of a good or a service
Skills Transfer	To build capacity through training, technical assistance and other means of skills transfer
Framework	Relationships between regional or global bodies that aim to position WFP within the global system
Knowledge Building	Relations where partners expand the scope of knowledge - and techniques
Policy and Advocacy	Relations where partners work together to raise awareness of or advocate for new approaches and responses to issues of common concern

- This five-fold topology of partnership, combined with the recognition that partnership activities at WFP exist in three geographic frameworks; global, regional and country, result in a fairly complex environment to review.
- The above partnership typology is, in itself, experimental in nature. It is being tested as part of the evaluation.

1.4 Structure and Dates of the Desk Top Review

- The Colombia Desk Top Review was conducted through a combination of telephone interviews and document review. As such, it attempted to mirror the scope of the three on-site field missions.
- However, the Desk Top Review also benefited from the lessons learned from the three field missions conducted throughout July and early August. Accordingly, use of some protocols was streamlined as their utility had been proven to be minimal in the earlier processes.
- As well, lists of potential stakeholders were streamlined again on the basis of lessons learned.
- Finally, on a pragmatic basis, the resources available for desk top review were determined to be lesser than those available for on-site field missions.
- Another key factor determined the nature of the Colombia Desk Top Review. Initially during the early phases of the evaluation, it was assumed that English and French language capacity and initially, primarily English language capacity, would be sufficient to engage both internal and external stakeholders.
- However, as a result of data collection undertaken for the Inception Report and subsequent dialogue to determine the structure and distribution of the two crucial electronic surveys, it became apparent that a more robust French language capacity was required. Looking toward engaging Latin America, the evaluation recognized that a Spanish language capacity for both the surveys as well as the Colombia Desk Top Review was mandatory.
- A Spanish-speaking evaluator was engaged to support several of the Desk Top Reviews and the Colombia Review in particular.
- The Desk Top Review was conducted from September 5 through September 16, 2011.
- One of the lessons learned from this process was the flexibility of scheduling which is possible when a telephone-based approach is used. However, a drawback in this approach also became evident in the fact that the unanticipated synergies that can arise during a field mission are impossible to generate in a Desk Top Review where pre-determined schedules have been developed.

1.5 Salient Issues Identified by the Review

- Colombia is an upper-middle income country with a sophisticated and diversified economy and no contemporary tradition of colonialism. As such, it is fundamentally different in terms of its governance capacity and other key development factors from the three nations selected for field missions.
- WFP's work in Colombia relates to provision of assistance on a long-term basis to populations displaced as a result of an internal insurgency. Colombia itself does not suffer from overall food shortages as does for example, Niger or Kenya. Therefore, the nature of WFP's work to support this population of internally displaced persons is again different from the other sampled nations.
- Even in terms of IDP support, WFP's work in Colombia is geared to a somewhat different IDP population, wherein many are dispersed in urban environments with only a minority accessible in a classic camp situation.

- Colombia's level of development has led it to possess a relatively sophisticated public sector and a well-developed civil society that possesses significant administrative and technical capacity.
- WFP, in Colombia, therefore is engaging in activities which are quite different than they are in the other targeted countries.
- Activities such as providing educational services to indigenous communities, working in partnership with business to raise awareness at the community level of the benefits of improved nutrition, to mount education programmes to strengthen the skills of farmers, and to build capacity among local NGOs, reflect a panoply of programmes over and above the delivery of food or the provision of vouchers and cash. In this light, it is not unreasonable to say that WFP's activities in Colombia, many of them on-going and pre-dating the current Strategic Plan, are examples of the kinds of activities that could constitute a broad understanding of "food assistance".
- An additional element in the Colombia case relates to the liaison and coordination with both the national and regional governments. Colombia is a highly decentralized country, where regional administrations have considerable scope. WFP participates in various regional steering committees with NGOs, private sector, philanthropies, and elements of government to address the hunger-related challenges of the IDP situation.
- In examining partnership data for Colombia, a casual observer would note that although the overall budget is relatively modest, there are literally hundreds of NGO partners identified. This is in large part due to the de-centralization of Colombian public administration combined with widespread dispersion of the IDP population.
- In these instances, a local parish or local civil society group serves as WFP's local partner, within a very small context. In this way, the tense political situations of the combination of the insurgency combined with the dispersion of the affected population can be addressed in a more responsible manner.
- Turning to specific issues of partnership, the NGO, government and private sector stakeholders all recognized WFP's capacity and were generally positive about the administration of programmes in Colombia.
- Most were also supportive of WFP's flexibility in going beyond traditional food-based approaches.
- Government stakeholders went so far as to indicate that they relied on WFP in a technical assistance sense and that they had contracted with WFP to provide the government with nutrition-related knowledge that they would otherwise have had to develop on their own.
- Philanthropic stakeholders indicated that partnership with WFP increased the credibility of their own campaigns within the populace and thus may have resulted in additional charitable donations coming to them. As well, WFP participation in education programmes in supermarkets gave the local partner a higher degree of credibility.
- It should be noted however, that the WFP level of participation in many of these innovative programmes was relatively small. This however results in WFP increasing its scope into food assistance-related activities without having to increase its budget.

- Local stakeholders indicated that they had several problems with WFP's administrative processes.
- The first related to the slowness of some decision-making, especially with respect to philanthropic or private sector activities. The second related to the degree to which contracting with the WFP was so highly centralized so as to impose limits on local flexibility, limits that other partners like the national government did not impose.
- Other considerations also arose. The standard contractual timelines for WFP projects were seen to be too short to fully mobilize the degree of resources available in Colombia itself.
- Finally, notwithstanding the degree of collaboration that all stakeholders indicated, there was a perception that WFP was not sufficiently aware or respectful of the extent of the capacity of its Colombian partners and therefore the degree to which WFP was complementing them and not the other way around. In effect, these Colombian stakeholders were asking WFP to be more respectful of their contributions.

1.6 Limitations or Unexpected Difficulties Encountered that Affected the Mission or its Data Collection

- As was the case for all the country missions, there were issues surrounding the collection of Cost/Benefit data.

2. List of Respondents

External Partners/ Government and Others

- Julia Elivira Ulloa, Unilever Foundation Colombia
- Paula Pena, Cerrejon Foundation
- German Jaramillo, Fundación Exito (linked to Office of the President)
- Pablo Ariel Gomez, Accion Social (para government agency)
- Clara Eugenia Hernandez, Instituto Colombiano de Bienestar Familiar
- Juliana Fernandez, CIDESCOC
- Hilda Mery Ochia, Gobernacion del Guaviare (regional government)
- Patricia Tovar, British Chamber of Commerce in Colombia

WFP

- Praveen Agrawal
- Lady Gomez
- Maria Cuartas
- Manuela Angel
- Inka Himanem
- Adriana Bello
- Fernando Sanchez

3. List of Documents or Records Reviewed

Asistencia Alimentaria a Personas en Situación de Desplazamiento y a otros grupos con altos índices de inseguridad alimentaria afectados por la violencia en Colombia – OPSR 10588.0: Una Evaluación de La Operación Mayo, 2010

Mid-Term Evaluation of the Colombia PRRO10366.0

Emergency Assistance to Persons Affected by Massive Displacement in Narino, EMOP 200085, 2010

Protracted Relief and Recovery Operation, Colombia, 10588, 2008

Food Assistance to Internally Displaced Persons and Other Highly Food Insecure Groups Affected by Violence, SPR 105880, 2010

WFP , Colombia Contingency Plan, 2004

4. Findings

The findings for this Aide Memoire are organized around the four key questions that drive the overall evaluation:

- What implications does the shift from food aid to food assistance have for WFP's partnerships?
- How effective and efficient are WFP's partnerships?
- How do factors in the WFP's external operating environment (i.e. donors, policy environment, and social/political/economic and culture) affect its ability to develop and maintain effective partnerships?
- How do factors inside of the WFP (i.e. processes, systems, culture, and staff capacity) affect WFP's ability to develop and maintain effective partnerships?

4.1 The Implications of the Shift from Food Aide to Food Assistance

Finding 1: WFP in Colombia is operating in a food assistance paradigm.

Finding 2: However, its partners, while recognizing the range of its activities, do not appear to have been briefed on the transformation. In Colombia however, many of the food assistance activities pre-date the current Strategic Plan.

Finding 3: This approach appears to have been an evolution that placed additional emphasis on the “soft” skills that are implicit with a more holistic food assistance approach.

Finding 4: Partnership practices generally fit in the context of food assistance related activity

Finding 5: Government partners are the most important in the long-run. However, WFP’s food assistance paradigm in Colombia is equally dependent on NGO, philanthropic and business partners.

4.2 The Efficiency and Effectiveness of WFP Partnerships

Finding 6: WFP standardised reporting tools are numerous and result at times in overlaps and parallel systems with other partners. Harmonisation could be improved, to strengthen delivery

Finding 7: There are clear synergistic benefits of partnership, especially with business and philanthropies

Finding 8: As elsewhere WFP management systems do not appear capable of quantifying cost/benefit

Finding 9: Anecdotal evidence exists that shows the benefits of partnerships, such as greater co-operation and communication among UN agencies and the government services as well as with NGOs

Finding 10: Coordinating mechanism and the clusters system are useful to strengthen partnerships, but with operations scaling back, clusters will gradually be closing and alternative coordination tools will be required

Finding 11: WFP plays a contributing, not leadership role in many of these partnerships

4.3 External Factors

Finding 12: WFP’s work in Colombia is somewhat stand-alone with less interaction among UN partners that in other locales.

Finding 13: Uncertainties remain among some UN partners about the implication of the food assistance transformation

Finding 14: National and regional governments appears satisfied with WFP’s work, and see WFP as valuable provider to technical assistance

4.4 Internal Factors

Finding 15: WFP planning systems are seen to be too short term in nature, increasing levels of uncertainty about WFP's level of commitment and not promoting long term planning

Finding 16: The lack of harmonization in planning and resource allocation models among other donors in Colombia impedes good partnership

Finding 17: Communication of WFP's move to food assistance has not been adequate; in some cases it has been inexistent

Finding 18: The centralization and lack of flexibility of WFP decision-making systems does not reflect the level of local capacity and that the WFP's role is one of contributing to the work of others and not "leading".

5. Debriefing Summary

Given the nature of the desk top review, a formal Debriefing was not conducted.

Annex VII -Niger Desk Aide Memoire

1. Introduction

1.1 Overview of the Evaluation

- This Evaluation is one of four Strategic Evaluations being conducted in the 2010-2011 biennium by WFP's Office of Evaluation that are related to the shift from Food Aid to Food Assistance as envisaged by the current WFP Strategic Plan.
- The primary focus of this evaluation is to assess how the partnership activities of WFP might be affected by this strategic shift; and, of equal importance, how WFP's current partnership practices contribute to the attainment of this strategic shift.
- The objectives of the evaluation are to:
 - Assess quality and results of WFP partnerships in the light of the on-going strategic transformation; and
 - Determine why certain changes have or have not occurred; and to draw lessons from this evidence.
- The evaluation essentially covers partnerships within two domains:
 - Nutrition & Health; and,
 - Emergency Preparedness & Response.
- These areas were chosen because they include new, more strategic partnerships with a wide range of types of partners, including more new types such as private sector.

1.2 Rationale for the Case Selection

- The evaluation analyzes partnerships at the global, regional and country level, and the interactions between these levels. It involves country visits or desk top case reviews of a small number of countries.
- Sixteen countries were preselected by WFP Office of Evaluation Manager based on innovation in nutrition partnerships (derived from interviews with key contacts and WFP project database records of nutrition and/or health-oriented activities including Mother and Child Health and Nutrition and HIV/AIDS), recent emergencies employing innovative partnerships in emergency response (derived from key informant interviews and review of WFP project database for EMOPs between 2008-2010 and data on corporate emergencies provided by WFP Emergency Preparedness & Response Unit), significant numbers of NGO and nutrition-oriented UN partnerships (derived from NGO and UN/IO databases provided by WFP Multilateral & NGO Relations Division), and regional distribution (following standard WFP country distribution by region).
- From this list, the Evaluation Manager selected 3 countries for site visits and 2 for desk top reviews based on expected time and financial constraints of the evaluation and aiming for a regional balance. Final selection was based on interviews and correspondence first with WFP Regional Bureaux and then Country Offices to validate countries with substantial nutrition and emergency preparedness and

response partnerships, and those countries not recently subjected to other evaluations and able to host a visit within the timeframe of the evaluation.

- This Aide Memoire covers the Desk Top Review of WFP partnership activities in Niger. It is NOT a review of various programming initiatives.

1.3 Types of Partners and Partnerships

- WFP works with a vast number of different types of partners, when considered from an organizational perspective. The following summarizes these types of partners.

TYPES OF PARTNERS
Government (including donors)
UN and other International Organizations
Non-governmental Organizations
Red Cross/Red Crescent Movement
Private companies/corporate sector
Academic or research institutions

- However, categorizing WFP partnership solely on the basis of the organizational type of partner involved does not capture the true complexity of the breadth and scope of its partnership relations.
- This categorization does not either capture the fact that different types of partnership activity may require different skills.
- As part of the Inception Process, a categorization of the types of partnership was developed, based on a functional assessment of the generic kind of activities involved.
- The table below illustrates a fivefold functional typology of partnership categories.

TYPE	OBJECTIVES
Delivery	To deliver services to beneficiaries with the proviso that the relationship goes beyond the contractual delivery of a good or a service
Skills Transfer	To build capacity through training, technical assistance and other means of skills transfer
Framework	Relationships between regional or global bodies that aim to position WFP within the global system
Knowledge Building	Relations where partners expand the scope of knowledge - and techniques
Policy and Advocacy	Relations where partners work together to raise awareness of or advocate for new approaches and responses to issues of common concern

- This five-fold topology of partnership, combined with the recognition that partnership activities at WFP exist in three geographic frameworks; global, regional and country, result in a fairly complex environment to review.
- The above partnership typology is, in itself, experimental in nature. It is being tested as part of the evaluation.

1.4 Structure and Dates of the Desk Top Review

- The Niger Desk Top Review was conducted through a combination of telephone interviews and extensive document review. As such, it attempted to mirror the scope of the three on-site field missions.
- However, the Desk Top Review also benefited from the lessons learned from the three field missions conducted throughout July and early August. Accordingly, use of some protocols was streamlined as their utility had been proven to be minimal in the earlier processes.
- As well, lists of potential stakeholders were streamlined, again on the basis of lessons learned.
- Finally, on a pragmatic basis, the resources available for desk top review were determined to be lesser than those available for on-site field missions.
- The Desk Top Review was conducted intermittently from August 18 through October 11, 2011. Document review constituted the major activity. The Niger WFP office is to be commended for their diligence in providing extensive documentation.

1.5 Salient Issues Identified by the Review

- Niger is a least developed country which has been beset by frequent food security emergencies, which in part have been the result of the impact of climate change in West Africa.
- According to World Bank reports, Niger is highly dependent on overseas development cooperation programming and possesses very little internal governance capacity. In addition, there is currently a degree of internal insurrection which poses problems for long-term sustainable development projects and humanitarian efforts. Twice within the past decade, food security emergencies have required substantive humanitarian intervention, which is ongoing at the present time although at a somewhat reduced scale.
- In light of these circumstances, one might have suspected that WFP activities in Niger would be more akin to traditional food aid. Such was not the case.
- Although the purpose of this evaluation is not to assess the effectiveness of individual programming initiatives, reviewing these initiatives is inescapable as they constitute the framework on which partnership activities are undertaken.
- In Niger, although much of WFP's activities relate to food distribution, a significant number of activities in the last decade have demonstrated aspects more akin to a broad understanding of a food assistance model.
- These have included:
 - support for building capacity in several elements of the national government, and doing so through joint agreements with other development cooperation partners including UNICEF,
 - nutrition-related education activities to be administered by NGOs to increase the awareness of affected populations,
 - cash and voucher systems to increase the positive impact of WFP programming on the local economy and the local agriculture sector in particular,
 - support for local micro-finance initiatives again through cash and voucher programming, and

- tri-partite agreements between WFP, government agencies and NGO partners to de-centralize distribution, bringing it closer to affected populations.
- In short, WFP in Niger has been moving toward the food assistance paradigm.
- In terms of salient issues, documentary review identified the crosscutting issue of the short-term nature of WFP planning and reporting systems. The impact of this short-term approach was confirmed by WFP staff.
- The transition from food aid to food assistance, which is central to this evaluation, was seen by WFP stakeholders as relatively well understood on an internal basis but probably not as well understood on an external basis due to the absence of concerted external communications initiatives. This underscores a crosscutting factor that has affected virtually all the cases; namely uneven communications of WFP’s intent in relation to its numerous partners.

1.6 Limitations or Unexpected Difficulties Encountered that Affected the Mission or its Data Collection

- As was the case for all the country missions, there were issues surrounding the collection of Cost/Benefit data.

2. List of Respondents

WFP

- Gianaluca Ferrera
- Idrissa Kountche Boubacar

3. List of Documents or Records Reviewed

Country Programme Niger 2009-2013, 10614.0

Country Programme Niger, 2009- 2013 Standard Project Report 201140

Emergency food assistance to flood-affected populations in Agadez region EMOP 200071, 2009

Emergency food assistance to flood-affected populations in Agadez region SPR 2010

“Improving the nutritional status and reinforcing livelihoods of vulnerable populations in Niger” PRRO 10611, 2007

“Improving the nutritional status and reinforcing livelihoods of vulnerable populations in Niger” SPR 2010

Accord entre PAM et la Cellule Crises Alimentaire, 2010

Accord entre PAM, et l’ONG-GAGE, 2010

Protocol, d’accord entre PAM, Cellule de Coordination du Systeme d’Alerte Precoce, et INS, 2010

Accord entre PAM et INS, 2011

Accord entre PAM, UNICEF, La Direction de la Nutrition, et Save the Children UK 2010
Accord entre PAM, La Direction de la Nutrition et la Croix Rouge Francaise, 2011
MOU, PAM, UNICEF, INS et FIDA, 2009
Accord entre PAM et CCA, 2011

4. Findings

The findings for this Aide Memoire are organized around the four key questions that drive the overall evaluation:

- What implications does the shift from food aid to food assistance have for WFP's partnerships?
- How effective and efficient are WFP's partnerships?
- How do factors in the WFP's external operating environment (i.e. donors, policy environment, and social/political/economic and culture) affect its ability to develop and maintain effective partnerships?
- How do factors inside of the WFP (i.e. processes, systems, culture, and staff capacity) affect WFP's ability to develop and maintain effective partnerships?

The findings in relation to this Niger Desk Top Review are necessarily fewer in number given the fact that the review focused on documentary evidence, amplified by only WFP stakeholders. The evaluation team determined, given the similarity of observations in relation to documents with other cases, that it would have been superfluous to attempt to engage diverse sets of external stakeholders. In short, all the evidence pointed to broadly similar findings with those of the other cases, and especially with the Kenya example where a number of analogous factors were apparent through documentary review only.

4.1 The Implications of the Shift from Food Aide to Food Assistance

Finding 1: WFP in Colombia is in transition from a food aid to food assistance paradigm.

Finding 2: Its partners do not appear to have been briefed on the transformation.

Finding 3: This transition appears to have been an evolution that placed additional emphasis on the "soft" skills that are implicit with a more holistic food assistance approach.

Finding 4: Based on documentary review, partnership practices generally fit in the context of food assistance related activity

Finding 5: Government partners are the most important in the long-run. However give low levels of capacity will require long-term support

4.2 The Efficiency and Effectiveness of WFP Partnerships

Finding 6: According to even WFP internal stakeholders, WFP standardised reporting tools are numerous and result at times in overlaps and parallel systems with other partners. Harmonisation could be improved, to strengthen delivery.

Finding 7: There are clear synergistic benefits of partnership, esp. with governments and NGOs

Finding 8: Based on documentary review evidence exists that shows the benefits of partnerships, such as greater co-operation and communication among UN agencies and the government services as well as with NGOs

4.3 Internal Factors

Finding 9: WFP planning systems are seen to be too short term in nature, increasing levels of uncertainty about WFP's level of commitment and not promoting long term planning

Finding 10: Communication of WFP's move to food assistance has not been adequate; in some cases it has been inexistent

5. Debriefing Summary

Given the nature of the desk top review, a formal Debriefing was not conducted.

Annex VIII - Regional Aide Memoire

1. Introduction

1.1 Overview of the Evaluation

- This Evaluation is one of four Strategic Evaluations being conducted in the 2010-2011 biennium by WFP's Office of Evaluation that are related to the shift from Food Aid to Food Assistance as envisaged by the current WFP Strategic Plan.
- The primary focus of this evaluation is to assess how the partnership activities of WFP might be affected by this strategic shift; and, of equal importance, how WFP's current partnership practices contribute to the attainment of this strategic shift.
- The objectives of the evaluation are to:
 - Assess quality and results of WFP partnerships in the light of the on-going strategic transformation; and
 - Determine why certain changes have or have not occurred; and to draw lessons from this evidence.
- The evaluation essentially covers partnerships within two domains:
 - Nutrition & Health; and,
 - Emergency Preparedness & Response.
- These areas were chosen because they include new, more strategic partnerships with a wide range of types of partners, including more new types such as private sector.

1.2 Rationale for the Regional Reviews

- The evaluation analyzes partnerships at the global, regional and country level, and the interactions between these levels. It involves country visits or desk top case reviews of a small number of countries. As well, efforts were taken to engage at the Regional level.
- The Inception process identified that partnerships at the Regional level were likely to differ substantially from those at the Country level in that direct service delivery to individual beneficiaries was likely not to be the majority at the Regional level. Rather, it was more likely that partnerships at the Regional level would involve liaison and coordination and knowledge sharing or building.
- Given the importance of coordinative actions and larger than individual country responses as an evolving trend within UN agencies and within the development community in general, it was essential to examine how WFP partners at the Regional level and in situations that are not as directly related to an immediate emergency. For example, nutrition-related networks of UN agencies, government practitioners from many nations and university practitioners, probably would exhibit different characteristics of partnership than a cluster being operationalized in a flood emergency at the Country level.
- The visits to three Regional Bureaux were coordinated with the field missions to Laos (Bangkok), Kenya (Nairobi and other locales) and Haiti (Panama City). In addition to these face-to-face encounters, the Evaluation engaged three additional Regional Bureaux by telephone: Cairo, Dakar and Johannesburg.

- The review of Regional WFP partnerships faced a similar challenge to that experienced at the Country level, the tendency of staff to view the evaluation as a review of individual projects or individual mechanisms like a steering committee, as opposed to the examination of the activities of partnership per se. This was especially the case with respect to the Regional Bureaux which were contacted by telephone and where the intimate and iterative process of face-to-face discussion could not be undertaken. The prime external stakeholders at the Regional level were representatives of sister UN agencies. National governments were less engaged given the generally coordinative as opposed to service delivery characteristics of Regional partnerships. Likewise, NGOs were not widely represented among external stakeholders at the Regional level, again due to the fact that their overall engagement with WFP tends to concentrate at the Country level and at the level of individual projects.
- This Aide Memoire covers the Evaluation’s engagement at the Regional Level.

1.3 Types of Partners and Partnerships

- WFP works with a vast number of different types of partners, when considered from an organizational perspective. The following summarizes these types of partners..

TYPES OF PARTNERS
Government (including donors)
UN and other International Organizations
Non-governmental Organizations
Red Cross/Red Crescent Movement
Private companies/corporate sector
Academic or research institutions

- However, categorizing WFP partnership solely on the basis of the organizational type of partner involved does not capture the true complexity of the breadth and scope of its partnership relations.
- This categorization does not either capture the fact that different types of partnership activity may require different skills.
- The table below illustrates a three fold functional typology of partnership categories.

Three-Level Typology

Type	Objectives
Delivery	To deliver services to beneficiaries More commonly called “collaborating partner” With the proviso that a “Delivery Partner” must bring tangible or intangible benefits or skills over and above the contractual delivery of goods or a services
Knowledge/ Skills Transfer	To build capacity build with third parties – many times governments, regional bodies or NGOs Implies a degree of mutuality of interest and risk that is more than a training activity To expand the scope of knowledge
Framework and Policy	To promote relations between regional or global bodies that position WFP to work within the global system To work together to raise awareness or advocate for new approaches and responses to issues of common concern

- This three-fold topology of partnership, combined with the recognition that partnership activities at WFP exist in three geographic frameworks; global, regional and country, result in a fairly complex environment to review.

2. Schedules and Stakeholders- Regional Meetings for Asia, Africa, Latin America and the Caribbean

Note : Stakeholders for three telephone-based reviews will be found in the “Other Stakeholders” Annex.

WFP Regional Bureau for Asia

Date	Time	Agency	Sector	Stakeholders	Venue
Sat Jul 9	1700	WFP		Rita Bhatia Senior Programme Advisor	Hotel
Thurs Jul 14	0900	WFP	WFP Staff	John Aylieff, DRD Paolo Mattei, Programme Unit Elliot Vhurumuku, Programme Unit Kevin Howley, Programme Unit	WFP
Thu 14 Jul	In the morning	Thai Red Cross	HIV/ AIDS	Non Subhaporn	Thai Red Cross
Thu 14 Jul	By 16.00 hrs.	OCHA	EPR	Oliver Lacey-Hall	OCHA
Fri 15 Jul	09.30-11.00	UNICEF	Nutrition	Julia Krasevec	UNICEF
			HIV/ AIDS	Paula Bulancea	UNICEF
			EPR	Laura Bill	UNICEF
Thu 14 / Fri 15 Jul	17.00 hrs.	World Vision	Programme (including Nutrition and EPR)	Dorothy Scheffel	World Vision
Fri 15 Jul	10.30 hrs.	Albion Street Centre	HIV/ AIDS	Amanda Justice	On Skype , from Sydney
Fri 15 Jul	In the afternoon	Albion Street Centre	HIV/ AIDS	Julian Gold	On Skype , from London
		UNAIDS	HIV/ AIDS	Steve Kraus	UNAIDS

WFP Regional Bureau for Latin America and the Caribbean

Thursday 28th of July

9am – 12pm: Briefing with RB Programme Section. **Venue:** UNDP Office in front of the WFP RB - RSCPA Meeting Room N° 1, second floor, building 128.

