

# WFP's Corporate Partnership Strategy

*EB Informal Consultation*

*12 March 2014*



**World Food Programme**

**“No single organization can address today’s complex food and nutrition security challenges. Partnership is more important than ever. The challenge now is to better define the role and value added of actors within the wider field, strategically select partnerships, strengthen mutual accountability and ensure collaboration delivers results..”**

**- WFP Strategic Plan (2014-2017)**

# Overview

- **Main Drivers and Guidance**
- **Process and Inputs**
- **The Corporate Partnership Strategy**
  - WFP's approach to partnership
  - WFP's main partners
  - Implementing the strategy
- **Next Steps**



# Building Blocks

- WFP's Strategic Plan (2014-2017)
- Strategic Evaluation of the effectiveness of WFP's partnerships in the transition from food aid to food assistance (2011)
- Fit for Purpose

# Main drivers and Inputs



# Questions the strategy addresses

- How can we become the partner of choice in food security and nutrition?
- How can we build on examples of excellence in partnering that already exist and make these best practice in the future for all offices and all our staff?
- What are the guiding principles that we must follow to become a partner of choice and how do we best equip our staff with the knowledge and tools to be an effective partner of others?



# The results expected

- A **common understanding** across WFP of the benefits of working with others to achieve WFP's goals.
- A **strategic focus** on partnerships at the global, regional and country level through the development of **engagement strategies** for all key partners.
- A **consistent approach** to the selection, maintenance, monitoring evaluation and reporting of partnerships.
- **Best practice** tools, guidance, training and support to help Country Offices select and manage partnerships effectively.
- **Cost-effective collaboration** by reducing overlap and duplication of activities and minimizing transaction costs.

# Section 2: WFP's Approach to Partnerships

- WFP's partnering approach
- A continuum of collaborative relationships
- The WFP definition of partnerships
- The guiding principles
- WFP's Unique Value Proposition
- What WFP expects of its partners.




# A continuum of relationships

**Figure 1: The Continuum of Collaborative Relationships in WFP**

<b>Transactional</b> <<<<<<<<		>>>>>>>> <b>Partnership</b>
One party decides on the programme based on their knowledge and experience	↔	Decision co-generation based on joint knowledge and experience
One party purchases a service from – or donates to the work of – another	↔	Partners bring together complementary resources
Fixed contractual arrangement, with clear activities and outputs decided at beginning	↔	Collaboration agreement, with agreed outcomes; flexibility over how to get there
Limited engagement with parties outside the contractual arrangement	↔	Engagement and commitment beyond the contractual arrangement
Partners stay in their comfort zones, – each doing what they normally do	↔	Partners create new ways of working
One-way accountability	↔	Mutual accountability
Significant trust and transparency not essential	↔	Requires mutual trust and transparency

# Advantages of different forms of collaboration

**Figure 2: Advantages of Different Forms of Collaboration**

<b>Transactional</b> 	<b>Partnerships</b>
<ul style="list-style-type: none"> <li>Well-defined and manageable commitment</li> <li>Lower management and administration costs – requires significantly less investment in relationship building</li> <li>Clear decision-making authority and narrowly defined contractual relationship</li> <li>Predictable procedures and outcomes</li> <li>Clear lines of authority and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Stronger potential for innovative and transformational solutions</li> <li>Scope to identify improved approaches</li> <li>Decision-making is participatory and more fully informed</li> <li>Partners willing to commit additional resources</li> <li>Wider potential for influence and advocacy</li> <li>Potential for stronger overall accountability</li> <li>Greater potential for mutual learning</li> </ul>

# WFP definition of partnerships

## The WFP Definition of Partnerships

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

- ✓ combining and leveraging complementary resources of all kinds;
- ✓ working together in a transparent, equitable and mutually beneficial way; and
- ✓ sharing risks, responsibilities and accountability.

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

# The guiding principles

**Strategic principles** - the framework within which all WFP partnerships have to operate;

**Precautionary principles** - limit risk and exclude partnerships that may be detrimental to WFP; and

**Prescriptive principles** - establish the rules of good practice for all partnership work .

# Section 3: WFP's Main Partners – Forms of partnership

- **Forms**
  - **Bi-lateral partnerships:** agreements between WFP and another actor;
  - **Multi-stakeholder and catalytic partnerships:** partners sign up to multi-party Memoranda of Understanding (MoUs); and
  - **Open and networked partnerships:** which align around shared objectives but not in a regulated, formalized way.

# Section 3: WFP's Main Partners – Types of partnerships

- **Types**
  - **Resource:** *Human, financial, and technical resources*
  - **Knowledge:** *Human, financial, and technical resources*
  - **Policy and Governance:** *including regional and country hunger and nutrition policies*
  - **Advocacy:** *support for publicity work*
  - **Capability:** *design and implementation of programmes*

# The wide array of WFP relationships

**TABLE 2: THE WIDE ARRAY OF WFP RELATIONSHIPS**

Legend: **B** – Bilateral partnerships; **M** – Multi-stakeholder and catalytic partnerships;  
**O** – Open and networked partnerships

	Host governments	Donor governments	NGOs	Private sector	United Nations	IFIs	Academia think tanks	Governing bodies	Media	Affected populations
<b>Resource partners</b> <i>Human, financial, and technical resources</i>	B	B M	B	B	M	B M				
<b>Knowledge partners</b> <i>Information, evaluation and analysis</i>		B M O	B M O	B M	B M O	B M O	B M O	M		
<b>Policy and governance partners</b> <i>Policies, governance, regional and country hunger and nutrition policies, and hunger and institutional governance</i>	B M	M O	M O		M O	M O	O	M		
<b>Advocacy partners</b> <i>Support for publicity work</i>	B M	B M O	B M O	B M	B M O	B M O	B M O	M	O	O
<b>Capability partners</b> <i>Design and implementation of programmes and operations</i>	B		B M	B M	B M					O

# WFP's Key Relationships

- The people we serve
- Governments (donor, host and governing bodies)
- Regional Organisations
- Private Sector
- Civil Society
- United Nations
- International Financial Institutions
- Academia and Think Tanks
- Media



# Section 4: Implementing the Strategy

WFP's dominant culture needs to evolve further from "We deliver" to "We deliver together".

Key elements in the implementation of the CPS include:

- strategy
- advocacy
- engagement
- agreement
- relationship management
- partnership management
- Implementation support to offices and staff on partnerships.

# Next Steps



**Thank you**