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EVALUATION REPORTS

Agenda item 6

For consideration

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SUMMARY REPORT OF THE STRATEGIC EVALUATION – FROM FOOD AID TO FOOD ASSISTANCE: WORKING IN PARTNERSHIP

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

This evaluation of WFP's partnerships is one of four strategic evaluations undertaken in the 2010–2011 biennium that relate to the shift from food aid to food assistance as called for in WFP's 2008–2013 Strategic Plan. The evaluation analysed how WFP's partnerships and its role within them are affected by this strategic shift. Recognizing that the shift is an ongoing process and that the evaluation took place at the mid-point of the strategic planning cycle, the evaluation aimed to support organizational learning.

The evaluation was conducted by a five-member independent team. Methods included: visits to three country offices and three regional bureaux; desk reviews of work in two countries; a survey of WFP's external partners and stakeholders; a survey of WFP managers and senior professionals; benchmarking with good-practice standards; and document review.

Partnership was defined as a voluntary collaboration sustained over a period of time in which each party shares benefits, costs and risks to achieve jointly defined objectives. Three types of partnerships were considered: delivery partnerships; knowledge building/skills-transfer partnerships; and framework-setting/policy partnerships. The evaluation focused on two domains: nutrition and health; and emergency preparedness and response.

The evaluation found that the implications of the shift from food aid to food assistance are not uniformly understood among WFP staff and partners. There is also no commonly accepted definition of partnership in WFP, and the terminology is applied to a variety of relationships. There is limited understanding of what makes an effective partnership, the principles of good partnership and how to monitor the effectiveness of partnerships. Communications about these issues have been uneven.

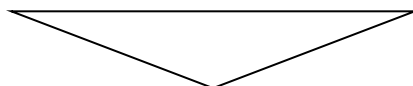
In spite of this, the evaluation found that over all, WFP is seen as a valued and respected partner. Most partners reported that working with WFP is a positive experience that results in an increased impact on beneficiaries. Most WFP staff also value working in partnership, which they see as contributing to WFP's effectiveness and enhancing its ability to serve its beneficiaries.

In the area of nutrition, lack of clarity about WFP's roles and responsibilities, and lack of capacity affect WFP's credibility as a partner. National governments are WFP's most important partners, but limited resources for capacity development, work planning systems that are too short-term and project-based, and other factors affect WFP's ability to partner in a manner that increases government ownership.

WFP's planning, monitoring and reporting systems have not yet been adapted to support an enhanced level of partnership. Little investment was seen in staff training for partnership and collaboration. In order to build WFP's partnering capacity, action will be needed in a range of areas in addition to training, such as staff orientation, management incentives and leadership. In addition, many of WFP's framework agreements with major partners have not yet been updated to reflect the current strategic direction.

The evaluation team made seven recommendations regarding how to make partnerships more effective, which were related to: developing a partnership strategy for WFP; WFP's strategic positioning with partners and the agreements that govern these relationships; and WFP's internal systems and capacity

DRAFT DECISION*



The Board takes note of “Summary Report of the Strategic Evaluation – From Food Aid to Food Assistance: Working in Partnership” (WFP/EB.1/2012/6-A) and the management response in WFP/EB.1/2012/6-A/Add.1 and encourages further action on the recommendations, taking into account considerations raised by the Board during its discussion.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

INTRODUCTION

Evaluation Features

1. This strategic evaluation of WFP's partnerships is one of four strategic evaluations conducted by WFP's Office of Evaluation in the 2010–2011 biennium that are related to the shift from food aid to food assistance as called for in WFP's 2008–2013 Strategic Plan. This evaluation assessed how WFP's partnerships and its role within them are affected by this strategic shift. It focused on two domains: nutrition and health; and emergency preparedness and response.
2. The evaluation was conducted by a five-member independent evaluation team from May until November 2011. The functional and geographic diversity of the country visits and desk studies is shown in Table 1.

TABLE 1: GEOGRAPHIC AND FUNCTIONAL DIVERSITY OF DATA COLLECTION	
Category	Sub-category
Country visits	Haiti Kenya Lao People's Democratic Republic
Country desk studies	Colombia Niger
Regional visits	Asia (Bangkok) East and Central Africa (Nairobi) Latin America and the Caribbean (Panama City)
Regional desk studies	Middle East, North Africa, Eastern Europe and Central Asia (Cairo) West Africa (Dakar) Southern Africa (Johannesburg)
Desk studies of major partners	United Nations partners, global non-governmental organizations (NGOs), selected governments and donors, TNT ¹ and Vodafone
Global desk studies	WFP staff

3. Qualitative interviews and group discussions were complemented by quantitative instruments, including:
 - a survey of 400 external partners and stakeholders;
 - a survey of 199 WFP managers and senior professionals;
 - a partnership agreement scorecard, which was applied to 80 agreements, Memoranda of Understanding (MOUs) and similar documents; and
 - a Good Partnership Health Checklist used in interviews with NGOs at the country level.