Participants:

Kyungnan Park	UNHRD Manager
Jose Antonio Castillo	Regional Programme Officer
Tayra Pinzon	National Programme Officer- Panama
Jane Adams	Manager, Planning and Resource Mobilisation
Maria Gabreiela Jaen	Resource Mobilisation Officer
Sara Sarano	Outreach Officer
Margreet Barlehot	Regional VAM Officer
Priscilla de Molina	Nutrition Officer (TDY)
Cristina Bentivolo	Emergencies Officer
Julie Macdonald	Senior Regional Programme Advisor
William Vigil	Emergencies Officer

2.30 – 4.30: Meeting with RedLac (Humanitarian Network for Latin America and Caribbean) partners (UN agencies (UNICEF, IOM, UNDP, WHO), NGOs (MSF, OXFAM, PLAN, CARE, WORD VISION) and one member of Ministry of Foreign Affairs in Panama).
Venue: OCHA Office in front of WFP RB

Participants

Hauke Hoops	CARE International
Julio Garcia	UNISDR
Rodrego Mobilia	OCHA
Loreto Barceo	MSF
Alberto Brunes	IOM
Amia Lopez	PAHO
Lorenzo Barraze	PAHO
Apolonia Morhair	OCHA

Friday 29th of July

8.00 – 9.30: Visit to UNHRD with Kyungnan Park. .

10.00 – 10.45: Teleconference with Mr. Eduardo Atalah– University of Chile, Faculty of Medicine. **Venue:** UNDP Office.

11.00 – 12.00: Meeting with Mr. Enrique Paz. MD, MPH, Regional Health and Nutrition Advisor, UNICEF TACRO, the Americas & Caribbean Regional Office. **Venue:** UNICEF Office

2pm – 3pm: Teleconference with Department of Nutrition in Panama, Ministry of Health.
Venue: UNDP Office (Elira Vergara)

Saturday 30th of July

9.00am: Breakfast at the Hotel Holyday Inn with Jaime Vallaura (WFP Deputy Regional Director) and Julie MacDonald (WFP Senior Regional Programme Advisor).

WFP Regional Bureau for Africa

Organisation	Name of contact	Location	Type of Partnership	Appointment
UNICEF	Katrien Ghooos	Gigiri UN Complex	WFP/UNICEF MoU	Thursday 21/07/2011 10:00am
HKI	Anu Narayan		No MoU	Thursday 21/07/2011 12:00am
IGAD	Massimo Amorosi REFORM Project Coordinator	Djibouti	MoU in place	Teleconference
NEPAD	Bibi Giyose	Johannesburg		Teleconference
GAIN	Dora Panagides	Geneva	No MoU	Teleconference
Regional Humanitarian Partnership Team (RHPT)	Gabriella Waaijman Head of Office, OCHA sub-regional office for Eastern Africa	Nairobi, Gigiri UN Complex	Early Warning, Preparedness & coordination: RHPT.	Thursday 21/07/2011 9:30 am
Food Security & Nutrition Working Group (FSNWG)	Daniele De Bernardi Regional Food Security Expert, FAO, Regional Emergency Office for Africa (REOA)	Nairobi, Eden Square 1st Floor, Westlands	Early Warning, Food Security Analysis:	Thursday 21/07/2011 10:00 am
UNHCR	Allison Oman Senior Regional Nutrition & Food Security Officer Regional Support Hub-		Contingency planning / preparedness / MoU:	Friday 22/07/2011 9:00 am
UNICEF	Bob McCarthy Regional Emergency Advisor, Eastern & Southern Africa Regional Office	Nairobi, Gigiri UN Complex	Preparedness:	Thursday 21/07/2011 11:00 am
FAO	Rod Charters Regional Emergency Coordinator, sub-Regional Emergency Office for eastern and central Africa (REOA)	Nairobi, Eden Square 1st Floor, Westlands	Disaster Risk Reduction / Management (DRR/M):	Thursday 21/07/2011 9:00 am

Organisation	Name of contact	Location	Type of Partnership	Appointment
UNEP	Dr. Jenny Clover Senior Programme Officer & DRR Focal Point Regional Office for Africa Nairobi	Nairobi, Gigiri UN Complex	MoU – DRR:.	Thursday 21/07/2011 2:30 pm
UNISDR	Youcef Ait Chellouche Deputy Regional Coordinator Regional Office for Africa, Nairobi	Nairobi, Gigiri UN Complex	DRR:	Friday 22/07/2011 9:30 am
IGAD	Massimo Amorosi REFORM Project Coordinator Samuel Zziwa Director Agriculture & Food Security	Djibouti City	MoU - Food Security Analysis EW / Preparedness / DRR:	Subsequent Teleconference

2.1 Salient Issues Identified by the Mission

- From the first meeting at the Regional level held in Bangkok, it became evident that the nature of partnerships at the Regional level were fundamentally different from those at the Country level, thus confirming the assumptions that underlay the Inception Report. The coordinative nature of WFP work was highlighted in this very first meeting with respect to HIV/Aids-related matters. Equally, at the Regional level, the key issues of the nature of the transformation from food aid to food assistance and the nature of partnerships came to the forefront in virtually every session with WFP staff and managers.
- WFP staff and managers at the Regional level were extremely candid in expressing their reservations about their understanding of both these issues and the nature of the communications or training that they had received with respect to them.
- Many external partners acknowledge the progress made by WFP over the past few years in moving from a position of 'outsider' to becoming a more collaborative agency, engaged with others.
- Overall, WFP is seen as a good partner.
- There are questions about the rationale, nature and scope of WFP's transformation into a food assistance agency, which reflects a lack of adequate communication with partners. This could also be observed internally with WFP staff interviewed during the field level regional visits.
- At the regional level, WFP's performance as a Food Aid agency (including in issues related to delivery – see hereafter) has an influence as to how WFP is seen as a partner in a Food Assistance context. While it is recognized that such factors often find their source beyond WFP's direct control, WFP needs to take that into account in regard to the way it is perceived as a partner.
- While WFP's presence in Field locations is viewed as a strength, in some cases Field staff appears to lack communication, programming and technical skills (including in

the nutrition area). This however, has been improved in the recent past, with WFP's credibility growing in new areas of food assistance.

- Assuming a level of understanding, the introduction of new types of food assistance (food for assets, cash for food, etc.) is welcomed by all partners. However, awareness of these new activities at the regional level is very uneven.

3. Limitations or Unexpected Difficulties Encountered That Affected Data Collection

- A major limitation with respect to data collection at the Regional level lay in scheduling difficulties. The Regional missions to Bangkok, Nairobi and Panama City were of relatively short duration thus somewhat inhibiting flexibility. Put simply, a 48 hour mission results in placing great strain on WFP staff as well as external partners. Nevertheless, as the above schedules indicate, the Regional missions were fruitful and were well-attended.
- The telephone-based approach for the other three Regional Bureaux were conducted after the Country missions (August and early September). In these instances, the Evaluation benefited from the learning that had occurred during the field missions to Countries and Regional Bureaux. For that reason, the focus of these telephone-based activities was sharpened, as there was probably no need to go over issues were there were obviously system-wide behaviours (IT, costs/benefits issues, etc.).
- The Regional visit was organized by WFP's Regional Office for East Africa, based in Kampala. Most contacts were in Nairobi, but due to lack of time, it was not possible to visit WFP in Kampala. Some follow-up telephone interviews with partners in Djibouti (IGAD), Johannesburg (NEPAD), and Geneva (GAIN), as well as UNHCR Nairobi (out of town at time of visit) will take place after the Mission departs Nairobi.

4. Findings

The findings for this Aide Memoire are organized around the four key questions that drive the overall evaluation:

- What implications does the shift from food aid to food assistance have for WFP's partnerships?
- How effective and efficient are WFP's partnerships?
- How do factors in the WFP's external operating environment (i.e. donors, policy environment, and social/political/economic and culture) affect its ability to develop and maintain effective partnerships?
- How do factors inside of the WFP (i.e. processes, systems, culture, and staff capacity) affect WFP's ability to develop and maintain effective partnerships?

It is important to note that this Aide Memoire is not a compilation of missions to six Regional Bureaux. Rather, it is a synthesis. Where different conditions exist, they will be highlighted below.

What is equally important to note is the degree of similarity across all six Regions in relation to key evaluation issues. It is also important to emphasize that this similarity also relates to the Country level findings. In short, the Regional missions served to confirm and amplify key issues that affect all of WFP.

It is also important to stress that the findings below do not relate to outputs or outcomes of Regional activities per se or projects within a given Region. For example, it became evident that the Regional Bureau in Panama City was overseeing a series of regional networks and coordinative bodies that appeared to be more in line with the broadest sense of the transformation to food assistance. Likewise and again in the Americas, it needs to be emphasized that some of the projects reviewed at the Country level in Colombia appeared to be highly focused on contemporary solutions, coordination with governments and based in capacity building and knowledge sharing.

4.1 The Implications of the Shift from Food Aide to Food Assistance

Finding 1: The transformation is an evolution that places additional emphasis on the “soft” skills that are implicit with a more holistic food assistance approach, but not well understood either internally or among partners (UN Regional Level partners).

Finding 2: Partnership practices are changing as food assistance related activity increases in numbers.

Finding 3: There are skill set gaps in WFP staff at the Regional Level, mainly in relation to nutrition, which if addressed would facilitate the new approach.

Finding 4:WFP partnerships have changed in terms of scope and nature, especially among UN partners- they are more numerous and have a longer-term focus, especially in relation to capacity building among regional bodies and cross-agency regional responses.

Finding 5: Governance of regional partnerships is inconsistent across the range of activities examined - some are highly structured, others are not (but not all need to be). This may in part be due to the fact that at the Regional level, WFP seldom is the “lead” partner, especially among UN system coordinating mechanisms.

Finding 6: At the Regional Level, UN partners may be the most important in the long run, but are affected by lack of clarity about roles and responsibilities.

4.2 The Efficiency and Effectiveness of WFP Partnerships

Finding 7: There are clear synergistic benefits of partnership, esp. with UN agencies: access to skills not possessed by WFP, local knowledge, immediacy, better inter-agency coordination.

Finding 8: While costs and benefits could not be quantified at the Regional Level, anecdotal evidence exists that shows the benefits of partnerships, such as greater co-operation and communication among UN agencies.

Finding 9: Regional coordinating mechanisms are useful to strengthen partnerships.

Finding 10: The perception of WFP as partner is influenced to some degree by the lack of clarity about the meaning of the transformation to a food assistance body and its role in nutrition.

4.3 External Factors

Finding 11: Uncertainties remain among some UN partners about the implication of the food assistance transformation

Finding 12: Roles and responsibilities are unclear between WFP and UN partners, with a suspicion of “mandate creep” by WFP.

4.4 Internal Factors

Finding 13: Some staff are unsure about what the change (Food Aid to Food Assistance) means and entails, and about how this should be communicated to Regional partners

Finding 14: MOUs and other agreements tend to lack specifics and also do not embody key elements of “good partnership” – largely related to mutual governance, roles and responsibilities, review and information sharing

Finding 15: The lack of harmonization in planning and resource allocation models among UN partners impedes good partnership

Finding 16: Generally, communication of WFP’s move to Food Assistance has not been adequate. The exception to this may be in the LAC region.

5. Issues Emerging from the Associated Discussion with Participants

- There is a lack of clarity about exactly what this transformation implies.
- The concept of partnership is not well understood at the Regional Level.
- There is a lack of adequate (qualitative and quantitative) communication with partners.
- There is lack of clarity about the areas of new involvement especially in nutrition; this leads to tension about mandates, roles and responsibilities especially among UN system partners.
- The implicit internal capacity gaps that face WFP weakens its capacity to implement the change; there is a need to recognize that transformation and evolution will come at a cost.

Annex IX –Costs/Benefits Summary - Literature Review

COSTS/BENEFITS	HOW COSTS/BENEFITS ARISE AND EXAMPLES
<p><i>Resource mobilisation</i></p>	<p><u>HOW COSTS/BENEFITS ARISE</u></p> <p>Working with partners can lead to an increase in the resources available for project and programme implementation via the direct financial and in-kind resources contributed by partners as well as from donors keen to see co-operation and holistic, co-ordinated and multi-disciplinary programmes.</p> <p><u>GLOBAL EXAMPLES</u></p> <p>Partnerships in rapid-onset emergencies: insights from Pakistan and Haiti, Ruth Allen, Mercy Corps: Recognises that developing project/programmes and negotiating funding represents a large burden for local partners who often have limited capacity and experience with accessing donor funding. Identifies the benefit of enabling local partners to fully lead programme implementation, and argues that INGOs can facilitate and build capacity of local partners by helping them gain hands on experience of financial management in emergency programmes, including accountability, operational planning and budgeting.</p> <p><u>WFP GLOBAL EXAMPLES</u></p> <p>WFP Annual Report for 2010 to ECOSOC and FAO Council: “In a significant effort to broaden the donor base and promote cost sharing, WFP expanded partnerships with 17 host governments, which provided more than US\$72 million to support WFP operations in their own countries, through in-kind and – increasingly – cash contributions. The twinning of cash donations with in-kind contributions encouraged the participation of a broader range of donors, with several countries making in-kind contributions totalling 103,000 mt, valued at US\$41 million.”</p> <p>By November 2010, 8% of all contributions, worth US\$277 million, were multilateral. Multi-year strategic partnership agreements also provide WFP with much-needed predictability in funding.</p> <p>The report highlights the difficulties in raising funds for development projects, pointing out that joint funding schemes, the expansion of the donor base, and engagement with the private sector provided good sources for funding development activities.</p> <p>Also notes that US\$25 million has been received in-country from the One UN Fund.</p> <p>How to work with WFP A Handbook for Non-Governmental Organizations (NGOs) December 2005: WFP does not usually receive funding for non-food inputs such as medicines, latrines and other materials which may be essential to a community who is also in need of food aid. Identifies that partnerships with are beneficial in this respect as NGOs are better positioned to raise funds for non-food inputs to complement the benefits WFP provided food.</p> <p><u>WFP COUNTRY EXAMPLES</u></p> <p>REACH LAOS: Investment case developed and integrated into broader MDG resource mobilisation efforts. No multi-stakeholder pooled fund developed as yet but pursuing joint resource mobilisation strategy. Multi-stakeholder proposals to donors developed and donors express interest in the co-ordinated, govt. led process.</p> <p>NORWEGIAN CHURCH AID: Share costs with WFP for trainings and project implementation.</p> <p>SPR 2010, Assistance To Food Insecure Households Affected By Multiple Livelihoods Shocks: In southern Laos, the Ministry of Health, local authorities, UNICEF, WHO, and WFP have developed a strategy for the Integrated Management of Acute Malnutrition. This partnership was considered crucial to encourage funding for the project.</p> <p>WFP Partnerships Evaluation, Aide Memoire, Kenya, 16 August 2011: The current tonnage model is a strong impediment to WFP’s transition to food assistance. Large implementing partners need to seek additional co-funding to cover costs of assistance projects whilst for smaller agencies, this is often not viable.</p>

COSTS/BENEFITS	HOW COSTS/BENEFITS ARISE AND EXAMPLES
<p><i>Co-ordination and Scope</i></p>	<p><u>HOW BENEFITS/COSTS ARISE</u></p> <p>Globally, there is recognition that co-ordinating response to emergencies (through joint resource mobilisation, assessment, planning and implementation) between agencies results in avoiding duplication, ensuring the most efficient use of resources and achieving an increase in the number of beneficiaries served.</p> <p><u>GLOBAL EXAMPLES</u></p> <p>Getting better results from partnership working, Rachel Houghton, CDAC Network</p> <p>“When organisations work successfully together, change can occur at a faster pace and be more effective as trust is generated, expertise and resources are pooled, learning is fostered, common issues are tackled collectively and duplication is more easily avoided.”</p> <p>Partnership in principle, partnership in practice, Christine Knudsen, UNICEF: Concludes that opting out of existing partnerships and operating without collaborating with other organisations leads to the overall response being weakened “since knowledge, resources and assets cannot be leveraged to expand coverage.”</p> <p>NGO–government partnerships for disaster preparedness in Bangladesh, Matt Bannerman, Md. Harun Or Rashid and Kaiser Rejve: Collaboration between governments and NGOs can increase the impact of the work of both partners. The ECB consortium in Bangladesh is already seeing evidence of this through avoiding duplication, better targeting of scarce resources and improved sharing of information.</p> <p>The Consortium of British Humanitarian Agencies: a new initiative for NGO collaboration, Sean Lowrie and Marieke Hounjet: Proposals are selected through peer review, which ensures impartiality and appropriateness and drives up the performance of all members. The authors identify another potential positive side-effect of this model of collaboration as being that it reduces competition for funds by creating a more level playing field, where those that are best placed to respond are able to do so.</p> <p>“Equality of membership within a consortium transcends traditional operational and knowledge-sharing barriers, enabling smaller members with a niche specialty to leverage their knowledge so that it can be used by other larger agencies.”</p> <p><u>WFP GLOBAL EXAMPLES</u></p> <p>WFP ANNUAL REPORT FOR 2010 TO ECOSOC AND FAO COUNCIL: “In sub-Saharan Africa, some 80% of WFP’s 35 country offices had at least one joint United Nations programme. To enhance coherence and efficiency, WFP’s increasing efforts to maximize development impact are being pursued through joint planning and design of operations, joint advocacy and a more harmonized approach to operations within the United Nations family. Efforts have included the harmonization and simplification of business practices covering procurement, ICT and HACT.”</p> <p>How to work with WFP A Handbook for Non-Governmental Organizations (NGOs) December 2005: WFP depends on its collaboration with partners to distribute food aid from agreed delivery points to beneficiaries or to provide WFP with technical and non-food inputs.</p> <p>The handbook points to the increased role of NGOs in providing food aid since the 1980s, filling gaps in national government public services or supplementing government provision in key areas. Notes that in some cases, NGOs are the only organisations “providing services in remote, marginalized or conflict areas (frequently where food aid is needed most)”. By working with and through NGOs, WFP is able to reach a larger number of beneficiaries.</p> <p>READY TO HELP, WFP: The Emergency Preparedness and Response Branch has built strong partnerships with leading scientific, academic and space institutions to provide Rapid Impact Analysis in emergencies.</p> <p>The Pandemic Response Unit within the Emergency Preparedness and Response Branch is working with national governments, UN agencies and the commercial sector to keep supply lines and borders open, to move stocks early into key areas.</p> <p>WFP’s Operational Relationships with NGOs, Annual Report 2010: Numerous country examples of WFP partnerships are highlighted with respect to the scope of beneficiaries reached and quality of interventions being improved through working with a range of different partners in Dafur, Cambodia, Panama, Nepal, Burkina Faso etc.</p>

COSTS/BENEFITS	HOW COSTS/BENEFITS ARISE AND EXAMPLES
	<p><u>WFP COUNTRY EXAMPLES</u></p> <p>REACH LAOS has supported Govt. and stakeholders in co-ordination, analysing situation (including mapping stakeholders and scale of intervention) and developing national framework. Has allowed gaps/opportunities to be identified and integrate scale up into national nutrition plan with endorsement from 15 ministries and 18 development partners.</p> <p>Detailed implementation plan involving multi stakeholders developed for MoH. Has avoided duplication.</p> <p>SPR 2010, ASSISTANCE TO FOOD INSECURE HOUSEHOLDS AFFECTED BY MULTIPLE LIVELIHOODS SHOCKS: PRRO responded successfully to small-scale emergencies and the prolonged crisis following Tropical Storm Ketsana. Strengthened partnerships and enhanced coordination between line ministries and local authorities proved crucial to this success.</p> <p>Protracted Relief and Recovery Operations Approved by correspondence Between the First Regular Session and the Annual Session 2009 – Kenya 10666.0: Contingency plans are regularly updated in anticipation of major shocks. WFP continues to work with partners to enhance coordination structures and capacity through training and transfer of responsibility, especially at the district level, in partnership with the National Drought Contingency Fund to build government capacity to plan and respond.</p> <p>WFP Partnerships Evaluation, Aide Memoire, Kenya, 16 August 2011: WFP Kenya is critically involved in a range of productive partnerships related principally to famine early warning. Unfortunately, the efficacy, credibility and utility of these important partnering activities are undermined by the absence of donor responsiveness to alerts, resulting in crisis. The current disaster in the North of the country is a clear illustration of that regrettable pattern.</p> <p>WFP management systems do not appear capable of quantifying cost/benefit. Nevertheless, anecdotal evidence exists that shows the benefits of partnerships, such as greater co-operation and communication among UN agencies</p> <p>Protracted Relief and Recovery Operations – Kenya 10258.3 Project Approval Document 11 May 2009: In view of the high anaemia prevalence, WFP will explore partnerships for de-worming for children and malaria prevention and treatment.</p> <p>WFP (Haiti) SPECIAL OPERATION SO 200108, Logistics and Telecommunications Augmentation and Coordination for Relief Operations in Response to the Earthquake in Haiti: New temporary common inter-agency office facilities will be established to accommodate multiple agencies, which include WFP and the other humanitarian partners. This special operation will equip the new offices with the requisite ICT infrastructure and related services to meet the individual requirements of the various agencies. The project will also provide emergency telecommunications services by establishing a robust inter-agency emergency telecommunications system and communications center (COMCEN) in the common operational areas. These ICT and ETC facilities will allow humanitarian workers to better coordinate assessments, rescue and relief operations in all the affected areas. Specifically, the project will: Establish and operate comprehensive ICT infrastructure and related services to support the operational activities of multiple agencies in the areas of operation; Ensure availability of inter-agency telecommunications infrastructure and services covering both data and operational voice communications (satellite connectivity and radio networks) as required by the ETC; Adhere to standardized ICT platforms and procedures to avoid duplication and ensure cost-effective services (MOSS compliant communications).</p> <p>Protracted Relief and Recovery Operations – Haiti 108440, Food Assistance for Vulnerable Groups Exposed to Recurrent Shocks: Selected communities affected by frequent shocks and with high food insecurity and undernutrition will be targeted for resilience-building and disaster mitigation FFW/FFA activities during the lean season. Strategies include complementary partnerships, integrated watershed planning and capacity-building.</p>
Advocacy	<p><u>HOW BENEFITS/COSTS ARISE</u></p> <p>Working with partners to develop and promote a common advocacy position and strategy provides added “weight” to key messages, policy promotion and common approaches to dealing with key issues that can lead to increased impact for beneficiaries.</p>

COSTS/BENEFITS	HOW COSTS/BENEFITS ARISE AND EXAMPLES
	<p><u>GLOBAL EXAMPLES</u></p> <p>NGO–government partnerships for disaster preparedness in Bangladesh Matt Bannerman, Md. Harun Or Rashid and Kaiser Rejve</p> <p>In developing joint capacity-building plans, the Bangladesh INGO consortium prioritised activities that exploited the additional leverage and impact possible when a group of agencies act together. For example, one of the first consortium activities was the development of a joint advocacy strategy following the response to Cyclone Aila in 2009. The consortium recognized the importance of the energy, expertise and resources the ECB consortium and its members can bring to bear, and sees the advantage in a single dialogue with a group of agencies working together, rather than a series of disconnected, bilateral conversations.</p> <p><u>WFP COUNTRY EXAMPLES</u></p> <p>REACH LAOS: Inter-agency working to ensure nutrition is high on national agenda.</p> <p>Protracted Relief and Recovery Operations – Kenya 10258.3 Project Approval Document 11 May 2009: ...the (Refugees Act of April 2007)...continues the strict encampment policy that prohibits refugees from engaging in agricultural or economic activities outside the camps. UNHCR, WFP and partners will continue to advocate with the Government to enable refugees to participate in economic activities.</p>
<i>Integrated approaches/synergy</i>	<p><u>HOW BENEFITS/COSTS ARISE</u></p> <p>Partners, with different skills and specialisms, working in different but complementary sectors and areas can work to develop and implement a combination of interventions which complement each other whilst addressing the multitude of often interdependent and interrelated needs of beneficiaries. Additional benefits arise over and above the sum of the individual interventions due to the combination of outcomes.</p> <p><u>GLOBAL EXAMPLES</u></p> <p>MERCY Malaysia’s experiences of partnership, Faizal Perdaus, MERCY Malaysia: (<i>In response to Cyclone Nargis in Myanmar, May 2008</i>) One of the main challenges faced was adhering to standards for medication and supplies as determined by Save the Children in Bangkok. This was a good learning experience as they had to ensure that whatever supplies and medication or kits we used, including material not supplied by Save the Children, were acceptable to SCF and met international standards. Subsequently, a set of guidelines and standards for all medication and medical supplies was implemented.</p> <p>Making local partnerships work for disaster risk reduction John Twigg and Helen Bottomley: Partnership involving NGO Inter-Agency Group (comprising ActionAid, Christian Aid, Plan, Practical Action and Tearfund), based on DRR work funded by DFID. All the agencies involved in the learning review found that benefits of a less tangible nature (e.g. rights awareness, active citizenship) are valuable building-blocks for partnerships because they help to make communities more resilient and powerful.</p> <p>The Consortium of British Humanitarian Agencies: a new initiative for NGO collaboration, Sean Lowrie and Marieke Hounjet: Peer review is a key approach adopted by the Pakistan early recovery consortium, whereby members provide expertise and knowledge to the other members, and this is expected to enhance the quality of the programme. The diversity of the CBHA membership has the potential to stimulate innovation within the consortium, for example in logistics software and capacity-building training tailored to the needs of the different agencies.</p> <p>Uneasy bedfellows: the motives and drivers of collaboration between the commercial and humanitarian sectors, Ellen Martin and James Darcy: Identify that commercial business involvement in disaster affected contexts, as well as being motivated by commercial interests and CSR policies, may also benefit from opening of new markets and extending a company’s reach. From the point of view of humanitarian agencies, it is recognized that many are interested in accessing specific technical areas of expertise, including in transport, supply chain management and telecommunications.</p> <p>Partnerships in rapid-onset emergencies: insights from Pakistan and Haiti, Ruth Allen, Mercy Corps: Partnerships create the opportunity to combine resources and skills to achieve more than a single organisation can achieve alone. They also strengthen local organisations’ leadership capacity.</p>

