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Summary report on the strategic evaluation of WFP's adaptation to the evolving partnership landscape between 2022 and 2026

Executive summary

A strategic evaluation of WFP's adaptation to the evolving partnership landscape was conducted between October 2025 and June 2026. The evaluation assessed WFP's partnership vision, its adaptation to changing external conditions, the results of that adaptation and the factors influencing how effective and sustainable partnerships are.

WFP's partnership environment has changed rapidly. Bilateral funding has contracted, while humanitarian needs remain exceptionally high. International financial institutions, climate funds, philanthropic foundations and private sector actors have become increasingly important in food security financing. Organizations in the global development and humanitarian system increasingly see partnerships as a structural condition for achieving results at scale and sustaining food security outcomes.

The evaluation found a widening gap between WFP's strategic vision for its partnerships and its readiness to make that vision a reality. WFP's ambition, and the systems for achieving it, are most clearly seen where partnerships support resource mobilization and success can be measured through the monetary value of contributions received. There is less clarity regarding how partnerships can leverage additional contributions; support policy engagement, systems change and capacity gains; and generate and share knowledge.

WFP has made meaningful progress in broadening its partner base and expanding its engagement modalities while also navigating an evolution in its relationships with established partners. As a result, WFP employees are engaging in increasingly complex and high-stakes partnership arrangements that require them to make significant judgments. However, the systems and

The full evaluation report and all related documents are available on WFP's website at https://www.wfp.org/publications/strategic-formative-evaluation-wfps-adaptation-evolving-partnership-landscape.

In line with WFP's 2022 evaluation policy (WFP/EB.1/2022/4-C), to respect the integrity and independence of evaluation findings the editing of this report has been limited. As a result, some of the language in it may not be fully consistent with WFP's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

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processes needed to deal effectively with this increasingly complex partnership environment are not yet consistently available across the organization. WFP internal incentives, staffing models, decision-making processes, corporate guidance, decision support mechanisms and reporting systems have not yet caught up with the demands of this new environment and remain largely oriented towards a more transactional and grant-based humanitarian operating model.

Global partnerships have delivered some significant benefits for national governments and systems in terms of catalysing additional financing. They have also delivered non-financial benefits for WFP while strengthening WFP's own funding quality, strategic access and reputation. WFP global partnerships increasingly generate innovation, but information about this benefit is not yet captured or communicated effectively.

The evaluation makes three recommendations to WFP:

i) secure the future of transformative partnerships by strengthening structures, staff skills and cross-functional collaboration beyond individual champions;

ii) reinforce the institutional frameworks, guidance and financing mechanisms required for WFP to engage effectively as a strategic partner; and

iii) unlock the full value of WFP’s global partnerships by elevating strategic messaging, storytelling and visibility.

Draft decision*

The Board takes note of the summary report on the strategic evaluation of WFP’s adaptation to the evolving partnership landscape between 2022 and 2026 (WFP/EB.2/2026/6-A/1) and the management response (WFP/EB.2/2026/6-A/1/Add.1).

* 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.

1. Introduction

1.1 Evaluation features

1. The strategic evaluation of WFP's adaptation to the evolving partnership landscape was conducted between October 2025 and June 2026. The evaluation sought to draw lessons from WFP's approaches to global partnerships over the past five years, examining existing and new global partnerships to understand the factors affecting their performance and assessing the relevance, effectiveness and efficiency of WFP's normative framework and institutional arrangements in terms of meeting partnership needs in a changing global landscape.

2. The scope of the evaluation included WFP's partnerships with other United Nations entities and system-wide initiatives; international financial institutions (IFIs) and climate finance entities; private sector partners, including corporations and foundations; and multistakeholder platforms hosted or significantly supported by WFP such as the School Meals Coalition.[1] It focuses on "global partnerships", a term defined specifically for the purposes of this evaluation and validated during its inception phase (see box 1). The evaluation focuses primarily on partnership adaptation and diversification efforts, especially in relation to resource mobilization, while acknowledging the fundamental role of traditional (OECD-DAC[2]) donors and the changing dynamics of those partnerships.

