

Evaluation of the Corporate Partnership Strategy (2014-2017)

WFP Office of Evaluation

May 2017



World Food Programme

Rationale for evaluation

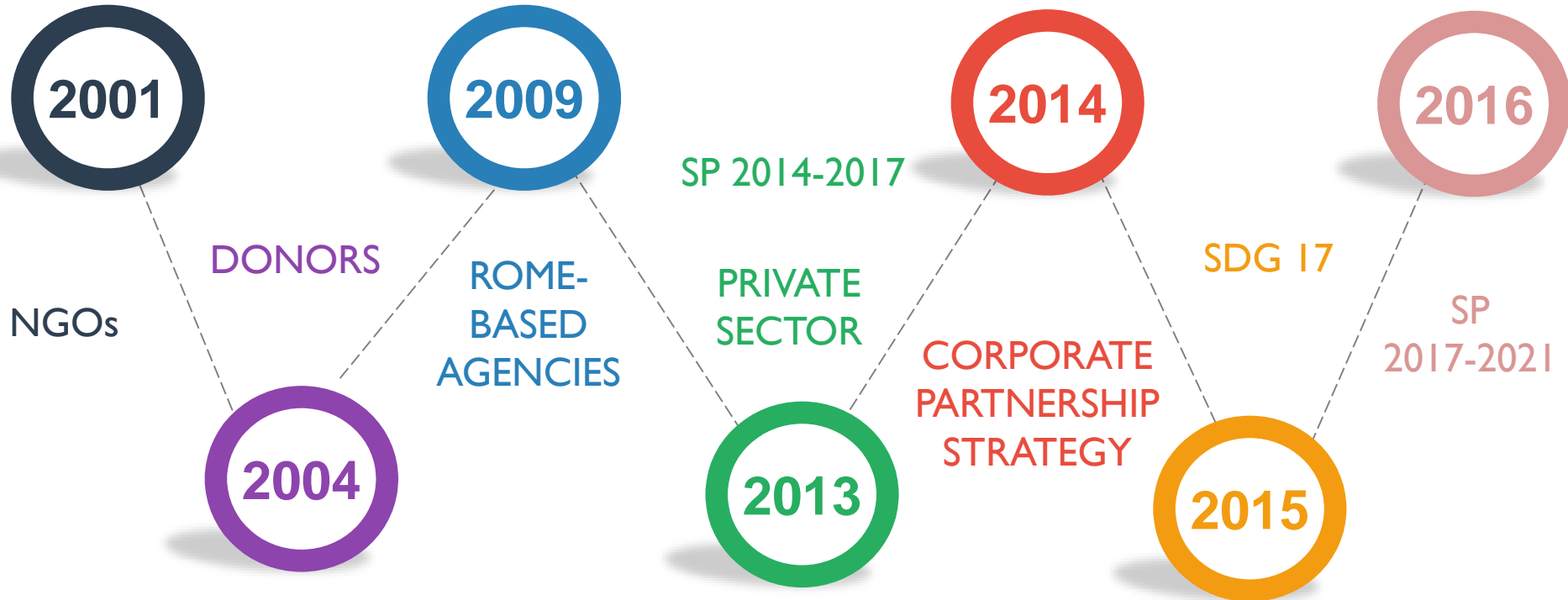


Centrality of partnerships in Sustainable Development Goals, World Humanitarian Summit and Integrated Roadmap

