

Strategic Evaluation

From Food Aid to Food Assistance- Working in Partnership: A Strategic Evaluation – Vol. III Surveys and Tools (Annexes XIV-XXIV)

January 05, 2012

Commissioned by the
Office of Evaluation
Measuring Results, Sharing Lessons

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

[Report number: OE/2012/003]



WFP

World Food Programme

wfp.org

Acknowledgements

Before commencing this Evaluation Report, we would like to express our sincere thanks to all stakeholders with whom we have collaborated during this evaluation, giving special recognition to the staff and management of WFP offices worldwide. We also wish to thank the staff and management of OE for rapidly mobilizing data, and for engaging a network of global partners in the evaluation process. It is as a direct result of this level of cooperation and enthusiasm that the realization of this evaluation has become possible.

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.

The designation employed and the presentation of material in the maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

Evaluation Management

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

Table of Contents

Annex XIV – Good Partnership Health Checklist	1
Annex XV – The Partnership Agreement Scorecard	4
Annex XVI – Interview Guide: Cost Benefit Survey.....	6
Annex XVII – Interview Guide: WFP Staff Interview Protocol.....	15
Annex XVIII – Interview Guide: External Stakeholder Interview Protocol	19
Annex XIX – Interview Guide: Framework Partner Interview Protocol.....	23
Annex XX – Interview Guide: Government Partners Interview Protocol	27
Annex XXI – Full Cost/Benefit Matrix	31
Annex XXII –Survey WFP External Stakeholders	34
Annex XXIII – Survey WFP Managers and Staff	41
Annex XXIV – Evaluation of Partnership Template.....	49

Annex XIV – Good Partnership Health Checklist

A tool for reflective or reciprocal evaluation

This tool is designed to give a quick assessment of whether a partner organization is following the principles of good partnering. It divides the three core principles of partnering into 12 statements describing partnership behaviour. Respondents can then indicate the extent to which they agree or disagree with each statement in relation to the partner under review.

The tool is intended to be used in an assessment of one partner's behaviour rather than of a partnership as a whole. It can be used reflectively as a means of self-assessment - either on the basis of individual responses or as part of a group review process. It can also be used reciprocally in a process where representatives from other partner organizations are invited to review partnership performance. This enables the views of partners to be compared and any divergence of opinion to be addressed as part of a commitment to improving partnership values and behaviour.

The tool was initially developed by the Partnership Initiative of London England.

Good practice in partnering

Successful partnerships need the partners to share not only common objectives but also some core values about what makes a partnership work. In addition to the principles for partnership established by the Global Humanitarian Platform in 2007, three key fundamental characteristics of successful partnering are Equity, Transparency and Mutual Benefit.

EQUITY

Equity is not equality – partnerships often bring together organizations with vastly different status, scope and resources. Equity is recognising that each partner has a vital contribution it brings to the table for which it should be valued and which earns it the right to have a respected voice in decision-making .

TRANSPARENCY

Openness and honesty in working relationships are pre-conditions of building trust between partners and a willingness to sustain the collaboration. Transparency is an essential first step towards creating an atmosphere of trust and of ensuring mutual accountability.

MUTUAL BENEFIT

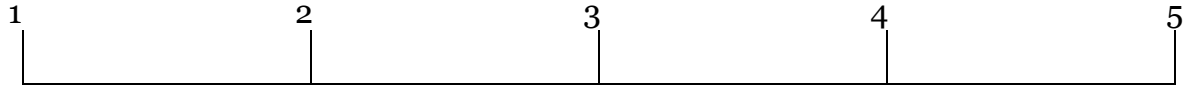
Partnerships are based on shared risks and shared benefits. A healthy partnership will recognise that each partner needs to achieve specific benefits – over and above any common benefits - and will work towards this goal.

For each of the following statements below, indicate the extent to which you agree or disagree with the statement. The scale ranges from 1 (Strongly Disagree) to 5 (Strongly Agree): you should always select one point on the line (i.e. do not indicate positions between the scores). If you do not feel strongly about the point or feel there is no evidence to guide your decision, select point 3 on the scale.

Partnership to be Self-Assessed

--

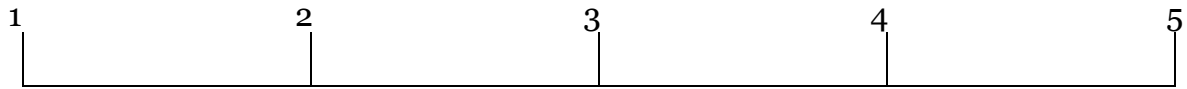
1. The organization respects its partners and is receptive to their views



strongly disagree

strongly agree

2. The partner does not seek to dominate the decision-making process



strongly disagree

strongly agree

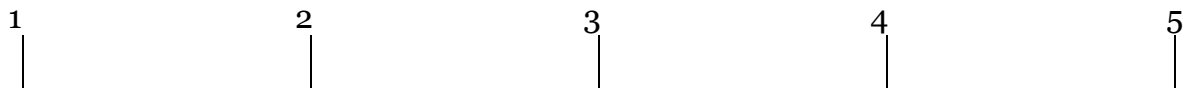
3. The partner abides by agreed protocols on communication and decision-making



strongly disagree

strongly agree

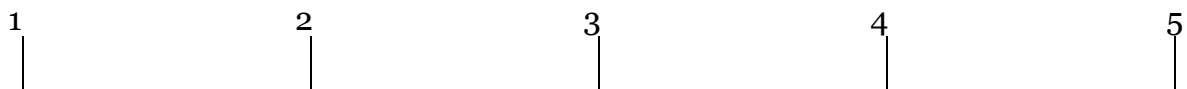
4. The main contact point is clearly identified and accessible



strongly disagree

strongly agree

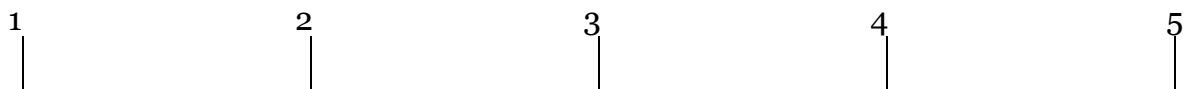
5. The partner responds in a timely manner to requests for information



strongly disagree

strongly agree

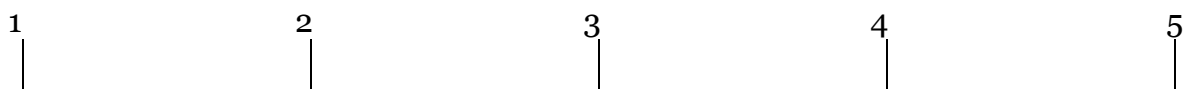
6. The partner communicates in an open and honest way



strongly disagree

strongly agree

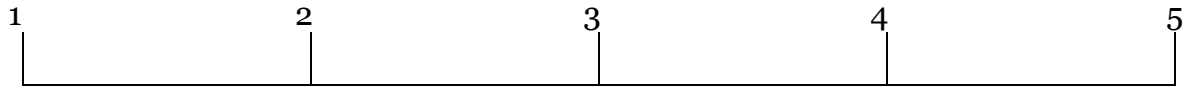
7. There is a clear accountability for the partner's actions and decisions



strongly disagree

strongly agree

8. The partner regularly attends and plays an active role in partner meetings



strongly disagree

strongly agree

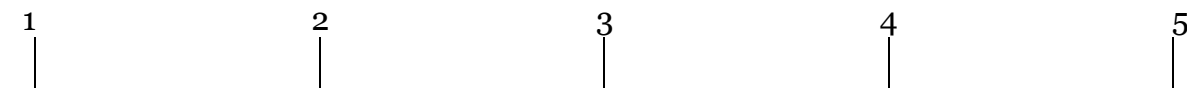
9. It is clear what benefits the partner wishes to gain from the partnership



strongly disagree

strongly agree

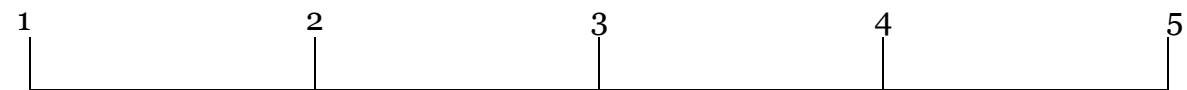
10. The partner shows respect for the specific needs and interests of each partner institution