Box 1: Global partnerships

Global partnerships are structured collaborations between WFP and other organizations that are characterized by mutual commitments, shared accountability and two-way engagement. They are managed and overseen at the global headquarters level, have strategic significance beyond individual transactions or donations, and contribute to WFP's strategic objectives through resource mobilization, knowledge exchange, policy, advocacy or service provision.

Source: Evaluation team, based on the WFP corporate partnership strategy for 2014–2017 and stakeholder consultations.

3. The evaluation employed a theory-based, mixed-methods approach, applying a systems lens through which WFP's partnerships were examined as an interconnected ecosystem within broader humanitarian and development systems. Data was collected through seven complementary methods.[3] Consideration of equality between women and men, equity and inclusion was integrated into the design of the evaluation.

[1] Engagement with cooperating partners, humanitarian cluster coordination and engagement at the country level were not covered by this evaluation, as they have been the subject of other evaluative studies.

[2] Development Assistance Committee of the Organisation for Economic Co-operation and Development.

[3] Namely, a document review; analysis of quantitative data; interviews with a wide range of stakeholders; four "deep dive" case studies of WFP's partnerships with the World Bank, the Green Climate Fund, the School Meals Coalition and the Novo Nordisk Foundation; a survey (which elicited responses from 86 partnership officers and 15 country directors); a field mission to Nairobi; and a peer organization review of the Office of the United Nations High Commissioner for Refugees, the International Committee of the Red Cross and the United Nations Children's Fund.

1.2 Global context

4. The global humanitarian and development landscape is undergoing profound transformation. Geopolitical tensions, conflicts, economic instability, climate shocks and weakening adherence to international humanitarian law are creating more challenging operating environments and increasing reputational and operational risk.

5. At the same time, traditional funding sources are shrinking rapidly, with official development assistance experiencing record declines and humanitarian budgets falling well short of growing needs.[4] Amid rising competition for remaining official development assistance, organizations must diversify funding sources and are under pressure to demonstrate measurable systems-level impact.

6. Meanwhile, alternative financing mechanisms are expanding. Climate finance, private capital, philanthropic investments and multi-donor pooled funds are growing in importance and increasingly prioritize large-scale, transformative outcomes. Organizations that can navigate these more complex financing structures have opportunities to access substantial new resources.

7. Emerging donor countries, stronger government leadership in programme countries and ongoing United Nations reforms such as UN80[5] and the humanitarian reset[6] are reshaping partnership dynamics. The humanitarian reset emphasizes partnership in the context of localization while UN80 values partnership as a tool for improving coordination and coherence across the United Nations system.

8. Partnership models are changing. The private sector is becoming a strategic partner providing expertise, innovation and financing,[7] while public–private–philanthropic partnerships are gaining prominence.[8] Advances in technologies, together with innovative financing instruments such as debt swaps and climate bonds, offer new opportunities to improve efficiency, transparency and responsiveness.[9] However, they also require specialized capacity and careful management of risks related to ethics, privacy and inclusion.

1.3 WFP funding context

9. Since 2022, an exceptional year for WFP due to the scale of needs globally and funding increases,[10] WFP has experienced significant change and uncertainty regarding its funding situation, with conditions intensifying between 2024 and 2026. As highlighted in figure 1, contributions to WFP dropped substantially between 2023 and 2025, leading to significant funding gaps that reached 66 percent in 2025. These challenges have affected all aspects of WFP's operations.

[4] Organisation for Economic Co-operation and Development. 2026. A historic decline in foreign aid: Preliminary 2025 ODA data.

[5] United Nations. UN80 Initiative.

[6] United Nations Office for the Coordination of Humanitarian Affairs. 2025. The Humanitarian Reset (10 March 2025).