¹ TNT is a private mail and express delivery company.

4. The response rate was 43 percent for the external survey and 31 percent for the internal survey. Both are above the industry standard of 30 percent for unsolicited surveys.

Context

5. Partnership is an essential element for effective international humanitarian and development assistance, and is a recurring theme in global platforms such as the Millennium Development Goals, the 2009 L'Aquila G8 Summit and the World Food Summit on Food Security.
6. Attention is being devoted to making partnerships more effective. Some organizations have developed principles to guide their partnership practices. For example, the partnership principles adopted by the Global Humanitarian Platform include equality, transparency, a results-oriented approach, responsibility and complementarity. The emerging consensus on the characteristics of effective partnerships is characterized by:
 - voluntary and collaborative interaction;
 - complementary interests and objectives;
 - shared contribution of resources – financial, human or both;
 - shared risks and benefits; and
 - mutual accountability.
7. For the purpose of this evaluation, partnership was defined as voluntary collaboration sustained over a period of time in which each party shares benefits, costs and risks to achieve a jointly defined objective. The evaluation did not include those relationships between WFP and donors or private-sector organizations that are primarily financial, nor was its focus on relationships that are primarily contractual – whereby WFP contracts with an organization to deliver goods or services.
8. A three-level classification was developed for use in the evaluation:
 - **Delivery partnerships:** To deliver services to beneficiaries with the provision that partners bring benefits or skills beyond the contractual delivery of goods or services.
 - **Knowledge/skill-transfer partnerships:** To develop the capacity of third parties – especially governments, regional bodies and NGOs – or expand the scope of knowledge.
 - **Framework and policy partnerships:** To position WFP to work within a global system or to raise awareness or advocate for new approaches in response to issues of common concern.

Partnership in WFP

9. WFP's Strategic Plan (2008–2013) makes a commitment to work more coherently with different actors in order to: achieve WFP's goals; contribute to the overall aims of the United Nations and the Millennium Development Goals; complement government capacities; and support hand-over.
10. WFP distinguishes between NGOs as cooperating partners – primarily those who provide a service, such as food distribution, for a fee – and complementary partners – those who contribute their own resources towards shared goals. But there is no accepted definition of “partnership” or “partner” in WFP, and no overarching partnership policy, although some sector-level policies do address partnership. Examples include the 2001 NGO Partnership Framework, the 2004 policy on national capacity development

(updated in 2009), the 2004 policy on engaging new partners in the private sector and the associated 2008 private-sector partnership and fundraising strategy.

11. **Nutrition and health.** Over 50 percent of all WFP projects carried out in partnership with other United Nations or international organizations include nutrition and health activities – the largest share for any sector. In 2008, WFP partnered with the United Nations Children’s Fund (UNICEF) on 140 projects in 71 countries, of which 61 percent were related to health and nutrition. Of the 291 projects reporting NGO partnerships between 2005 and 2009, 61 percent had nutrition-related activities. A number of new and innovative partnerships are being forged in the area of nutrition and health, including the Scaling Up Nutrition (SUN) framework and the REACH partnership for ending child hunger.
12. **Emergency preparedness and response.** WFP works with a range of partners to develop governments’ capacities for disaster preparedness and response, and to address emergency needs in order to complement governments’ own capacities. WFP is the lead organization in the emergency telecommunications and logistics clusters. With the Food and Agriculture Organization of the United Nations (FAO), it also co-leads the global food security cluster, which was established in 2010 but is already operational in 15 countries.

EVALUATION FINDINGS

13. This report addresses four main evaluation questions:
 - i) What implications does the shift from food aid to food assistance have for WFP’s partnerships?
 - ii) How effective and efficient are WFP’s partnerships?
 - iii) How do factors in WFP’s external operating environment – including donors, the policy environment, and a country’s social, political, economic and cultural conditions – affect its ability to develop and maintain effective partnerships?
 - iv) How do internal factors – including processes, systems, culture and staff capacity – affect WFP’s ability to develop and maintain effective partnerships?
14. It became apparent that in addition to these four questions, there were several overarching issues that affected the way the evaluation questions were considered by internal and external stakeholders.