strongly disagree

strongly agree

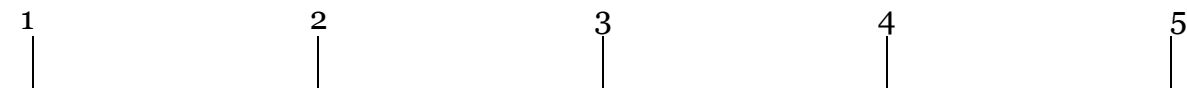
11. The partner is prepared to be flexible in achieving common objectives



strongly disagree

strongly agree

12. The partner fulfils its commitments to the partnership in a timely manner



strongly disagree

strongly agree

Comment Box

Add any comments here to explain, extend or complement your answers

Annex XV – The Partnership Agreement Scorecard

The ideal partnering agreement is designed to capture an agreed collaboration that has been co-created (not imposed by one or other partner). Often such an agreement can be split into an over-arching partnering MoU alongside other forms of agreement or contract for the delivery of specific activities or transfer of resources. Ideally the agreement becomes an expression of the vision, aspirations, hoped-for results of the partnership both from each partner’s perspective, and collectively, rather than simply a means of control.

By attempting to embed the core partnering principles of equity, mutual benefit and transparency into the agreement, the process itself can help push a transactional relationship towards being more of a partnership

This scorecard was modified from one developed by the Partnering Initiative of London England. WFP gratefully acknowledges there assistance.

Scoring Methodology

- Review the attached “Essential Elements” to identify the factors
- Some questions may not be applicable, if so identify same in the “comments
- Rate each of the questions on a 0-10 scale as follows:
 - 0 = No reference to the issue at hand
 - 1-3 = Minimal and short references
 - 4-5 = Vague , non-specific references
 - 6-7 = Incomplete, but generally descriptive, able to be generally understood
 - 8-10= Complete, detailed descriptions, able to be well understood

Ingredient	Score (0-10) or n/a	Comments (e.g. what could be adapted to make it more appropriate to a partnership?)

WHO?		
Description of partner organizations (inc. mission)		
Identification of representatives and their status		

WHY?		
Vision statement		
Shared objectives		
Individual partner objectives		

WHAT?		
Proposed project / activities		
Outline work plan		
Resource commitments from each partner		

WHAT?		
Roles and responsibilities		
Performance indicators		
Sustainability strategy		
Risks (collective and to each partner)		

WHEN?		
Timeframes		
Milestones		

HOW?		
Relationship management protocols		
Governance arrangements		
Decision-making procedures		
Funding arrangements (possibly covered by further contracts)		
Measures to mitigate risks		
Measures to strengthen partnering capacity		
Metrics for monitoring & measuring partnership performance against each partners' objectives & shared objectives		
Health check / review procedures		

COMMUNICATION		
Procedures for on-going partner communications		
Rules for branding (using own, each others)		
Rules for the public profile of the partnership		
Intellectual property and confidentiality rules		
Protocols for communicating with constituents and other interested parties		
WHAT IF?		
Grievance mechanism to resolve differences		
Rules for individual partners to leave or join		
Exit ('moving on') strategy for partnership as a whole (in particular to ensure sustainability of outcomes)		

TOTAL SCORE: _____ **out of** _____

Annex XVI – Interview Guide: Cost Benefit Survey

PROTOCOL

1. Introduction

The Office of Evaluation (OE) of WFP has recently commissioned an evaluation of the efficacy of how WFP works in partnership with others to achieve its strategic objectives and especially to complement the strategic transformation of WFP from “Food Aid” to Food Assistance. This evaluation will be reviewing how WFP partners and how partnerships contribute to the attainment of strategic objectives. The Costs and Benefits of partnership are very important considerations.

That is why we have developed this special questionnaire for specific use with WFP staff to determine costs and benefits.

The term “partnership” is widely used by nearly everyone, but there is no true common understanding of what it means. Some use it to characterize what, in the past, would be called a relationship with an implementing agency, while others use it to describe relations with sister UN organizations at the global level.

The first task of this evaluation therefore, has been to develop a working definition of a partnership as opposed to a contractual relationship to deliver goods or services. Partnership has the following fundamental characteristics as defined by the Partnership Initiative of London, England.

- Partnership involves both parties contributing their own resources, either financial or human or both.
- A partnership is voluntary and collaborative.
- The partners are mutually accountable to each other, unlike a contractual relationship where one side serves while the other side manages.
- A partnership involves shared risks and shared benefits.
- A partnership involves complementary interests and objectives.

The evaluation developed a five-fold topology of different kinds of partnerships based on the functions of the partnership, whether it involves service delivery, or whether its prime purpose is capacity building. The table below illustrates these five types of partnerships.

Type	Characteristics
Delivery	<ol style="list-style-type: none">1. To deliver services to beneficiaries.2. More classically “implementing agency”3. With the proviso that a “Delivery Partner” must bring tangible or intangible benefits or skill over and above the contractual delivery of a good or a service
Skills Transfer	<ol style="list-style-type: none">4. Capacity building with third parties - many times governments, regional bodies or NGOs5. Implies a degree of mutuality of interest and risk that is more than a training activity
Framework	<ol style="list-style-type: none">6. Relations between regional or global bodies that “enable” WFP to work within the global system
Knowledge Building	<ol style="list-style-type: none">7. Relations where WFP and another body expand the scope of knowledge - and techniques
Policy and Advocacy	<ol style="list-style-type: none">8. Relations where WFP and another body work together to raise awareness of advocate for new approaches and responses to issues of common concern

Of course, WFP has partnerships at many levels - at the global level with its UN sister agencies and others, at a regional level with regional government bodies and others, and of course a host of partnership relationships at the country level. Our evaluation will be assessing cases drawn from these three geographic levels.

Our evaluation focuses around four sets of issues:

- The implications of the transformation from Food Aid to Food Assistance on how WFP partners and with whom
- The Effectiveness and Efficiency of partnerships
- The external operating environment and how it impacts on partnerships
- The internal operating environment of WFP and how it impacts on partnerships.

Given that WFP has hundreds of partnership arrangements, the evaluation will focus on two thematic areas:

- Partnership in relation to health and nutrition; and,
- Partnerships in relation to emergency preparedness and response.

You will be asked to consider a series of questions (for the partnership in question) relating to potential costs and benefits arising from working in partnership and to provide illustrative examples (with quantified estimates where possible).

You will then be asked to rate their responses on a scale of -5 to +5 to indicate the scale of these costs and benefits.

Place an X on the square that best represents your assessment.

Questions Common To All Partnerships

A. Partnership Identification

Partnership (e.g Name, or field of work)	Who are the partners?	Main Objectives

B. Pooling Resources

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

Access to Resources										
Decrease in resources					Even balance	Increase in resources				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

C. Scope

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

Impact on Beneficiaries										
Decrease in impact					Even balance	Increase in impact				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

D. Coordination

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.)

Cost Savings/Increases										
Negative savings (Cost increases)					Even balance	Positive savings (Cost savings)				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

4. To what extent has working in partnership had any benefits or costs in terms of facilitating complementary interventions (creating synergy in excess of the individual interventions)?

Creation of Synergy										
Conflicting interventions					Even balance	Complementary interventions				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

E. Partnership Management/Operation

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)

Partnership Management Costs										
Increase in costs					Even balance	Decrease in costs				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

F. Opportunity Cost

6. To what extent has working in partnership had an effect on your normal level of operations? (Consider activities that have been forgone to spend time on managing the partnership)

Opportunity Costs										
Reduction in normal level of operations					Even balance	Increase in normal level of operations				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

7. To what extent has working in partnership meant that your organization has had to suppress its own operational objectives or way of working?

Opportunity Costs										
Negative balance					Even balance	Positive balance				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

Specific Questions

Looking at the above definition of five different kinds of Partnership, which most closely resembles the one in question? It is quite possible that your partnership has elements of several, but it is important for us to categorise it as closely as possible.

Type Delivery	Yes/No
Delivery	
Skills Transfer	
Framework	
Knowledge Building	
Policy and Advocacy	

Now on the basis of this selection, please respond to the specific questions below that relate to each different type of partnership.