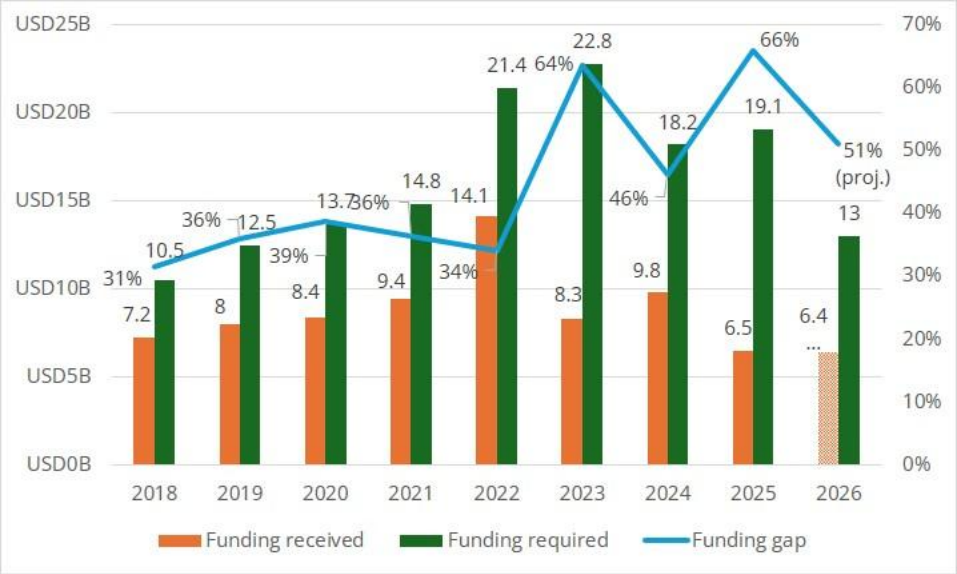
[7] C&E Advisory. 2026. *Corporate – Non-Profit Partnerships Barometer 2026*.

[8] The Partnering Initiative. 2023. *Systems Change Activation: Empowering philanthropy's catalytic role in transformational PPPPs*.

[9] ODI. 2024. *Policy brief – Humanitarian Innovative Financing in fragile settings: Taking stock and charting the road ahead*.

[10] Data from the United Nations Office for the Coordination of Humanitarian Affairs show that more than USD 30 billion was raised from the public, companies and governments through United Nations coordinated appeals. Increased funding is also evident from internal comparator data.

Figure 1: WFP overall financial contributions and funding gap (*in USD billion*), 2018–2026



Source: WFP 2026-2028 management plan (November 2025) and 2025 annual performance report (June 2026).

2. Subject being evaluated

10. Since 2017, WFP has articulated its approach to partnerships in three strategic plans, consistently emphasizing that effective partnerships involve both financial and non-financial collaboration. WFP's corporate partnership strategy for 2014–2017 remains foundational to WFP's partnership framework, establishing five partnership areas (see figure 2) that were subsequently confirmed under the strategic plan for 2022–2025.[11]

Figure 2: Main partnership areas

Areas of partnership	Value delivered
Resources	Provision of human, financial and technical resources
Knowledge	Provision of information, evaluation and analysis
Policy and governance	Support for regional and country hunger and nutrition policies and hunger and institutional governance
Advocacy	Advocacy regarding food security and nutrition
Capability	Design and implementation of programmes and operations

Source: Corporate partnership strategy for 2014–2017; presentation for the fifth workshop on the strategic plan for 2022–2025.

[11] The five areas were discussed at the fifth workshop on the draft strategic plan in July 2021.

11. Since April 2026, WFP's partnership approach has been guided by its strategic plan for 2026–2029, as well as several complementary strategies that support strategic plan implementation. Key among the latter are the innovative finance strategy for 2025–2026, the 2025 localization policy and the innovation strategy for 2025–2027.

12. The current strategic plan does not articulate specific partnership areas but instead takes a holistic view of the role of partnerships as an organizational enabler. Nonetheless, the five areas originally set out in the corporate partnership strategy remain helpful tools for analysing how WFP has approached partnerships in recent years.

2.1 Institutional architecture for partnerships

13. WFP's partnership function combines centralized strategic leadership with decentralized implementation at the global headquarters and country office levels. Global headquarters provides strategic direction, policy frameworks, global partner engagement and corporate resource mobilization. The Partnerships and Innovation Department, restructured in 2025, now comprises the Public Partnerships Division, the Private Sector Partnerships Division and the Innovation Service. Partnership responsibilities also extend across other functional areas, including the Programme Operations Department.