COSTS/BENEFITS	HOW COSTS/BENEFITS ARISE AND EXAMPLES
	<p><u>WFP GLOBAL EXAMPLES</u></p> <p>How to work with WFP A Handbook for Non-Governmental Organizations (NGOs) December 2005: “National government authorities are WFP’s “designated” partners. However, they may lack the capacity to fulfill certain tasks essential in emergency and development programmes. NGOs are often able to carry out these tasks and therefore fill the gaps, while helping to (re)build national capacity.”</p> <p>Getting better results from partnership working, Rachel Houghton, CDAC Network: “As the scale, frequency and complexity of emergencies increase, so too does the need to deploy a much broader range of skills, knowledge and approaches.”</p> <p><u>WFP COUNTRY EXAMPLES</u></p> <p>Feeding for the Future, LAOS: Adding a nutrition component to activities which focused on food production allowed for a more integrated approach at the village level.</p> <p>LAOS Country Portfolio Evaluation, 2009: Concluded that where activities are implemented in collaboration with others and through participatory methods, relevance and positive synergies are increased.</p> <p>The evaluation also raised the issue that designing interventions on the basis of a pragmatic “bottom up” approach (considering what can do and what is likely to be funded) “misses a focus on results and synergies between WFP operations and operations of other partners”.</p> <p>Objectives are important for selection pr partners: when FFW is implemented to create assets it is essential to partner with the relevant line ministry rather than with Ministry of Labour and Social Works, whereas the latter becomes a central partner if FFW were to serve as a public works/employment programme (the equivalent of a social safety net measure).</p> <p>Protracted Relief and Recovery Operations – Kenya 10258.3 Project Approval Document 11 May 2009: The nutritional status of refugees has improved significantly: global acute malnutrition (GAM) rates have fallen from 26 percent in 2005 to 11 percent in 2008 in Dadaab and from 20 percent in 2005 to 11 percent in 2008 in Kakuma8 as a result of concerted work by partners and strong donor support to implement joint nutrition programmes by UNHCR, WFP, the United Nations Children’s Fund (UNICEF) and non-governmental organizations (NGOs).</p> <p>WFP Partnerships Evaluation, Aide Memoire, Kenya, 16 August 2011: There are clear synergistic benefits of partnership, esp. with NGOs: access to skills not possessed by WFP, local knowledge, immediacy</p>

COSTS/BENEFITS	HOW COSTS/BENEFITS ARISE AND EXAMPLES
<p><i>Local skills/experience capture and skills improvement</i></p>	<p><u>HOW BENEFITS/COSTS ARISE</u></p> <p>Locally based NGOs, civil society organisations, INGOs with significant experience in a particular area and government agencies are equipped with detailed local knowledge regarding culture, local institutional structures, acceptability of different approaches, what works and what does not and are consequently in an ideal position to inform and contribute to WFP and other partners work to improve relevance and quality of projects/programmes. In support of its development as a food assistance organisation, partners also offer the opportunity for WFP to access different specialist skills not currently available within the organisation, and at the same time can benefit from WFP’s wide experience to improve the quality of their won programmes.</p> <p><u>GLOBAL EXAMPLES</u></p> <p>Building effective partnerships: local views, Dayna Brown, The Listening Project: In effective partnerships, local organisations know the context and culture well, and have experience working with local communities. Comment from the Director of a CBO in Sri Lanka: “We need support, advice and collaboration with our donors. We don’t want them to be just donors, we want colleagues and we want to share ideas and exchange best practices”.</p> <p>Working with ASEAN on disaster risk reduction and disaster management, Lilian Mercado Carreon: Importance of coordinating with local CSOs, because of their deep roots in communities and because they provide immediate assistance to those affected by a disaster, often ahead of international actors</p> <p>Partnerships in rapid-onset emergencies: insights from Pakistan and Haiti, Ruth Allen, Mercy Corps: Recognizes the role of civil society partners in Sindh and Balochistan provinces in responding to emergencies and their community mobilisation expertise and experience with local partners in particular, enabling them to identify additional skills required.</p> <p><u>WFP GLOBAL EXAMPLES</u></p> <p>How to work with WFP A Handbook for Non-Governmental Organizations (NGOs) December 2005: “While the financial resources of NGOs vary widely, WFP recognizes that they often offer an array of technical skills, including disaster preparedness and disaster planning, maternal and child health services, basic education and adult education, ecologically sensitive farming, water and sanitation, conservation and shelter. Combined with food aid, these skills can lead to more effective and widespread development opportunities as food aid may attract communities, households and individuals to take part in the activities offered by NGOs.”</p> <p>“NGOs’ people-centred approach to development has produced a variety of methods for needs assessments, project design and implementation, technical assistance and capacity-building that make NGOs highly desirable partners for WFP.</p> <p>National NGOs and, often, international NGOs, have been working with communities over long periods of time and have well-established relationships with these communities. Their use of participatory approaches in designing and implementing their programmes has also resulted in a wealth of local knowledge regarding the socio-economic conditions of poor and marginalized groups in those areas. This knowledge is invaluable to WFP and could assist WFP in ensuring that it targets its food aid to the right people at the right time.”</p> <p><u>WFP COUNTRY EXAMPLES</u></p> <p>REACH LAOS: Inter agency team has identified, aggregated and disseminated domestic best practices. Review of existing projects contributes to lessons learned and better future project design.</p> <p>CHARITIES AID FOUNDATION, LAOS: Feeding for the Future training kits adapted to meet different cultural requirements in the country.</p> <p>Feeding for the Future, Laos: INGOs provided significant feedback on training materials and WFP committed to adapting as a result.</p> <p>SPR 2010, Assistance to Food Insecure Households Affected By Multiple Livelihoods Shocks: Indicated key role of partners in identification of appropriate food assistance response, targeting and selection of villages and households.</p>

COSTS/BENEFITS	HOW COSTS/BENEFITS ARISE AND EXAMPLES
<i>M&E</i>	<p><u>HOW BENEFITS/COSTS ARISE</u></p> <p>Consolidated and co-ordinated monitoring, evaluation and reporting processes between partners serve to reduce workload and provide the opportunity to share resources and lessons learned. Utilising common approaches to these allows for aggregation over greater numbers of interventions, providing more comprehensive information.</p> <p><u>GLOBAL EXAMPLES</u></p> <p>The Consortium of British Humanitarian Agencies: a new initiative for NGO collaboration, Sean Lowrie and Marieke Hounjet: The relationship with DFID is seen by the consortium as being much more reciprocal than is typically the case between donor and recipient, and the consortium only has to report annually, meaning that time is not spent meeting frequent reporting deadlines.</p> <p>Collective efforts to improve humanitarian accountability and quality: the HAP deployment to Dadaab, Maria Kiani, HAP International: Noted that “while staff have to report progress against their action plans to their senior management, they also have to update the overall partnership on their progress. This has proved to be an opportunity to provide peer support and learning, and a catalyst for agencies to keep moving ahead, maintain momentum and even try to outdo each other in their accountability efforts.”</p> <p><u>WFP GLOBAL EXAMPLES</u></p> <p>How to work with WFP. A Handbook for Non-Governmental Organizations (NGOs) December 2005: Annex 2 of this publication sets out a range of performance indicators for Co-operating partners which could be adapted to apply also to WFP and which cover co-ordination, capacity building, community involvement etc.</p> <p><u>WFP COUNTRY EXAMPLES</u></p> <p>REACH LAOS: Standard planning tool developed allows aggregation and ease of implementation</p> <p>WFP Partnerships Evaluation, Aide Memoire, Kenya, 16 August 2011: WFP standardized reporting tools are too numerous and result in overlaps and parallel systems that impede delivery</p> <p>Protracted Relief and Recovery Operations – Kenya 10258.3 Project Approval Document 11 May 2009: WFP plans to monitor partner reports on ratios for classrooms, desks, latrines and teachers per student in view of concerns raised by the JAM about the additional absorptive capacity of schools. This will be used as an indicator for education investment, which may affect WFP outcomes.</p>
<i>Information sharing</i>	<p><u>HOW BENEFITS/COSTS ARISE</u></p> <p>Each partner organisation has its own historical wealth of knowledge, experience and information which, when shared, provides organisations with increased access to information. This allows lessons to be learned and can result in direct cost savings from not having to generate already existing information a second or third time, as well as preventing costly mistakes. Access to accurate information provided by others can result in speedy and appropriate responses in emergency situations.</p> <p><u>GLOBAL EXAMPLES</u></p> <p>The Consortium of British Humanitarian Agencies: a new initiative for NGO collaboration, Sean Lowrie and Marieke Hounjet: Equality of membership within the CBHA consortium transcends traditional operational and knowledge-sharing barriers, enabling smaller members with a niche specialty to leverage their knowledge so that it can be used by other larger agencies</p> <p><u>WFP GLOBAL EXAMPLES</u></p> <p>How to work with WFP A Handbook for Non-Governmental Organizations (NGOs) December 2005: “As an organization, WFP needs to explore new modalities of programming in order to fulfil its mandate and implement its policies including the ‘Enabling Development’ policy. NGOs tend to be innovative and flexible in their approaches to poverty alleviation. Learning and benefiting from such innovative programmatic approaches represent excellent opportunities for WFP to explore and engage in high-quality, more effective and diverse programming.”</p>

COSTS/BENEFITS	HOW COSTS/BENEFITS ARISE AND EXAMPLES
	<p>READY TO HELP, WFP: Emergency Preparedness website puts information from Rapid Impact Analysis at hands of decision makers, detailing where food stocks are, contingency plans made, road access information etc. This saves time, money, effort and suffering.</p> <p><u>WFP COUNTRY EXAMPLES</u></p> <p>Feeding for the Future, Laos: Minutes from partner meetings are shared with new partners so they can see lessons learned.</p> <p>LAOS Country Portfolio Evaluation, 2009: Reported a lack of systematically sharing reviews and making them more accessible.</p> <p>Protracted Relief and Recovery Operations – Kenya 10258.3 Project Approval Document 11 May 2009: Monthly food coordination meetings are attended in Nairobi by WFP, UNHCR, cooperating partners and donors. At the camps, WFP, UNHCR, partners and refugee representatives share information before and after food distributions.</p>
<p><i>Costs of managing partnerships</i></p>	<p><u>HOW BENEFITS/COSTS ARISE</u></p> <p>Developing and maintaining inclusive, equitable and effective partner relationships takes time, effort and resources. In order to manage the partnerships it is involved with, WFP incurs costs (travel, communication, staff time).</p> <p><u>GLOBAL EXAMPLES</u></p> <p>NGO–government partnerships for disaster preparedness in Bangladesh, Matt Bannerman, Md. Harun Or Rashid and Kaiser Rejve: The partnership is not without costs. Maintaining the relationship has taken time and energy. NGO staff and government officials often come from different backgrounds and have different working styles and cultures.</p> <p><u>WFP COUNTRY EXAMPLES</u></p> <p>WFP Partnerships Evaluation, Aide Memoire, Kenya, 16 August 2011: There is no sense that UNDAF has improved coordination with UN and government partners; it appears essentially to be a cumbersome and time-consuming mechanism with little perceptible advantage.</p> <p>Similarly, several partners reported variable rates of non delivery of expected food, causing them difficult relations with beneficiary groups. Appropriate communication, explanation and remedial action appear to have been lacking.</p>

LAO Country Debriefing (Partnership evaluation field visit)

- The new initiatives, although small in scale as yet, are broadening the scope of WFP in Laos.
- There are clear synergistic benefits of partnership, esp. with NGOs
- WFP management systems do not appear capable of quantifying cost/benefit
- Nevertheless, anecdotal evidence exists that shows the “value added” of what NGOs bring
- There are clear intangible benefits to working in partnership such as greater co-operation and communication among UN agencies

Humanitarian Exchange, Commissioned and published by the Humanitarian Practice Network at ODI, Number 50, April 2011

- Getting better results from partnership working, Rachel Houghton, CDAC Network
- Partnership in principle, partnership in practice, Christine Knudsen, UNICEF
- Collective efforts to improve humanitarian accountability and quality: the HAP deployment to Dadaab, Maria Kiani, HAP International
- Building effective partnerships: local views, Dayna Brown, The Listening Project
- NGO–government partnerships for disaster preparedness in Bangladesh, Matt Bannerman, Md. Harun Or Rashid and Kaiser Rejve
- The Consortium of British Humanitarian Agencies: a new initiative for NGO collaboration, Sean Lowrie and Marieke Hounjet
- Partnerships in rapid-onset emergencies: insights from Pakistan and Haiti, Ruth Allen, Mercy Corps
- Working with ASEAN on disaster risk reduction and disaster management, Lilian Mercado Carreon

WFP

WFP Annual Report for 2010 to ECOSOC and FAO Council

WFP’s Operational Relationships with NGOs, Annual Report 2010

How to work with WFP A Handbook for Non-Governmental Organizations (NGOs) December 2005

Final Report REACH Country Process Lao PDR Phase II (June 2009 – June 2010) (For UN internal use only)

Agreement Between World Food Programme (WFP) and Norwegian Church Aid (NCA) (The Partner)

SPR 2010, Assistance To Food Insecure Households Affected By Multiple Livelihoods Shocks Project No. 105660

Note for the Record – FeFu partner meeting- WFP VTE office, 18 March 2011, LAOS

Note for the Record – FeFu partner orientation meeting- WFP VTE office,17 June 2011, LAOS

Country Portfolio Evaluation of WFP Assistance to the Lao PDR, Final Evaluation Report, 28 August 2009 ROM/2009

Ready to Help, WFP

<http://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp207110.pdf>

Protracted Relief and Recovery Operations Approved by correspondence Between the First Regular Session and the Annual Session 2009 – Kenya 10666.0

WFP Partnerships Evaluation, Aide Memoire, Kenya, 16 August 2011

Protracted Relief and Recovery Operations – Kenya 10258.3 Project Approval Document 11 May 2009

WFP (Haiti) SPECIAL OPERATION SO 200108, Logistics and Telecommunications Augmentation and Coordination for Relief Operations in Response to the Earthquake in Haiti

Protracted Relief and Recovery Operations – Haiti 108440, Food Assistance for Vulnerable Groups Exposed to Recurrent Shocks

Annex X -Partnership and NGO Analysis

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 - 5.** Added value of partnerships with NGOs
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 - 8.** Perceived barriers and enablers to good partnership with NGOs
 - 9.** Relations between NGOs and UN agencies: observations from the literature
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1. Context

WFP currently works with over two thousand NGOs worldwide in carrying out its operations (1, 3)². 87% of WFP country offices have local NGO collaborations, 74% of WFP projects involve NGO partners and over half of all the food distributed by WFP annually is distributed through NGOs (3). These collaborations are predominantly for the purpose of food provision: 69% of the NGOs collaborating with WFP are providing food distribution services (3). Project collaborations are predominantly short-term with the average duration of projects being 1.7 years (1).

The significance of collaboration with NGOs has grown over recent years. Whereas in 2004 35% of WFP food was distributed through NGOs, this had grown to 48% by 2008 and to an all-time high of 52% in 2009 (2, 3). Almost half (46%) of all WFP country offices now collaborate with 20 or more NGO partners (3).

Although most of WFP's NGO partners are local organizations, around 10% (220 of 2,398) are international NGOs. Of these, a small number have a truly global relationship with WFP, co-operating on multiple projects. In 2009, for example, World Vision International, WFP's largest partner, worked on 38 projects in 27 countries with WFP (3). The number of projects, and thus the number of partners, varies from region to region and from year to year, with activity typically peaking following emergency response operations but with many NGOs acting as regular partners for WFP either locally or internationally (1, 2 ,3).

Partnership with NGOs is large-scale, increasing, and integral to the achievement of WFP's food assistance strategy

2. Co-operating partnerships

WFP literature uses the term 'partnerships' to refer to its many and varied collaborations with NGOs across the globe. This distinguishes these collaborations from purely commercial relationships: partnerships differ from commercial contracts in three main respects:

- i) they are based on shared objectives and shared principles;
- ii) they will, ideally, involve some element of shared project design;
- iii) services are provided to WFP on a not-for-profit basis (1, p. 54 Table 1).

However, the overwhelming majority of WFP partnerships with NGOs are of a relatively circumscribed and functional nature: they are closely-defined local agreements to provide food distribution or related nutrition services. WFP recognises this fact by distinguishing between *co-operating* and *complementary* partners (2). 91% of NGOs collaborating with WFP in 2009 were defined as *co-operating* partners (3). That is to say, the NGO was "*responsible for carrying out an activity on WFP's behalf such as transport, storage and distribution, usually within a food-aid intervention designed by WFP.*" (2, p.52) Such arrangements may be distinct from conventional commercial contracts but are limited in the extent of the collaboration and are formalized in Field Level Agreements which, in effect, constitute contractual agreements with the NGO (2, 6).

² Numbers in parentheses refer to the list of sources in the References section at the end of this document

WFP also recognises a third category, *co-ordinating* partnerships, which is essentially a non-formal agreement to share information in situations where WFP and an NGO may be working in parallel, rather than jointly, and where, consequently, the organizations benefit from keeping each other informed of advocacy, activity and relationships in their respective operations (2).

The current review is not primarily concerned with these *co-operating* or *co-ordinating* partnerships. The focus of the review is on the *complementary* partnerships which conform more closely to the definition of partnership established in the Terms of Reference (1). Nevertheless, it is worth acknowledging the importance of other partnerships in two respects:

i) *Strategic*: in WFP's shift from food aid to food assistance, collaboration with NGOs is of increasing significance. As WFP's role in direct distribution of food, nutrition and emergency services declines, partnerships with NGOs will play an important part in guaranteeing the delivery of local services. Selection and management of NGO partners – even at the level of *co-operating* partners – will be a core challenge for country offices;

ii) *Relationships*: although the majority of *co-operating* partnerships will be based on short-term projects to meet specific local needs, successful collaborations will result in further partnerships and may lead to more wide-reaching and long-term arrangements. Thus, *co-operating* partners may become *complementary* partners where relationships, circumstances and resources encourage this (2).

Most NGO partnerships are of a limited, contractual nature. Nevertheless, these constitute a source of potential for fuller, long-term partnerships

3. Complementary partnerships

This form of collaboration is characterised not just by shared objectives and principles but also by shared project design and by a complementary contribution of resources. In a *complementary* partnership, the NGO is more likely to be providing a range of resource, including technical advice and specialist training, as well as managing the delivery of local services. Joint projects may not be initiated by the WFP but may form part of a larger initiative by the NGO partner which reaches WFP target beneficiaries (2). In other words, such partnerships meet the criteria of “*voluntary collaborations sustained over a period of time where each party shares benefits, costs and risks to achieve a jointly defined objective*” (1, p.7).

Complementary partnerships may constitute a small minority of all WFP relationships with NGOs but the growing role of NGOs in enabling WFP to shift from food aid to food assistance suggests that such partnerships will increase in number and importance. Indeed, there is some evidence that this is already happening. WFP figures for regional partnerships show that, between 2008 and 2009, the proportion of *complementary* partnerships rose by an average of 8% in four of the six WFP regions (1). This is particularly true in WFP's development of nutrition services, where partnerships with NGOs are an essential element in accessing local knowledge and specialist expertise in community-based approaches to fighting hunger and malnutrition (3).

The success of the strategic shift to food assistance may, ultimately, rely on the willingness and ability of governments to take responsibility for tasks previously handled by WFP. However, it is also seen as depending on WFP's ability to identify "complementary expertise" to deliver their mission, which includes civil society as well as national and local government. Thus, WFP has to be aware of how state institutions could "empower and enable communities" to contribute to that delivery mission. So, even in emergency situations, where governments may be reluctant to accept the intervention of NGOs, there is increased emphasis for WFP on governments being willing to accept that civil society "is part of the solution" (8). Similarly, for WFP, NGOs' experience in community training offers insight into the capacity-building strategies that might prove effective in achieving handover to local organizations (3).

NGO complementary partnerships will play an increasing role in the delivery of WFP's strategy both in regard to food/nutrition services and in building local capacity. Handover to local government raises the importance of establishing effective tripartite or multi-stakeholder partnerships

4. Selection of NGO partners

Formal criteria

WFP recognises 5 NGO 'sectors', based on a classification according to size and level of operation (2)³ and provides detailed guidance for potential NGO partners in its 'How to work with WFP' handbook (2). This 2005 publication sets out the WFP typology of NGO partnerships; offers advice on good partnership practice and provides templates for Field Level Agreements (FLAs) and other partnership documentation. It acknowledges the limitations of the *co-operating* partnerships but seeks to set out, very clearly, what are the mutual rights and obligations of both an NGO and WFP in any partnership.

WFP has explicit criteria for NGOs wishing to establish partnerships, based fundamentally on evidence of the NGO's size, scope, established expertise and legitimacy (2, p.26). Some country offices have developed specifically-tailored tools for the selection of NGO partners which incorporate other elements such as the proportion of female officers in the NGO (2, Annex 1, p.28). Clearly, such criteria are essential to ensure that WFP only partners with legitimate, stable and trustworthy organizations. However, it does raise the question of how rigorously this selection procedure is followed in countries, such as Colombia, where WFP had an average of 730 'partners' in each year from 2005-2009 (1).

The first selection criterion quoted in the WFP Handbook is that the NGO "must be accepted by the government" (2, p. 26) and this is obviously non-negotiable when WFP is always operating in a country with the consent of the national authority. Nevertheless, it raise issues for partnership inasmuch as governments may not endow some NGOs with a legitimacy equal to that of WFP and experience suggests

³ The five categories of NGO are: Large international; smaller international; large national; local; and community-based organizations (2, p.52)

that there is sometimes tension between WFP, governments and partner NGOs over the NGO's right to operate (see below, section 8).

Long-term relationships

Partnership with the big international NGOs is both explicit and formalised. Currently 14 global MOUs exist with international NGOs. All of these will have multiple collaborations with WFP (6, 2). At present these are being revised to seek more consistency (6). High level agreements between WFP and major NGO partners are formal but may enable a looser range of localised partnerships to operate without additional MoUs⁴. This is true in Haiti where local Service Level Agreements were signed with NGOs with whom WFP had fuller partnerships in other contexts – so the existence of international partnerships influences the creation of more pragmatic local agreements and contracts. In short, a good deal of the selection and development of new partnerships is relationship-based (9).

Organic & opportunist partnering

Not all partnerships with NGOs will be formalised as some will have developed organically from local necessity or opportunist collaboration (5). Sometimes the highest added value is seen as coming from partnerships that occur naturally, based on organically evolving relationships in the field (5, 21 – slide 7). So there can be “good partnerships but no MOUs” (5). Indeed, partnerships with NGOs – especially at the local level – may be less likely to be governed by full MoUs as NGO partnerships are seen as carrying lower risk than partnerships with the private sector where issues of commercial gain may be involved (4). As a result, there may be less pressure on WFP staff locally to create full agreements or to have any local agreement checked and approved by WFP's legal department.

The tendency of emergency response situations to generate numerous new collaborations demonstrates how partnerships can be a pragmatic response to local needs. The earthquake emergency in Haiti led to multiple partnerships being established, including many with NGOs, but these were opportunistic rather than strategic. The challenge for the WFO country office in the process of reconstruction is “to scale back down and see what partnerships worked and which didn't and terminate those that have been seen not to work” (9). For such situations, WFP needs criteria by which to judge the effectiveness of partnerships with NGOs - criteria which are rooted in WFP's current strategy.

WFP staff at all three levels – global, regional and local – may need to share more widely their expertise and experience of the criteria for selecting NGO partners and for assessing the effectiveness of these partnerships

5. Added value of partnerships with NGOs

NGOs are seen by WFP as providing an approach to problem-solving which is different from that of the WFP, with its tradition of task orientation and logistical expertise. The more people-oriented approach of many NGOs and CBOs⁵ provides a

⁴In our typology they are framework agreements

⁵Community-Based Organizations

distinctive organizational culture which offers added value to WFP. This is explicitly acknowledged in WFP's Handbook for NGOs:

“NGOs tend to involve people more directly in the assistance process and in this way ensure that change is sustainable. This people-centred approach to development has produced a variety of methods for needs assessment, project design and implementation, technical assistance and capacity-building that make NGOs highly desirable partners for WFP.” (2, p.36)

The above quote captures the four main elements of added value of NGO partnerships for WFP:

- i. distinct but complementary organizational culture;
- ii. creation of innovative tools and methods;
- iii. understanding of local capacity-building;
- iv. commitment to long-term, sustainable solutions.

In some instances NGOs partner with WFP for very specific services - the warehousing function operated by UNHRD would be an example of this – and the value to both sides is very clear (24). Where such partnerships involve long-term collaboration the major players may be very active partners, shaping policy and the nature of the relationship itself (7).

In Food/Nutrition, NGOs often have specialised and localised knowledge and expertise which is of value to WFP. More so, perhaps than in Emergency Response, which is WFP's core mission and where the organization is a world leader. The Food/Nutrition operation in Laos, for example, is characterised by a number of NGO partnerships based on the need for local expertise. In a difficult operating environment local WFP capacity is low so any partnerships bring added value – even if the partnership is only a contractually limited one (21 – slides 6, 7 & 9). The challenge to WFP is to identify and work with NGOs which have local strengths. In such situations, even the big international NGOs tend to have limited reach so interdependence between larger and smaller players is inevitable (11).

Critical to the value of NGO partnerships is the potential for innovation. Although *complementary* partnerships constitute a small minority of WFP collaborations with NGOs, they represent a response to situations where innovative approaches need to be taken in the provision of resources and services:

“At the highest level (“full partnership”), working together can allow organizations to create new resources and ideas that they would not have been able to create alone.” (2, p.49)

One important element of this innovation is the creation, or sharing, of tools and processes that can become part of a recognised WFP “toolbox” from which appropriate strategies and techniques can be selected to meet local challenges. NGO experience in creating such tools is a highly valued part of WFP partnerships with the not-for-profit sector (22, p.5).

This is directly related to WFP's strategic shift from food aid to food assistance and to the expansion of its activities in the field of nutrition. It is NGO partnerships that are enabling that shift to occur where NGOs have specialist expertise, and established

legitimacy with local communities that can complement WFP's resources and operational skills (3; 21 – slides 6, 7 & 9; 22, p.4). These are the areas in which innovative tools such as Purchase for Progress are developed - “*innovative mechanisms WFP uses in the fight against hunger, and...excellent examples of NGO partnerships that go beyond the traditional operational relationship.*” (3, p.18).

The centrality of NGO partners to WFP's strategic shift can also be seen in the lessons learned from long-term WFP programmes, such as school feeding. A recent, major report on school feeding emphasizes the need to deliver “a comprehensive, integrated package under the leadership of the government in partnership with UN agencies and NGOs” (29, p. 7) and lists “strong partnerships and inter-sector co-ordination” as one of its eight ‘gold standards’ for effective school feeding programmes (ibid.)