Delivery Partnership

- To what extent has working in partnership enhanced your capacity for effective delivery of your objectives?

Capacity for Effective Delivery										
Capacity for effective delivery reduced					Even balance	Capacity for effective delivery increased				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

- Have you been able to achieve economies of scale?

Economies of Scale										
Negative balance (costs exceed savings)					Even balance	Positive balance saving exceeding costs)				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

Skills Transfer Partnership

3. To what extent has working in partnership provided you with access to additional expertise?

Access to additional expertise										
Reduced access					Even balance	Increased access				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

4. To what extent has working in partnership provided you with any opportunities to learn from your partners? Or have opportunities been missed?

Opportunities to learn from partners										
Reduced opportunities					Even balance	I				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

Knowledge Building Partnership

5. To what extent has working in partnership improved access to high-quality research?

Balance Between Costs and Benefits										
Negative balance (costs exceed benefits)					Even balance	Positive balance (benefits exceeding costs)				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

6. To what extent has working in partnership enabled mutual learning to take place between partners?

Mutual Learning										
Reduction in mutual learning					Even balance	Increase in mutual learning				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

Framework Partnerships

7. To what extent has participation in the partnership enabled new projects, campaigns or other joint activities to be initiated? (Consider initiatives that are undertaken as result of a mandate being established by partnerships at regional or global levels)

Balance Between Costs and Benefits										
Negative balance (costs exceed benefits)					Even balance	Positive balance (benefits exceeding costs)				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

8. To what extent has working in partnership at global, regional or national levels provided quality guidelines and parameters for activities at the country or field level?

Provision of Guidelines and Parameters										
Negative balance (costs exceed benefits)					Even balance	Positive balance (benefits exceeding costs)				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

Policy/Advocacy Partnerships

9. To what extent has working in partnership provided new levels of access to key decision makers in your field?

Access to Key Decision Makers										
Decreased					Even balance	Increased				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

10. To what extent has working in partnership enhanced your capacity for effective delivery of your objectives?

Capacity for Effective Delivery of Objectives										
Reduced capacity					Even balance	Increased capacity				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Examples (please provide quantified estimates where possible):

OVERALL ASSESSMENT OF COSTS AND BENEFITS

Please give an overall rating of the balance between costs and benefits

Balance Between Costs and Benefits										
Negative balance (costs exceed benefits)					Even balance	Positive balance (benefits exceeding costs)				
-5	-4	-3	-2	-1	0	1	2	3	4	5

Are there any costs you expected to incur, or benefits you expected to obtain from working in partnership which did not materialise? Please provide any examples and explain why if possible.

What do you think can be done in order to decrease the costs and/or increase the benefits of working in partnership?

Please feel free to add any other comments.

Thank you for your time and cooperation.

Annex XVII – Interview Guide: WFP Staff Interview Protocol

WFP Personnel

The Office of Evaluation (OE) of WFP has recently commissioned an evaluation of the efficacy of how WFP works in partnership with others to achieve its strategic objectives and especially to complement the strategic transformation of WFP from “Food Aid” to Food Assistance. This evaluation will be reviewing how WFP partners and how partnerships contribute to the attainment of strategic objectives. The assessment of the inputs and outputs of partnerships is not therefore the focus of this evaluation.

The term “partnership” is widely used by nearly everyone, but there is no true common understanding of what it means. Some use it to characterize what, in the past, would be called a relationship with an implementing agency, while others use it to describe relations with sister UN organizations at the global level.

The first task of this evaluation therefore, has been to develop a working definition of a partnership as opposed to a contractual relationship to deliver goods or services. Partnership has the following fundamental characteristics as defined by the Partnership Initiative of London, England.

- Partnership involves both parties contributing their own resources, either financial or human or both.
- A partnership is voluntary and collaborative.
- The partners are mutually accountable to each other, unlike a contractual relationship where one side serves while the other side manages.
- A partnership involves shared risks and shared benefits.
- A partnership involves complementary interests and objectives.

Within this general understanding, it is obvious that there are many different kinds of partnerships. One way to look at them is to view partnership on the basis of the type of an organization involved; a government or an NGO or a university, etc. However, such an approach does not lead easily to answering the fundamental question “what difference has this partnership made”.

The evaluation therefore developed a five-fold topology of different kinds of partnerships based on the functions of the partnership, whether it involves service delivery, or whether its prime purpose is capacity building. The table below illustrates these five types of partnerships.

Type	Characteristics
Delivery	To deliver services to beneficiaries. More classically “implementing agency” With the proviso that a “Delivery Partner” must bring tangible or intangible benefits or skill over and above the contractual delivery of a good or a service
Skills Transfer	Capacity building 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
Framework	Relations between regional or global bodies that “enable” WFP to work within the global system
Knowledge Building	Relations where WFP and another body expand the scope of knowledge - and techniques
Policy and Advocacy	Relations where WFP and another body work together to raise awareness of advocate for new approaches and responses to issues of common concern

Of course, WFP has partnerships at many levels - at the global level with its UN sister agencies and others, at a regional level with regional government bodies and others, and of course a host of partnership relationships at the country level. Our evaluation will be assessing cases drawn from these three geographic levels.

Our evaluation focuses around four sets of issues:

- The implications of the transformation from Food Aid to Food Assistance on how WFP partners and with whom
- The Effectiveness and Efficiency of partnerships
- The external operating environment and how it impacts on partnerships
- The internal operating environment of WFP and how it impacts on partnerships.

Given that WFP has hundreds of partnership arrangements, the evaluation will focus on two thematic areas:

- Partnership in relation to health and nutrition; and,
- Partnerships in relation to emergency preparedness and response.

Background Information

General

- Could you tell me your exact position? What aspects of WFP Programme are you responsible for? Which of the projects selected for this evaluation are you involved with? How long have you been in this position?

The Program

Descriptive

- Clarify any aspects that are unclear from documentation
- We have read the documents on the project (Reports, etc.) and have a good overview. However, I would like a better understanding of: (Select from following as appropriate):
 - Programme rationale
 - Funding sources
 - Support by each partner (financial, or in kind).
 - Governance of the partnership (the agreement, MOU, etc.)
 - Size Dimensions
 - Number of locales
 - Beneficiaries
 - Type
 - Number
 - Total programme administration costs
 - What contextual changes are affecting the project?
 - Financial/Economic
 - Donors

- Political/Governmental- degree of governmental involvement
- Social
- Labour Market
- Etc.

From Food Aid to Food Assistance

- How did this partnership come about? When did it begin and why? How does it address one or more of the Strategic Objectives of WFP?
- Did you assess the internal capacity of our new partner? How did we know that they would be capable of being effective?
- Is there a shared Vision for this relationship?
- What new involvements with others have arisen out of this partnership?
- If the partnership is one with an element of a government, what if anything has changed or is changing as a result of the Food Aid/ Food Assistance transformation?
- Looking at this partnership, has anything changed in the way it is structured or governed, or how the partnership has functioned? If so, what and why?
- Has the transformation from Food Aid to Food Assistance resulted in additional costs to WFP, or to your partner?

Effectiveness and Efficiency

- Are there selection criteria or any sense of what constitutes good partnership principles in how partners are chosen?
- How has this partnership improved the effectiveness of WFP delivery over simply undertaking that action alone or by a purely contractual arrangement?
- What do you consider to be the most important aspect of this partnership and why?
- What do you consider to be any limitations or barriers to it being more effective for the beneficiaries?
- How is the partnership “run” or governed (refer to issues in the “Good Partnership Governance Checklist”)?
- How useful is this partnership to development at the country and regional levels?
- Can the project be made more relevant? How?

External Environment

- Has this partnership resulted in any new synergies for WFP, either direct programmatic ones, or more intangible ones like accessing new and likeminded entities?
- What are WFP’s strengths in relation to this partnership?
- What are its challenges?
- What are your partner’s strengths?
- What challenges do they face?

- Turning to relations with government in particular, has the Food Aid/Food Assistance transformation resulted in any changes with governmental partners and if so, what and why?
- Are there any particular county-relevant factors or considerations that are affecting the partnership in question?