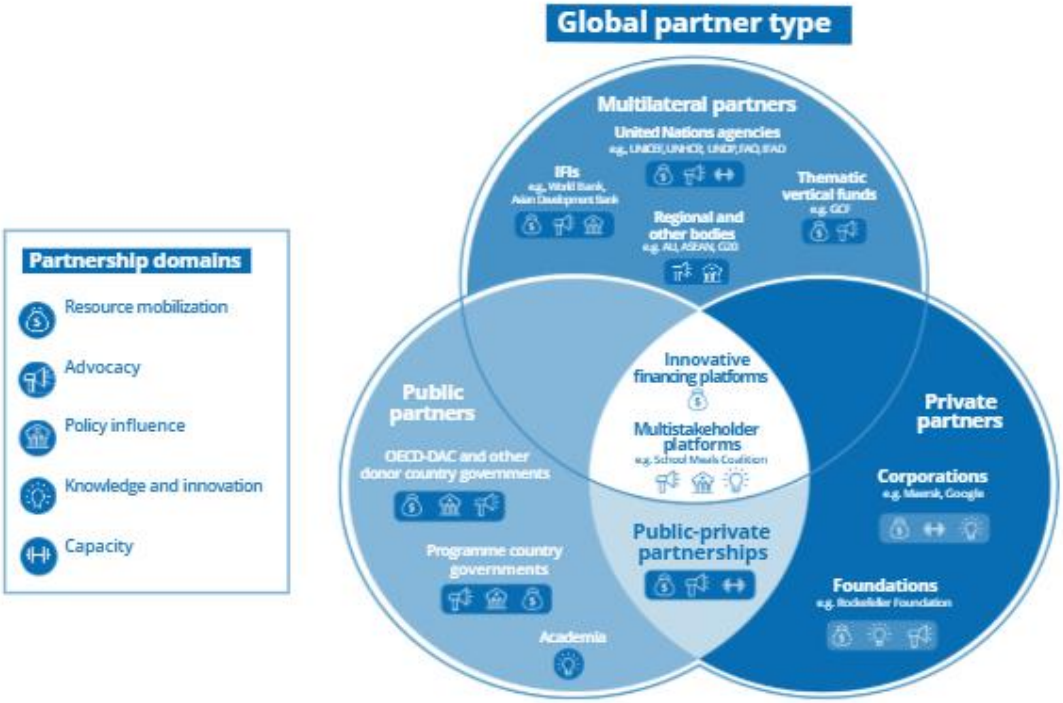
14. WFP's network of global offices in key donor capitals and international hubs supports engagement with governments, multilateral institutions and the private sector. Regional offices support regional partnerships and provide guidance and support to country offices. Some regional offices host dedicated innovation hubs linked to WFP's Innovation Accelerator. Country offices hold primary responsibility for mobilizing resources for country strategic plans and managing partnerships for both fundraising and broader strategic collaboration, under the leadership of country directors.[12]

2.2 Global partner landscape

15. Figure 3 shows the main types of global partners that WFP engages with and the primary partnership areas addressed in each case. There is no common categorization of all WFP global partnerships, and many address more than one partnership area.

[12] As of 31 March 2026, employees working in the partnership function included 144 in country offices, 16 in regional offices and 581 in Rome and in global offices.

Figure 3: Global partner landscape



Abbreviations: ASEAN = Association of Southeast Asian Nations; AU = African Union; FAO = Food and Agriculture Organization of the United Nations; G20 = Group of 20; GCF = Green Climate Fund; IFAD = International Fund for Agricultural Development; UNDP = United Nations Development Programme; UNHCR = Office of the United Nations High Commissioner for Refugees; UNICEF = United Nations Children's Fund.

3. Key insights and conclusions from the evaluation

3.1 Overall assessment

Overall, the evaluation finds that during the period evaluated, WFP made substantial and strategically significant progress in adapting its global partnerships to a rapidly changing external environment. WFP demonstrated an ability to reposition its partnerships, engage with a broader range of actors and experiment with new partnership models that extend beyond traditional resource mobilization.