Overarching Findings

⇒ *Lack of clarity about the shift from food aid to food assistance and about partnership*

15. Although most survey respondents reported an understanding of the strategic shift – and that their partnerships had evolved in response to it – more detailed investigation uncovered clear disparities and a considerable lack of understanding. Interviews with WFP staff and partners at different levels found a wide variation in understanding about the nature of the transformation from food aid to food assistance. Whereas some described it as a re-branding of work already taking place before 2008, others viewed “food assistance” as closely linked to the Paris and Accra declarations. Many were unable to identify specific effects of the transformation on operations other than the shift to voucher or cash transfer programmes.

16. WFP's partners also had differences of opinion about what the shift entailed, although most indicated they "understood" it. While many country-level NGO and government stakeholders did not fully understand what food assistance is, they noted that WFP had changed the nature of its programmes and how it worked. Government stakeholders in Kenya reported the use of a tripartite decision-making model with WFP and NGOs that more strongly recognized national accountability and responsibility. Institutional stakeholders, especially United Nations partners at the regional and global levels, voiced concern about the lack of understanding of the shift. Whereas 82 percent of WFP survey respondents reported that roles and responsibilities among WFP and its partners were clear at the national level, only 60 percent indicated that they were clear at the international and regional levels.
17. There was also a lack of clear understanding among WFP staff and partners about partnership. Virtually any form of collaborative relationship at any geographic or functional level was viewed as a partnership. There were also widely differing views within WFP about what constitutes an effective partnership. Although WFP agreed to the Global Humanitarian Platform good partnership principles, field-level staff had only a vague awareness of them, and while they supported these principles, they did not clearly understand the implications for their work. Few were aware of the principles of good practice or ways to assess whether a partnership is effective. These ambiguities have led to uncertainty about how partnerships can impact WFP's transformation. Because WFP has not formally categorized partnerships and what constitutes good partnership, ambiguities arise regarding how effective these relationships are in attaining the equally ambiguous objective of providing food assistance.

⇒ *Uneven communications*

18. The evaluators found that WFP's communications about partnerships and food assistance – two cornerstones of its current Strategic Plan – were uneven at best. At the country level, NGO stakeholders were generally unaware of the strategic transformation or the centrality of partnership to WFP, except that they were being asked to do things differently. The fact that WFP staff at all levels, including senior managers at Headquarters, had differing views about the nature of food assistance and partnership, underscores the lack of substantive understanding or clear definition provided by WFP leadership concerning these two core elements of the Strategic Plan.

Summary of Main Findings

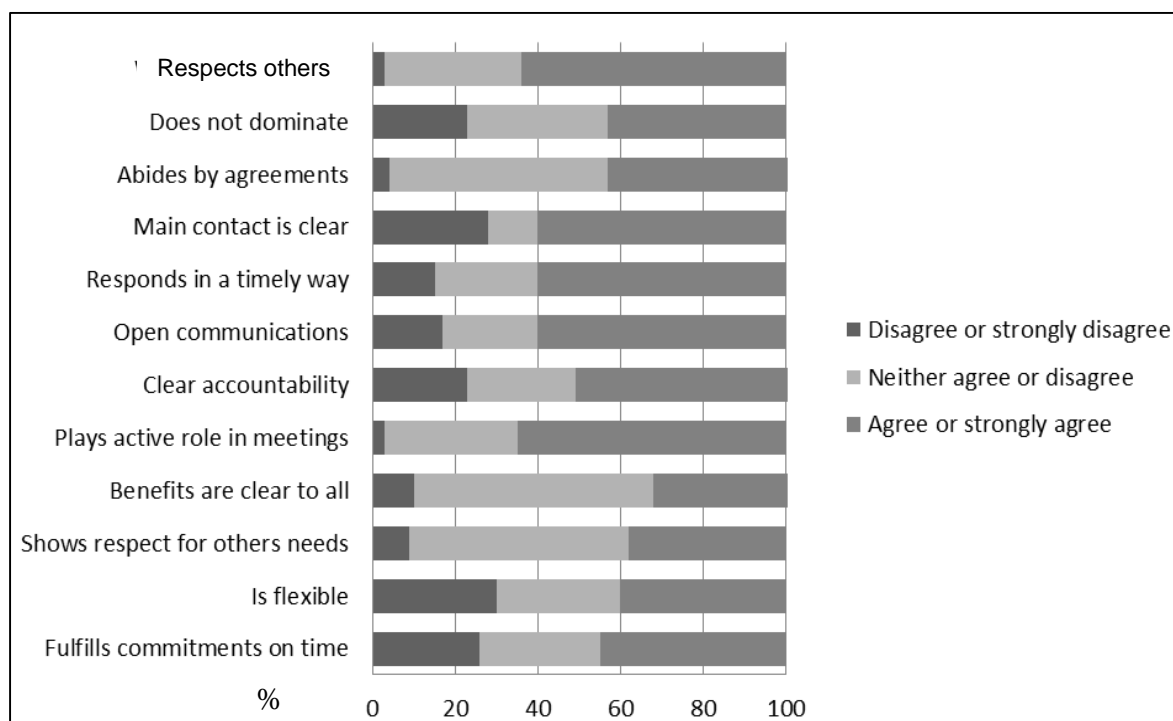
⇒ *WFP as a valued and respected partner*