Internal Factors

- What WFP management systems or processes serve to strengthen the partnership in question?
- What ones serve to limit its effectiveness?
- Do you/your staff have sufficient training in partnership skills?
- How do you manage your time/the time of your staff in relation to the partnership in question? How much of a demand is there on you and your staff?
- Turning to WFP planning and reporting systems, do they track what you do in terms of the partnership characteristics and liaison work, or only inputs/outputs?
- What could be done better by WFP to strengthen the quality of your partnership?
- Each organization has its own culture. What elements of the culture of WFP promote partnership or detract from it?
- What can be done to address the detracting factors?

Conclusion

- Do you have any suggestions on other people we should meet?
- Is there any additional information you would like to share, or do you have any further comments?

Thank you for your time and cooperation.

Annex XVIII – Interview Guide: External Stakeholder Interview Protocol

The Office of Evaluation (OE) of WFP has recently commissioned an evaluation of the efficacy of how WFP works in partnership with others to achieve its strategic objectives and especially to complement the strategic transformation of WFP from “Food Aid” to Food Assistance. This evaluation will be reviewing how WFP partners and how partnerships contribute to the attainment of strategic objectives. The assessment of the inputs and outputs of partnerships is not therefore the focus of this evaluation.

The term “partnership” is widely used by nearly everyone, but there is no true common understanding of what it means. Some use it to characterize what, in the past, would be called a relationship with an implementing agency, while others use it to describe relations with sister UN organizations at the global level.

The first task of this evaluation therefore, has been to develop a working definition of a partnership as opposed to a contractual relationship to deliver goods or services. Partnership has the following fundamental characteristics as defined by the Partnership Initiative of London, England.

- Partnership involves both parties contributing their own resources, either financial or human or both.
- A partnership is voluntary and collaborative.
- The partners are mutually accountable to each other, unlike a contractual relationship where one side serves while the other side manages.
- A partnership involves shared risks and shared benefits.
- A partnership involves complementary interests and objectives.

The evaluation developed a five-fold topology of different kinds of partnerships based on the functions of the partnership, whether it involves service delivery, or whether its prime purpose is capacity building. The table below illustrates these five types of partnerships.

Type	Characteristics
Delivery	To deliver services to beneficiaries. More classically “implementing agency” With the proviso that a “Delivery Partner” must bring tangible or intangible benefits or skill over and above the contractual delivery of a good or a service
Skills Transfer	Capacity building 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
Framework	Relations between regional or global bodies that “enable” WFP to work within the global system
Knowledge Building	Relations where WFP and another body expand the scope of knowledge - and techniques
Policy and Advocacy	Relations where WFP and another body work together to raise awareness of advocate for new approaches and responses to issues of common concern

Of course, WFP has partnerships at many levels - at the global level with its UN sister agencies and others, at a regional level with regional government bodies and others, and of course a host of partnership relationships at the country level. Our evaluation will be assessing cases drawn from these three geographic levels.

Our evaluation focuses around four sets of issues:

- The implications of the transformation from Food Aid to Food Assistance on how WFP partners and with whom
- The Effectiveness and Efficiency of partnerships
- The external operating environment and how it impacts on partnerships
- The internal operating environment of WFP and how it impacts on partnerships.

Given that WFP has hundreds of partnership arrangements, the evaluation will focus on two thematic areas:

- Partnership in relation to health and nutrition; and,
- Partnerships in relation to emergency preparedness and response.

Background Information

General

- Could you tell me your exact position? What aspects of WFP Programme are you responsible for? Which of the projects selected for this evaluation are you involved with? How long have you been in this position?

The Program

Descriptive

- Clarify any aspects that are unclear from documentation
- Looking at the types of partnership above, which one best describes the actions in question?
- We have read the documents on the project (Reports, etc.) and have a good overview. However, I would like a better understanding of: (Select from following as appropriate):
 - Funding sources
 - Support by each partner (financial, or in kind).
 - Governance of the partnership (the agreement, MOU, etc.)
 - Size Dimensions
 - Number of locales
 - Beneficiaries
 - Type
 - Number
 - Total programme administration costs
 - What contextual changes are affecting the project?
 - Financial/Economic
 - Donors
 - Political/Governmental- degree of governmental involvement
 - Social
 - Labour Market
 - Etc.

From Food Aid to Food Assistance

- How did this partnership come about? When did it begin and why?
- When you began to work with WFP did you or WFP assess your internal capacity?
- Do you have a MOU with WFP and is there a shared Vision for this relationship?
- What new involvements with others have arisen out of this partnership?
- Looking at this partnership, has anything changed in the way it is structured or governed, or how the partnership has functioned? If so, what and why?

Effectiveness and Efficiency

- Has the concept of Good Partnership Principles ever been raised with you?
- How has this partnership improved the effectiveness of your delivery?
- What makes this relationship more than a contract? What do you bring in particular that another body could not bring?
- What do you consider to be the most important aspect of this partnership and why?
- What do you consider to be any limitations or barriers to it being more effective for the beneficiaries?

External Environment

- Has this partnership resulted in any new synergies for you, either direct programmatic ones, or more intangible ones like accessing new and likeminded entities?
- What are WFP's strengths in relation to this partnership?
- What are its challenges?
- What are your strengths?
- What challenges do you face?
- Are there any particular county-relevant factors or considerations that are affecting the partnership in question?

Internal Factors

- From your perspective as a partner of WFP, what WFP management systems or processes serve to strengthen the partnership in question?
- What ones serve to limit its effectiveness?
- Do you/your staff have sufficient training in partnership skills?
- How do you manage your time/the time of your staff in relation to the partnership in question? How much of a demand is there on you and your staff?
- What could be done better by WFP to strengthen the quality of your partnership?
- Each organization has its own culture. What elements of the culture of WFP promote partnership or detract from it?
- What can be done to address the detracting factors?

Conclusion

- Do you have any suggestions on other people we should meet?
- Is there any additional information you would like to share, or do you have any further comments?

Thank you for your time and cooperation.

Annex XIX – Interview Guide: Framework Partner Interview Protocol

Framework Partnerships

The Office of Evaluation (OE) of WFP has recently commissioned an evaluation of the efficacy of how WFP works in partnership with others to achieve its strategic objectives and especially to complement the strategic transformation of WFP from “Food Aid” to Food Assistance. This evaluation will be reviewing how WFP partners and how partnerships contribute to the attainment of strategic objectives. The assessment of the inputs and outputs of partnerships is not therefore the focus of this evaluation.

The term “partnership” is widely used by nearly everyone, but there is no true common understanding of what it means. Some use it to characterize what, in the past, would be called a relationship with an implementing agency, while others use it to describe relations with sister UN organizations at the global level.

The first task of this evaluation therefore, has been to develop a working definition of a partnership as opposed to a contractual relationship to deliver goods or services. Partnership has the following fundamental characteristics as defined by the Partnership Initiative of London, England.

- Partnership involves both parties contributing their own resources, either financial or human or both.
- A partnership is voluntary and collaborative.
- The partners are mutually accountable to each other, unlike a contractual relationship where one side serves while the other side manages.
- A partnership involves shared risks and shared benefits.
- A partnership involves complementary interests and objectives.

The evaluation developed a five-fold topology of different kinds of partnerships based on the functions of the partnership, whether it involves service delivery, or whether its prime purpose is capacity building. The table below illustrates these five types of partnerships

Type	Characteristics
Delivery	To deliver services to beneficiaries. More classically “implementing agency” With the proviso that a “Delivery Partner” must bring tangible or intangible benefits or skill over and above the contractual delivery of a good or a service
Skills Transfer	Capacity building 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
Framework	Relations between regional or global bodies that “enable” WFP to work within the global system
Knowledge Building	Relations where WFP and another body expand the scope of knowledge - and techniques
Policy and Advocacy	Relations where WFP and another body work together to raise awareness of advocate for new approaches and responses to issues of common concern

Of course, WFP has partnerships at many levels - at the global level with its UN sister agencies and others, at a regional level with regional government bodies and others, and of course a host of partnership relationships at the country level. Our evaluation will be assessing cases drawn from these three geographic levels.

Our evaluation focuses around four sets of issues:

- The implications of the transformation from Food Aid to Food Assistance on how WFP partners and with whom
- The Effectiveness and Efficiency of partnerships
- The external operating environment and how it impacts on partnerships
- The internal operating environment of WFP and how it impacts on partnerships.

