



Evaluation of WFP's adaptation to the evolving partnerships landscape

Round table on evaluation reports and management responses – 5 November 2026



World Food Programme

SAVING
LIVES
CHANGING
LIVES

Context, purpose & rationale



- **Context – Rapidly changing global partnership landscape**
- **The evaluation**
 - **Why?** - Is WFP adapting sufficiently to changing external environment?
 - **What?** Evaluate approach, institutional arrangements and results & reasons
 - **When?** Timeframe 2022–2026

What are global partnerships?



Structured collaborations

- **mutual** commitments
- **shared** accountability
- **two-way** engagement
- overseen **Global HQ**
- **strategic significance**
- contribute to **WFP's strategic objectives**

....UN, IFIs, climate funds, private sector, philanthropic and others



Insight 1: WFP's partnership vision is evolving positively

- Since 2022, **progressively more ambitious** partnership vision
- Shift towards **transformative partnerships**
- **Expanded engagement modalities** for collective action to support for broader food security outcomes



Insight 2: WFP partnership portfolio is swiftly evolving

- **OECD-DAC governments still the foundation**
 - Efforts to protect and deepen relationships
- Successful expansion **beyond traditional donors**
 - IFIs, climate, private sector, philanthropic, innovative financing
 - Growth in programme country financing
 - But volumes don't compensate for wider decline
- **Organizational systems still adapting** to more complex partnership portfolio
 - But reforms underway



Insight 3: Staffing reductions and skills gaps risk widening the partnership capacity gap

- **Reduced staff capacity** = challenges to sustain transformational partnerships
- **Individual excellence** = corporate asset for partnerships
- **Critical skills not consistently available** – innovative finance, policy engagement & systems strengthening
- **Staff turnover** affects relationship continuity

✓ ✓ x Insight 4: Partnerships generate significant leverage - but full value uncaptured

- **Strong leverage benefits** from new partnerships
 - **Additional resources unlocked** for government partners
 - **Shaping climate finance**
 - **Innovation**
- **Measurement & reporting systems don't capture the contributions**

Countries/partnership	\$\$\$ leveraged
Novo Nordisk (Rwanda, Uganda, Kenya)	USD 70m Ph II
Private sector - Food security catastrophe bond (Mali, Mozambique, Somalia)	Up to USD 90 million



Insight 5: Staff face growing demands as partnerships become increasingly complex

- **Staff navigating complex partnerships** but lack full guidance
- **WFP incentives** prioritize funding mobilization
- **Siloed working** constrains systemic engagement with partners
- **Organizational evolution towards convening & enabling** = delivering partnership value

Recommendations

1

Invest in the people & capabilities needed for transformative partnerships.

2

Strengthen foundations and delivery capacity for transformative partnerships through internal frameworks, guidance and delivery capacity

3

Elevate strategic messaging, storytelling & visibility.