19. According to survey data and interviews, WFP is considered to be a valued and respected partner. The following Table shows how external stakeholders rated WFP's adherence to partnership principles. Respondents rated WFP most highly for its results-oriented approach and degree of responsibility. The majority of respondents rated WFP lower in degree of transparency. Although people interviewed rarely made specific reference to partnership principles, they indicated that WFP staff, especially at the field level, are seen as trustworthy, open and honest, which are core values related to effective partnership.

TABLE 2: EXTERNAL STAKEHOLDER RATING: WFP ADHERENCE TO PARTNERSHIP PRINCIPLES						
	Always	Frequently	Sometimes	Never	Don't know	Total
Equality	17 (15%)	37 (33%)	41 (36%)	8 (7%)	10 (9%)	113
Transparency	16 (14%)	33 (29%)	47 (42%)	9 (8%)	8 (7%)	113
Results-oriented approach	24 (21%)	49 (43%)	30 (27%)	1 (1%)	9 (8%)	113
Responsibility	20 (18%)	47 (42%)	36 (32%)	1 (1%)	9 (8%)	113
Complementarity	15 (13%)	37 (33%)	42 (38%)	4 (4%)	14 (12%)	112

20. Figure 1 shows how 60 country-level NGOs rated WFP's performance using a "good partnership health" checklist. For most indicators, WFP was rated positively by most respondents. The most highly rated areas were: respect for others; responding in a timely manner; communicating openly; ensuring that the main contact point is clear; and playing an active role in meetings. Areas of relative weakness include flexibility and fulfilling commitments on time.
21. Interviews with NGOs indicated that concern about fulfilling commitments is related to payment delays and, more importantly, delays in the delivery of food and pipeline breaks.

Figure 1: Good partnership health checklist rating



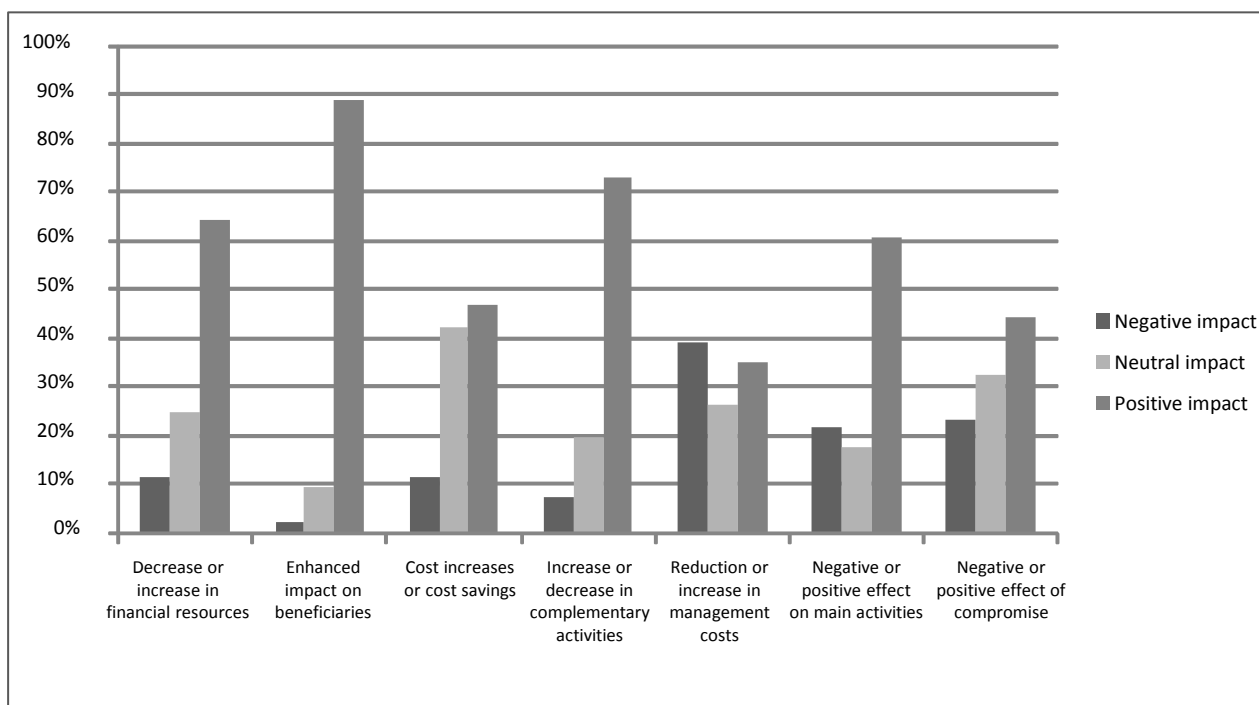
⇒ *Capacity gaps, particularly in the area of nutrition*