Given that WFP has hundreds of partnership arrangements, the evaluation will focus on two thematic areas:

- Partnership in relation to health and nutrition; and,
- Partnerships in relation to emergency preparedness and response.

Background Information

General

- Could you tell me your exact position? How long have you been in this position?

The Program

Descriptive

- Clarify any aspects that are unclear from documentation
- Looking at the types of partnership above, which one best describes the actions in question? (likely to be mostly framework)
- We have read the documents on the project (Reports, etc.) and have a good overview. However, I would like a better understanding of: (Select from following as appropriate):
 - Are there Funding Implications ?
 - Support by each partner (financial, or in kind).
 - Governance of the partnership (the agreement, MOU, etc.)
 - Size Dimensions
 - Number of locales
 - Beneficiaries
 - Type
 - Number
 - Total programme administration costs
 - What contextual changes are affecting the project?
 - Financial/Economic
 - Donors
 - Political/Governmental- degree of governmental involvement
 - Social
 - Labour Market
 - Etc.

From Food Aid to Food Assistance

- How did this partnership come about? When did it begin and why?
- Why did your organization choose to partner with WFP?
- When you began to work with WFP did you or WFP assess each other's internal capacity?
- If you have an MOU or formal agreement with WFP and is there a shared Vision for this relationship?
- What new involvements with others, in government or outside government, have arisen out of this partnership?
- Looking at this partnership, has anything changed in the way it is structured or governed, or how the partnership has functioned? If so, what and why?

Effectiveness and Efficiency

- Has the concept of Good Partnership Principles ever been raised with you?
- How has this partnership improved the effectiveness of your organization's delivery?
- What makes if anything makes this partnership unique? What if anything are its value – adding elements ?
- What do you consider to be the most important aspect of this partnership and why?
- What do you consider to be any limitations or barriers to it being more effective for the beneficiaries?

External Environment

- Has this partnership resulted in any new synergies for your organization, either direct programmatic ones, or more intangible ones like accessing new and likeminded entities?
- What are WFP's strengths in relation to this partnership?
- What are its challenges?
- What are your strengths?
- What challenges do you face?

Internal Factors

- From your perspective as a partner of WFP, what WFP management systems or processes serve to strengthen the partnership in question?
- What ones serve to limit its effectiveness?
- Do you/your staff have sufficient training in partnership skills?
- How do you manage your time/the time of your staff in relation to the partnership in question? How much of a demand is there on you and your staff?
- What could be done better by WFP to strengthen the quality of your partnership?
- Each organization has its own culture. What elements of the culture of WFP promote partnership or detract from it?
- What can be done to address the detracting factors?

Conclusion

- Do you have any suggestions on other people we should meet?
- Is there any additional information you would like to share, or do you have any further comments?

Thank you for your time and cooperation.

Annex XX – Interview Guide: Government Partners Interview Protocol

Government Partners at the Regional of Country Level

The Office of Evaluation (OE) of WFP has recently commissioned an evaluation of the efficacy of how WFP works in partnership with others to achieve its strategic objectives and especially to complement the strategic transformation of WFP from “Food Aid” to Food Assistance. This evaluation will be reviewing how WFP partners and how partnerships contribute to the attainment of strategic objectives. The assessment of the inputs and outputs of partnerships is not therefore the focus of this evaluation.

The term “partnership” is widely used by nearly everyone, but there is no true common understanding of what it means. Some use it to characterize what, in the past, would be called a relationship with an implementing agency, while others use it to describe relations with sister UN organizations at the global level.

The first task of this evaluation therefore, has been to develop a working definition of a partnership as opposed to a contractual relationship to deliver goods or services. Partnership has the following fundamental characteristics as defined by the Partnership Initiative of London, England.

- Partnership involves both parties contributing their own resources, either financial or human or both.
- A partnership is voluntary and collaborative.
- The partners are mutually accountable to each other, unlike a contractual relationship where one side serves while the other side manages.
- A partnership involves shared risks and shared benefits.
- A partnership involves complementary interests and objectives.

The evaluation developed a five-fold topology of different kinds of partnerships based on the functions of the partnership, whether it involves service delivery, or whether its prime purpose is capacity building. The table below illustrates these five types of partnerships.

Type	Characteristics
Delivery	To deliver services to beneficiaries. More classically “implementing agency” With the proviso that a “Delivery Partner” must bring tangible or intangible benefits or skill over and above the contractual delivery of a good or a service
Skills Transfer	Capacity building 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
Framework	Relations between regional or global bodies that “enable” WFP to work within the global system
Knowledge Building	Relations where WFP and another body expand the scope of knowledge - and techniques
Policy and Advocacy	Relations where WFP and another body work together to raise awareness of advocate for new approaches and responses to issues of common concern

Of course, WFP has partnerships at many levels - at the global level with its UN sister agencies and others, at a regional level with regional government bodies and others, and of

course a host of partnership relationships at the country level. Our evaluation will be assessing cases drawn from these three geographic levels.

Our evaluation focuses around four sets of issues:

- The implications of the transformation from Food Aid to Food Assistance on how WFP partners and with whom
- The Effectiveness and Efficiency of partnerships
- The external operating environment and how it impacts on partnerships
- The internal operating environment of WFP and how it impacts on partnerships.

Given that WFP has hundreds of partnership arrangements, the evaluation will focus on two thematic areas:

- Partnership in relation to health and nutrition; and,
- Partnerships in relation to emergency preparedness and response.

Background Information

General

- Could you tell me your exact position? What aspects of WFP are you responsible for? Which of the projects selected for this evaluation are you involved with? How long have you been in this position?

The Program

Descriptive

- Clarify any aspects that are unclear from documentation
- Looking at the types of partnership above, which one best describes the actions in question? (likely to be mostly framework)
- We have read the documents on the project (Reports, etc.) and have a good overview. However, I would like a better understanding of: (Select from following as appropriate):
 - Funding sources
 - Support by each partner (financial, or in kind).
 - Governance of the partnership (the agreement, MOU, etc.)
 - Size Dimensions
 - Number of locales
 - Beneficiaries
 - Type
 - Number
 - Total programme administration costs
 - What contextual changes are affecting the project?
 - Financial/Economic
 - Donors

- Political/Governmental- degree of governmental involvement
- Social
- Labour Market

From Food Aid to Food Assistance

- How did this partnership come about? When did it begin and why?
- Why did your government choose to partner with WFP?
- When you began to work with WFP did you or WFP assess your internal capacity?
- Do you have a MOU with WFP and is there a shared Vision for this relationship?
- What new involvements with others, in government or outside government, have arisen out of this partnership?
- Looking at this partnership, has anything changed in the way it is structured or governed, or how the partnership has functioned? If so, what and why?

Effectiveness and Efficiency

- Has the concept of Good Partnership Principles ever been raised with you?
- How has this partnership improved the effectiveness of your government's delivery?
- What makes this relationship more than a contract, or training programme? What in particular are you sharing with WFP?
- What do you consider to be the most important aspect of this partnership and why?
- What do you consider to be any limitations or barriers to it being more effective for the beneficiaries?

External Environment

- Has this partnership resulted in any new synergies for you, either direct programmatic ones, or more intangible ones like accessing new and likeminded entities?
- What are WFP's strengths in relation to this partnership?
- What are its challenges?
- What are your strengths?
- What challenges do you face?
- Are there any particular county-relevant factors or considerations that are affecting the partnership in question?

Internal Factors

- From your perspective as a partner of WFP, what WFP management systems or processes serve to strengthen the partnership in question?
- What ones serve to limit its effectiveness?
- Do you/your staff have sufficient training in partnership skills?
- How do you manage your time/the time of your staff in relation to the partnership in question? How much of a demand is there on you and your staff?

- What could be done better by WFP to strengthen the quality of your partnership?
- Each organization has its own culture. What elements of the culture of WFP promote partnership or detract from it?
- What can be done to address the detracting factors?

Conclusion

- Do you have any suggestions on other people we should meet?
- Is there any additional information you would like to share, or do you have any further comments?

Thank you for your time and cooperation.