WFP clearly recognizes the potential added value of NGO partnerships and their centrality to achieving the current WFP strategy. To achieve this strategy, there may need to be even greater emphasis on the capacity of partnerships to generate innovative solutions to intractable problems

6. Governance

All *co-operating* partnerships are governed by FLAs. These will tend to be standard – the template is in the NGO Handbook (2) – and are essentially contractual in nature. FLAs may be further developed and tailored to encompass the more complex nature of *complementary* partnerships but there may be different forms of MoU or partnership agreement that governs these – there is no standard WFP approach to “full” partnership (2). The 2005 Handbook provides guidelines for a “global MoU” and this is very much along the lines of what, in this review, would be termed a framework agreement.

Agreements can be signed at any of the three operational levels – global, regional and local. The added value of signing at the regional level is the region’s overview of the priority countries and programmes – so there is specialist knowledge at the regional bureau which can help to allocate the resources offered in a partnership (10). Added value comes from recognising when to use which partners and where to make use of their local knowledge resource. Field research suggests that the changing nature of WFP partnerships (reflecting the shift from food aid to food assistance) may not yet be reflected in the nature of MoUs and FLAs, which remain contractual in nature and do not incorporate notions of good partnership (21 – slides 7 & 11).

At the global level, MoUs with international NGOs have been in place since the late 1990s⁶ and primarily constitute statements of intention to work, or continue working, in collaboration to achieve common goals. These are template documents, with a small amount of content tailored to the specific partner, and cover shared objectives, comparative advantage of each partner, basic modalities of collaboration and essential “collaboration mechanisms” such as consultation and dispute resolution (25). The more complex processes of operationalising a partnership are not spelt out in any detail and the implications for staff relationships, time commitment, resources and skills are not addressed: these are framework agreements formally acknowledging a commitment to collaboration, which are intended to inform and enable more detailed local collaborative agreements. In their own words, they are a commitment “to collaborate in a spirit of collegiality, complementarity and partnership.” (25, p.1)

It is not clear the extent to which WFP staff – at all levels – understand and put into practice the range of possible and appropriate agreements governing partnership with NGOs. A need may exist for a limited number of new forms of agreement that reflect the mature, complementary partnerships necessary for WFP’s current strategy

7. WFP capacity to partner with NGOs

WFP has an NGO unit (6) that acts as a top level contact and “clearing house for queries” from NGOs. It also has the WFP publication on how to work with the WFP (2), issues an Annual Report (3) on relationship with NGOs and hosts an annual consultation exercise (22).

⁶See, for example, WFP MoUs with Save the Children US (1996), World vision International (1996), Action contre la Faim (1997).

At senior level, there is still a perception that there isn't enough guidance on partnerships for the local level (12) – no single place where staff can go for support. This was also clear from our interview with the legal department (4): there is not a sense of consistent guidance – agreements are dealt with on an *ad hoc* basis. The exception to this is the 2005 NGO guidance booklet (2) but this is aimed at the external partners rather than at WFP staff, who may need an equivalent guide. There is also a resource capacity issue as regional office staff remarked on the lack of budget for managing the transaction costs – even though partnership is central to their work(10).

There also appear to be doubts over whether WFP staff members have the expertise and training to partner effectively with the NGO community (12, 21). There may be the right skills at a more senior level but fewer operational staff will have the 'soft' skills such as mediation and negotiation to manage effective partnerships (14, 21 – slides 5 & 7). Indeed, a critical issue may be that WFP's comparative advantage (its expertise and resources as a food aid deliverer) does not foster the skills (or the image) that makes for effective partnerships, especially with NGOs operating with a more informal, flexible culture.

WFP's organizational culture may be seen in the lack of awareness of the capacity for mutual learning in partnerships. In the 2005 Handbook, for example, there is a section on Monitoring and Evaluation which sets out the requirements for NGO partners to monitor project outcomes and to collaborate in one-off evaluation exercise. However, it says nothing about the need to monitor the partnership itself – the focus is entirely on outcomes and not on process. This may reflect traditional approaches to evaluation and/or WFP's cultural orientation to tangible outcomes. Either way it may betray a lack of attention to managing the process or actively learning from the experience of partnership.

WFP is aware of potential issues regarding the constraints of its operational culture but has not necessarily addressed these fully in relation to partnering with NGOs. In particular, additional value may be gained through increasing attention to shared learning from partnership.

8. Perceived barriers and enablers to good partnership with NGOs

Defining the relationship – and the formal agreement

There may be problems of definition and of mutual understanding: tension may arise between having clear service agreements and fuller, more flexible, partnerships where there are shared risks and responsibilities. Partners' attitudes can change, especially when things go wrong and it is more comfortable to fall back on a contractual relationship (12). But equally, some institutions want to look like more than just service deliverers – so there is ambiguity over the status of some partnerships and this may also relate to the traditional perception of WFP by NGOs as fundamentally an operational agency delivering food aid (12).

Establishing trust

Trust is an issue with NGOs for WFP in partnerships and making the shift to build partnerships. In the words of one WFP officer - "I think the trust element is the weak link" (13). There is the well-recognised challenge of building trust and keeping the channels of communication open while recognising that part of an NGOs' job is to criticise WFP's shortcomings and to "keep the mammoth organisation honest" (13). One contributory factor in building trust is the creation of an environment in which partners can learn from each other and recognise that shared learning in their joint development of processes and outputs. Indeed, embedding a process of learning into a partnership can be seen as a core quality of good partnering (23) and the importance of reciprocal learning is acknowledged in recent WFP consultation with the NGO community (22). Indeed, this annual consultation exercise itself is a good example of WFP creating ways to build trust and share learning with the international NGO community and to engage in dialogue both during and following the consultation event (6, 22, 28)⁷.

Tensions between working with governments and working with NGOs

There can be difficulties for WFP and NGOs in sustaining agreements when WFP's relationship with government over-rides them (5). WFP may partner with an NGO but governments may choose not to work with the NGO or, as has happened frequently in Africa, may intervene to stop NGO operations. WFP's reliance on NGO partners at the country level means that government restrictions on NGO activities severely limit WFP's ability to deliver its humanitarian programmes (26, 27). Strategically, this highlights the problem for WFP of primarily being a delivery agency which is trying to develop local capacity to manage that delivery: ultimately this depends on government co-operation but, for WFP, getting to that point requires NGO co-operation (22, p.7). This, in turn, raises the problem of negotiating the government's lack of trust in NGOs (who might be WFP partners) and may also put pressure on the WFP/NGO relationship.

Organizational culture

Ultimately, there is an inherent problem for WFP because of its primarily operational/delivery culture, which in its character is not easily compatible with open and equal partnerships. In other words, the comparative advantage that WFP brings

⁷The 2010 consultation was attended by representatives from 25 NGO and IFRC/ICRC institutions and observers from FAO, UNHCR, OCHA and UNICEF.

to any partnership is precisely the thing that makes it very hard to partner. With regard to NGOs, the fact that the overwhelming majority of NGO partnerships are *co-operating* partnerships based on limited, contractual FLAs may make it harder both for WFP staff to conceptualise and operate more equitable, reciprocal partnership arrangements and, equally, for NGOs to perceive WFP as an organization that can operate in this way – rather than as, essentially, a contractor. And this is a critical issue given the explicit commitment of WFP to forming complementary partnerships with NGOs in order to access their distinctive culture, methods and relationships (see above on added value).

9. Relations between NGOs and UN agencies: observations from the literature

Previous research (14, 17, 18, 19, 20)⁸ has identified a number of issues that characterise partnerships between Non-Governmental Organizations and agencies established within the United Nations system. Although it would be unwise to over-generalise from this diverse material, there is a body of evidence that suggests there are typical, or recurring, challenges in the creation of effective UN-NGO partnerships.

These can briefly be summarised as follows:

- i. **Incompatibility of organizational cultures** – the United Nations system is a huge and complex one with a set of roles, terminology and procedures unique to that system. Any UN agency must, by its nature, comply both with the demands of the UN system as a whole and with the constraints of public accountability for its own operations. These demands and constraints inevitably require organizations which are, in the proper sociological sense, bureaucratic i.e. governed by written rules so that actions are predictable, transparent and accountable. This is often a far cry from the classic operating procedure of many NGOs and CBOs, which is characterised by the informality of internal procedures; flexibility and speed of response to issues; and a lack of immediate or public accountability. In a partnership, such differences in organizational cultures may lead to mismatched expectations and to frustrations over the pace and effectiveness of local activity.

The growth of major international NGOs has mitigated these problems to some degree as the size and complexity of these organizations has brought some of the same constraints as those experienced within the UN system. Nevertheless, even in partnerships between international NGOs and UN agencies there are problems of cultural interpretation as each party seeks to understand how, for example, decisions are taken and resources are allocated within their partner organization.

- ii. **Establishing equity** – issues of cultural incompatibility can be related to the broader question of equity between the partners. To be effective, partnerships need to operate with a sense of common purpose and of shared risks and

⁸This is not a literature review. A small number of references are used here as examples of trends and observations found widely across the research literature on cross-sector partnership.

benefits: partnerships are not contractual relations with one party dominating the decision-making and setting the agenda. However, partner organizations are rarely equal in their size, status, expertise, access to resources or local legitimacy. Indeed, it will be these discrepancies that will frequently make the partnership an attractive option to all parties. Consequently, partner organizations need to devote considerable attention to ensuring that an imbalance in capacity does not result in an imbalance in influence. This may be a particular challenge to large UN agencies which are supplying the funding, or other resourcing, for local partnership activities.

- iii. **Lack of sufficiently clear partnership agreement** – the issues described above make the creation of a full and appropriate partnership agreement a necessity for partnerships between widely differing organizations. Thoroughly prepared and well-written agreements can both anticipate future challenges in the partnership and provide clear procedures for meeting those challenges should they arise. Unfortunately, too many partnerships are established on the basis of goodwill and a sense of common purpose but without the attention to the practical details of shared operations. At the most basic level, organizations may not even have established a clear and mutually acceptable definition of what constitutes partnership.
- iv. **Uneven commitment across organizational levels** – one factor often related to the lack of an adequate partnership agreement is the absence of cohesion between organizational levels. This tends to occur when partnerships have been concluded between organizational actors at a senior level but the nature and purpose of the partnership has not been fully communicated to those managing operations at a local level. Conversely, local collaborations may develop naturally, without formal recognition, which do not have legitimacy in the eyes of those in national or international HQs. The critical issue here is whether there is consistent buy-in to the partnership at all levels of each organization and from all actors whose support is needed to make the partnership work.
- v. **Lack of partnering skills at managerial/operational level** – where there has not been a thoroughgoing commitment to, and preparation of, the partnership it also may be the case that key staff lack the skills needed to manage a partnership effectively. Even where the ‘fit’ between organizations appears to be very good in terms of objectives, expertise and resources, the operational staff need to be able to manage the process of partnership. This may require competencies – such as mediation, facilitation and evaluation – that are not part of the actors’ normal skill-set.
- vi. **Loss of legitimacy**– a challenge for any UN-NGO partnership is for both parties to sustain their legitimacy in the eyes of their core stakeholders when the respective sources of legitimacy are so different. UN organizations gain their legitimacy from their status as international, inter-governmental bodies acting with the mandate of the global community but without specific political affiliation. Their legitimacy is endangered by association with the overtly political or those with an agenda explicitly critical or subversive of established sovereign states. NGOs, on the other hand, gain their legitimacy from their effective representation of particular interest groups: these might be community-based,

national or international; their motivation may be religious, ethical, or environmental; the mandate for action may be local and specific or global and wide-ranging. Their legitimacy is endangered by the implication that they may be surrendering their core values or failing to represent the views of their constituency. In both cases, partnership across the UN-NGO divide can raise concerns both within the respective organizations and with other key stakeholders such as national governments.

10. Summary

Partnership with the NGO sector is not only an integral element in WFP's programmes of food, nutrition and emergency response, it is an essential factor in achieving the strategic shift from food aid to food assistance. NGO partners offer a range of expertise and resource which is critical to WFP's aspiration to build local capacity and facilitate handover of services to local governments and communities.

At present, WFP enjoys excellent long-term co-operation with many major international NGOs and has the ability to establish multiple temporary collaborations with national and community organizations to respond to specific crises. Few of the latter extend beyond service delivery arrangements but some will have the potential to develop into long-term local partnerships. WFP provides high-quality guidance for potential NGO partners and engages its long-term, *complementary* partners in regular consultation and dialogue.

Lessons from the partnership literature, from WFP documentation and from interviews within this review process suggest that there are a number of challenges to which WFP will need to respond in its future partnerships with members of the NGO community:

- i. A shift to complementary partnerships: WFP may need to build more 'full' partnerships with NGOs in order to access the full benefit of NGO local expertise and innovation;
- ii. Change in organizational culture: WFP may need to address its internal culture – including its training and preparation of staff – in order to reflect its current emphasis on partnering and handover rather than food delivery;
- iii. Clarity of purpose: both NGO partners and WFP field staff may need greater clarity from WFP globally over the objectives of the current strategy and their implications for partnering activity;
- iv. Government relations: WFP may need to develop new strategies to address the tensions between their close partnerships with NGOs and the periodic lack of trust between NGOs and some governments.

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Annex XI - Survey WFP External Stakeholders

1.1 Which of the following best describes your organization?

Response	Chart	Percentage	Count
United Nations Organization		19%	30
Other International Organization		12%	19
Private Company		1%	2
Research or Academic Institute		3%	4
Government Organization		13%	21
Donor		6%	9
Non-Governmental Organization		43%	68
Red Cross/Crescent Movement		3%	4
Other (please specify):		0%	0
Total Responses			157

1.1 Which of the following best describes your organization? (Other (please specify):)

Response

1.2 Where do you currently work?

Response	Chart	Percentage	Count
Headquarters		63%	99
Regional office		10%	15
Country office or sub-office		24%	38
Other		3%	5
Total Responses			157

1.3 How would you characterize the scope of your organization?

Response	Chart	Percentage	Count
Global		80%	125
Regional		6%	10
National		14%	22
Total Responses			157

1.4 How long have you worked in your current role?

Response	Chart	Percentage	Count
Less than 1 year		11%	17
1 - 2 years		20%	31
2 - 5 years		28%	44
More than 5 years		41%	65
Total Responses			157

2.1 Please select one of the following statements that reflects how closely you work with WFP:

Response	Chart	Percentage	Count
Frequently work in partnership with WFP		57%	79
Sometimes work in partnership with WFP		34%	47
Rarely work in partnership with WFP		6%	9
Never work in partnership with WFP		3%	4
Total Responses			139

2.2 Please select the one statement from the list provided that best describes your role in partnerships with WFP in your current job:

Response	Chart	Percentage	Count
I manage one or more partnerships		35%	49
I provide broad oversight or direction to partnerships		43%	60
I do not currently have any significant responsibility for partnerships		17%	23
I provide administrative or financial services support to partnerships		5%	7
Total Responses			139

2.3 Within which technical area does your organization work in partnership with WFP? (select all that apply)

Response	Chart	Percentage	Count
Nutrition and/or health		60%	83
Emergency preparedness and/or response		76%	105
Other (please indicate:)		29%	40
Total Responses			139

2.3 Within which technical area does your organization work in partnership with WFP? (select all that apply) (Other (please indicate:))

#	Response
1.	logistics
2.	Urban, NCA Research, Assessment
3.	FFE(school meal)
4.	Cluster Logistique
5.	Eau Hygiene et assainissement
6.	social protection
7.	General food security
8.	food security analysis
9.	School feeding
10.	Early Recovery response
11.	early recovery
12.	Urban working group
13.	Food Aid-Distribution
14.	Food For Asset
15.	Food for Asset
16.	reforma programas alimentarios
17.	Nutrición / Intervenciones de transferencia monetaria
18.	none
19.	livelihoods, education
20.	Food Security Cluster
21.	Food For Work
22.	Home gardening for improve Bhutanese refugee nutrition status
23.	food security monitoring
24.	Food Aid/Food Security
25.	various modalities including, for example, food for work, food for assets, cash for work and in various situations including early recovery
26.	none
27.	P4P, advocacy on school feedin
28.	Logistics

#	Response
29.	Logistics, ETC
30.	logistics
31.	food assistance
32.	advocacy, education
33.	data providing and researchs
34.	logistics
35.	not an operational unit here in canada
36.	food assistance for refugees
37.	Food for Work
38.	Humanitarian Crises
39.	LRP, P4P, food aid

2.4 Which of the following activities are being carried out by your partnerships with WFP?

	A lot of activity	Some activity	Little activity	No activity	Total
Delivery of goods or services	56 (40%)	42 (30%)	14 (10%)	27 (19%)	139
Skills transfer or capacity building	19 (14%)	55 (40%)	32 (23%)	33 (24%)	139
Establishing strategic positions in global and regional systems	19 (14%)	46 (33%)	31 (22%)	43 (31%)	139
Creating new knowledge (i.e. research)	11 (8%)	26 (19%)	39 (28%)	63 (45%)	139
Policy or advocacy	16 (12%)	42 (30%)	34 (24%)	47 (34%)	139
Other (please indicate:)	11 (24%)	4 (9%)	3 (7%)	28 (61%)	46

The 24 response(s) to this question can be found in the appendix.

3.1 For each statement, please select the box that best represents your views about the partnership activities that you have been involved with over the past five years.

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion	Total
WFP has the appropriate skills needed to work in partnership.	4 (3%)	24 (19%)	67 (53%)	19 (15%)	13 (10%)	127
Partnerships with WFP help my organization to meet its own objectives better.	2 (2%)	13 (10%)	67 (53%)	35 (28%)	10 (8%)	127

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion	Total
Working in partnerships with WFP is an effective means of building national capacity.	4 (3%)	30 (24%)	52 (41%)	15 (12%)	26 (20%)	127
WFP provides the capacity support needed by my organization.	4 (3%)	41 (32%)	48 (38%)	11 (9%)	23 (18%)	127
My organization understands that WFP is shifting from Food Aid to Food Assistance and the implications of that change.	4 (3%)	22 (17%)	46 (36%)	42 (33%)	13 (10%)	127
Partnerships between my organization and WFP have evolved over time to respond to WFP's new strategic objectives.	1 (1%)	19 (15%)	61 (48%)	28 (22%)	18 (14%)	127
At the international and regional levels, roles and responsibility among partners promote synergies.	1 (1%)	12 (9%)	63 (50%)	33 (26%)	18 (14%)	127
At the country level, roles and responsibility among partners promote synergies.	1 (1%)	15 (12%)	66 (52%)	29 (23%)	16 (13%)	127
WFP's organizational culture supports working effectively in partnership.	7 (6%)	32 (25%)	54 (43%)	17 (13%)	17 (13%)	127
WFP practices collaborative approaches in its partnerships.	4 (3%)	27 (21%)	68 (54%)	15 (12%)	13 (10%)	127
WFP's added value as a partner complements that of my own organization.	1 (1%)	10 (8%)	67 (53%)	38 (30%)	11 (9%)	127
The performance of partnerships with WFP is adequately monitored.	6 (5%)	36 (28%)	44 (35%)	18 (14%)	23 (18%)	127
Working in partnership with WFP increases the likelihood of hunger solutions in countries.	3 (2%)	12 (9%)	64 (50%)	28 (22%)	20 (16%)	127
Knowledge is shared effectively and learning promoted in partnerships with WFP.	2 (2%)	29 (23%)	61 (48%)	20 (16%)	15 (12%)	127
The governance mechanisms of partnerships with WFP are satisfactory (agreements, steering committees etc.)	2 (2%)	32 (25%)	53 (42%)	11 (9%)	29 (23%)	127

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion	Total
Partnerships with WFP help my organization to access the people and institutions it needs to engage.	7 (6%)	25 (20%)	58 (46%)	22 (17%)	15 (12%)	127
Working in partnership with the WFP increases the likelihood of timely emergency responses.	1 (1%)	8 (6%)	67 (53%)	36 (29%)	14 (11%)	126

4.1 To what extent has working in partnership with WFP led to an increase/decrease in financial resources and in-kind contributions for achieving programme objectives?

Response	Chart	Percentage	Count
-5		1%	1
-4		2%	2
-3		2%	2
-2		1%	1
-1		4%	5
0		23%	27
1		10%	12
2		11%	13
3		16%	18
4		10%	12
5		5%	6
N/A		14%	16
Total Responses			115

The 40 response(s) to this question can be found in the appendix.

4.2 To what extent has the partnership with WFP enabled you to enhance your impact on beneficiaries? (Consider additional outputs, outcomes, including numbers of beneficiaries reached)

Response	Chart	Percentage	Count
-5		0%	0
-4		0%	0
-3		0%	0
-2		0%	0
-1		0%	0
0		9%	10
1		11%	13
2		22%	25
3		21%	24
4		17%	20
5		12%	14
N/A		8%	9
Total Responses			115

The 29 response(s) to this question can be found in the appendix.

4.3 To what extent has working in partnership with WFP permitted any cost savings or cost increases in your activities? (Consider bulk purchases, joint activities, shared premises, staff costs etc.)

Response	Chart	Percentage	Count
-5		2%	2
-4		2%	2
-3		3%	4
-2		5%	6
-1		6%	7
0		25%	29
1		11%	13
2		7%	8
3		12%	14
4		8%	9
5		3%	3
N/A		16%	18
Total Responses			115

The 25 response(s) to this question can be found in the appendix.

4.4 To what extent has working in partnership with WFP had any benefits or costs to complementary interventions (creating synergy in excess of the individual interventions)?

Response	Chart	Percentage	Count
-5		0%	0
-4		0%	0
-3		1%	1
-2		2%	2
-1		3%	4
0		27%	31
1		10%	12
2		15%	17
3		14%	16
4		9%	10
5		5%	6
N/A		14%	16
		Total Responses	115

The 21 response(s) to this question can be found in the appendix.

4.5 To what extent has working in partnership with WFP incurred costs with respect to managing the overall partnership? (Consider: staff costs, meetings, travel and per diems, communications)

Response	Chart	Percentage	Count
-5		3%	3
-4		0%	0
-3		3%	4
-2		14%	16
-1		10%	12
0		27%	31
1		7%	8
2		9%	10
3		13%	15
4		3%	3
5		1%	1
N/A		10%	12
		Total Responses	115

The 30 response(s) to this question can be found in the appendix.

4.6 To what extent has working in partnership had an effect on your organization’s main activities? (Consider whether time taken on partnership activities has meant that you have less time to concentrate on your organization’s main activities i.e. negative effect, or whether working in partnership has provided benefits which allows the organization to increase its activities i.e. positive effect)

Response	Chart	Percentage	Count
-5		0%	0
-4		0%	0
-3		1%	1
-2		5%	6
-1		3%	4
0		29%	33
1		10%	12
2		11%	13
3		15%	17
4		8%	9
5		8%	9
N/A		10%	11
Total Responses			115

The 25 response(s) to this question can be found in the appendix.

4.7 To what extent have compromises that have been necessary because of your partnerships been positive or negative in terms of organizational objectives or ways of working?

Response	Chart	Percentage	Count
-5		0%	0
-4		1%	1
-3		3%	4
-2		3%	4
-1		10%	11
0		36%	41
1		10%	11
2		9%	10
3		10%	11
4		7%	8
5		3%	4
N/A		9%	10
Total Responses			115

The 21 response(s) to this question can be found in the appendix.

5.1 To what extent does WFP adhere to the following principles in its partnerships?

	Always	Frequently	Sometimes	Never	Do Not Know	Total
Equality (mutual respect between partners regardless of power and size, respect for partners mandates, obligations and independence)	17 (15%)	37 (33%)	41 (36%)	8 (7%)	10 (9%)	113
Transparency (early consultations, sharing of information, financial transparency, trust building)	16 (14%)	33 (29%)	47 (42%)	9 (8%)	8 (7%)	113
Results oriented approach (reality-based and action oriented)	24 (21%)	49 (43%)	30 (27%)	1 (1%)	9 (8%)	113
Responsibility (accomplish tasks responsibly, with integrity, follow up commitments with adequate resources, prevention of abuses)	20 (18%)	47 (42%)	36 (32%)	1 (1%)	9 (8%)	113
Complementarity (comparative advantages and building on and building up local capacity)	15 (13%)	37 (33%)	42 (38%)	4 (4%)	14 (12%)	112

6.1 In your opinion, what could be done to ensure that partnerships with WFP contribute more towards achieving sustainable nutrition solutions?

The 76 response(s) to this question can be found in the appendix.

6.2 In your opinion what could be done to ensure that WFP partnerships contribute to the effective emergency solutions?

The 79 response(s) to this question can be found in the appendix.

6.3 Please provide any other comments that you would like to make about partnership to inform the evaluation.

The 50 response(s) to this question can be found in the appendix.

Appendix

#	Response Q2.4
1.	support to design of a new national programme of productive social action
2.	Early warning
3.	Food for Education
4.	Monitoring
5.	Participation active aux réunions de la CEEAC et de la CEMAC
6.	resource mobilization and advocacy
7.	donation in funding
8.	personnel
9.	Intervenciones de transferencia monetaria
10.	Sharing information
11.	developing national food security atlas
12.	Right base/ empowerment
13.	IASC food cluster
14.	Piloting various modalities
15.	Deployment of gratis personnel
16.	Influencing donors
17.	Equilibre Genre, Migrations,
18.	Our NGO is not operational in Canada
19.	information sharing during emergency crisis, since WFP does food distribution it is one of the sources that may be used to have a proxy for population denominator when no registration data are available (e.g. displaced, refugees). And this proxy denominator may be of use in calculating some key health indicators in emergencies
20.	soporte logístico
21.	Logistics
22.	DOCUMENTOS ESTRATÉGICOS, PRIORIZACIÓN DE PROYECTOS
23.	Cash and Voucher policy
24.	evaluations
#	Response Q 4.1
1.	En général nos partenariats = prêt/emprunt de nourriture, donc en général opération neutre financièrement. Cependant, sur certaines urgences (ex. Liban 2006), l'utilisation des ressources communes mises à disposition par le PAM dans le cadre du Cluster LOG ont permis des économies importantes (~ 500'000\$). Ces situations sont rares.