These efforts generated tangible benefits for both WFP and programme countries. Gains include improved access to financing, stronger national systems, greater government ownership, enhanced policy engagement and new opportunities for innovation and collective action.

However, resource and other pressures are driving a widening gap between WFP's strategic vision for its partnerships and its readiness to operationalize that vision. The systems, incentives and staff capabilities needed to implement the vision are not yet fully in place. The evaluation offers five insights that summarize progress to date, along with three recommendations aimed at supporting WFP as it continues to work towards implementing its vision.

Insight 1: WFP's partnership vision has undergone a substantive evolution that builds on the organization's past efforts and is closely aligned with the structural changes under way in the global partnership landscape. Translating this vision into organizational practice is a work in progress.

16. **WFP's partnership vision has expanded over time.** Since the adoption of its corporate partnership strategy for 2014–2017, WFP's vision for partnerships has become increasingly ambitious. Earlier strategic frameworks focused primarily on helping WFP to become a better partner and on mobilizing complementary resources and operational reach. The strategic plan for 2022–2025 made partnerships one of the organization's core enablers for achieving its humanitarian and development goals.

17. The strategic plan for 2026–2029 goes further. It frames partnerships as a **structural prerequisite in a context of shrinking resources, rising needs and changing expectations.** It positions WFP as a **convener** of diverse actors and a **catalyst** for leveraging resources that can enable outcomes that it cannot achieve alone. Partnerships are no longer framed primarily as instruments to support WFP's operational delivery, but as mechanisms through which broader food security outcomes can be achieved.

18. Specific dimensions of this shift include:

- **partnerships as a vehicle for enabling systems-level change,** recognizing that no single actor can bring about all desired changes at the country, regional and global levels;
- expansion from a narrow donor base to **more diversified partnerships;**
- **a shift from transactional to transformative partnerships,** moving from partnerships that primarily mobilize resources to those that generate leverage and expand what WFP can achieve for food security outcomes beyond its own operations;
- **support for both programmes and systems strengthening,** including by working through existing national institutions, financing systems and social protection frameworks; and
- a shift by programme countries from being recipients of WFP assistance to being **co-investors in food security and hunger solutions.**

19. Table 1 shows how WFP's partnership vision has changed since 2014 in three dimensions.[13]

Table1: Evolution of WFP's partnership vision, 2014–2026

Dimension	Corporate partnership strategy 2014–2017	Strategic plan 2022–2025	2026–2029 strategic frameworks[14]
Main ambition guiding partnerships	• WFP becoming a better partner • Establishing the first organization-wide framework, introducing a common partnership definition and improving relationship management, partner selection and strategic coherence	• WFP being a "strong and reliable partner" within the United Nations system and beyond • Emphasis on complementarity, joint programming and WFP's convening role in food systems	**WFP as convener and catalyst** Enabling others to achieve outcomes that WFP cannot pursue alone. First strategic cycle to embed partnership explicitly within active reform processes (UN80, humanitarian reset)
Role of partnerships in WFP's institutional logic	• Optional strategic framework • WFP remains a self-sufficient implementing organization that can engage in partnerships more or less effectively	• One of six core organizational enablers, with partnerships becoming constitutive of what WFP is, not just an operational tool • Partial shift from instrumental to identity-level framing	**Structural prerequisite** As WFP steps back from direct implementation, partners must step in. Partnerships are no longer a strategic choice but a necessity.
How partnerships create value for WFP	• Partnerships valued primarily for what they provide to WFP: complementary resources and operational reach.	• Partnerships valued for resources, knowledge and system coherence • Emerging recognition of non-financial value and impact beyond WFP's direct operational footprint	**Partnerships valued for what they unlock** (catalytic multipliers, fiscal space, national ownership, innovation, risk transfer) as much as for what they provide directly to WFP

Source: Evaluation team based on document review and interviews with WFP employees.