Annex XXI – Full Cost/Benefit Matrix

Complete Cost/Benefit Framework

Costs and Benefits of Working in Partnership			
Issue/Area	Cost/Benefits	Metric	Measurement
Delivery			
Pool Resources	Access to additional resources	Budget allocations from partners. In-kind contributions from partners(including physical infrastructure). Resources leveraged (match funding etc.)	\$ No.s items \$, %, Rating
Increased/widened scope of programmes	Additional inputs/outputs (quantity and nature)	Increased no.s of inputs, outputs, outcomes (including beneficiaries reached)	No.s, %, Rating
Co-ordinated inputs	Cost savings (Goods and Services provided by partners)	Items, value of purchases saved	\$, %, Rating
	Cost savings (Economies of scale)	Items, value saved due to bulk purchases	\$, %, Rating
	Cost savings (Joint activities)	Items, no.s, value saved from non-duplication (e.g. shared premises, joint M&E visits and reporting)	No.s, \$, %, Rating
	Cost savings (Access to skilled personnel of partners)	Staff costs	\$, %, Rating
	Cost savings from Standardization	Incidence of speeding up of activities due to standardization across partners	Examples
		Costs saved due to standardization across partners	\$, %, Rating
	Create synergy	Incidence of complementary interventions	No.s, Rating, Examples
	Increased speed and quality of implementation	Rate of response, disbursement, appropriateness of targeting	Rating
Access to wider networks	Resources and knowledge leveraged through partner networks	Rating, Examples	
Ability to engage in "socially valuable" delivery operations	Enhanced reputation	Partner assessment of degree of reputation enhancement	Rating, Examples
New market opportunities	Increased visibility and market knowledge	Extent to which partners enter or expand in new markets	Rating, Examples
Enhanced advocacy position	Provide regular opportunity for partners 'advocacy programmes	Partner assessment of the extent to which its advocacy objectives are met within the partnership	Rating, Examples
Skills Transfer			
Ensure full range of expertise required	Access to additional expertise	Categories and quantities of expertise secured	No.s
	Expert costs saved	Value of staff costs saved	\$, %, Rating
Enhanced sustainability of partner organizations	Continuity of programmes to strengthened relations between partners	Number of sustained linkages	No.s, Examples
Enhanced advocacy position	Provide regular opportunity for partners 'advocacy programmes	Partner assessment of the extent to which its advocacy objectives are met within the partnership	Rating, Examples
Mutual skills Transfer	Two-way exchange of skills	Partner assessment of the degree to which it learns from partners	Rating, Examples

Costs and Benefits of Working in Partnership			
Issue/Area	Cost/Benefits	Metric	Measurement
Knowledge Transfer			
Provide research opportunities	Improved access to research opportunities otherwise difficult to achieve	Number of research opportunities classified as otherwise difficult to achieve	No.s
Enhanced reputation	Ability to engage in "socially valuable" research	Partner assessment of degree of reputation enhancement	Rating, Examples
Enhanced advocacy position	Provide regular opportunity for partners 'advocacy programmes	Partner assessment of the extent to which its advocacy objectives are met within the partnership	Rating, Examples
Mutual Knowledge Transfer	Two-way exchange of knowledge	Partner assessment of the degree to which it gains knowledge from partners	Rating, Examples
Framework			
Facilitate the development of productive partnerships which add value over operating alone	Provide mandate to engage in and impetus for development of operational partnerships	Increased numbers of Delivery, Skills Transfer, Knowledge and Public Policy/Strategy Support Partnerships	No.s, range of organizations involved, individual partnership assessments of costs and benefits
Establish guidelines	Broad parameters set for the development of operational partnerships	Partner assessment of usefulness/appropriateness of parameters	Rating
Enhanced advocacy position	Provide regular opportunity for partners' advocacy programmes	Partner assessment of the extent to which its advocacy objectives are met within the partnership	Rating, Examples
Policy/Advocacy			
Influence	Access to Decision Makers	Contacts with and involvement of decision makers	Rating, Examples
Increased ability to support comprehensive range of policy areas	Access to appropriate additional expertise	Categories and quantities of expertise secured	No.s,
	Expert costs saved	Value of expert costs saved	\$, %, Rating
Increased incidence of govt. agencies planning and managing policies and strategies	Increased responsibilities taken by govt.	Policy/Strategy areas under govt. responsibility	Examples
	Reduced contributions from WFP	Value of WFP contribution over time	\$, %, % change over time
Enhanced advocacy position	Provide regular opportunity for partners 'advocacy programmes	Partner assessment of the extent to which its advocacy objectives are met within the partnership	Rating, Examples
All Categories			
Partnership Management/ Operation	Planning, co-ordination, Joint M&E	Secretariat costs Meetings Staff no.s and cost Travel and per diem Communications Partnership M&E	No.s, \$, Rating
	Speed of implementation	Speed	Rating

Costs and Benefits of Working in Partnership			
<i>Issue/Area</i>	<i>Cost/Benefits</i>	<i>Metric</i>	<i>Measurement</i>
	Quality of implementation	Quality	Rating
Reputational damage	Perceptions of WFP/Partner	Positive/Negative	Rating
Opportunity Cost	Otherwise valuable work foregone	Numbers of initiatives foregone and their value	No.s, Rating
	Capacity of partner organization to manage all activities impeded	Assessment of any "overstretching"	Examples, Rating
Relationship damage	Damage to working relationships due to disputes, working difficulties etc.	Assessment of damage	Rating, Examples
Inequitable relationships in partnership design and operation	Suppression of organizational objectives and ways of working	Partner assessment of objectives foregone and preferred working approaches not adopted within the partnership	No.s, Examples, Rating
Dependency	Increased dependency on funding stream through the partnership	% of partner's funding related to the partnership	% over time, Rating

Annex XXII –Survey WFP External Stakeholders

The Office of Evaluation (OE) of WFP is conducting a strategic evaluation of WFP's partnerships with the following characteristics:

- Complementary interests and objectives among partners
- Voluntary and collaborative
- Involves shared risks and shared benefits
- All parties contribute their own resources, either financial or human or both
- Mutually accountable to each other

The evaluation will focus on partnerships in two of WFP's areas of work

1. nutrition and health and
2. emergency preparedness and response.

Your responses are being gathered by an independent consulting firm based in Canada and full confidentiality is assured. WFP will not have access to your individual responses, which will be destroyed at the conclusion of the evaluation.

Your responses will be used in an aggregated fashion. No individual responses will be reported. As with all OE evaluations, final reports are presented to WFP's Executive Board and will be available on both the internet and intranet.

This survey will take about 20 minutes to complete.

1. INFORMATION ABOUT YOU

1.1 Which of the following best describes your organization?

- United Nations Organization
- Other International Organization
- Private Company
- Research or Academic Institute
- Government Organization
- Donor
- Non-Governmental Organization
- Red Cross/Crescent Movement
- Other (please specify): _____

1.2 Where do you currently work?

- Headquarters
- Regional office
- Country office or sub-office
- Other

1.3 How would you characterize the scope of your organization?

- Global
- Regional
- National

1.4 How long have you worked in your current role?

- Less than 1 year
- 1 - 2 years
- 2 - 5 years
- More than 5 years

2. YOUR PARTNERSHIPS WITH WFP

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

- Frequently work in partnership with WFP
- Sometimes work in partnership with WFP
- Rarely work in partnership with WFP
- Never work in partnership with WFP

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

- I manage one or more partnerships
- I provide broad oversight or direction to partnerships
- I do not currently have any significant responsibility for partnerships
- I provide administrative or financial services support to partnerships

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

- Nutrition and/or health
- Emergency preparedness and/or response
- Other (please indicate:) _____

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
Delivery of goods or services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skills transfer or capacity building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishing strategic positions in global and regional systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating new knowledge (i.e. research)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policy or advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please indicate:)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. YOUR VIEWS ABOUT WORKING IN PARTNERSHIP WITH WFP

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
WFP has the appropriate skills needed to work in partnership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnerships with WFP help my organization to meet its own objectives better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working in partnerships with WFP is an effective means of building national capacity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP provides the capacity support needed by my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion
My organization understands that WFP is shifting from Food Aid to Food Assistance and the implications of that change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnerships between my organization and WFP have evolved over time to respond to WFP's new strategic objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At the international and regional levels, roles and responsibility among partners promote synergies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At the country level, roles and responsibility among partners promote synergies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP's organizational culture supports working effectively in partnership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP practices collaborative approaches in its partnerships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP's added value as a partner complements that of my own organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The performance of partnerships with WFP is adequately monitored.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working in partnership with WFP increases the likelihood of hunger solutions in countries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge is shared effectively and learning promoted in partnerships with WFP.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The governance mechanisms of partnerships with WFP are satisfactory (agreements, steering committees etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnerships with WFP help my organization to access the people and institutions it needs to engage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working in partnership with the WFP increases the likelihood of timely emergency responses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. COSTS AND BENEFITS OF PARTNERSHIP