2.	3.000.000 FCFA
3.	les flottes interagence
4.	Sorry don't understand the question. We funded them last year but not this year if this counts as a decrease in resources - but for them not for us.
5.	Not relevant
6.	Global storage and prepositioning of WASH capacities has increased our turnover of these marchandises.
7.	WFP's share as a co-financing partner (esp. in-kind food supply) in the overall amount of external income from institutional funding (usually largest share over the past years, in 2010 ca. 25 %)
8.	FY 11 the number of beneficiaries our program handled was appx. 250,000 and now it has decreased to 100000 for FY 12 as WFP could not support with adequate ITSH. WFP should provide adequate operational costs to the NGO for quality programming.
9.	Our organization's revenue increases and mobilized counterparts from the partner local organizations and agencies. Even our government provide their counterpart to the programme.
10.	Liberia: WFP pledged and then withdrew- we lost credibility amongst communities and other donors
11.	Le PAM Tchad a formé les cadres issus des services étatiques et liberaux aux techniques d'évaluation selon le VAM et assurer la prise en charge sur le terrain lors des enquêtes et surtout engagé un cartographe pour la cartographie de la vulnérabilité dans l'ensemble du pays
12.	From the partnership our program got two new double cab vehicles and three laptops.
13.	WFP increase financial resource by 11500000 \$ annually.
14.	in kind food provision
15.	these questionas are not relevant for us as a standby partner
16.	This varies country to country. Some places heavy contributions from our own funds are needed in other areas operations are well secured by WFP. This constitutes a challenges to smaller organisations.
17.	we have worked on joint research activities in the field of food security and health and th expenses have met the allocated budget
18.	Shared resourcing of nutritional products
19.	Provision of food commodities during emergency response to address famine.
20.	- Fulfill the right needs and basic need of vulnerable households, particular MHC for women and children to reduce malnutrition of children that it contribute to improve access primary health education. - Food for work that can contribute to increase food sufficient for vulnerable households and access infrastructure
21.	Under the humanitarian assistance program objective of the organization, WFP has been providing an annual average financial assistance of USD 200,000 to Bhutanese refugee camp as well as direct food assistance to 107,000 (1991 to 2010) and currently 65,000 refugee (2011).
22.	Food for work in Liberia, food distribution in Tete Mozambique
23.	More than US\$1m per annum from WFP, but far less from others who are pleased we are working with WFP.
24.	On cash contribution my organization has in recent years put more operating resources than WFP in our partnership but cash in kind (food commodities) has boosted our overall resources.
25.	over the years, our INGO's partnership with WFP has been strenthened and while there was significant increase of financial resources, there is also an observation that since 2008 our organsation has significantly contributed private funds out of proportion to WFP-grants to be able to ensure quality programming
26.	Iodine initiative funded by CIDA

27.	Budget for the program has been stable
28.	Working with WFP has always a negative impact on the financial situation of our organisation since WFP is not paying for all costs involved and is paying late. Benefits for the populations are of course positive.
29.	This is very difficult to quantify. The FLA is not mandated, so we do not know what level of support will actually be provided for any given response at any given time in any country. We add our own funding and bring resources from other donors to fill in the gaps, and we also front funding for many months, sometimes a year or more, and do not have a way to recover that cost either. The value of the food and some funding does affect our balance sheet positively, but we know that each time we agree to partner with WFP our full costs of carrying out the work will not come close to being covered.
30.	Les activités sont évalués au coûts justes, mais en raison de la lenteur des financement, nous sommes obligés de préfinancer 100% des activités
31.	L'ensemble de ressources allouées par PAM aux Caritas de la RD Congo était estimé à 3000 000\$US en 2009. En 2010 les ressources sont estimées à 3500 000\$US avec les crises de la LRA en Province Orientale et MLIA à Dongo à l'Equateur (Réhabilitation des tronçons routiers).
32.	Cost sharing between us and WFP has lead to more projects being implemented
33.	Increased in-kind contributions by WFP
34.	WFP supplies supplementary food in kind for the supplementary programs we supports within the national structures in several countries; however, we tried to get this support in other contexts, but did not manage has WFP had pipeline problems.
35.	This survey should have been restructured, so if there is no partnerships, the respondent need not continue.
36.	The partnership in logistics has been extremely beneficial for the organization.
37.	WFP contractual mechanisms and extremely low overhead rates limit our scope to access financial resources.
38.	We run most of our current food aid programmes at a loss and are concerned that squeezing partner budgets for the delivery of cash and vouchers will threaten the effectiveness
39.	We have budgeted up till 1 million dollars worth of support to WFP per disaster we support to relief
40.	WFP supports food assistance programs are signifacnt in our income

#	Response Q 4.2
1.	Augmentation plutôt marginale mais à relever néanmoins.
2.	3.000.000 FCFA
3.	Pret occasionnel de Rub hall
4.	WFP have practical experience of delivering social protection interventions and are able to integrate this into new initiatives. They are prepared to implement pilots to enhance learning and employ technical professionals to support delivery (rather than just policy dialogue).
5.	In Sudan/Darfur Welthungerhilfe supports up to 450.000 persons per year with food aid in partnership with WFP
6.	In FY 11 the WFP partnership helped in improving enrollment of children in the schools particularly avoided the drop out of girl students through the school feeding program. Also helped to provide a hot meal to approximately 250000 students in the 840 schools of the country where I serve.
7.	Our organization touches the lives of more or less one million people in Mindanao, Philippines. Through the food for work/training component, communities learned to think and participate in community driven reconstruction activities. No reported died in evacuation centers and returning IDPs to their places of origin due to hunger and malnutrition compare to previous displacements in Mindanao.

8.	Pipeline information is not transparent enough for us to think of WFP in our response and have significant impact. Beneficiaries cannot plan adequately what they receive and the impact is therefore not as great as it should be.
9.	Le PAM a appuyer les interventions diverses en matière du ciblage des vulnérables sur le plan méthodologique (VAM) et financemant d'études spécifiques (enquête conjointe de vunerabilité avec le SAP/FAO/Union européenne
10.	The partnership with WFP enabled us to start work in anew district and reach over 22000 beneficiaries.
11.	decrease hunger duration for 167000 students by providing them fotified snacks, and concequantly increase the attendance rate and acadimic performance.
12.	mapa de vulnerabilidad, muy importante
13.	In our case, the 'partnership' relates to Nutrition in Emergencies training and WFP staff have provided staff in training both international practitioners and national staff and their contribution has had a significant impact on the capacity of trainees
14.	Output: Increase number of women/ children access MHC program Outcome: Empowered vulnerable, particular women and children to get better health services and fulfill their right base.
15.	Reclamation gardening program has directly contributed to improve nutritional status of 7,000 families
16.	Quite well be unuring that work was not done for free
17.	Access to conflict-affected populations has increased. Our visibility has increased nationwide through our partnership with WFP.
18.	WFP food commodities supply bridged an important gap in food insecure households working in multi sector projects funded by my organization without the much needed short-term food security component.
19.	in 2010, our organisation was able to reach 10.4 Mio beneficiaries with food assistance - mainly through WFP being our main partner/ donor, however, we observed that complementary activities that would strongly support contributions towards Food Security&Livelihoods sometimes cannot be funded by WFP as required. There are challenges with frequent pipeline breaks that lead to negative impact on project outcome and output performance and sometimes alternative food resourcing options have to be sought by our organisation to still provide urgently needed assistance to vulnerable beneficiaries
20.	Has extended by perhaps 20% the impact of our salt iodization programs
21.	we support WFP in achieving their long term objectives
22.	Through WFP substatial aid can be provided to the beneficiaries.
23.	We reach more people with food. I do not know how WFP defines impact. We are not comfortable with counting a partial ration as if it were a full ration, nor with presuming that the delivery of a ration constitutes sufficient resource to have an outcome beyond having fed the beneficiary for that point in time. We do not have agreement on what it takes to have impact, nor on what impact we're trying to achieve. So this question is a pretty tough one to answer. There are lots of great publications out there that showcase WFP's work, but we are not sure the evidence on the ground would actually indicate developmental impact.
24.	The problem is that WFP do not target ke populations or really measure the impact of their food assistance, so measuuing 'impact' is very difficult.
25.	Mainly increase in number of beneficiaries reached thanks to WFP In-kind contributions, in a range of countries and settings ; In some occasion, delays or non delivery of food as committed by WFP did have negative impacts on beneficiary population
26.	in 2010 my organization has treated about 15,000 beneficiaries thanks to the supplies provided by WFP.
27.	In certain cases WFP-provided commodities have been important in our program implementation.
28.	More than 15000 children under five provided with supplementary feeding food supplements in the Merlin assisted East Africa Food Crisis in Kenya and Ethiopia

29. Darfur was a good example where my organization managed large food assistance portfolio which has reduced malnutrition which was a main goal for my organization.

#	Response Q 4.3
1.	les frais de gestion des flottes interagence sont les principales causes de l'augmentation des couts
2.	Some cost savings on technical inputs so we use WFP staff rather than consultants - but often we double up on work so not the level of efficiency that could be if we delegated - especially in terms of implementation in the field, capacity building for government etc.
3.	Storage and prepositioning at UNHRD has reduced transaction costs, may be by 10%
4.	Even though WFP's partnership permits the NGOs some cost saving WFP should consider to mobilize the resources based on the activities and WFP should also consider that the cost varies country to country. WFP should not pre-determined the ITSH to be allowed to particular NGO rather operational costs to be provided based on activities.
5.	As the implementing partner of WFP in 3 provinces in Mindanao, it is cost savings because we are directly implementing the programme in the ground. We did not engage in sub-contracting with other organization/agency. Our staff cost (staff salary and benefits) is lesser (compare to WFP staff and other International organizations) but meeting the standard of living in our country.
6.	Besides getting in kind goods in few occasions, it happened to share the same warehouse or to borrow the truck.
7.	Les missions conjointes d'évaluation, de ciblage des vulnérables et l'estimation de leurs besoins, ...
8.	The organisation had to incur costs as it relocated staff to a new district and had to provide hotel accommodation for them. Commercial transporters were not willing to be engaged because of the unviable short distances involved and thus the organization had to bring its own trucks from outside the district incurring a lot of dead mileage.
9.	WFP save the cost of fortified snacks by 12000000\$ and save the cost of extra-curriculum activities by 118800\$.
10.	e.g. ware housing
11.	no las ehmos requerido
12.	we were able to identify new sources of products
13.	WFP staff have provided time at no cost to lead training sessions on our courses and this has enabled us to make overall savings in expenditure on course facilitators.
14.	WFP accepting more financial obligations
15.	Field staff were spent much time to motivate and encourage people even for MCH and Food For Work how to be in practice experiences and to be accountable for beneficiaries, organization and For WFP as well. Cost sharing is small if comparing with the workload of field staff.
16.	Sharing of staff costs and 5% INGO management costs of total contribution of USD 200,000.
17.	Staff costs, vehicle purchase from funds received
18.	Engagement with WFP incurs expenses on our part as well as lost interest income opportunity. The reimbursement scheme of WFP is a heavy burden for its partners, particularly when reimbursements are slow and/or the documentation processes are so burdensome.
19.	No cost savings since WFP program run parallel with my organization's program - the two organizations agree on complementary resources for each intervention.
20.	Sometimes M&E-activities are not sufficiently catered for, nor Accountability-budget line items - seems that there are different concepts and understandings between our organisations regd. quality and investment required for this, however, we are sharing as much as possible innovative approaches and technologies with WFP but at country level often these do not seem to be financially supported by WFP country offices

21.	As above. We generally pay for staff, especially for M&E; we often cover costs of managing the program, and additional material expenses beyond food. We also pay the cost of fronting money, since there is no mechanism to recover interest on funds we put out that take many months to be reimbursed.
22.	WFP were unable to target assistance effectively or efficiently so our value for money indicators were reduced.
23.	WFP barely covers the costs of the supplementary programs it gives the supplies for. this programs are always linked to another programs, and the support costs are shared. WFP often gives less than needed.
24.	Supplementary Food supplements (estimated value of more than \$300,000)
25.	WFP assistance are always complements by grants, and our own private funds. At the field projects share facilities, management services and staff which reduces overall costs to the agency

#	Response Q 4.4
1.	WFP does not work well with other partners and their decisions on where to operate has gone against agreed UN decisions.
2.	Again, around the design of productive safety net programme - WFP have provided technical input and logistical support that has saved us time and money and enabled things to move forward faster and based on practical evidence/experience.
3.	In some cases the partnership helped in implementing the complementary interventions like Blanket supplementary feeding, Food for seeds protection etc.
4.	The partnership strengthen our community work because we used community organizing (CO) approach in the delivery of the food assistance. We easily mobilized the communities to do early recovery and reconstruction activities. through the partnership with WFP, we accessed the far flung areas and other interventions were developed. conceptualized and materialized with other donor agencies.
5.	It enabled us to get other funds in co-funding modes
6.	La gestion de la crise 2010, les actions de vivre contre travail , le soutien aux actions conjointes gouvernzmnt/partenaires
7.	The organization had no other activities in the particular district and thus could not create synergies.The organization had complementary activities such recoery and income generation but were not in the same district.
8.	joint assessments and surveys (funds and human resources)
9.	su intervencion ayuda al equilibrio tecnico politico
10.	The WFP program should link with the sustainable development works how to reduce dependency,especially MCH and FFW, because relief response can do it in a short-term period and build up independent for they can cope to implement with other development mechanisms through increase home gardening, poultry and fish raising and increase crop production. Disaster Risk reduction also a mechanism how to reduce hazards risk and adaptation.
11.	WFP has complementary benefits to Bhutanese refugee project
12.	Beneficiary communities and staff
13.	we've been able to add food for work to community-driven reconstruction and community-driven development projects--a major boost vis-a-vis the affected/participating populations
14.	My organization's interventions were not designed to distribute food but partnership with WFP brought this vital linkage in food insecure communities which is a plus benefit to targeted households and not to the organization per se.
15.	WFP's coordiating role in particular country contexts for needs assessments, stratgic multi-stakeholer planning is helpful, however, there are challenges with frequent pipeline breaks that lead to negative impact on outcome and output performance and sometimes alternative food resourcing options have to be sought by our organisation to still provide urgently needed assistance to vulnerable beneficiaries

16.	recognition by senior officials has enhanced beneficial outcomes
17.	We would not undertake the work with WFP if we didn't feel there was the potential to have a broader impact than we could with our own resources. But there could be much more synergy, much more scope for complementarity. As an NGO we generally feel there is a "take it or leave it" attitude in WFP - there's a need on WFP's part to have food delivered to people, and we can perform that service. But we rarely feel there is a real partnership or an attempt to have complementarity. WFP is looking at who can carry out its program for the least cost to WFP. Since we know that WFP has the cost of delivering its program covered on a per ton plus basis, we know cost must not be the real issue; it would be a welcome change to see more openness to discussion of true partnership, and willingness to pass along the funding that WFP receives for its program to the partners who are engaged to deliver.
18.	WFP is best set up for partnerships with org that deliver food aid/commodity. Partnership models with agencies that support capacity building/TA and service quality improvements need further development
19.	Supplementary programs and well integrated to Therapeutic nutrition programs; we can reach more individuals if we have this component, and we can only have this component with the support of WFP.
20.	It allows us to engage our employees in a systematic and engaged way with higher level of credibility then if we did it alone
21.	WFP's food assistanec complemnts health, and food security activities. In Sudan it helped women groups to grow cash crops etc.

#	Response Q 4.5
1.	Support costs (expats for instance) badly covered.
2.	Quelques coûts supplémentaires occasionnels pour soutenir la société nationale occupée par le partenariat ou pour ré-emballer de la nourriture ou en tester la qualité dans le cadre de prêts/emprunts.
3.	Frais de déplacement
4.	They are a higher maintenance agency than others, not providing proper reports, finding money unspent at the end of a project.
5.	Personnel costs, investment costs and office running costs often need to be supported with own funds because WFPs cash contribution cannot cover all costs.
6.	WFP normally did not meet 100% cost of staffing, travel, communications, per diem etc. So my organization most of the time put more than what WFP contribute in the WFP program. There are cases wherein WFP contributed only 20 to 30 % of the total budget and the remaining 70% by my organization.
7.	As stated previously, our cost is not too expensive. We followed the Philippine Council for NGO Certification (PCNC) rule of maximum 30% for the administrative cost and 70% for operational cost. In our approved proposal to WFP, we have less than 30% administrative cost. Most of the programme activities done locally. If it is local, we are not required to provide travel allowances and or per diem. The travel allowances of our staff is 50% or more lesser compare to UN and International organizations.
8.	As partnership are often not straightforward, it takes time for the funding manager to sort out issues
9.	Les actions conjointes avec salaires et autres frais des agents de l'Etat et d'autres partenaires (UNICEF,ACF,etc)
10.	travel and staff time
11.	Refer to 4.3
12.	partnership with WFP incurred costs with respect to managing the overall partnership by 545911\$
13.	siempre presentan una actitud de apoyo
14.	As a standby partner this is part of the agreement

15.	- Workload of staff to manage and supervision the work of MCH/ FFW such as coaching, mentoring and supervision the work of Village Health Volunteer and household practicing to ensure they use food in a proper way (MCH). However, more documentation required by WFP. Arrangement, communication also high expenses for organization contribution
16.	In the WFP funded Bhutanese refugee project, WFP incurred the direct project staff costs and other associated costs such as travel, per diems, communication and other logistic costs
17.	Covers some % of our management costs
18.	Additional airfares, DSA, time, etc.
19.	WFP created employment in my organization that would not have been employed without food distribution interventions. But input resources are shared for operation.
20.	Engagement with WFP at country level for overall coordination is absolutely necessary for effective implementation and short-term mitigation of unplanned developments (eg. increased conflict - new beneficiary loads, displacement, etc. but also regarding WFP- food pipeline breaks that often un-announced have significant negative impact on attainment of project goal, outcomes and our relationship with beneficiaries - as rations are often ad-hoc reduced significantly or certain commodities not available over months). These incidences increase management costs - e.g travel/ communications with WFP and esp. communities/beneficiaries that may be upset of only receiving reduced rations without proper prior "warning"
21.	Costs are not high at present
22.	Question not clear
23.	All of the above. As I am at HQ and do not have all of our current agreements in front of me I cannot quantify at the moment. It would also take far more than the allotted 20 minutes to put together a good summary of the cost to our organization. We weigh this each time we consider engaging, and sometimes decide not to engage because the cost will be too high; sometimes we feel the benefit to the people in need is such that it is worth the expenditure of our funding to carry out the program.
24.	Increase in costs and overheads in parts of the post flood response in Pakistan because WFP could not prioritise the most needy.
25.	In Cameroun, working with WFP has meant continued disruption in funding and an inadequate pipeline of funds and commodities has made our program weak
26.	The ratio offered by WFP (\$ per tons for distribution, for instance) are just non realistic and ridiculous.
27.	We are heavily engaged in regional partnerships in all of Africa and we incur a number of costs to manage these partnerships - of which WFP is a part.
28.	We estimate that we have spend approximately 200 working days across the organisation to enter the partnership + travel cost (USD 50.000)
29.	For example WFP's ITSH was not enough to support our schoold feeding program in the Nuba Mountains which forced us to eitehr raise additional funds, or close feedign when there was no other funds.
30.	Monitoring expenses

#	Response Q 4.6
1.	Damage control parfois nécessaire dans les partenariats du PAM avec des Croix Rouges/Croissants Rouges dans des contextes où cette coopération peut être détrimentale au mouvement CRCR.
2.	At the moment no appreciable time saving but expect this will come at a later stage of implementation (once design is complete) so it is worth investing in the partnership now.
3.	Several services by UNHRD/Dubai (Fittest and UNHRD) has reduced transaction costs and reapiir costs (equipment) by more than 10%

4.	WFP's short term project trend takes lot of time. Through out the year we will be busy in preparing the proposal and then getting the FLA signed etc.etc. WFP usually implement short term projects of 4 months period and 6 months period. Because of this NGOs will not get their payment timely because every time the NGO and WFP is busy in preparing the new FLA processed and signed. Unless the FLA is signed WFP will not pay any ITSH invoice payment to NGOs. We cannot measure the impact of the projects because of short term project. Take the example of supplementary nutrition program. How you can monitor the impact of the growth monitoring of a child through out the year, How you monitor the immunization administration with a short period of time. Take another example of school feeding program. In a four months short term school feeding program we cannot plan deworming activities because deworming is being administered every six months.
5.	Our organization increases its main activities. There were partnership activities but most of the time WFP consider our main activities.
6.	Utilisation des infrastructures et capacités techniques mais difficultés de tenir compte des horaires de l'Etat oubliant la parité des moyens de travail
7.	There was a negative effect in that in the first year three staff members were pulled from the core-program to strengthen the partnership which created gaps in the latter. However the stint with WFP inculcated valuable experiences and best practices which significantly improved the way the organization delivered its services.
8.	it has positive effect by providing 13% of governmental schools activities.
9.	The contribution of WFP staff to the NIE regional training project has been extremely beneficial.
10.	<ul style="list-style-type: none"> - Field staff spent most of he/ she time with MCH/ FFW that reduce or delay responsible to the core main activities or organization. - Communities member have jealousy and be dependency for food assistance that it difficult to adapt with change (from relief to development works)
11.	WFP project has positive effects on organization main activities in terms of information sharing thorough IASC food cluster meeting, project lesson learned. Contributed to improve thematic (Disaster risk management) area performance.
12.	Increased activities and knowledge
13.	partnership has moved us more into relief distribution and put our staff into greater danger, but the impact on affected populations has been very positive--largely
14.	Creating of more positions and widening of organization's delivery portfolio to the disadvantage communities.
15.	As our organisation has established highly technical commodity units at country level where we implement food assistance - it has added value to overall rigor in establishing defined standards, structures, procedures and staff capacities in following sector standards and often positively impacted other sector operations of our field offices. Most of these costs are however not covered by WFP budget, but our private funding, even though they are directly linked to WFP-funded operations.
16.	see above re impact
17.	Funded work that would not have happened otherwise
18.	We do not get enough funding to cover the staff time required for the negotiations, the invoicing and follow up on requests for payment, the reporting, etc. So in that sense, the work with WFP resources detracts from our other activities because we subsidize the WFP program. However, we choose to undertake the work, and we are able to reach more people because of the resources WFP provides, so that is helpful.
19.	En raison de la lourdeur des tâches exigées par le partenariat, il y a un arbitrage en défaveur des principales de l'organisation
20.	Sometimes very cost consuming, in order to agree on the terms of partnership, detailed in-kind and financial contributions.
21.	The net is a zero, because of the patchy quality of partnerships that is country specific- in 3/5 countries, the effect has been positive, but in the other 2- engagement has been costly with no benefits
22.	The regional partnerships that include WFP have enabled us to enhance our advocacy work.
23.	we often have to redirect resources for food aid programming - example in Haiti when all assessment staff worked on the food aid. this delayed other programming

24.	The partnership has a clear objective in the organisation to drive a higher engagement among employees
25.	WFP supported programs were already in our own priority areas and it has always been positive

#	Response Q 4.7
1.	Interesting that WFP seem to take a longer-term view and this is perhaps more realistic and enables a better process - also whilst they can be criticised for working in parallel to the government - sometimes this enables innovative models to be tested and developed externally and at no risk to a national-led process.
2.	Our partnership with WFP always been positive. The MOU between WVI and WFP signed in 1996 is an example to this.
3.	Our partnership is tripartite, our organization, WFP and government thru Department of Social Welfare and Development (DSWD). We work closely with local government units and most of the time, our LGUs were part of the conflict (armed conflict) in our areas of operation. Issues of neutrality and access to beneficiaries are at stake. We have difficulties on these aspects but managed to follow the humanitarian principles. Our organization and WFP did extra effort to explain the humanitarian principles to the partner agencies.
4.	There are reticences due to negative experience.
5.	L'enquête de vulnérabilité de 2009 a permis au PAM et à la FAO de mobiliser plus chacun plus de 100 millions de Frs CFA et plus de 80 agents agents de l'Etat avec salaire de l'Etat
6.	The program was able to achieve its objectives but there were a few challenges relating to regular supervision and monitoring of activities.
7.	asistencia tecnica para lanzar nuevas iniciativas
8.	Country level WFP not matching Global WFP policies
9.	Due to MoU mentioned what is the role of partnership implementer organization and technical support in term of training awareness facilitation from staff to reach beneficiaries. May WFP choose implementer partner most concerned on transparency and accountability
10.	Disaster risk management is one of the organizational objectives where the partnership with WFP has largely contributed to improve overall activities performance. However, there is need to improve in ways of speedy reimbursement of expenditures in order to reduce pre-financing.
11.	the move has been generally positive, but not without great risks and certain costs--financial and otherwise
12.	Interventions designed to match funding available and not genuine existing community requirements. Targeting and selection of beneficiaries categorization to exclude some deserving households deliberately due to pipeline limitation.
13.	Engagement and collaboration of many of our field offices with WFP has positively provided a platform for broader donor engagement.
14.	inflexibility in internal WFP bureaucracy around indirect cost rates has placed constraints on progress; and is not considered in a balanced way with partners (ie one rule for WFP; another one for partners). The system should support partnerships not get in the way of making progress.
15.	The requirements of WFP are not the same as those of other donors. To the degree that existing systems support our compliance with WFP's requirements, we are not compromising. We do work with local partner organizations whose management systems are overwhelmed by WFP's requirements.
16.	It runs against our culture to be allowing an organisation to work without a results focus in the way that WFP has worked in Pakistan
17.	As stated early the partnership model that supports a specific cost/MT is advantageous and meets the operating costs of agencies that support food aid. However, if WFP is moving to a food assistance and nutrition focused role, that is not reflected in the partners that it seeks or in the nature of sub grants that it draws up

18.	the timing of distribution, shortage of supplies, inconsistency in the quality or content of the supplies are happening on regular basis, which leads us to review our strategy and communication with the communities we serve. this is a major issue for us, and it happen that we refused to engage with WFP in some area because they let us down the year before in that same area, and we did not want to lose again our credibility towards our beneficiaries.
19.	In all cases where we have accepted WFP funding we have had to make compromises on our overhead rates.
20.	The partnership is still very new thus we do spent internal time to discuss consequences. For now I will estimate that it has been primarily a positive experience for the organisation. But it does challenge internal decisions and procedures as we move into this new "paradigme"
21.	It has been always difficult when WFP wants to reduce beneficiary numbers, and sometimes for our staff as they are blamed for teh reduction.

6.1 In your opinion, what could be done to ensure that partnerships with WFP contribute more towards achieving sustainable nutrition solutions?