22. There were a number of weaknesses in WFP's partnering performance related to nutrition that were not observed in emergency preparedness and response. Major weaknesses included: i) a lack of technical expertise to support participation in these programmes; ii) a lack of senior professional staff to undertake WFP's work and partner effectively with NGOs, governments and others; iii) a lack of clarity regarding WFP's strategic aims in nutrition as it shifted from food aid to food assistance.
23. To engender trust and build a long-term knowledge base, partners need to maintain consistency of staff and to ensure staff professionalism and skills. In Haiti, WFP staff working with the Ministry of Health indicated that the impending reduction in project commitments for nutrition would reduce WFP's team by at least half in the near future, impeding the Ministry's re-building efforts and its efforts to build internal nutrition-related capacity. Several WFP nutrition staff members, including nutrition coordinators, were employed on a contractual basis: some positions experienced rapid turnover while other staff members faced termination because of contractual requirements. In other cases, nutrition positions were filled with less experienced and less qualified staff.
24. WFP staff faced challenges in sustaining financial resources for nutrition given WFP's tonnage-based financing model, since high-value but low-tonnage nutrition products depleted budgets and resulted in less discretionary funding for capacity development and related activities. Respondents did not express confidence that the impending changes to the tonnage model would provide the resources necessary to ensure the longevity of WFP's nutrition activities.
25. Ambiguity about WFP's roles and responsibilities in the area of nutrition was expressed by virtually all United Nations stakeholders at the regional and global levels. At the country level, stakeholders from NGOs and other United Nations agencies had similar concerns about a lack of clarity regarding nutrition, with calls for "higher levels of authority" to provide this clarity. WFP is currently developing a new nutrition policy that might clarify this issue.

⇒ *Benefits and costs of partnership*

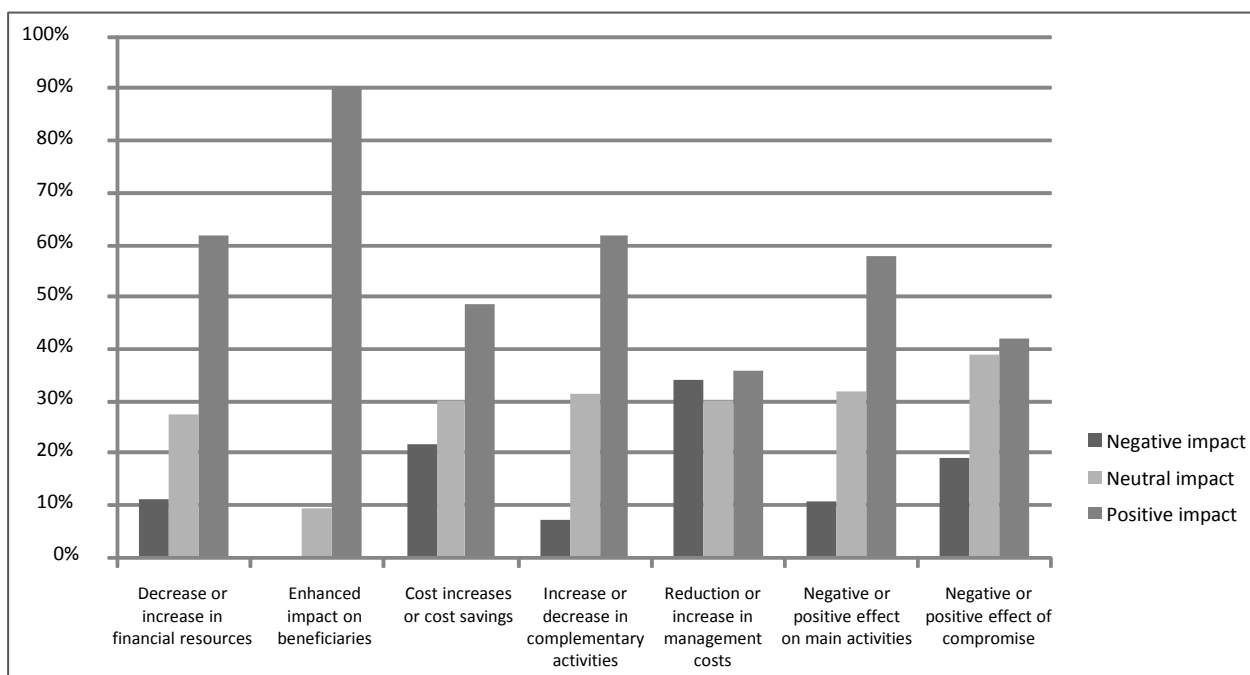
26. Working in partnership is seen to be beneficial and to increase the effectiveness of WFP's operations and those of its partners. As shown in Figure 2, WFP staff reported that benefits are greater than costs in all areas except management costs, which implies that management costs increase with partnership. Strong positive impacts were seen on beneficiaries, financial resources, complementarity and WFP's main activities.