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?

with -5 is decreasing in resources, 0 being an even balance, and 5 being an increase in resources

-5 -4 -3 -2 -1 0 1 2 3 4 5 N/A

Examples (please provide quantified estimates where possible):

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)

with -5 being a significant decrease in impact, 0 being an even balance, and 5 being a significant increase in impact

-5 -4 -3 -2 -1 0 1 2 3 4 5 N/A

Examples (please provide quantified estimates where possible):

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.)

with -5 being a significant increase in costs, 0 being an even balance and 5 being a significant decrease in costs

-5 -4 -3 -2 -1 0 1 2 3 4 5 N/A

Examples (please provide quantified estimates where possible):

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)?

with -5 being a significant decrease in complementary interventions (or increase in conflicting interventions), 0 being an even balance, and 5 being a significant increase in complementary interventions

-5 -4 -3 -2 -1 0 1 2 3 4 5 N/A

Examples (please provide quantified estimates where possible):

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)

with -5 being a significant increase in costs, 0 being an even balance, and 5 being a significant decrease in costs

-5	-4	-3	-2	-1	0	1	2	3	4	5	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Examples (please provide quantified estimates where possible):

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)

with -5 representing a significant negative effect, 0 being an even balance, and 5 being a significant positive effect

-5	-4	-3	-2	-1	0	1	2	3	4	5	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Examples (please provide quantified estimates where possible):

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?

with -5 being a significant negative effect, 0 being an even balance, and 5 being a significant positive effect

-5	-4	-3	-2	-1	0	1	2	3	4	5	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Examples (please provide quantified estimates where possible):

5. ADHERENCE TO GOOD PRACTICE PRINCIPLES

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

	Always	Frequently	Sometimes	Never	Do Not Know
Equality (mutual respect between partners regardless of power and size, respect for partners mandates, obligations and independence)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transparency (early consultations, sharing of information, financial transparency, trust building)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Results oriented approach (reality-based and action oriented)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsibility (accomplish tasks responsibly, with integrity, follow up commitments with adequate resources, prevention of abuses)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementarity (comparative advantages and building on and building up local capacity)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. CONCLUSION

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

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

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

Thank you for your cooperation.

Annex XXIII – Survey WFP Managers and Staff

The Office of Evaluation (OE) of WFP is conducting a strategic evaluation of WFP's partnerships with the following characteristics:

- Complementary interests and objectives among partners
- Voluntary and collaborative
- Involves shared risks and shared benefits
- All parties contribute their own resources, either financial or human or both
- Mutually accountable to each other

The evaluation will focus on partnerships in two of WFP's areas of work

3. nutrition and health and
4. emergency preparedness and response.

Your responses are being gathered by an independent consulting firm based in Canada and full confidentiality is assured. WFP will not have access to your individual responses, which will be destroyed at the conclusion of the evaluation.

Your responses will be used in an aggregated fashion. No individual responses will be reported. As with all OE evaluations, final reports are presented to WFP's Executive Board and will be available on both the internet and intranet.

This survey will take about 20 minutes to complete.

1. INFORMATION ABOUT YOU

1.1 Where do you currently work?

- HQ Rome
- Regional Bureau
- Country Office or sub-office
- Liaison Office
- Other

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

- Senior Management
- Programme Officer
- Technical specialist (nutrition and health or emergency preparedness and response)
- Administration, Human Resources or Financial Management
- Logistician
- Other (Please specify): _____

1.3 How long have you worked in your current role?

- Less than 1 year
- 1 - 2 years
- 2 - 5 years
- More than 5 years

1.4 How many years have you worked with WFP?

- Less than 1 year
- 1 - 5 years
- 5-10 years
- More than 10 years

2. YOUR PARTICIPATION IN WFP PARTNERSHIPS

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

- I manage one or more partnerships
- I provide broad oversight or direction to partnerships
- I do not currently have any significant responsibility for partnerships
- I provide administrative or financial services support to partnerships

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
Government Organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-Governmental Organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
United Nations Organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other International Organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private Company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Academic or Research Institute	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Cross/Crescent Movement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please indicate:)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

- Nutrition and/or health
- Emergency preparedness and/or response
- Other (please indicate:) _____

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

	A lot of activity	Some activity	Little activity	No activity
Delivery of goods or services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skills transfer or capacity building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishing strategic positions in global and regional systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating new knowledge (i.e. research)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policy or advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please indicate:)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. YOUR VIEWS ABOUT WFP PARTNERSHIP ACTIVITIES

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
WFP systematically applies criteria for selecting its partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP's partnership agreements are tools for effective management of our partnerships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnerships improve WFPs ability to access the people and institutions it needs to engage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnerships help WFP achieve its own objectives better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working in partnership is an effective means of building national capacity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At the international and regional levels, roles and responsibility among WFP and its partners are clear.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At the country level, roles and responsibility among WFP and its partners are clear.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP has adequate policies to support working effectively in partnership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP has adequate programme guidance to support working effectively in partnership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP's organizational culture supports working effectively in partnership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP has invested enough in staff training to foster more collaborative approaches to partnership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP reporting systems are adequate to monitor performance of partnerships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efforts to work better in partnership are recognized as important by the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion
WFP's partnerships have evolved over time to meet the new strategic objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP's financial systems enable/promote working in partnership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP's project planning systems enable/promote working in partnership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP provides its staff effective legal advice and support for partnerships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP promotes knowledge sharing and learning in its partnerships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The governance mechanisms of WFP's partnerships are satisfactory (agreements, steering committees, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand how WFP partnerships need to change in order for WFP to shift from food aid to food assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. COSTS AND BENEFITS OF PARTNERSHIP

The costs and benefits of partnerships are very important considerations in the evaluation of partnerships. In this section you will be asked to rate the extent to which working in partnership has had a positive or negative effect on several factors on a scale of -5 (more costly) to +5 (more beneficial).

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

with -5 is decreasing in resources, 0 being an even balance, and 5 being an increase in resources

-5	-4	-3	-2	-1	0	1	2	3	4	5	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Examples (please provide quantified estimates where possible):

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)

with -5 being a significant decrease in impact, 0 being an even balance, and 5 being a significant increase in impact

-5 -4 -3 -2 -1 0 1 2 3 4 5 N/A

Examples (please provide quantified estimates where possible):

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.)

with -5 being a significant increase in costs, 0 being an even balance and 5 being a significant decrease in costs

-5 -4 -3 -2 -1 0 1 2 3 4 5 N/A

Examples (please provide quantified estimates where possible):

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)?

with -5 being a significant decrease in complementary interventions (or increase in conflicting interventions), 0 being an even balance, and 5 being a significant increase in complementary interventions

-5 -4 -3 -2 -1 0 1 2 3 4 5 N/A

Examples (please provide quantified estimates where possible):

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)

with -5 being a significant increase in costs, 0 being an even balance, and 5 being a significant decrease in costs

-5 -4 -3 -2 -1 0 1 2 3 4 5 N/A

Examples (please provide quantified estimates where possible):

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)

with -5 representing a significant negative effect, 0 being an even balance, and 5 being a significant positive effect

-5	-4	-3	-2	-1	0	1	2	3	4	5	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Examples (please provide quantified estimates where possible):

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?

with -5 being a significant negative effect, 0 being an even balance, and 5 being a significant positive effect

-5	-4	-3	-2	-1	0	1	2	3	4	5	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Examples (please provide quantified estimates where possible):

5. ADHERENCE TO GOOD PRACTICE PRINCIPLES

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

	Always	Frequently	Sometimes	Never	Do Not Know
Equality (mutual respect between partners regardless of power and size, respect for partners mandates, obligations and independence)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transparency (early consultations, sharing of information, financial transparency, trust building)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Results oriented approach (reality-based and action oriented)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsibility (accomplish tasks responsibly, with integrity, follow up commitments with adequate resources, prevention of abuses)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementarity (comparative advantages and building on and building up local capacity)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. CONCLUSION

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

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

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

Thank you for your cooperation.