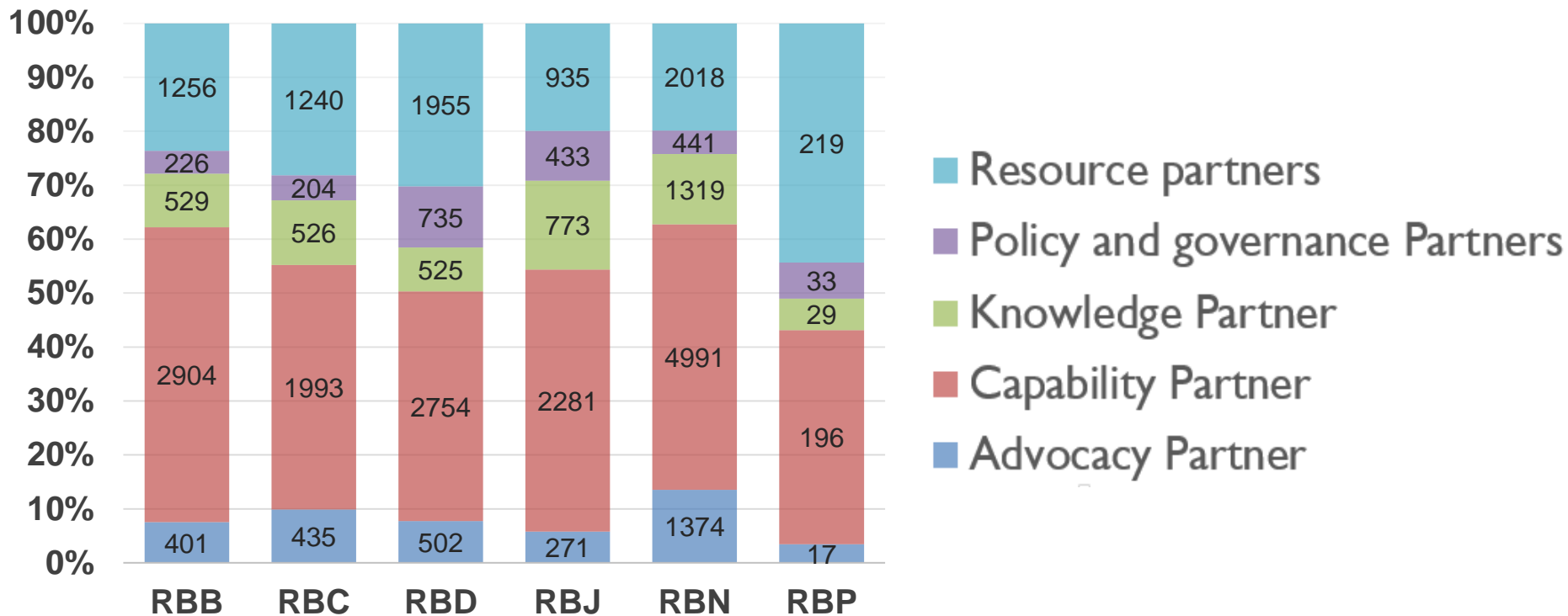


Key opportunity for learning despite limited time for implementation of Corporate Partnership Strategy