Figure 2: Costs versus benefits of partnership: internal stakeholders



27. As shown in Figure 3, external stakeholders’ perspectives on the costs and benefits of partnership are similar to those of WFP staff, with impact on beneficiaries, financial resources and complementarity rated as most positive. Management costs were also rated more negatively by external stakeholders.

Figure 3: Costs versus benefits of partnership: external stakeholders



28. Interviews and surveys indicated that the added values of partnership include: access to increased information in order to improve decision-making; synergies and the opportunity for collective or better-coordinated initiatives; increased impact on beneficiaries; cost savings; knowledge transfer; and increased sensitivity to local conditions. Negative factors

related to partnership include: the time needed to manage a relationship; the impact of personalities on the effectiveness of a partnership; lack of information about the logistics of the joint activities; and bureaucratic processes related to authorization and payment.

⇒ *The need for investments in capacity development*

29. National governments are WFP's most important partners at the country level and WFP's Strategic Plan recognizes the centrality of governments in meeting the hunger needs of their populations. Other partnerships help WFP to complement government capacities and support hand-over as the overarching objective.
30. The evaluators found several examples in which governments asked for more support for capacity development but WFP's ability to respond was limited. In Haiti, the national government requested long-term assistance in capacity development for both nutrition and emergency preparedness, including secondments and mentoring. In Kenya, ministry officials in the areas of nutrition and health, and emergency preparedness indicated the need for WFP and others to recognize that additional support was required over the long term. In contrast, both the REACH and SUN initiatives do recognize the need for longevity of commitment by both United Nations and government partners.
31. The short duration of WFP's project cycle hinders a long-term approach. For example, in Kenya the longest project duration has been three years. A project-based approach is not well adapted to working with governments in a joint strategy. Although WFP is making efforts to develop country programmes and strategies, joint strategies developed by WFP and governments were absent in the countries reviewed.
32. According to WFP's 2009 Annual Performance Report, the percentage of joint United Nations programming grew from 22 percent in 2007 to 36 percent in 2009. Notwithstanding collaborative efforts such as the cluster approach and the United Nations Development Assistance Framework (UNDAF), this finding highlights a gap in WFP's approach to strategic partnership with United Nations partners, which could affect its ability to respond to national needs and build capacity.
33. How WFP engages with governments can also affect its partnerships. WFP has usually engaged with operational ministries rather than ministries of planning or finance. WFP managers and staff reported that their primary points of access to ministries were staff at levels below senior decision makers, resulting in delivery-oriented approaches and lacking an overall sense of continuity.

⇒ *Unclear roles and responsibilities in nutrition*

34. Interview data and information secured during group meetings – including the meeting that presented the interim report for this evaluation – underscored the ambiguity about WFP's roles and responsibilities in the area of nutrition. Virtually all United Nations stakeholders at the regional and global levels echoed these concerns. These ambiguities were not isolated to WFP's relationship with only one United Nations system partner. Stakeholders identified ambiguities in WFP's relationship with FAO, the World Health Organization (WHO), the United Nations Population Fund (UNFPA) and most notably with UNICEF.
35. Opinions about the degree of this ambiguity in relation to nutrition ranged from its description as an irritant to more strident characterizations such as “widespread mandate creep”. Despite the renewed MOU between WFP and UNICEF in early 2011, WFP's role in nutrition remains ambiguous, as recognized at the June 2011 WFP Global Nutrition Workshop.

