



WFP EVALUATION

Synthesis of evidence and lessons on WFP's cooperating partners from centralized and decentralized evaluations

October 2024 - Round table on evaluation reports

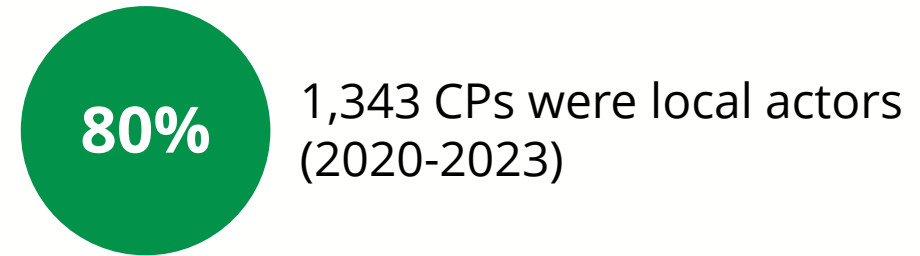
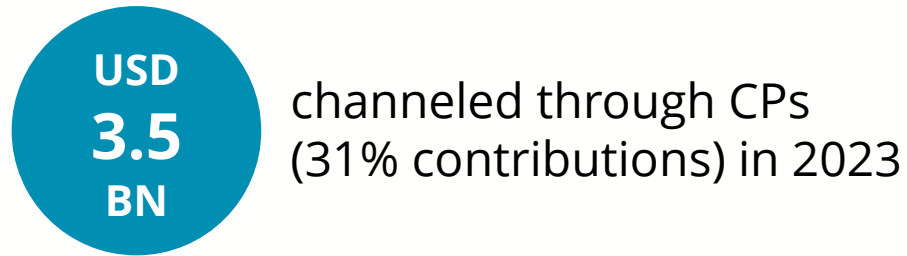


World Food Programme

SAVING LIVES
CHANGING LIVES

Synthesis context

Cooperating Partner: **non-profit entity that enters into a contractual relationship with WFP to assist in the performance of WFP's work (including government entities, NGOs and UN organizations).**
(2021 AFAC Policy)



External frameworks

- Grand Bargain



Internal frameworks and tools

- Guidance on WFP Management of NGO Partnerships
- Partner Connect Digital tool
- Field-level agreements
- Government guidance under development

Scope

47 evaluations issued between 2020 and 2023:

- ✓ 27 centralized evaluations
- ✓ 20 decentralized evaluations

Centralized evaluations			
CSP	Policy	Strategic	Corporate Emergency Response
22	1	2	2
Decentralized evaluations			
Activity		Thematic	
16		4	

Limitation: evaluations largely covered NGO CPs, with limited coverage of Government CPs and almost no coverage of UN CP partners.

EVALUATION SYNTHESIS CONCLUSIONS AND SUPPORTING FINDINGS

Conclusion: CPs provide life-saving assistance, contributing to nutrition, health, education and resilience programming. Government CPs enhanced enabling environment for food security and nutrition.

SO1

- ✓ Enhanced ability to reach the vulnerable and access hard-to reach areas.
- ✓ Capacity gaps on technology, gender and protection

SO2

- ✓ Expanded nutrition, health & education programmes; national advocacy
- ✓ Value in beneficiary data management, monitoring, & technical assistance

SO3

- ✓ Provision of local knowledge, targeting, needs assessments & managing community feedback mechanisms
- ✓ Missed opportunities in using partner's community knowledge for root causes and resilience

SO4

- ✓ Government partners key for building enabling environment for programme implementation
- ✓ Contributions in advocacy for nutrition-sensitive agriculture, livelihoods systems and social protection

Conclusion: Cooperating partners play a major role in supporting WFP to deliver its activities.

School feeding

- Improved hygiene, food safety & school infrastructure
- Distribution at children's homes

Nutrition

- Communication & training
- Delivering to vulnerable groups in crisis response

General food assistance

- Assistance during disasters
- Scaling up cash-transfers & support with bank transfers

SMH agricultural market support

- Connecting farmers with buyers
- Training of leaders

Climate adaptation & risk management

- Climate adaptation practices in agriculture

Asset creation & livelihood

- Access to employment
- Rehabilitation of community assets

CCS

- Joint monitoring
- Building technical expertise



- **Worked well:** WFP trainings & coordination meetings
- **Challenges:** Delayed FLA signing, short-term contracts, delayed payment; unclear WFP targeting criteria

Conclusion: Variable attention to cross-cutting issues with inconsistencies in capacity. Enhanced attention to disability inclusion and protection from sexual exploitation and abuse (PSEA) needed.



GEWE: Need for capacity strengthening, including gender parity in staffing. Limited use of available tools.



Protection and AAP: Protection principles difficult to operationalize. Effective use of feedback & complaints mechanisms but inadequate reporting of complaints.



Disability: Inadequate integration of disability inclusion & some exclusion from targeting.



PSEA: Codes of conducts & training on PSEA for CPs – but inadequate briefings on standards & protocols.

Conclusion: Local knowledge and technical expertise are assets but capacity gaps persist. At times, compounded by cooperating partners staff turnover.

- WFP processes help identify NGOs with relevant technical expertise, who could work with affected populations
- Capacity strengthening activities met needs

- Lack of skills in resilience, gender equality & vulnerability analysis
- Cooperating partner staff turnover, hindered programme implementation
- Financial constraints constrained CP selection in some cases

Conclusion: Efficiency of NGO management can improve, & processes for government cooperating partners requires development.

- Short field-level agreement (FLAs) hindered staff retention, while longer FLAs improved partnership quality
- Administrative delays & multiple contracts in a geographic area created inefficiencies
- WFP's capacity strengthening activities lacked a strategic approach; challenges in partner monitoring systems noted
- Tensions between 'sometimes risky' approach to serve the most vulnerable with fiduciary risk aversion and duty of care to the CPs
- Need for a strategic framework for contract negotiation & management of government cooperating partners

Conclusion: WFP advancing towards more collaborative relationships with cooperating partners, although the transition still ongoing.



Missed opportunities for deeper collaboration in joint planning and long-term collaboration



Relationships between WFP and cooperating partners:

- ✓ Transparent
- ✓ Equitable
- ✓ Mutually beneficial
- ✓ Shared responsibilities



WFP currently working towards localization, but could do more to support cooperating partner leadership

Conclusion: Key aspects of CP engagement supported achievement of results

- Longer-term contracts that support strategic planning
- Flexible field-level agreements that allow real-time adjustments; ethos of trust
- Clear codes of conduct & whistleblower reporting channels helped clarify expectations & build trust

Recommendations

1

PRIORITISE SUSTAINABLE PARTNERSHIPS: Aim for long-term, sustainable partnerships, grounded in appreciation of cooperating partners; ethos of shared interests, mutual respect and trust.

2

ADOPT STRATEGIC AND TAILORED APPROACHES TO CAPACITY

STRENGTHENING: Build upon strengths in areas of joint priority for WFP and partners, applying a localization lens.

3

INCORPORATE PLAN FOR ENGAGEMENT THROUGHOUT CSP: Facilitate CP engagement at all stages of the CSP programme cycle design, implementation through to performance assessment.

4

STRENGTHEN ALIGNMENT WITH CROSS-CUTTING PRIORITIES: match clear contractual requirements with capacity strengthening opportunities.

5

IMPROVE CP MANAGEMENT: Enhance the efficiency of & learning from, CP management & administration.