#	Response
1.	A better collaboration between WFP and FAO, together with the NGO to link emergency operations and long term programming to ensure food security and build resilience of vulnerable population would probably help.
2.	Revision des produits utilisés pour prise en charge malnutrition modérée. revision des stratégies (SFC vs SFC ponctuel vs d'autres régime de traitements, etc vs d'autres intervenstions type cash transfer, blanket en complement.
3.	Il est souhaitable que le PAM assouplisse sa grande machine administrative dans la prise de décision qui de fois retarde la prise de mesures idoine à temps opportun par sa lourdeur; et faire participer le partenaire à toutes les étapes et ou à tout le processus de prise de décision
4.	Accroitre encore le respect des partenaires locaux. Eviter l'utilisation parfois prédatrice de partenaires dans le service exclusif des intérêts du PAM et sans suffisamment tenir compte des contraintes de ces partenaires.
5.	Strenghten governement capacity and civil society in agriculture production
6.	n/a
7.	They need to stop arguing with others that food aid is the solution and accept that food security is a complex issue with a range of solutions. WFP should monitor the behaviour of its representatives to ensure that they adhere to UN joined up working principles as well as WFP's principles.
8.	All non nutrition specific food assistance needs to incorporate nutrition outcomes. Currently it does not. E.g. the presently proposed emergency food reserve is for grains only, i.e. risking to perpetuate or increase stunting rates due to poor nutrition balance, because the assumption that the other, more expensive nutrients from vegetables, pulses, etc. would be available to HH from elsewhere, is unrealistic. Also, WFP pipelines break often and then supplement without any consideration to nutrition outcomes. Often, FFW/CFW works also do not consider increased nutritional needs resulting from multiple work burdens. All this needs to change asap!
9.	Longer term work planing aorund naitonal frameworks - longer terms funding commitments
10.	My organisation does not provide any nutrition services and thus, not relevant to answering this question.
11.	Assessments of WFP often focus on food delivery, food access and food availability, even when food is not in short supply, whereas other aspects of food security likely to contribute to more sustainable nutrition solutions might be neglected. These are aspects of utilization and use of food focusing on long term and sustainable solutions.
12.	We have worked with WFP in a number of locations. When I think of the times the collaboration has been problematic a chief reason was lack of oversight of national WFP leadership. It made me wonder about the efficacy of the oversight structure of WFP.

13.	<p>1. WFP to provide operational costs to NGOs to implement the Supplementary Nutrition program. In some country (eg. Northern Sudan) WFP provides only food but not operational costs.</p> <p>2. Focuss should be put on regular monitoring and ensure follow up action.</p> <p>3. Integrate the activities instead of doing projects differently for instance under school feeding program the nutrition intervention should also be included. There were instances when we put a nutritionist position in a School feeding proposal WFP regreted to accept that. WFP should not see only the ITSH rate trend rather consider the activities too. Cooking demonstration, nutrition messages to children and parents, deworming, monitoring these activities to be integrated in a WFP school feeding program.</p>
14.	<p>For the emergency school feeding (ESF) and supplemental feeding program (SFP), encourage the parents of the students, malnourished children and husbands of the lactating and pregnant women to engage in farming (rice and vegetable). The parents and husbands will received cash for work for the farm production (based on the work norms). WFP will purchase the harvest products and will be used in the feeding of students, malnourished children, pregnant and lactating mothers. Include the persons with special needs (PWSN) in the list of feeding beneficiaries. In doing so, there is a need to establish purchasing mechanism at the local level.</p>
15.	<p>Strengthen the coordination at the Provincial and Municipal level regarding the implementation of the project down to the Barangay level.</p> <p>Regular meetings and updating were conducted to tackle important matters on nutrition, whenever issues and concerns arise, among partners and government line agencies.</p> <p>Courtesy calls on the ground were regularly done to avoid misunderstanding between local government units and other local leaders. This was also done to avoid any security problem in the area during the course of the implementation of the project.</p>
16.	<p>Work in partnership with other agencies in a more established way. Have people in countries that understand it better.</p> <p>The nutrition unit of WFP headquarters could benefit from more visibility within the organisation, within the UN system and externally.</p>
17.	<p>Améliorer l'alimentation et la santé des couches les plus faibles mais ce n'ai pas mon domaine spécifique</p>
18.	<p>WFP should engage in recovery/livelihoods projects and also provide education on nutrition.</p>
19.	<p>Agree on common tools to assess and measure nutrition and food problems as well as vulnerability from a broad perspective not just food availability</p> <p>develop joint implementation of synergistic response components</p>
20.	<p>The supplementary feeding program is very appropriate in the prevention of malnutrition. Continue the partnership of the concern line agency and NGO's</p>
21.	<p>1. developing milk strategy plan for primary schools (1 - 6 grades).</p> <p>2. enhancing nutrition health education(curricula) and (extra curriculum)activities.</p> <p>3. building capacity of school health staff.</p>
22.	<p>As of now the implementation of the Supplementary Feeding Program is in targeted areas and based on the current implementation we are preventing the children 6-59 months become malnourished. My opinion is to extend the program in a blanket form so as to prevent the children in the whole province to be malnourished free.</p>
23.	<p>factor in longer term issues from the onset (effective LRRD building on national capacity), promotion of local products, improvement of fortification, ensure food assistance does not disrupt existing livelihoods, linkages with agric and other relevant ministeries, FAO etc.</p>
24.	<p>integrarse con otras agencias de NNUU, para complementar las acciones de forma más integral (infancia, alimentación, asistencia social).</p>
25.	<p>to continue doing what they do best. emergency preparedness</p>
26.	<p>DK they deliver already very good work</p>

27.	We have only started our collaboration so there is a time needed to know each other better and to build trust.
28.	WFP is conducting SEFSEC survey which is a valuable source of information about the current status of the food security and livelihood in the country. The produced food security/socioeconomic atlas which has been developed on a web-based format and need to be updated and improved as it is one of the unique resources about food security information in the country and easily accessed.
29.	Better communication between global/corporate vision and actual WFP country programs
30.	WFP should be able to provide cash to enhance the nutritional outcomes in each partnership.
31.	QUE LE PAM TRAVAIL REELLEMENT AVEC LE GOUVERNEMENT
32.	There needs to be a global meeting between WFP and UNICEF to better outline an MoU and longer term nutrition strategy.
33.	WFP is to open up for partners and be flexible enough to be influenced with others technically. They need to consider through response analysis in partnership with others and accept the recommended interventions rather than sticking to their own way of responding to emergencies.
34.	WFP can look for more strategic how to deal in terms of emergency and development that it can increase community/ household ownership and in a long term running. WFP staff can be involved and or participated in Commune Integrated Plan or Commune Development plan how they can address MCH or any relevant program of WFP how to transfer knowledge on accountability and transparency
35.	<p>Following activities are currently contributing to sustainable nutrition solution in partnership with WFP</p> <ul style="list-style-type: none"> - Reclamation home gardening (production of vegetables) in refugee camp - Food grain (rice) assistance - Supplementary food assistance to children and pregnant/lactating mother - Income generation activities both refugee and host community <p>In order to ensure sustainable nutrition solution, focus should be given in the following areas</p> <ol style="list-style-type: none"> 1. Diversification of production systems of beneficiaries 2. Continuation of home gardening within and outside the refugee camp (host communities) 3. Beside refugee and host community, WFP should extend its outreach to other food insecure areas of the country where WFP Nepal has been promoting food and nutrition security programs
36.	WFP should focus on food based nutrition approaches; the food should be produced locally
37.	Encouraging local production and processing of local nutritious foods
38.	focus more attention on promoting food security and invest more heavily in learning about, learning from, and--where necessary--enhancing national and local capacities in the field of nutrition. note, however, that the aim of capacity building should be sustained capacity--not just capacity to implement a WFP project!
39.	WFP set aside resources for livelihoods projects' implementation to complement resources from NGOs that are not adequate to reach many communities and households. Food / cash assistance must target viable project groups as an entity and not divide them as food insecure (food/cash for labour contribution) and food secure (free labour contribution) because of socio-economic and capacity building work done and common project benefits realization that promote group cohesiveness. Viable project group is different from community project approach.
40.	Apprendre les parents à produire les aliments et à connaître les valeurs nutritives des aliments.
41.	Some of these sustainable solutions are long term and ensuring that WFP invests for that long term will be helpful.
42.	Importance to actually live up to the WFP-document on nutrition improvement approach suggests. Short-term funding with frequent food-pipeline breaks during the project implementation does significantly undermine the effective outcome and goal of improved nutrition. A broader mandate for WFP to support local produce once nutritional value/ cultural acceptance and positive absorption of production/ based on market analysis is confirmed, would kickstart many initiatives and provide more sustainability than any short-term engagement (e.g. expand P4P to focus on nutrition solutions...). Sound M&E systems to establish baselines, evaluate project impact and collaboration with MoH, MoA etc. to enhance community awareness regarding nutrition and linked aspects of health, WASH/hygiene, education, food security issues etc. is of high significance
43.	Sharing of information regarding innovative nutritional solutions and how each organisation works - produce a best practice manual based on overall experience

44.	Allow for flexibility and senior management decision making to allow strategic partnerships to proceed without excessive cost to the incoming partner, or constraints on the division of WFP which is trying to get the partnership going. Example: WFP rules recently required an excessive rate of overhead to be imposed on what should have been a collaboration not simply a donor client relationship. When this was in fact reduced by senior management, the collaborating division was then not easily able to proceed with the work - I believe because the overhead was seen as too low. If so, this totally gets in the way of partnership and needs urgent review.
45.	WFP should provide micronutrient rich food commodities.
46.	THERE IS NEED FOR SUSTAINABLE ENHANCED CONSULTATIONS BEFORE PROCUREMENT AND DISTRIBUTION OF THE WFP ITEMS
47.	Strengthening of a needs-based, evidence driven approach to problem solving within WFP, rather than a product driven approach.
48.	the outreach should be scaled-up since RDRS works a wide range of poorest areas in Bangladesh. WFP should provide training to staff so that they could equip themselves well.
49.	Completely depart from food-based assistance as the default. Work more collaboratively/constructively with FAO.
50.	Tant que les pays dans lesquels nous travaillons ne sont pas stables économiquement le problème se posera toujours. la sensibilisation à une importance très capitale au sein des écoles. Encourager la population à avoir des jardins et l'autosuffisance alimentaire à une importance capitale.
51.	targetted approach in finding partners
52.	Promote better partnership with mutual respect for approaches, less top down approach.
53.	More discussion with "implementing partners" on what the needs are, the causes of the nutrition problems, and possible solutions. Willingness to engage in a manner that indicates respect for operational partners on the ground who have valuable experience, if a less robust budget.
54.	-Eviter les standardisations et privilégier les solutions locales; - Eviter au maximum le recours aux contributions périodiques d'aliments nutritionnels - créer une économie nutritionnelle du ménage
55.	WFP need to look at buying more produce locally and supporting local market dynamics through their assistance programmes.
56.	Au delà de l'aide alimentaire qui est bien assurée, il est conseillé au PAM d'orienter ses interventions vers la sécurité alimentaire dans les zones le plus ou moins stabilisées en vue de soutenir la production agricole.
57.	NA
58.	To build more on comparative advantages of different partners To not consider partners only as "implementing" partners, but as true partners which can contribute with innovative approaches and provide technical solutions To give room for negociation and definition of terms of agreement together
59.	WFP should have more presence and programming in nutrition as they do in emergency side
60.	Enhance and/or integrate into the programmes more local capacity-building approaches both for partner organizations (government and nongovernment) and for communities.
61.	A greater focus on improving program quality through capacity building, engaging with a wider variety of partners- reducing dependence and use of foreign food aid and supporting local production and farmers
62.	More transparency with partners; better flexibility in programs; innovations (use of new products are approaches).
63.	improve food basket

64.	I am not sure, but please re-evaluate the modalities of your evaluation. Instead of sending questionnaires, I hope that individual interviews with relevant stakeholders was done. Also, the evaluation survey should be restructured, whilst our NGO works closely with WFP through our country offices, our office in Canada is non-operational, so we do not have any experience in building partnerships with WFP, so the rest of the survey was wasted on us. Good luck with your evaluation.
65.	Improve the training for the countries and the response team
66.	There needs to be a strengthening of WFP's field capacities in nutrition. WFP should make more long-term investments in building local capacity. The ongoing frictions within the UN system, particularly between UNICEF and WFP in many instances need to be resolved.
67.	Enfocar más la gestión hacia la efectividad de la Ayuda, esto es los compromisos establecidos a nivel internacional con la Declaración de París, Plan de Acción de Accra, etc.
68.	N/A
69.	<ol style="list-style-type: none"> 1. WFP could take more responsibility for coordinating effectively with the nutrition cluster to ensure that the correct food basket is delivered. 2. Continuing to develop the 'toolbox' and focus on preparedness for cash and voucher transfers will support a more sustainable impact 3. Ensuring that sufficient support costs are factored into grants for partners to be able to deliver high impact programmes. 4. Focusing on more genuinely strategic partnerships will be more important as WFP move towards food assistance rather than food aid. Significant expertise lies outside of the organisation in Cash and vouchers and it will be more efficient to consider this. (these expertise are in private and corporate world as well as NGO etc)
70.	Long term MOUs and with a global perspective
71.	<ol style="list-style-type: none"> 1. Food Aid shall remain major portfolio for WFP because no one else has the capacity to move massive quantities of food to disaster stricken areas. 2. Local purchase of food within country underdeveloped countries will boost food production. 3. Women/child focused long-term nutrition programs will be useful
72.	WFP need to work with National NGO and help enhance their capacities. WFP need also to have strategic partners in regions to have the adequate mechanism and partner to engage crises in short notice
73.	Seguir las prioridades de los países. Que haya involucramiento amplio de las estrategias del PMA en consulta con la sociedad civil, el poder legislativo, los gobiernos, en la apropiación democrática de los procesos y la inclusividad.
74.	Partnership should depend on the mutual trust and responsibilities. WFP will help the partners directly to achieving the sustainable nutrition solutions.
75.	n/a
76.	Better analysis of the food security / nutrition situation. Work more closely with nutrition partners (in particular UNICEF). Look at genuine vulnerability measures of populations and explore the possibility of investing more in alternatives to general food distributions.

6.2 In your opinion what could be done to ensure that WFP partnerships contribute to the effective emergency solutions? |

#	Response
1.	Reinforcing FS Cluster capacities
2.	Disponibilité rapide des produits adéquats.
3.	earliest possible consultations in any process and understanding of common objectives to be met disregarding advantages / recognition of individual organisations
4.	IL est aussi souhaitable dans ce cas que les études soient toujours menées régulièrement en vue de mettre en place des stratégies efficaces de prévention des situations désastreuses et d'y attaquer en cas de son apparition cela par les parties partenaires. la création d'un cadre de concertation serait nécessaire.

5.	<ul style="list-style-type: none"> - Regular coordination meeting with all implementing partners in country - Capacity building of partners in preparedness - Reduce the negotiation timeline
6.	Stronger linkages to development actors - within WFP this transition from response to resilience is actively being pursued, but I am not sure how far it has gotten in partnership.
7.	communiquer avec le cluster log
8.	Sharing regularly more informative reports like stockpile reports which we can also consider or tap during emergencies.
9.	Collaborate better with the rest of the humanitarian community. Do not behave in maverick ways.
10.	More balanced consideration of partners' views, including also implementing partners most of whom are NGOs, who are presently not treated as real partners to WFP.
11.	Increased transparency about pipeline breakages and distributions plans. Further a straightforward answer of how many actual bnf are reached - WFP has very complicated and untransparent ways of calculating their bnf numbers which are not an accurate reflection of the reality. E.g. if a bnf gets food in march April and May - it is counted as 3 bnfs though it is in reality only one. This does a disservice to the bnfs.
12.	At an early stage - notify partners on the actual WFP address (consignee) whenever a new emergency occurs. Most often - customs clearing and governmental guarantees on tax-exemption as well as import licences hamper our organisation initially. Using WFP as a consignee would facilitate a smooth transition of emergency goods.
13.	Reliability ==> reduction of pipeline breaks, timely delivery of adequate food stuffs, transparency and good communication on both sides in the partnership
14.	Generally the present structures seem to work reasonably well in emergency situations (Haiti and the Pakistan floods are special cases). I wonder about the concrete impact of the shift to food assistance.
15.	<ul style="list-style-type: none"> a. User-friendly FLA/MOU system to be introduced. b. The current FLA system cannot help to keep the local NGOs in the WFP program. For instance, the first payment will be received by the NGO only after submitting the distribution details of first month in the second month. Sometimes, the payment delays for 30 to 60 days after submitting the invoices. It can be due to incomplete supporting documents submitted by the NGO. The suggestion is that at least two months operational costs should be given to the NGOs immediately after signing the FLA.
16.	The use of biometrics in the validation of Internally Displaced Persons (IDPs) could help in the efficiency and timely delivery of food assistance.
17.	The emergency situation is unpredictable and the damages cannot be anticipated to people's lives. The WFP should have contingency plans for the occurrences of any disaster response mechanisms. Conducting joint capacity building among Partner Agencies, Government line agencies and stakeholders regarding emergency response.
18.	<p>There is a need for more transparency, especially on pipeline issues</p> <p>There is a need for capacity building of WFP staff (especially at country level) and for placing staff with the right competency in the right role (logisticians cannot be efficient at chairing food security clusters),</p> <p>There is a need for more buy-in of the new strategy amongst WFP staff</p> <p>+ for sending staff in cash transfer training, in emergency market mapping and analysis (EMMA) or MIFIRA training</p> <p>There is a need to engage more in proactive work with leading institutes, consortia and NGOs.</p> <p>There is a need for better behaviour of WFP staff towards NGO staff - we still too often see patronising attitude in food and food security clusters</p>
19.	Renforcer les capacités du dispositif national par le pladoyer auprès des autorités nationales à orientations strictement politiques et les capacités techniques des personnes impliquées dans le dispositif d'alerte et de programmation des actions de secours

20.	<ul style="list-style-type: none"> - continue to support HEWSWEB - ensure that the culture of interagency collaboration which is evident at global level translates to national level (not always the case) - ensure data is accurate and does not exaggerate situation as part of resource mobilisation strategy - give priority to joint interagency action on emergency preparedness rather the risk of self-promotion to show that WFP is now contributing to risk reduction, including emergency preparedness. sharing experience and competencies in a multiagency environemnt - collaborate effectively with FAO on risk reduction rather than risk duplication
21.	WFP need to value partner knowledge and experience and be willing to learn from local partners and standards
22.	Stress that Food aid and food contributyions alone do not constitute sufficiently an emergency response Separate appeals and negotiations with donors skew the balance towards food aid but do not ensure higher survival or an efficient response
23.	WFP should always tap the most reliable and credible agency or INGO in conducting the emergency reponses.
24.	On the emergency intervention, WFP and the Cooperating partner should not rely only on the data/figure provided by the line agency particularly the LGU and DSWD to ensure that all affected families can be served.
25.	contingency planning and preparedness with partners, timeliness of delivery, strategic positioning of (funds for) emergency stocks, consideration of global needs vs. availability esp. for RUSF/LNS
26.	Se debe desarrollar un mapa de riesgos climaticos y desnutricion infantil, urgente, para priorizar acciones preventivas o mitigadoras
27.	to continue doing what ththey do best. emergency preperness
28.	As a standby partner we are a part of the emergency solution. It is therefore important that WFP puts more effort into ensuring an even better mutual partnership regarding this area. This means that they need to put more staffing that has this as their main focus.
29.	WFP as any other international organizations should always meet the socio-needs of the needy people and not only meetign the international standard. As each emergecny case hs its privecy and context. Thus the more accepted solutions by public the more impact they will have.
30.	Less turf wars and better communication with all partners
31.	QUE LE PAM TRAVAIL REELLEMENT AVEC LE GOUVERNEMENT
32.	More linkages between technical and operational divisions.
33.	Same as above. Be flexible enough in terms of working with partners and not only influence but also be influenced by others.
34.	My opinion to sustainable nutrition, WFP needs to work partnership with technical department as duty bearers and they have staff working in field through their assistance in term of technical, support how to accomplish their job performance, and services to reach communities.
35.	<p>In order to ensure the effective emergency solution, following points need to be consider</p> <ol style="list-style-type: none"> 1. More focus on identification and targeting vulnerable communities 2. Inbuilt sustainable measures and rehabilitation elements in emergency response 3. Immediate supply of food ration during emergency - delay first delivery of assistance, immediate after the disaster. 4. MOU between WFP and LWF Nepal for emergency response which will contribute to the timely and effective emergency solution.
36.	Cooperation with the local government with transparency
37.	Encourage production of drought tolerant crops
38.	<p>rely more heavily on national/local partners and re-visit some of the burdensome admin requirements that create a tremendous amount of work for sometimes very little to no value/impact.</p> <p>move away from reliance on reimbursement to fund-fronting arrangements and, in the meantime, reduce the long wait time for reimbursement.</p> <p>consider long-planning horizons, even for emergencies.</p>

39.	More work on appeals to raise resources for sustainable interventions without reducing monthly ration sizes by half to spread over several deserving beneficiaries.
40.	Renforcer les activités de distribution des vivres par celles de la production des aliments (agriculture).
41.	Prepositioning RUSF to quickly mobilize during an emergency will improve response.
42.	WFP has proven to be one of the most effective responders to rapid-onset emergencies. However, there are some aspects that could be enhanced: Ensure timely sourcing and logistics. Ensure all-inclusive and transparent collaboration with all relevant stakeholders. Sound needs assessment information to inform programming and not to be based on budget availability from the onset. Address issue of pipeline breaks more effectively.
43.	Greater coordination and and more collaborative approach with partners, right from the onset of an emergency - to have a mutual understanding of the situation and to work with each other to improve the impact and effectiveness of the response
44.	More transparency in WFP plans and actions and earlier involvement of partners.
45.	Once resources are committed they should be delivered as per commitment.
46.	IT IS IMPORTANT TO HAVE A SHARED STRATEGIC PLAN ON EMERGENCY PREPAREDNESS AND RESPONSE AMONG PARTNERS
47.	<p>WFP needs to carefully evaluate its position as a humanitarian organisation. The ongoing famine in Somalia and the failure of WFP to react in a timely way may have contributed to many thousands of deaths. WFP's decision to pull out of Somalia and its failure to engage with the de facto government and achieve re-entry demands close scrutiny.</p> <p>To what extent was it scared of falling foul of US legislation or losing favour with its major donor?</p> <p>To what extent did its policy and practice lead to a position where it has been unable to provide effective emergency relief and mitigate famine?</p>
48.	timely and regular meeting would contribute in this factor
49.	Strengthen WFP cluster leadership in terms of dedicated capacity and skills. Increase support WFP support to the HC system, for instance by offering high calibre candidates to the HC Pool. Actively participate in HCTs.
50.	Une situation d'urgence, il sera toujours important de recourir aux bailleurs de fonds. tel est le cas de la Somalie.
51.	involve partners in increasing contingency planning
52.	Disaster preparedness, regional or national stocks, ...
53.	A strong FLA and a mandate that it be utilized in all situations, so that "implementing partners" can be prepared for their own contributions and understand what the limits of WFP contributions will be. We would spend far less time trying to negotiate, and would feel less like we are being played off one against another as WFP tries to get the delivery of food for the least amount of money... More transparency about the situation of the pipeline, potential need to shift/expand/contract response areas, more timely discussion about the response both before hand and as it is ongoing.
54.	mettre en lumière des expériences réussies par les partenaires Faire plus confiance privilégier la Gestion et la budgétisation axées sur les résultats
55.	WFP need to look at cash for work and other schemes more openly. In a recent example in Pakistan WFP would not run a cash-programme, because there was no guaranteed that beneficiaries would use the funds for food (they may have bought NFIs). In emergencies it is important to be much more flexible.
56.	<p>Il est conseillé au PAM d'alléger son administration qui parait lourde et qui parfois pénalise la bonne marche des interventions:</p> <ul style="list-style-type: none"> -Interventions tardives après évaluation initiale; -paiement tardif des factures ainsi que le décaissement, -etc.

57.	<p>A more strategic approach and planning on specific partnership arrangements is needed, e.g. how to best incorporate partners in emergency response, how to best capitalize from different partners added value in a more complementary way, how to improve the partnership capacity over time. Make sure that workplans and strategic meetings are being developed and followed up.</p> <p>Ensure closer understanding and dialogue between partners and WFP, on operational requirements, technical needs, mandate, administrative procedures etc. Ensure that receiving office is better aware and informed of the support being provided or that can be provided. Many times the receiving capacity on the ground is a big obstacle for project success and overall coordination of partnership resources.</p>
58.	To build longer term partnerships to develop emergency preparedness and contingency planning in partnership
59.	Better reach out to potential partners. Less dependence on WFP's own resources.
60.	WFP should improve their participation and collaboration with others and not adopt the approach that they are in charge always
61.	Assessments and sharing of information among actors should be strengthened
62.	Formation des différents intervenants Sensibilisation des ONG
63.	Rapidly expanding access to better quality emergency foods, investment in training and use of these new products- supporting national governments with planning, storage and capacity in response and not operating in a leaner fashion
64.	WFP seems to be administratively very heavy. In emergency more flexibility should be allowed to ensure the quick response on the field.
65.	international customs agreement
66.	Strengthen the logistics capacity
67.	WFP needs to ensure that programs it support adhere to global best practices. As per 6.1, it is important to resolve frictions between different UN agencies.
68.	Coordinación y consulta previa no únicamente con los asociados (ejecutores) sino todas las instancias nacionales involucradas en la gestión de proyectos de desarrollo (agencias de cooperación, ministerio de finanzas, entidades de planificación nacional, etc)
69.	The field engagement of WFP staff is variable, sometimes excellent, but sometimes not up to the expectations of either partners or WFP's senior HQ team.
70.	Preparedness, better linkages between PRRO and Emergency programmes and more strategic global partnerships.
71.	We are still on a learning curve and I find it too early for us to give solid recommendations
72.	Joint contingency planning, reviews and evaluations
73.	Maintain WFP capacity to deliver food assistance when things fall apart.
74.	Transparency, respect and accountability to victims are key. Victims participation and training are also important.
75.	Mantener convenios y comunicaciones en tiempos que no son de emergencias. Mejorar los tiempos para presentar solicitudes. Mejorar los tiempos para aprobar solicitudes.
76.	Continuous communication and involvement of partners for the work accomplishment
77.	Common and joint needs assessments with other humanitarian actors, strategic and effective clusters, consistent monitoring and evaluation of programmes together with others, collective accountability, greater accountability to beneficiaries and collective accountability.

78.	more attention to basic mandate
79.	As co-Cluster lead for food security, encourage alternatives to GFD. Staff Cluster coordination cells appropriately.