⇒ *Internal challenges to partnership*

36. Most staff who responded to the survey reported that several of WFP's internal systems are inadequate to support partnerships, including financial systems, reporting systems and policies. Only 60 percent of staff found WFP's project planning and monitoring systems to be supportive of partnership, and 54 percent found the programme guidance adequate to support partnership.
37. Attempts were made with the time and resources available to capture financial data and quantitative data about the financial outputs and outcomes of partnership. However, WFP's administrative and management systems cannot readily track costs and benefits, which reduces WFP's ability to learn from and better manage its partnerships.
38. As Table 3 indicates, WFP and external stakeholders have different perspectives on the adequacy of monitoring systems: a higher percentage of WFP staff than external stakeholders indicated that partnerships are not adequately monitored. However, both WFP and external stakeholders agreed that knowledge and learning are promoted in WFP's partnerships.

Indicator	Strongly disagree/disagree		Agree/strongly agree		Number of respondents	
	External	WFP	External	WFP	External	WFP
The performance of partnerships with WFP is adequately monitored.	42 (40%)	32 (64%)	62 (59%)	18 (36%)	104	50
Knowledge is shared effectively and learning promoted in partnerships with WFP.	31 (28%)	10 (20%)	81 (72%)	40 (80%)	112	50

39. WFP's agreements were reviewed to assess the extent to which they reflect good practice and are therefore likely to promote effective partnership. Any rating above 80 percent or 8.0 points was an acceptable score. Only a few of these agreements were found to be in the acceptable range. Table 4 shows the indicators that received the highest ratings (greater than 7.0).

Scorecard indicators	Average rating
Identification of representatives/status	9.6
Rules for individual partners to leave or join	8.7
Grievance mechanism to resolve differences	7.9
Funding arrangements	7.6
Procedures for communicating with ongoing partners	7.5
Description of partner organizations	7.4

40. Table 5 shows those indicators that received the lowest score (4.0 or lower). Monitoring and evaluation was often a weakness in the agreements reviewed, as were intellectual property and confidentiality rules, and exit strategies for the partnership.

TABLE 5: WFP AGREEMENTS: LOWEST-RATED INDICATORS	
Scorecard indicators	Average rating
Intellectual property and confidentiality rules	3.9
Rules for branding (own/others)	3.6
Metrics for monitoring/measuring performance	3.4
Health check/review procedures	2.6
Exit ("moving on") strategy for partnership	1.5

41. Many of WFP's private-sector agreements achieved a satisfactory rating. There are some possible explanations for this. The costs and the inherent risks shared by both parties in these agreements require a degree of accuracy that may not be necessary in more conceptual documents laying out relationships between two United Nations agencies.
42. As shown in Table 6, many United Nations agreements predate the current WFP Strategic Plan and therefore predate the strategic shift towards food assistance.

TABLE 6: SCORED PARTNERSHIP AGREEMENTS WITH MAJOR UNITED NATIONS PARTNERS BY DATE AND PERCENTILE			
United Nations agency	Agreement type	Date of agreement	Score %
FAO	MOU	1999	42
WHO	Other	2001	39
UNDP*	MOU	2007	75
FAO	Other	2007	61
WHO	Other	2007	61
UNDP	Other	2010	68
UNFPA	MOU	2010	67
UNICEF	MOU	2011	59
UNHCR**	MOU	2011	75
UNEP***	MOU	2011	67

* UNDP – United Nations Development Programme

** UNHCR – Office of the United Nations High Commissioner for Refugees

*** UNEP – United Nations Environment Programme

43. In addition, awareness of good partnering practice is low, with little investment in training or awareness-raising. Over 70 percent of staff reported that investments in staff training to foster more collaborative approaches were inadequate.