WFP Policy Timeline - Partnerships



Partner Type by Region



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Evaluation approach

Data Collection and Analytical Methods



DOCUMENTS
REVIEW



INTERVIEWS



PARTNERSHIPS
DATA

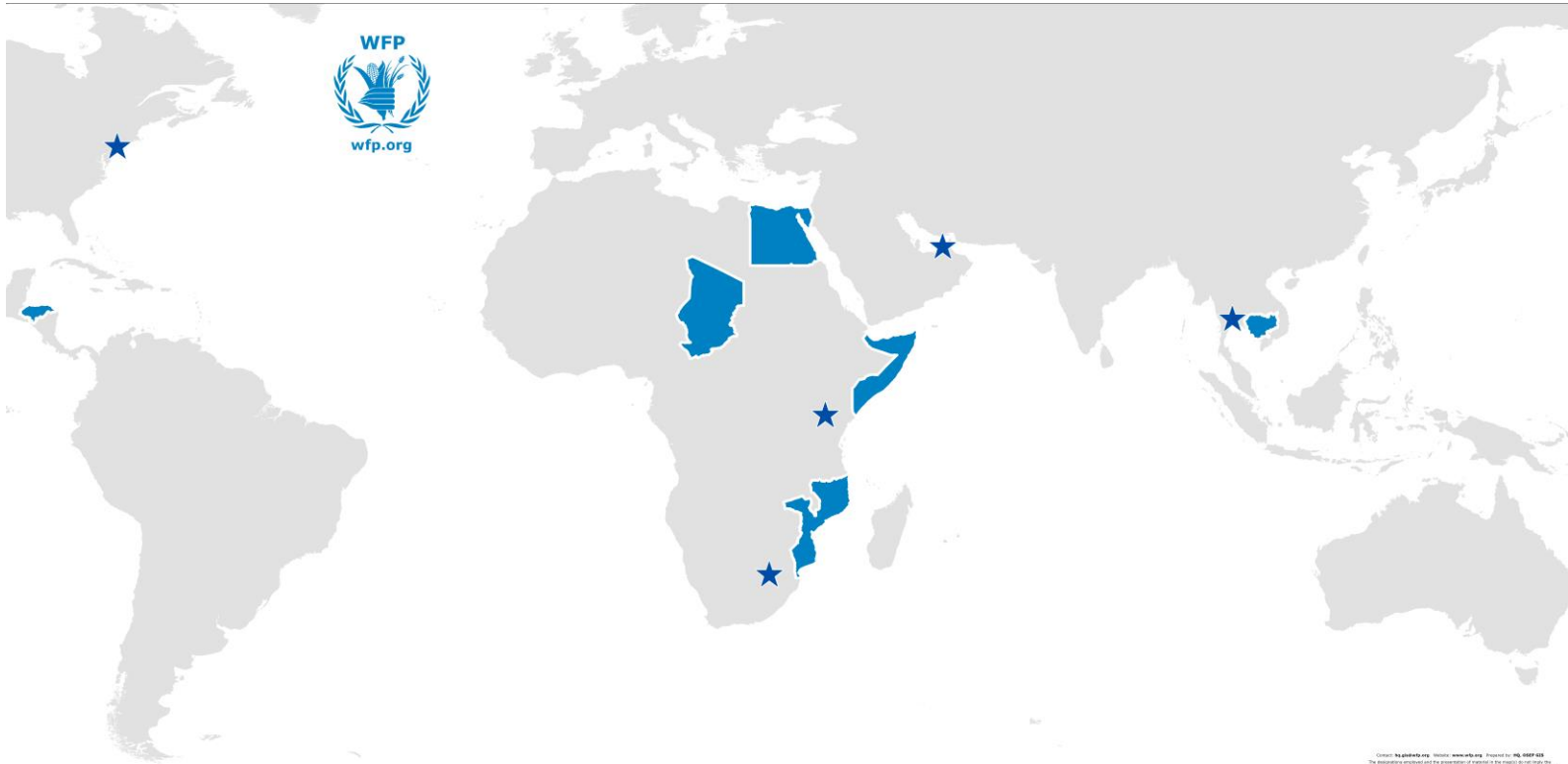


REVIEW OF COMPARATOR
ORGANIZATIONS



THEORY OF CHANGE

Field missions



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Evaluation Findings

Quality of the Strategy

- CPS reflected good partnership practice at the time of its design
- Clear partnership vision for WFP, which filled a gap in the strategic framework
- CPS considered useful by some but too generic by others
- Gender equality and equity considerations reflected
- Limited applicability to the IRM





QUALITY, AVAILABILITY AND APPLICABILITY OF GUIDELINES AND TOOLS

- Guidelines/tools reflect “good practice” but being accessed primarily by HQ staff

DATA SYSTEMS

- Strengthened data collection and reporting on partnerships in recent years
- However, full potential of COMET and other platforms not yet used

EXPANDING BEYOND TRANSACTIONAL RELATIONSHIPS



- ❖ Partners describe their relationship with WFP as consistent with partnership principles in the CPS
- ❖ Room for improvement on administrative/contractual arrangements and consultation with partners

SYNERGIES AND COST-EFFICIENCIES

- ❖ WFP's leadership of certain clusters enhances the reach and/or quality of programming by WFP and its partners

Factors affecting initial results achieved - External



WFP moving beyond transactional service-recipient interactions with many host governments but relationship with NGOs remain largely transactional

Improvements in coordination within the UN but WFP seem as a competitor by some, particularly in the area of capacity strengthening

WFP's "can do" attitude and comparative advantage in VAM, logistics, supply chain and transport – in particular – is recognised by partners.

Many local and international NGOs appreciate WFP as a financial partner and as a provider of infrastructure and logistical support in challenging environments.

Factors affecting initial results achieved - Internal



Prominence of 'partnership' discourse in recent years despite low level of awareness of the CPS

Inconsistent and narrow ownership of the CPS and limited accountabilities for its implementation

Financial investment for CPS implementation incongruent with WFP's aspirational partnership vision

WFP's culture still tends to be focused on delivery in the short-term

Staff require new partnership-related knowledge and skills

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Conclusions and Lessons

Conclusions and Lessons



SEVERAL CONDITIONS ARE STILL REQUIRED FOR SUCCESSFUL IMPLEMENTATION

BROADER ACCOUNTABILITY
AND FINANCIAL FRAMEWORK

ENHANCED CAPACITIES



SUSTAINED
LEADERSHIP

INCREASED RESOURCES

EXPANDED SKILL SET

Recommendations

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Recommendations



	Summarised	Action by
1	By the end of 2017, finalize a costed action plan to implement the partnership pillar of the Strategic Plan 2017-2021	IRM review team, OSZ, PG
2	Include Partnership Action Plans as a mandatory component of each Country Strategic Plan and Interim Country Strategic Plan with specific resources allocated for partnering activities in Country Portfolio Budgets.	PG, OSZ and PGC
3	By the end of 2017, update guidance and revise or develop practical tools to enable WFP staff to effectively engage in a broad range of partnerships	PG
4	By June 2018, working with regional bureaux to roll out context-specific partnership training modules, and developing tools for partnership-related knowledge management and dissemination.	PGC and PG with RBs
5	By the end of 2018, strengthen systems to capture qualitative data on partnering and develop templates that include a requirement to report on the effectiveness, efficiency and innovative nature of partnerships .	RMP, with IT
6	By the end of 2018, revise prioritized partnership agreements with UN agencies, international and national NGOs, private sector actors, International and Regional Financial Institutions, Regional Economic Organizations and private sector actors	PG