6.3 Please provide any other comments that you would like to make about partnership to inform the evaluation. |

#	Response
1.	Faire participer le partenaire dans la conception des outils de travail serait également souhaitable.
2.	Delay in payment/reimbursement has over the past year discouraged some partners who find the reason of saying WFP stand for Wait For the Payment, therefore, I strongly proposed that capacity building includes financial management procedure in partnership.
3.	something about incentives to change the ways of working based on how funds are sourced and accounted for - the current approach can create the wrong incentives - although WFP do seem to be able to provide specialist resources and look at innovative ways to deliver their objectives despite this. Capturing lesson learning independently and objectively also would help the independent evidence base that supports their practical interventions.
4.	More transparency needed into real coverage in terms of needy HH and in terms of coverage of nutritional needs.
5.	Reality of the partnerships vary from country to country and are often dependent on personalities. The global MoU and FLA are helpful documents and we welcome the current initiative to look at improvements. Day-to-day management of WFP supported operations can become difficult in times of pipeline breaks and we would appreciate some thinking about this issue in the partnership evaluation.
6.	I observed that some WFP country offices have developed NGO performance and WFP performance matrix and it is being shared every month between the CPs and WFP. It should be replicated in all countries. Joint monitoring to the field to be initiated instead of NGO going separately and WFP monitors separately. Monitoring feedback to be shared with all stake holders. I am really happy and appreciate the timely assistance WFP provides at the time of need. I have experienced this while working with WFP team in South Darfur.
7.	Observe and strengthen further the principles of partnership, indicator is need to be clear to all involve in the partnership.
8.	More capability trainings, same with UN Staff, among partner agencies so that staff competencies will be polished towards the success of project implementation.
9.	Le PAM fait beaucoup pour sauver des vies en cas de crise. Mais la dégradation continue de l'environnement, l'accroissement exponentiel de la population, l'absence de la bonne gouvernance, le manque de conviction économique, etc, militent dans le sens que le PAM doit continuer à privilégier les actions visant avant tout à sauver les vies en cas de situation brusque ou dégradée, mais aussi pour favoriser la prise en charge des personnes par elles mêmes par l'appui du plaidoyer dans les pays à fort risque et transfert de compétence
10.	WFP should as much as is possible avoid the big brother syndrome and avoid looking down on local staff. There is a tendency to demarcate between international and local, with the latter taken as second class.
11.	Partnerships indicate the willingness to work jointly and to ensure that both parties benefit, reduce cost and optimize response. it is not about substitution or replacement;
12.	WFP should continue the constant communication to partner agency in the project implementation
13.	we recommend to continue the partnership with WFP even under world financial crises.
14.	We all know that government officials are doing the corruption most of the program and services that they are implementing. To avoid the same doing by those officials, I am recommending that WFP should only coordinate the project implementation and do not allow them to implement the program and services.
15.	wfp has a tendency to use its "weight" to its own advantage in partnership, hence affecting the equality of decision making. whilst collaboration at hq level, notably on technical issues, has greatly improved and is fluid, this is yet to be translated at the field level.

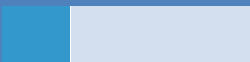



16.	pienso que deben ampliar su presencia dentro de las instituciones publicas para poder aprender y desarrollar ellos las sinergias que el propio Estado no desarrolla.
17.	WFP has wide konw-how in the field of food security assessment and analyzing the food need of the people. Thus we support the movment of WFP towards food assistant programs. Also, we feel the WFP can lead the coordination in the food security sector and do more indepth research about the real food-health situation with the involvement of different stakeholders.
18.	I work consistency and fairly well with WFP and I have respect for the organization, but it is often a case of the left hand not knowing what the right hand is doing- feel like I have to constantly inform WFP country programs of the global policies...
19.	WFP needs to consider food assistance seriously which includes food aid among other intervnetions. Sticking to food aid only will not address food security and nutrition needs of affected people so they have to be flexible enough to include other intervnetions.
20.	Partnership should be base on the organization or technical department who has the same strategic direction or similar that it would be not take time for strengthen staff capacity. WFP can work in partnership with NCDD, particular sub-national level, because they have technical consultant and mentoring and coaching the work of Council from Commune up to Provincial. For the specific location for Social Land Concession that most of vulnerable are new resettlement that WFP can work in partnership with NGOs to support food assistance for a shorten periodic to ensure th right to access food.
21.	1. WFP need to simplify financial transaction process
22.	WFP should respect the other organizations mandate while parternering with them
23.	Food for work can create dependency and sometimes food provided is not what the population is used to.
24.	The Philippines is an example of good practice. Focus some attention on WFP and its partners in the Philippines over the last five years (or thereabouts). Much to learn from that experience that could benefit others, including WFP/Globally. Thanks to WFP for commissioning this evaluation.
25.	WFP should move away from short 3 or 4 or 6 months interventions and go for long-term partnerships say for two years that will enable partners to mobilize additional resources for livelihoods projects and enable real impact to be measured. The short term interventions hardly give sufficient lead time to do a good proposal because of the rush in preparations - food assistance is not an emergency per se but a recovery activity that needs joint baseline study with WFP in partnership - move away from inconclusive government vulnerability assessments.
26.	On a eu a déplorer quelques fois le comportement cavalier de certains agents nationaux du PAM qui mettent mal a l'aise les équipes du partenaire.
27.	We very much appreciate our collaborative relationship with WFP that has grown over the years to combat hunger. Given the size and coverage of our organisations globally, we would hope to be able to address the mentioned challenges jointly to aim at more effective and qualitative programming and have a more holistic approach to address food insecurity and hunger.
28.	<ol style="list-style-type: none"> 1. To help us measure results of our partnership work, WFP should share/open up their data base to us. This would allow us to jointly look at our work and share resuts widely. 2. The partnership process is long and bureaucratic, often takes months to finalize. 3. WFP should ensure sufficient cash for delivery of the food to the beneficiaries. 4. Invite NGO partners for training and conduct joint training 5. Facilitate NGOs to work better with the government.
29.	THE POLICY OF HAVING PARTNERS TO MEET THE COSTS OF DISTRIBUTING FOOD AND THEN LATER SEND INVOICES TO WFP NEEDS TO BE REVISITED. IT IS AGAINST NORMS FOR WFP PARTNERS (NGO AND CHURCHES) TO USE OTHER DONORS' FUNDS TO PAY FOR THE COSTS RELATED TO WFP TRANSACTIONS!!

<p>30. WFP appears to have become much too closely linked with some commercial producers without putting in place the necessary systems and practices to avoid apparent or real conflicts of interest. Its relationship with DSM in particular is alarming. How can WFP reconcile its position as a neutral humanitarian organisation, or claim to follow good business practice, while it receives direct funding support for staff/consultants from a company with which it has procurement contracts?</p> <p>Some of the questions in this on-line survey also appear to ignore the fundamental nature of procurement contracts. The value of competitive bidding, transparency, and market plurality seem to have been down played in favour of a universal, cozy partnership approach. Of course, predictable funding and long-term contracts are often essential to fostering a productive relationship and should be encouraged. But WFP seem to have gone well beyond this.</p> <p>Has this happened because the essential partnership aspects of UN and NGO organisations in the field has been applied to relationships between WFP and manufacturers, or does it come from a blurring of the essential differences in the mandates and motivations of private sector commercial providers and other types of organisations?</p>
<p>31. Workshop or dissemination seminar should be arranged time to time to boost the programme results</p>
<p>32. The principles and rhetoric of engaging in partnerships is extremely valuable, but has not filtered to field-level engagement. In high-profile emergencies there is an especially significant disconnect between rhetoric and practice.</p>
<p>33. WFP spends a lot of time in finding new partners but little time to evolve existing partnerships and making them more effective. There is a lack of resources to roll out projects that have been completed under the partnership umbrella.</p>
<p>34. I fear that working with WFP will not easily result in a real partnership, but will remain a contractual cooperation (take it or leave it).</p>
<p>35. The relationship with WFP is still far from being a true partnership, and the use of that word is difficult on our end because there is so little evident commitment to a real partner relationship, which would entail mutuality, respect, and a real understanding of the strengths of each and how they complement each other. WFP's true partners are the host country governments. We are a service delivery mechanism. If WFP wants to see that change, there will have to be a very different kind of leadership and dialogue with the non-governmental actors. It is time-consuming and frustrating for WFP - we do not all have the same perspective and we do not all have the same systems, capacities, etc. We understand that we cannot all be treated the same and that means the relationships with NGOs are time-consuming for WFP. Perhaps it would be helpful to lay out some parameters within which WFP is willing to operate, and some criteria for "implementing partners". It would also be good to understand why WFP feels it is important to use the term "partner" with NGOs - maybe the language should be changed to call us "service providers" so we can be clear about expectations. To use the term partner when it is not really meant simply sets up a dynamic that leads to frustration of expectations.</p>
<p>36. Créer des assemblées consultatives ouvertes aux partenaires sur les grandes options du partenaire Eviter une forte dispersion dans les missions du PAM</p>
<p>37. Sometimes it is difficult to talk even amongst donors about WFP.WFP relations with the US mean that other donors are sometimes too small to feel that they can contribute.</p>
<p>38. 1. Félicitations au PAM pour la meilleure gestion logistique en RD Congo, un pays vaste sans routes.</p>
<p>39. Administrative and procurement systems within WFP is most often very lengthy and cumbersome, which hampers implementation and decreases efficiency of partnership projects.</p>
<p>40. We are a Caritas Internationalis member.</p>
<p>41. I think WFP should increase their transparency levels and improve their relationships with other partners who are not part of the UN family</p>
<p>42. there is a lot to be done in supplementary programs and in prevention (in terms of food aid or Blanket feeding), and while WFP itself seems to be eager to implement that with its partners on the field, we find that when contracts and proposals are concerned, only very basic protocols are possible on the field. there is a need for this organization to update its panel of intervention, and give more room to innovation to the NGO and other partners it supports.</p>






43.	I am not sure, but please re-evaluate the modalities of your evaluation. Instead of sending questionnaires, I hope that a succinct analysis was done as to who your target respondents were. Furthermore, that individual interviews with relevant stakeholders was done. The evaluation survey should be restructured, as it's only relevant to partners. Whilst our NGO works closely with WFP through our country offices, our office in Canada is non-operational, so we do not have any experience in building partnerships with WFP, so the rest of the survey was wasted on us. Good luck with your evaluation.
44.	Contracting with WFP is particularly problematic and WFP seldom covers the true costs of doing business.
45.	Apoyo a las agencias de cooperación nacionales en las actividades de seguimiento y monitoreo de la gestión del PMA a través de informes periódicos y otros compromisos detallados en los documentos estratégicos
46.	Overall, among UN organizations, WFP is an exemplary partner.
47.	Fit for purpose and value for money considerations
48.	I think it worth organising discussion with victim of crises to hear their say and evaluation of WFP and NGO work in their direction
49.	Please trust each other for strengthening the partnership role.
50.	<p>WFP needs to strengthen its partnerships with other humanitarian actors. It needs to resolve together with other UN agencies, its financial partnership contracts with NGOs - according to the issues outlined two years ago in the IASC / donor meeting in Montreux.</p> <p>Linked to 6.2, WFP needs to assess needs more effectively and produce accurate appeals. WFP is seen all too often, to exaggerate needs and inflate appeals. This approach undermines partners trust in the organisation and the organisations ability to access appropriate levels of funding.</p>

Annex XII -Survey WFP Managers and Staff

1.1 Where do you currently work?

Response	Chart	Percentage	Count
HQ Rome		19%	12
Regional Bureau		5%	3
Country Office or sub-office		69%	43
Liaison Office		0%	0
Other		6%	4
Total Responses			62

1.2 Which of the following best describes your current professional role?

Response	Chart	Percentage	Count
Senior Management		71%	44
Programme Officer		13%	8
Technical specialist (nutrition and health or emergency preparedness and response)		3%	2
Administration, Human Resources or Financial Management		0%	0
Logistician		3%	2
Other (Please specify):		10%	6
Total Responses			62

1.2 Which of the following best describes your current professional role? (Other (Please specify):)

#	Response
1.	IT
2.	External Relations
3.	National Officer in Charge
4.	Programme Advisor
5.	Senior advisor
6.	Management (chief)

1.3 How long have you worked in your current role?

Response	Chart	Percentage	Count
Less than 1 year		11%	7
1 - 2 years		31%	19
2 - 5 years		39%	24
More than 5 years		19%	12
Total Responses			62

1.4 How many years have you worked with WFP?

Response	Chart	Percentage	Count
Less than 1 year		0%	0
1 - 5 years		6%	4
5-10 years		21%	13
More than 10 years		73%	45
Total Responses			62

2.1 Please select the one statement from the list provided that best describes your role in partnerships in your current job?




Response	Chart	Percentage	Count
I manage one or more partnerships		44%	25
I provide broad oversight or direction to partnerships		53%	30
I do not currently have any significant responsibility for partnerships		2%	1
I provide administrative or financial services support to partnerships		2%	1
Total Responses			57

2.2 Which of the following types of partners are you working with in your current job? (select all that apply)

	A lot of activity	Some activity	Little activity	No activity	Total
Government Organization	39 (68%)	11 (19%)	2 (4%)	5 (9%)	57
Non-Governmental Organization	32 (56%)	14 (25%)	7 (12%)	4 (7%)	57
United Nations Organization	36 (63%)	18 (32%)	2 (4%)	1 (2%)	57
Other International Organization	8 (14%)	23 (40%)	18 (32%)	8 (14%)	57
Private Company	9 (16%)	12 (21%)	14 (25%)	22 (39%)	57
Academic or Research Institute	5 (9%)	12 (21%)	23 (40%)	17 (30%)	57
Red Cross/Crescent Movement	8 (14%)	12 (21%)	20 (35%)	17 (30%)	57
Other (please indicate:)	1 (5%)	1 (5%)	2 (11%)	15 (79%)	19

The 4 response(s) to this question can be found in the appendix.

2.3 Please indicate in which of these two technical areas your current partnership work is focused? (select all that apply)

Response	Chart	Percentage	Count
Nutrition and/or health		72%	41
Emergency preparedness and/or response		72%	41
Other (please indicate:)		49%	28
Total Responses			57

2.3 Please indicate in which of these two technical areas your current partnership work is focused? (select all that apply) (Other (please indicate:))

#	Response
1.	Food sector - general food distributions and Monitoring and Evaluation
2.	none
3.	Geospatial Information
4.	climate change
5.	Forging partnerships
6.	School feeding
7.	food security, education, local development, agriculture, social protection
8.	FFW

#	Response
9.	School Feeding, Rural Development
10.	food security/C&V/gender
11.	safety nets, school feeding
12.	UN system-wide coordination
13.	School Feeding, P4P
14.	risk and reporting
15.	Liaison with partners; support & guidance on partnerships
16.	School Feeding and Rural Development
17.	recovery and development activities
18.	undaf thematic groups/joint programmes
19.	Rural Development
20.	Food Security
21.	Education
22.	HIV/Aids, TB, rural development, reforestation.
23.	Technical support and capacity building
24.	Cash vouchers, school feeding, livelihood activities
25.	Education/SFP
26.	IT

2.4 Which of the following activities are being carried out by your partnerships

	A lot of activity	Some activity	Little activity	No activity	Total
Delivery of goods or services	42 (74%)	7 (12%)	2 (4%)	6 (11%)	57
Skills transfer or capacity building	21 (37%)	25 (44%)	7 (12%)	4 (7%)	57
Establishing strategic positions in global and regional systems	11 (19%)	16 (28%)	18 (32%)	12 (21%)	57
Creating new knowledge (i.e. research)	7 (12%)	15 (26%)	22 (39%)	13 (23%)	57
Policy or advocacy	13 (23%)	21 (37%)	17 (30%)	6 (11%)	57
Other (please indicate:)	2 (17%)	2 (17%)	0 (0%)	8 (67%)	12

The 4 response(s) to this question can be found in the appendix.

3.1 For each statement, please select the box that best represents your views about the partnership activities that you have been involved with over the past five years.

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion	Total
WFP systematically applies criteria for selecting its partners.	3 (6%)	20 (38%)	21 (40%)	5 (9%)	4 (8%)	53
WFP's partnership agreements are tools for effective management of our partnerships.	0 (0%)	10 (19%)	33 (62%)	8 (15%)	2 (4%)	53
Partnerships improve WFPs ability to access the people and institutions it needs to engage.	0 (0%)	1 (2%)	19 (36%)	32 (60%)	1 (2%)	53
Partnerships help WFP achieve its own objectives better.	0 (0%)	0 (0%)	15 (28%)	36 (68%)	2 (4%)	53
Working in partnership is an effective means of building national capacity.	0 (0%)	2 (4%)	14 (26%)	34 (64%)	3 (6%)	53
At the international and regional levels, roles and responsibility among WFP and its partners are clear.	2 (4%)	18 (34%)	29 (55%)	2 (4%)	2 (4%)	53
At the country level, roles and responsibility among WFP and its partners are clear.	1 (2%)	8 (15%)	31 (58%)	9 (17%)	4 (8%)	53
WFP has adequate policies to support working effectively in partnership.	2 (4%)	15 (28%)	22 (42%)	9 (17%)	5 (9%)	53
WFP has adequate programme guidance to support working effectively in partnership.	0 (0%)	23 (43%)	24 (45%)	3 (6%)	3 (6%)	53
WFP's organizational culture supports working effectively in partnership.	1 (2%)	11 (21%)	28 (53%)	13 (25%)	0 (0%)	53
WFP has invested enough in staff training to foster more collaborative approaches to partnership.	7 (13%)	28 (53%)	12 (23%)	4 (8%)	2 (4%)	53
WFP reporting systems are adequate to monitor performance of partnerships.	5 (9%)	27 (51%)	17 (32%)	1 (2%)	3 (6%)	53
Efforts to work better in partnership are recognized as important by the organization.	1 (2%)	8 (15%)	27 (51%)	16 (30%)	1 (2%)	53
WFP's partnerships have evolved over time to meet the new strategic objectives.	0 (0%)	8 (15%)	36 (68%)	7 (13%)	2 (4%)	53

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion	Total
WFP's financial systems enable/promote working in partnership.	5 (9%)	21 (40%)	18 (34%)	3 (6%)	6 (11%)	53
WFP's project planning systems enable/promote working in partnership.	2 (4%)	18 (34%)	25 (47%)	4 (8%)	4 (8%)	53
WFP provides its staff effective legal advice and support for partnerships.	5 (9%)	15 (28%)	28 (53%)	4 (8%)	1 (2%)	53
WFP promotes knowledge sharing and learning in its partnerships.	2 (4%)	8 (15%)	32 (60%)	8 (15%)	3 (6%)	53
The governance mechanisms of WFP's partnerships are satisfactory (agreements, steering committees, etc.)	2 (4%)	15 (28%)	30 (57%)	4 (8%)	2 (4%)	53
I understand how WFP partnerships need to change in order for WFP to shift from food aid to food assistance.	0 (0%)	4 (8%)	27 (51%)	20 (38%)	2 (4%)	53

4.1 To what extent has working in partnership led to an increase/decrease in financial and in-kind contributions for achieving programme objectives?

Response	Chart	Percentage	Count
-5		2%	1
-4		2%	1
-3		0%	0
-2		2%	1
-1		4%	2
0		23%	11
1		4%	2
2		17%	8
3		10%	5
4		17%	8
5		12%	6
N/A		6%	3
Total Responses			48

The 16 response(s) to this question can be found in the appendix.

4.2 To what extent has the partnership enabled you to enhance your impact on beneficiaries? (Consider additional outputs, outcomes, including numbers of beneficiaries reached)

Response	Chart	Percentage	Count
-5		0%	0
-4		0%	0
-3		0%	0
-2		0%	0
-1		2%	1
0		8%	4
1		2%	1
2		8%	4
3		31%	15
4		35%	17
5		4%	2
N/A		8%	4
Total Responses			48

The 17 response(s) to this question can be found in the appendix.

4.3 To what extent has working in partnership permitted any cost savings or cost increases in your activities? (Consider bulk purchases, joint activities, shared premises, staff costs etc.)

Response	Chart	Percentage	Count
-5		2%	1
-4		0%	0
-3		2%	1
-2		2%	1
-1		4%	2
0		40%	19
1		10%	5
2		8%	4
3		6%	3
4		19%	9
5		0%	0
N/A		6%	3
Total Responses			48

The 16 response(s) to this question can be found in the appendix.

4.4 To what extent has working in partnership had any benefits or costs to complementary interventions (creating synergy in excess of the individual interventions)?

Response	Chart	Percentage	Count
-5		0%	0
-4		0%	0
-3		2%	1
-2		2%	1
-1		2%	1
0		17%	8
1		4%	2
2		15%	7
3		29%	14
4		15%	7
5		0%	0
N/A		15%	7
Total Responses			48

The 8 response(s) to this question can be found in the appendix.

4.5 To what extent has working in partnership incurred costs with respect to managing the overall partnership? (Consider: staff costs, meetings, travel and per diems, communications)

Response	Chart	Percentage	Count
-5		2%	1
-4		4%	2
-3		6%	3
-2		15%	7
-1		10%	5
0		25%	12
1		6%	3
2		8%	4
3		12%	6
4		6%	3
5		0%	0
N/A		4%	2
Total Responses			48

The 13 response(s) to this question can be found in the appendix.

4.6 To what extent has working in partnership had an effect on your organization’s main activities? (Consider whether time taken on partnership activities has meant that you have less time to concentrate on your organization’s main activities i.e. negative effect, or whether working in partnership has provided benefits which allows the organization to increase its activities i.e. positive effect)

Response	Chart	Percentage	Count
-5		0%	0
-4		0%	0
-3		4%	2
-2		6%	3
-1		10%	5
0		17%	8
1		12%	6
2		8%	4
3		27%	13
4		8%	4
5		2%	1
N/A		4%	2
Total Responses			48

The 11 response(s) to this question can be found in the appendix.

4.7 To what extent have compromises that have been necessary because of your partnerships been positive or negative in terms of organizational objectives or ways of working?

Response	Chart	Percentage	Count
-5		0%	0
-4		0%	0
-3		4%	2
-2		10%	5
-1		6%	3
0		29%	14
1		2%	1
2		19%	9
3		15%	7
4		4%	2
5		0%	0
N/A		10%	5
Total Responses			48

The 10 response(s) to this question can be found in the appendix.

5.1 To what extent does WFP adhere to the following principles when working in partnership?

	Always	Frequently	Sometimes	Never	Do Not Know	Total
Equality (mutual respect between partners regardless of power and size, respect for partners mandates, obligations and independence)	11 (23%)	21 (44%)	15 (31%)	0 (0%)	1 (2%)	48
Transparency (early consultations, sharing of information, financial transparency, trust building)	11 (23%)	22 (46%)	14 (29%)	0 (0%)	1 (2%)	48
Results oriented approach (reality-based and action oriented)	13 (27%)	21 (44%)	13 (27%)	0 (0%)	1 (2%)	48
Responsibility (accomplish tasks responsibly, with integrity, follow up commitments with adequate resources, prevention of abuses)	11 (23%)	23 (48%)	13 (27%)	0 (0%)	1 (2%)	48
Complementarity (comparative advantages and building on and building up local capacity)	8 (17%)	23 (48%)	16 (33%)	0 (0%)	1 (2%)	48

6.1 In your opinion, what could be done to ensure that WFP's partnerships contribute more towards achieving sustainable nutrition solutions?

The 38 response(s) to this question can be found in the appendix.

6.2 In your opinion what could be done to ensure that WFP partnerships contribute to the effective emergency solutions?

The 39 response(s) to this question can be found in the appendix.

6.3 Please provide any other comments that you would like to make about partnership to inform the evaluation.

The 20 response(s) to this question can be found in the appendix.

Appendix

Response Q 2.2
1. church organisations
2. GAIN, DSM
3. foundations and individuals
4. Communitarian Organization

Response Q 2.4
1. Givernance and oversight
2. Coordinating Contingency planning exercises (national & inter-agencies)
3. cash
4. Creating the Agricultural Infraestructure

Response Q 4.1
1. 4m USD a year
2. Emergency Operation
3. I don't know. This would entail an analysis - which has not been done in our CO.
4. CERF resources if well established partnerships and agreement on priorities (refugees). Participation in joint programming (HIV-AIDS),NGO partnering and selection of those with complementary funds
5. private sector contributions 1,3 mio
6. When some local WFP are not up to standards we suffered from lack of support from Donors Biu in the other way when selected NGO are good this facilitate the support from Donors Hence the important of selecting only the best NGO
7. good collaboration with Gov and other UNS agencies such as on public health measures such as deworming and/or food security interventions tends to improve donor response
8. evaluations of US\$30 million institutional strengthening grant determined that partnerships leveraged the amount of the investment, ie US\$ 30 million.
9. For the past 10 years, technical innovation in emergency preparedness have been increasingly funded from extra-budgetary sources coming from partnerships with the private sector
10. Trust Funds have increased available funding in WFP
11. Partnership for nutrition programmes need more resources because the quantities to be distributed are sometimes small compared with GFD or FFA
12. Partnerships with NGOs were key to securing CERF and ECHO funding for emergency operations
13. nearly 500,000 million cash has been raised from private sector
14. There is government direct assistance to WFP programmes, eg. EDF allocation to WFP

15.	food for education where by government contribution go to NGO instead of WFP despite clear division of labour...relief response NGOs tend to submit several proposal to donors despite under contract with WFP for same operation...
16.	2.1 million USD through trust fund projects in partnership with the host government.