Annex XXIV – Evaluation of Partnership Template

Evaluation of partnership between WFP and [Name of Partner] In the Implementation of the PRRO for the Period [Insert the FLA period]											
WFP performance	Key performance indicator	Data source	Target (e.g. minimum requirements, targets...)	Actual Performance	Guidance on Performance Rating	Out standing	Good	Needs Improvement	Un satisfactor	WFP Comments	Partner Comments
Food releases	1	Percentage of timely food releases against distribution plan for GFD	Stock report and distribution plans	100% (1 Days Before Distribution)	100% is good, anything less needs improvement						
	2	Percentage of timely food releases against distribution plan for SFP	Stock report and distribution plans	100% (1 Days Before Distribution)	100% is good, anything less needs improvement						
	3	Percentage of Quantity (mts) of food released vs planned for GFD	GFD Food Needs; Dispatch plans;	100% without pipeline breaks	100% is good, anything less needs improvement						
	4	Percentage of Quantity (mts) of food released vs planned for SFP	Food Needs; Dispatch plans	100% without pipeline breaks	100% is good, anything less needs improvement						
	5	Percentage of timely notifications by WFP to Partner of pipeline breaks and/or ration cuts/Delays in food delivery	Official emails/letters; meeting minutes	100% (Timely is one distribution cycle in advance of break)	100% is outstanding; anything less needs improvement						
	6	Percentage of timely notifications by WFP to Partner of changes in food basket	Official emails/letters	100% (timely is 3 days before the distribution day)	100% is outstanding; anything less needs improvement						
Coordination and Followup	7	Percentage of coordination meetings organised by WFP (GFD)	Minutes of meetings	100% (Minimum 12 per year)	100% is outstanding; anything less needs improvement						
	8	Percentage of action points raised at the coordination meetings that are implemented by WFP	Sample minutes and check recommendations	100%	100%=outstanding; 80% to 99%=good; 79-50%=needs improvement; below 50%=unsatisfactory						
	9	Percentage of action points raised related to SFP at the coordination meetings that are implemented by WFP	Minutes of meetings/DM reports	100%							
FINANCE	10	Percentage of invoices verified (and if they have issues) returned to Partner in a timely manner	Registry WFP Field Office	100%							
	11	Percentage of invoices paid in a timely manner (paid within 30 days)	WFP Wings system; Partner accounts	100%							
Capacity Building	12	Does the WFP office have a training plan and calendar, that was implemented during the period?	Training Plan	YES/NO	A plan that was implemented is Good; A plan that was not implemented needs improvement; No plan is unsatisfactory						
	13	Percentage of relevant staff trained on WFP policies and Procedures and Programme Implementation Requirements (Warehousing, Logistics)	Training Reports; Monthly reports	100% (All relevant staff, in each area should be trained)	100%=outstanding; 80% to 99%=good; 79-50%=needs improvement; below 50%=unsatisfactory						
Monitoring	14	Number of EDP monitoring	Monitoring/Monthly reports	100%							
Overall WFP Score					100%=outstanding; 80% to 99%=good; 79-50%=needs improvement; below 50%=unsatisfactory						

Partner Performance Area		Key performance indicator	Data source	Target (e.g. minimum requirements...)		Guidance on Performance Rating						
Food releases	1	Percentage of timely food releases against distribution plan for GFD	Distribution plans	100%		100% is good, anything less needs improvement						
	2	Percentage of timely food releases against distribution plan for SFP	Food Needs Requests; Distribution plans	100%		100% is good, anything less needs improvement						
	3	Percentage of food released vs planned/Requested (mts)	Food Needs and CP Reports	100%		100% is good, anything less needs improvement						
Coordination and Follow up	4	Percentage of planned Food coordination meetings attended by Partner	FC Meeting Minutes	100%								
	5	Percentage of action points implemented by Partner as raised at the coordination meetings (GFD)	Sample minutes and check recommendations	100%		100%=outstanding; 80% to 99%=good; 79-50%=needs improvement; below 50%=unsatisfactory						
	6	Percentage of action points implemented by Partner as raised at the coordination meetings (SFP)	Sample minutes and check recommendations	100%								
Stock management at FDP	7	Percentage of secondary transport losses	monthly CP, quarterly rept	%0.11 of total		0% is outstanding; 0 to 0.11% is good; anything else needs improvement						
	8	Percentage of Ware house Losses	compass data ,Monthly and quartely reports	%0.11 of total								
	9	Percentage of Stock Cards present and up to date	Stock cards	100%		100% is good, anything less needs improvement						
	10	Percentage of stock cards and Register totals are equal	Stock cards; Stock registers	100%		100% is good, anything less needs improvement						
	11	Percentage of commodities where Stacking done as per WFP guidelines i.e per SI	Physical checks during monthly inventory	yes or No		100% is good, anything less needs improvement						
	12	Percentage of months where First in first out principle was adhered to in releasing food	Monitoring reports and monthly inventory	yes or No		100% is good, anything less needs improvement						
	13	Percentage of Copies of waybills received available	Waybill files	100%		100% is good, anything less needs improvement						
	14	Percentage of monitoring reports that reported on cleanliness of EDP store – signs of rodents, insects, general good organisation and continuous cleaning of/in the FDP	EDP monitoring;	0%		0 is outstanding= 100% and 1 or more than 1 is unsatisfactory=50% and below						
Finance	15	Percentage of Invoices submitted on time	Registry WFP Field Office	100%		100% is good, anything less needs improvement						
	16	Percentage of Invoices submitted on time and accurate	Registry WFP Field Office; or Nairobi office	100%								

Partner Performance Area	Key performance indicator	Data source	Target (e.g. minimum requirements...)	Guidance on Performance Rating						
Finance	1 Percentage of Invoices submitted on time	Registry WFP Field Office	100%	100% is good, anything less needs improvement						
	2 Percentage of Invoices submitted on time and accurate	Registry WFP Field Office; or Nairobi office	100%							
Budget-related indicators	3 Percentage staff in management positions deployed in Partner and field compared to number of staff funded by WFP	FLA Budget; Partner records	100%	More than 100% is outstanding; 100% is good; anything less needs improvement						
	4 Percentage of warehouse staff deployed vs Number of staff funded by WFP including the security staff (as per FLA budget template)	Budget; Partner records	100%	More than 100% is outstanding; 100% is good; anything less needs improvement						
	5 Percentage of staff adequately reimbursed and receiving planned incentive from CP	Budget; Partner records	100%	More than 100% is outstanding; 100% is good; anything less needs improvement						
	6 Percentage of items deployed vs. number of items funded by WFP for the project (as per FLA budget template)	Budget; Partner records	100%	More than 100% is outstanding; 100% is good; anything less needs improvement						
	7 Percentage of hiring; maintenance; repairs funded by WFP that are performed and accounted for	Budget and Partner expenditure report	100%	100% is good, anything less needs improvement						
Reporting	8 Percentage of weekly stock movement reports submitted in time	Weekly stock reports	100% (1 report per week)	100% is good, anything less needs improvement						
	9 Percentage of accurate weekly stock movement reports submitted in time	Weekly stock reports	100% (1 report per week)	100% is good, anything less needs improvement						
	10 Percentage of monthly stock movement reports submitted in time	Monthly stock Reports	100% (1 report per month)	100% is good, anything less needs improvement						
	11 Percentage of accurate monthly stock movement reports submitted in time	Monthly stock Reports	100% (1 report per month)	100% is good, anything less needs improvement						
	12 Percentage of monthly physical inventory reports submitted in time	Physical inventory reports	100% (1 report per month)	100% is good, anything less needs improvement						
Overall Partner Score					100%=outstanding; 80% to 99%=good; 79-50%=needs improvement; below 50%=unsatisfactory					

Overall Comments from Partner:

--

Overall comments from the Government representation

--

Overall comments from the Government representation

--

Date and signature by WFP:

Dates and Signature by Partner:

Dates and Signature by Government representative (DC's office)

List of Participants

#	Name	Organisation	Title			
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Rome, January 2012, OE/2012/003

Office of Evaluation
www.wfp.org/evaluation