CONCLUSIONS AND RECOMMENDATIONS

Overall Assessment

44. WFP is considered by virtually all stakeholders to be a valued and respected partner. Working with WFP is seen as positive, resulting in an increased impact on beneficiaries. While stakeholders raised some concerns about WFP's capacity in some areas and some lack of clarity about its evolving mandate, these limitations did not substantially detract from their overall positive assessment of WFP as a partner.
45. WFP staff members also recognize the value of working in partnership, particularly the increased access to beneficiaries it provides. Working in collaboration with others is seen as beneficial and increases WFP's effectiveness.
46. Ambiguities and uneven communications related to the nature of food assistance and partnership have implications for effective partnering. In a functioning partnership, both parties need to share common objectives. However, if one or both partners are unclear about core objectives, this may impact their ability to negotiate partnerships in order to maximize comparative advantages and maintain trust.
47. One major challenge for WFP is to reinforce its capacity development efforts with additional resources designed not to "hand over" but to "build together". This requires a long-term approach and investments, not only in WFP's direct support to governments, but with other development partners to ensure a coordinated response. A significant impediment to achieving these goals is WFP's short-term, project-based planning system.
48. Shortfalls in technical expertise (as was notable in the area of nutrition) undermine WFP's credibility with partners. A shortage of well-trained and senior staff makes working with partners more difficult and inhibits building long-term relationships.
49. WFP's credibility and the degree of confidence among its partners depend upon the extent to which WFP is willing to commit the resources necessary to substantiate its growing role in the areas of health and nutrition.

RECOMMENDATIONS

50. **Recommendation 1: WFP should empower the Executive Management Council, reporting to the Executive Director, to articulate a comprehensive partnership strategy, including a communications strategy.** This strategy should address issues raised during the evaluation, including:
 - defining partnership and partnership principles for WFP;
 - clarifying how WFP's strategic transformation to food assistance relates to partnership;
 - addressing internal and external communications about partnerships; and
 - addressing procedures for working in partnership and incentives to support new approaches.

51. **Recommendation 2: WFP should consider additional resources to enhance its capacity in nutrition and health, and build partnership skills, including: increased training for all staff; direct outreach to external partners in order to better engage them in determining what constitutes good partnership; and specific incentives for managers to ensure that they demonstrate leadership in promoting a new partnership strategy.** WFP should allocate new resources or redirect existing resources to address capacity gaps in nutrition. In order to build partnering capacity, actions are needed in a broad range of areas, including orientation, managerial leadership and the overall management of change within WFP.
52. **Recommendation 3: WFP should enter into discussions with United Nations partners, especially FAO, UNICEF, and WHO, to clarify roles and responsibilities in relation to WFP's shift to a food-assistance model, specifically with respect to mutual roles and responsibilities related to nutrition.** WFP should develop an agreement between United Nations agencies that clarifies roles and responsibilities, and includes a review and updating mechanism that enables it to evolve in response to changing circumstances.
53. **Recommendation 4: WFP should amend its global and (if relevant) regional framework agreements with other United Nations organizations to reflect new conditions and to incorporate aspects of good partnering agreements.** WFP's agreements should be updated to reflect its current strategic directions, the new directions of its partners, the implications of the shift in development assistance over the past decade and elements of good partnering.
54. **Recommendation 5: WFP should consider developing a mechanism to complement the standardized field-level agreements and lay out mutual expectations between WFP and local partners with respect to the mutual exercise of good-partnership practices.** WFP should develop a mechanism for use at the country level that enables it and its NGO partners to agree on how the principles of good partnership are put into practice between WFP country offices and NGOs.
55. **Recommendation 6: WFP should consider amending its project planning and reporting systems to include specific references to good partnership and partnership-related outcomes, and to promote the longer-term approach needed to sustain partnerships and contribute to capacity development.** Existing models should be amended to strengthen the monitoring and evaluation of partnerships, and partnership-related outcomes. It is important to recognize that indicators related to good partnership are needed to encourage managers to adopt recommended behaviours and process changes. Given the limitations of the project-based planning model, WFP should consider amending country-level planning to recognize the continuity necessary for promoting good partnerships and sustainable capacity development, which are core to the strategic transformation. A series of pilots with different types of projects or countries should be used to test and refine indicators for monitoring and evaluating partnerships in WFP's planning and reporting systems.
56. **Recommendation 7: WFP should expand and formalize the country-level partnership evaluation system based on the principle of mutual accountability; an example to build on was seen in Kenya.** WFP should develop an evaluation tool that enables a mutual assessment by partners of their strengths and weaknesses in the partnership. These may range from the contributions of partnership to delivery, quality and timeliness to communications, transparency and other aspects of partnership management and effectiveness.

ACRONYMS USED IN THE DOCUMENT

FAO	Food and Agriculture Organization of the United Nations
MOU	Memorandum of Understanding
NGO	non-governmental organization
SUN	Scaling Up Nutrition
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WHO	World Health Organization