#	Response Q 4.2
1.	enhanced delivery of services, better systems, faster deployment
2.	Child nutrition improvement, girl child education
3.	Coordination in general food distributions has improved the diversification of the food basket distributed, improving notably the quality of the assistance.
4.	CO has the limited capacity but also some security restrictions, so NGOs based in the regions have been helpful to increase the access to beneficiaries, 20%
5.	Without WFP's partnership with the government and NGOs, we could not have reached the maximum number of targeted beneficiaries.
6.	partnerships with other larger scale programmes (bilateral or government run) particularly those that are implemented at local level and have access to cash to complement WFP limited cash (NFI) resources (for asset creation but also for education related activities). furthermore enhanced partnership between UN agencies and coordination of implementation of activities (would) reinforces multi sectoral approach i.e. greater impact on beneficiaries
7.	NGOs have more presence - direct contact with beneficiaries.
8.	This entirely depend on the quality of the work performed by the LOCAL NGO, in our case, in mauritania, this represent a great chalenge because many local NGO have no resources (competent peoples, knowledge, committemnt, cars, etcd etc) to effectively make their works and really enhance impact of our programme on Benef. However some NGO are also good and their really contribute to enhance the impact...
9.	Synergies are beneficial as food security is a multi-sectorial issue that requires that the many causes of food insecurity are tackled at the same time
10.	Particularly in sustainability and handover
11.	Partnerships have provided additional resources to engage in innovative projects, e.g. emergency preparedness training, which have an indirect but important relationship to WFP's quality of service delivery
12.	School Feeding and P4P are good examples on overall impact in beneficiaries lives
13.	nutrition programmes (SFP)
14.	Through partnership with National Red Cross, we are able to provide nutrition support to communities who do not have access to public health services (some 100 villages in area of intervention).
15.	There is a joint programming through effective partneships that resulted in a significant improvement of food security conditions for the population
16.	GFD and nutrition responses....
17.	We signed agreements with MSF that help us reaching more beneficiaries and providing better assistance. MSF provided technical assistance. We also signed agreement with UNICEF for water projects (rehabilitation/construction of reservoirs and wells).

#	Response Q 4.3
1.	built up of emergency stocks , stand-by partners
2.	It adds to our workload in terms of hours/person but we cannot compare on the cost that would have

	implementing directly.
3.	In some instances NGOs also participate in the activities in terms of staff or office space, transport, etc..
4.	During our partnership, sharing premises with the government helped in some costs savings.
5.	joint UN premised / cost-sharing of cost in FLAs with NGOs /
6.	WE need more staff when we enter in partnership so no funds saved, however improved operations better quality
7.	Same as precedent questions: the good NGO really contribute to make some seaving, but they are only very few. Most of local NGO increase our cost because theu cannot afford to finance their own part, and we ended-up to finance "car location" to enable them to go make some visit
8.	Usually it is more time consuming for WFP as we are the field based agency with most capacity for field response - we often have to "wait" for the others to impelement, however, it becomes efficient in terms of impact to communities, as well as pays back via donor advocacy
9.	When beneficiaries receive technical support to produce their own food, they can contribute to their own food programmes enabling WFP to phase out and target other communities.
10.	Some recurring costs have been temporarily offset by external resources.
11.	Cost-sharing of common services with other UN agencies results in savings.
12.	~BCG provided 3 million a year in consulting services (savings); millions are generated in free advertising ; private partnerships have allowed WFP to hired nearly a dozen people to support nutrition, emergency, etc.
13.	Less dubpication of human resources
14.	NGos tend to ask for more while WFP tend to sign NGO because of decision not to increase field presence...and play delivery functions.
15.	Working with INGOs is very expensive, especially CRS. Parterning with Gov't is by far less costly
16.	Reduce or export management costs and reporting needs

#	Response Q 4.4
1.	Food for work acitivities
2.	Most of our partners are collaborating, not implementing. Close coordination allows us to multiply the effects of interventions, like integrating a more comprehensive health and nutrition programme which without collaboration of different partners would only be a supplementary feeding programme.
3.	see above
4.	Since in many cases the local NGO replace the Government (in place where the Government is not present...)then we can say that benefits are foreseen from these complementary intervention
5.	eg. deworming in schools. It is cheap, but the outcome quite impressive (less likelihood of anemia for the school going cohort).
6.	There is no complementarity. It is about one type of activities (partnerships, SO5, capacity building, food assistance) replacing another (regular projects) in most cases.
7.	Partnerships with FAO and UNICEF has created better synergies in nutrition and school feeding activities. Partnerships with local NGOs ensure that a package of complementary services (nutrition education, HIV treatment and support) are provided to beneficiaries, on top of WFP's assistance. Collaborative partnership with international NGOs has avoided overlap in delivery of nutrition activities.
8.	GFD reach same objectives saving lives

#	Response Q 4.5
1.	the cost for managing the partnership was off-set with contributions from the partner
2.	Scaling up nutrition
3.	Example: delivering as on (OneUN) demands a lot of staff time in meetings and joint planning and implementation
4.	Organizing meetings, workshops and paying for accomodation and travel costs of partners and sometimes communication do have additional costs incurred for WFP.
5.	the time required to invest and maintain partnership is inadequately reflected in WFPs ToR particularly for programme staff in general - WFP is often active in several sectors and thus required to stay engaged and allocate and invest time. Compared to other UN agencies (UNICEF has more dedicated 'specialist' staff) or development partners/donors (SWAPs) this is not well reflected (and timed) in WFP staff ToRs.
6.	But we do not invest enough on surveying or controlling local NGO in the field
7.	Increase in costs at the beginning to set up the partnership after which less ongoing costs.
8.	Established partnerships to be effective typically require a lot of management time. Seeking out new partnerships also take a lot of time sometimes with little return.
9.	There is no much difference from a regular project.
10.	the entire private partnerships division is an added cost but it is covered by the donations that come in.
11.	unless managed carefully, there can be duplication and excessive overhead costs.
12.	indeed GFD when partners have to establish presence including logistics structure
13.	doing by ourselves is sometimes more costly and demands more time

#	Response Q 4.6
1.	very positive effect
2.	UN joint initiatives food security and nutrition
3.	Benefits are positive - WFP alone is insufficient to meet the (mult-dimension) requirements/needs of beneficiaries.
4.	see above
5.	This is true particularlry with other UN agencies where a lot of time is dedicates for meeting that are not really contributing to our beneficaireis but rather to the system itself. We always have underestimated the time that we do past for the partnership. We have to invest more our timne in partnership that really contribute to acheived our corporate and CO objectives.
6.	The partnerships ideally support the organization's main activities.
7.	There has been some positive effect in terms of bringing in new skills.
8.	At field level, there is no 'diversion'. The main activity is now the partnership itself.
9.	working in Inter agency initiatives associated with risk and performance has been a drain on resources that could have been used to further our own work
10.	There is no such a thing as "organisational main activity" without, for example, national partners.
11.	when partners are at the same time competitor and not sharing benefits...

#	Response Q 4.7
1.	some compromises were necessary at the beginning till the rules were clear to all
2.	UN joint programme with involvement of multi partners
3.	UNHCR does not always like WFP NGO partners
4.	particularly with vis-a-vis NGOs (and particularly in relation to management of cash and cost involved) as well as other UN agencies (UNICEF) where there is difference in how to apply or guide the programmes (or government). Examples are with regarding to MNP dosing/regiments, or with regard to whether cash and/or food are best instruments to address nutrition related issues
5.	Compromises to our very un flexible standard formats have to be made or else no partnerships will work in the future.
6.	We continue to have local NGO as partners event if they are not good, because we have other partners in a giving region or for a giving sector.
7.	Compromises are necessary, time determines whether the overall investment is positive over the medium term.
8.	Same as above
9.	when partners are also doing advocacy and provide negative info to donors as they are the main one doing it despite they are contracted by WFP
10.	Creates also a culture of partnership and gives WFP a collaborative visibility

6.1 In your opinion, what could be done to ensure that WFP's partnerships contribute more towards achieving sustainable nutrition solutions? |

#	Response
1.	The partnership with UNICEF is crucial.
2.	Come out of petty differences, not struggling to grab money, understand the need and also have the key persons on nutrition on board.
3.	Although one model does not fit all, there should be a general approach on how and what partnerships to foster. If such an approach already exists, it hasn't been disseminated.
4.	Look for local partners with local solutions. Respect for local knowledge is extremely important. Sometimes WFP tries to forward/push its own interest with partners.
5.	Building on common approaches at highest level with important stakeholders such as UN agencies and international NGOs. At this moment, there are still big misunderstandings in crucial points that delay the discussions at field level.
6.	Closer working relationship with UNICEF, at concept, planning, implementation and monitoring and evaluation stages and increased technical assistance to relevant Government institutions to enable stronger ownership drive.
7.	- Clearer corporate agreement with UNICEF (and now FAO) or roles & responsibilities - and above agreements being enforced
8.	More reflected partnership with UNICEF and other partners, Nutrition is not only food but also other underlying causes which are seldom considered by WFP, (we have never asked if it is water problem, health practices, or the rest). Clarify WFP and UNICEF and build trust. Consider the poverty dimension, women may not bring the malnourished kid at the health centre if she is going to receive only some grams of plumpy doz..
9.	a more comprehensive training package for partners and the use of WFP tools allow a higher ODOC rate

10.	Working on building national capacity (legislation, government and civil institutions, stakeholder groups) to introduce and monitor measures to improve nutrition for the population at large (i.e. not just those who benefit from WFP direct food aid) in a sustainable way, without further WFP or other external help.
11.	partners should train local communities (especially in the villages) on the importance of diet diversity.
12.	WFP should engage more in dialogue with the government to enforce nutrition solutions. Especially, where there is a chronic nutrition problem.
13.	Nutrition is a multidisciplinary and intersectoral area. To work more horizontally based on common results requires to revise actual structure of reimbursement of CP (only under tonnage bound).
14.	Role clarifications at the local level and common understanding of partners.
15.	accountability at CD levels and other sr management level (both UNICEF and WFP & others as applicable) for ensuring REAL partnerships at country level i.e. complement activities, where possible joint programmes, joint advocacy etc -- needs to be enforced and monitored. Make it more transparent and traceable (for NGO partnerships have clear criteria based upon which partners are 'chosen' and also on which they are evaluated- some COs have developed this, AFG, Nepal) but not corporate requirements. WFP itself also needs to be clear on what its role is in nutrition solutions and focus on building evidence for this (rather than looking at new commodities etc)- right now there is no apparent role for WFP and focus is on UNICEF (as they also have much more expertise and experience). all WFP staff need to be aware of how food security links with nutrition - often not the case and thus we are ourselves not good advocates for nutrition solutions
16.	make funding available and more training. Define corporate goals and leave it for the COs own creativity how to fulfill the goals and prioritise the lessons learned for improvement for future activities. maybe HQ could make a catalogue of all nutrition interventions and the partnerships - and evaluate the degree of success.
17.	We have to have a systematic approach and methodology that really assess the work performed by the NGO and the assessment must be done independently because of the obvious collusion between local staff (LNO) and local NGO
18.	Educate donors that addressing malnutrition is a multi-sectoral business (wash, health, education) that the 3 pillars of food security must be addressed: availability, accessibility and utilisation [production, ability to access, good practices]. That long-term measures are as important as short-term emergency ones (change of practices and sensitisation vs. SFC) and that chronic malnutrition must be addressed, albeit one cannot "show" results in a few years.
19.	active engagement with a wide-range of partners with common interest at all levels- in both emergency and non-emergency settings.
20.	Stronger collaboration with UNICEF and specific capacity and institutional building programmes with the Government and civil society to manage the nutrition situation and find adequate solutions.
21.	Money is the carrot; support joint funding proposals, One UN partnerships, public-private partnerships etc. At corporate level, work to foster respect of MOUs with UN agencies (WHO, FAO, UNICEF) at country level as in the REACH model and ensure equal access to funding resources.
22.	Work together towards local production of fortified food/blended food
23.	A lot has been achieved so far. Activities deriving from partnerships in P4P, School Feeding, MCH areas should be considered as 'regular projects' within WFP, i.e. fully mainstreamed across the organization.
24.	Conduct and project a more honest appraisal of our strengths and implementation capacity in order to appropriately position ourselves with key partners
25.	Devise flexible patterns of FLAs -- i.e. less top-down approach/languages.
26.	Implementing the Nutrition Improvement Strategy and providing adequate and sufficient resources for the nutrition programmes. For preventing the malnutrition, the collaboration with the Government as possible operating partner should be encouraged

27.	The turf war between UNICEF and WFP definitely needs to be resolved. Together the two agencies are very well placed to ensure nutrition issues remain high on the international agenda. WFP might also strengthen its partnerships with the private sector for the development of locally produced fortified foods, particularly for infants.
28.	WFP needs to be more clear on its needs and how partnerships can support them (it is often hard to get a clear indication as to exact 'asks')
29.	Recognise that WFP objectives can only succeed only if work in partnership with national actors. There is plenty of leap service, but the approval process removes all partnership arrangements (e.g PRC process totally undermines what is locally agreed upon or act contrary to a partner's interest.
30.	sharing the same view on objectives/operation to achieve the goals...establishing commitment to avoid competition...and separate advocacy...donors consultations, build common strategy to build capacities and undertake common/joint advocacy...
31.	1-More local capacity building. 2-Plus efficient sisteme of Monitoring and Evaluation.
32.	Ensure nutrition is included in main government development policies and UN joint development ' plans.
33.	UNICEF should respect its mandate and let WFP do its work
34.	To have a clearer division of works with UNICEF on nutrition.
35.	I think that when it comes to partnering with Gov't, the positive is that there will always be a ministry of unit that can compliment and implement WFP interventions; the negative is that they are usually poorly resourced; therefore WFP needs to be ready to invest resources in these units which should have long term benefits in terms of capacity development. On the NGO side, this is a bit of a hit-n-miss situation ... maybe the NGO with the right profile is available and willing to partner with WFP in country X, maybe not (in which case, compromises have to be made and then WFP's partner may not be the ideal one). The other element is that WFP must negotiate global agreements with NGO partners so that we have harmonized approaches (for e.g. should WFP pay overhead costs, and if so, how much?)
36.	Disemination of roles and responsibilities amongst the various partners at field level, sensitisation and piloting few joint projects to generate success stories and projects/best practices.
37.	Clarify responsibilities as lead role in conducting nutrien baseline surveys, defining objectives (addressing acute or chronic malnutritiion agreeing to which. Nutrien products to be procured/provided by WFP products t (in addition to basic food commodities and which nutrien products will. Be provided by cooperating and/ or implementing partners Agree in work plan An accountability frsmework and an M&E system
38.	-Culture of partnership with and between WHP/UNICEF/FAO needs to be reinforced at all levels

6.2 In your opinion what could be done to ensure that WFP partnerships contribute to the effective emergency solutions?

#	Response
1.	Training of the WFP partners.
2.	have clear rules what we expect from a partner and when we call a donor a partner
3.	Make partners understand the reality on ground and need to support during the escalation of emergency, prioritise activities.
4.	Through the Clusters - encourage the structuring of the food security cluster to follow the model of the Logistics / ETC cluster. Not to create another body as this would only add more groups which would create inefficiencies
5.	Provide more training opportunities for partners to understand WFP better. Have a good mix of national and international partners. Build capacity of national partners and governmnet coubnterparts to give them greater knowledge base and experience.

6.	WFP is an action oriented organization, and not all partners we would like to see in emergencies have the same reaction capacity. However, in some cases, WFP has to choose between direct implementation implementing through partners in order to provide a timely response. More flexible financial tools and procedures for the signature of agreements to blur the limits of this choice would facilitate partnerships in emergencies (like, i.e. mobility of funds from Comm to ODOC, or allowing local NGOs to purchase food with WFP funds).
7.	Reinforce preparedness capacities and early warning systems.
8.	Advocacy and capacity building in some countries, WFP comes in only when they are signs of risks, perhaps it would be good to do it before the risks appear, we also know the gvy capacity but mechanisms should be found to anticipate. I am in a country prone to disaster but there is no Disaster prevention and preparaden/civil protection unit is non existent.. It's not Gvy priority.
9.	stricter selection criteria for partners
10.	Same as above, for emergency preparedness and response
11.	In places such as Somalia, WFP should ensure (pay for) military escorts/security for partners.
12.	Mapping and situation analysis of the country and regularly updating this information and sharing it with counterparts would contribute effectively in planning and designing for emergencies.
13.	More interrelation with multilateral institutions and natioanl Governemnts which require a different approach: more horizontal than vertical as now.
14.	Guidance on partnerships with governments in responding to conflict related emergencies
15.	we do much better with regard to emergency readiness/preparedness incl through the clusters (also as most staff feel more comfortable in this role of WFP). Again though there needs to be accountability and transparancy on what a CO is managing in terms of partnerships.
16.	sorry depends on each local environment - no one fit all answer here.
17.	That the divide between emergency and developement budgetary enveloppes be abandonned => any intervention is part of a continuum, such as any activity targeting an individual shoudl havean integrated approach as no individual is set outside his/her wider context which is multi-facet.
18.	Encourage staff to work with partners and ensure staff profile meets the required skills in building effective partnerships.
19.	I have no experience on emergency activities and preparedness in this country. However, WFP is trying to engage with the Government in the preparation of a policy on food security that will encompass food reserves (non-existant) and emergency preparedness.
20.	Replicate success stories in HQ and the field in promoting partnerships with academic and research institutions, private sector, IT institutions. Place emphasis on SO5, with ODP model of partnerships with regional and national bodies to enhance government ownership of EPR. Integrate DRR and SO5 in EPR into all programming with government ownership.
21.	Standard agreements to get operational as soon as an emergency is declared with mobilization of staff and resources. Joint appeals/funding proposals to donors.
22.	Large scale emergencies require constant advanced coordination and training with partners. These coordination and training activities must be made more structured, to the point that WFP and its partners can deploy as one.
23.	Partnerships with implementing partners in emergency operations are crucial. Guess this type of partnerships are already contributing a lot to WFP main goals.
24.	We are doing it - leadership of the key clusters should enable a more equitable and dynamic approach to emergency solutions in the 3 areas (food sec, logs. ECT)
25.	Create more truly functional stand-by agreements that can be drawn on locally

26.	Develop a partnership framework with national universities in the region frequently affected by emergencies for the transfer of tools and skills developed for the contingency planning, the emergency assessments and the responses programming. This can provide human and technical capacities to the affected countries to be able to intervene if a crisis happens.
27.	WFP partnerships with agencies such as UNHCR, UNICEF, Red Cross are crucial to ensure an effective emergency response.
28.	again, WFP needs to be more clear on what the 'ask' is.
29.	Commitment to the principles enshrined in the partnership principles at all levels .. senior managers, technicians revise PRC protocol that recognises national partners priorities; balance technical expedience with partners priority
30.	NGOs partners should accept the fact there are possibility for genuine partnership and stop submitting their best project to donors and the worseor least likely to be funded under the UNCAP. to generate most cost efficient approach
31.	1- More information/formation for the Cooperating Partners
32.	Continuous information sharing and capacity building to counterparts, especially government emergency organizations and NGOs
33.	To explain more its policies and procedures on emergency preparedness to its partners, specially other UN Agencies.
34.	Tighter and harmonized LOU's
35.	Standby agreement General MoU with prospective local cooperating partners.
36.	More involvement of partners in the assessments and design of emergency solutions.
37.	Joint training on early warning and preparedness with the involvement of government counterparts and local communities A communication strategy to ensure adequate flow of information sharing system
38.	-Agreements on methodologies, targeting, nutritional vigilance, comprehensive approach in nutritional interventions, supplementary feeding needs, among others, to be develop with organisations/agencies with mandate on nutrition issues (WHO, FAO, UNICEF...)
39.	- increasing high-level representations and attention to partners; - better strategic and operational guidelines

6.3 Please provide any other comments that you would like to make about partnership to inform the evaluation. |

#	Response
1.	Understanding partnership: how joint partnership improves situation, having the skills and ability to work as partner, having capacity to understand and identify, develop, sustain partnership.
2.	The partnership evaluation will be here soon. The planning process is not well done. Information available on the evaluation mission was not considered adequate - it did not have initial guidance on what and which agencies to meet. No agenda was provided with offices having to create and piece together queries from organizations. Visit will be made during a holiday season where key people with whom WFP works with are not available. The team leaders do not speak the language (which is Spanish) which is a hindrance. In order not to influence the responses of agencies interviewed, interviews should be done without the full participation of the WFP staff I did not think it was organized well.
3.	Some partners are politically correct but very expensive; some partners are small (local) and expensive. WFP must learn to balance with both types. It is important to build capacity of local partners and that requires

	time and money - which WFP should invest, for long term solutions.
4.	When compared with other organizations, namely other UN agencies, WFP has a good balance of participatory design and practical approach to the reality of the field, which helps building good partnerships while having clear responsibilities of all parts since the beginning. In my opinion, one of the main WFP weakness in relation with partnerships is the lack of knowledge of rules and procedures of its staff.
5.	standard agreement forms would be useful
6.	"Everybody wants to coordinate, nobody wants to be coordinated". It is difficult for agencies, including WFP, to put their own priorities on the backburner for the sake of a more comprehensive collective goal of which the agency's priority is (just) a part.
7.	WFP should have a unit whose job is to distribute food - instead of depending entirely on partners. WFP should look into distributing food themselves in certain cases and not always put this task on partners.
8.	RBM must be part of the joint agreements to be evaluated based on impact/results than in tonnage moved.
9.	think this is essential for WFP Lastly the partnerships with governments should be considered separate as the nature and extent differs from partnerships with NGOs or even UN --- government partnerships are often key to ensure WFP ability to programme and operate.
10.	Partnership takes time, requires patience and flexibility. WFP needs to recognize these and appreciate staff who spend time in building relationships to effective partnership!!
11.	Identify the incentives for partnerships and criteria to evaluate which partnerships have potential for greatest impact. Review WFP success stories, ie ODP with its regional network of EPR hubs and regional MOUS with government institutions and regional bodies enabling EPR in countries where WFP not present. Integrate knowledge sharing in partnership frameworks.
12.	Clear role and mandate of partners is sometime an issue as they can easily move from one sector to another and not necessarily possible to know in advance.
13.	Indeed, this is a very important evaluation as partnerships are more relevant in WFP as the organization moves from food aid to food assistance.
14.	Partnerships formed at central level are often passed down to the country level with an expectation that local agreements will be developed. However this is sometimes not feasible - for example in spite of FAO/WFP collaboration, in certain countries FAO does not have adequate levels of staff and resources to fully engage with WFP on the ground.
15.	The future relies on effective partnership arrangements and WFP MUST invest in partnership skills
16.	WFP and others agencies such as HCR/UNICEF and WHO should agree on a common strategy to address partnership issues...each organization have their own way of doing business and donors should promote more partnership with less competitive manner.
17.	N/A
18.	It is possible to move from food aid to food assistance with proper partnerships, by seeing the government as a partner and not a beneficiary. The mutual respect between UN organizations working in similar topics and complementarity of actions, and in joint coordination with government entities, results in efficient partnerships with good results.
19.	Nothing.
20.	-Information sharing among agencies to understand priorities and strategies are important before any partnership at national and international level -Joint ventures on nutrition with comprehensive approach at national level are important to frame each responsibility and increase the national capacity building through one UN voice on nutrition and health related issues

Annex XIII - Other Stakeholders Engaged

Other WFP Regional Bureaux

WFP Regional Office in Dakar

Ms. Pasqualina Di Sirio, Senior Regional Programme Adviser;

Ms. Anna Horner, Regional Nutrition Adviser, ODD;

Ms. Patrizia Papinutti, Regional M&E/Programme Adviser;

WFP Regional Office in Johannesburg

Mr. Mustapha Darboe

Ms. Brenda Barton

Mr. Bill Barclay

Ms. Francesca Erdelman

Ms. Cecilia Garzon

Ms. Annette Birungi

WFP Regional Office in Cairo

Mr. Jonathan Campbell

Mr Armando Diaz

Participants in the WFP Debrief

Caroline Heider,

Jamie Watts,

Sally Burrows,

Martina Tagliaferri

Trudy Bower, RMBG, Grants Manager

Elizabeth Faure, ODXH, Programme Adviser

Thomas Thompson, ODLT, Head, ALITE & Cluster Units

Giuseppe Saba, UNHRD Coordinator

Brian Lander, ERM, Sr. External Relations Officer

Lucy Tocci, ODLT, Sr. Logistics Assistant

Sandra Westlake, CPP, Donor & Private Sector Relations Officer

Heiko Knoch, ERM, Head, NGO Unit

Christopher Kaye, RMP, Director

Monica Marshall, CPP, Head

Peter Rodrigues, OD, Sr. Programme Adviser

Magdalena Moshi, Egypt, Cairo, Regional Programme Adviser

Pasqualina di Sirio, Dakar, Senior Regional Programme Adviser

Gabriela Spaizmann, Asia, Bangkok

Myrta Kaulard, Country Director Haiti

Jayne Adams, Programme Unit, LAC

External Partners

Action Contre La Faim

Julien Morel, Food Assistance & Security Adviser – technical department

FAO

Mr. Jeff Tschirley, Chief, Rehabilitation & Humanitarian Policy Service, FAO, Rome

Inter-agency Standing Committee 16 September 2011

Mr. Simon Lawry-White, Chief, IASC Secretariat, United Nations, Geneva

International Council of Voluntary Agencies

Ms. Manisha Thomas, Senior Policy Officer, ICVA, Geneva

IFRC

Ms. Joy Muller, Coordinator, International Representation & Cooperation, IFRC, Geneva

Ms. Elise Baudot Queguiner, Legal Counsel, IFRC, Geneva

Millennium Villages Program

Ms. Rosaline Remans

Norwegian Refugee Council

Ms. Arnhild Spence, Resident Representative, NRC, Geneva

Mr. Austen Davis, Advisor, Food Security, Technical Support Section, International Programme Department, NRC, Oslo

Ms. Nina Hjellegjerde, Head, Staff Roster

OCHA

Mr. Rudolph Müller, Chief, Emergency Services Branch, OCHA, Geneva

OXFAM, 3 October 2011

Ms. Aimée Ansari, Humanitarian Policy Representative, Oxfam, Geneva

TNT

Ms. Rose Verdurmen:

UNHCR

Mr. Jean-François Durieux, Director, Division of Programme Support and Management (DPSM)

Dr. Paul Spiegel, Chief, Public Health and HIV Section (DPSM)

Ms. Kemlin Furley, Acting Head, Inter-Agency Unit (Division of External Relations)

Mr. Milton Moreno, Senior Officer, Office of the Assistant High Commissioner (Operations)

Ms. Hanna Mattinen and Ms. Caroline Wilkinson, Programme Officers (DPSM)

UNICEF

Mr. Dermot Carty, Deputy Director, Office of Emergency Programmes, UNICEF, Geneva

Welthungerhilfe

Mr. Mathais Mogge, Executive Director, Programmes

WHO

Ms. Zita Weise Prinzo, Nutrition for Health and Development, WHO, Geneva

Dr. Bruce Aylvard, Assistant Director General, Polio, Emergency and Country Collaboration;

Mr. Jules Pieters, Coordinator, Emergency Operation Support, Health in Action Crisis (HAC), WHO, Geneva

World Vision International

Mr. George Fenton

Vodafone Foundation

Mr. Andrew Dunnett, Director

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Office of Evaluation
www.wfp.org/evaluation