20. **The changes mostly – but not completely – address recurrent findings from independent evaluations.** The subjects of these findings include WFP's transactional partnership approaches (assessed in the mid-term evaluation of the strategic plan for 2022–2025); the risk of overreliance on a small donor pool; and inconsistent conceptualization of partnerships. Some gaps identified in previous evaluations have not yet been fully resolved, however, including inconsistent operationalization of partnership objectives, dominance of resource considerations [15] and limited practical guidance for

[13] The three dimensions are not explicitly defined in WFP's strategic framework; rather, they represent the evaluation team's assessment of the most significant ways in which WFP's partnership vision has evolved since 2014.

[14] These are primarily the strategic plan for 2026–2029, the 2025 localization policy and the resource mobilization strategy for 2026–2029, as well as the innovation strategy for 2025–2027, the innovative finance strategy for 2025–2026 and the private sector strategy for 2020–2025.

[15] WFP. 2024. *Mid-Term Evaluation of WFP's Private Sector Partnerships and Fundraising Strategy 2020–2025 – Decentralized evaluation report (2020–2022)*; WFP. 2024. *Evaluation of WFP's Emergency Preparedness Policy – Centralized evaluation report*.

employees on matters beyond resource mobilization and for different settings and partner types.[16]

21. **Lack of an explicit rationale explaining how partnerships contribute to reduced food insecurity.** In common with other organizations, [17] WFP's strategic framework for partnerships makes ambitious claims about the catalytic effects of partnerships and the structural transformation that they can enact – in the case of WFP, for improving food systems. However – also in common with other organizations – WFP does not fully explain how aspects such as convening, IFI engagement, localization, coalition-building or innovative finance are expected to lead to the desired change. Nor does it clarify which approaches should be prioritized in which settings or how success should be demonstrated. Consequently, while WFP's strategic frameworks increasingly articulate the potential contribution of partnerships to food security outcomes, further work is needed to operationalize approaches consistently across partner types and operational settings and to translate them into decisions on prioritization, delivery models and resource allocation.

22. WFP's strategic partnership architecture is more developed in relation to resourcing than transformative partnerships. The resourcing aspects of WFP's partnerships are comparatively well developed in its strategic framework, and the resource mobilization strategy for 2026–2029 recognizes the organizational requirements for realizing the new partnership vision. Resource contribution levels, flexible funding, multi-year financing and partner categories are all tracked under WFP's corporate systems. By contrast, there is no clear guidance available on how to operationalize, monitor or track the approaches, governance arrangements, mutual obligations, accountabilities and evidence required to implement the more transformative dimensions of partnerships, including capacity strengthening, joint advocacy, policy engagement, knowledge exchange and systems change.[18]

23. **Insufficient guidance on partnership differentiation for diverse contexts – humanitarian and development.** WFP's mandate requires a range of partnership logics, with diverse conditions for partner selection, governance, accountability, national ownership and risk. In the current strategic plan, partnerships are foreseen in the areas of emergency response, resilience and support for government and partner programmes. However, corporate guidance does not sufficiently explain how partnerships should be designed in sudden-onset crises, protracted emergencies, development settings or contexts in which humanitarian and development objectives intersect. While recent discussions within WFP have highlighted the need for more differentiated country office support models that reflect a range of partnership opportunities, capacities and operating environments, the evaluation found that, in the absence of a clear corporate framework, country offices were developing their own context-specific partnership frameworks, unguided by a common vision or approach and bearing the ensuing risks.

24. **The role of cross-cutting issues in the formulation of partnerships is not clear.** Cross-cutting matters such as equality between women and men, environmental sustainability, protection and the humanitarian principles are reflected in WFP's strategic

[16] WFP. 2024. *Mid-Term Evaluation of WFP's Strategic Plan 2022–2025 – Centralized evaluation report*. WFP. 2024. *Mid-Term Evaluation of WFP's Private Sector Partnerships and Fundraising Strategy 2020–2025 – Decentralized evaluation report (2020–2022)*.

[17] Review carried out by the evaluation team of United Nations Children's Fund, Office of the United Nations High Commissioner for Refugees and International Organization for Migration partnership approaches and strategic frameworks.

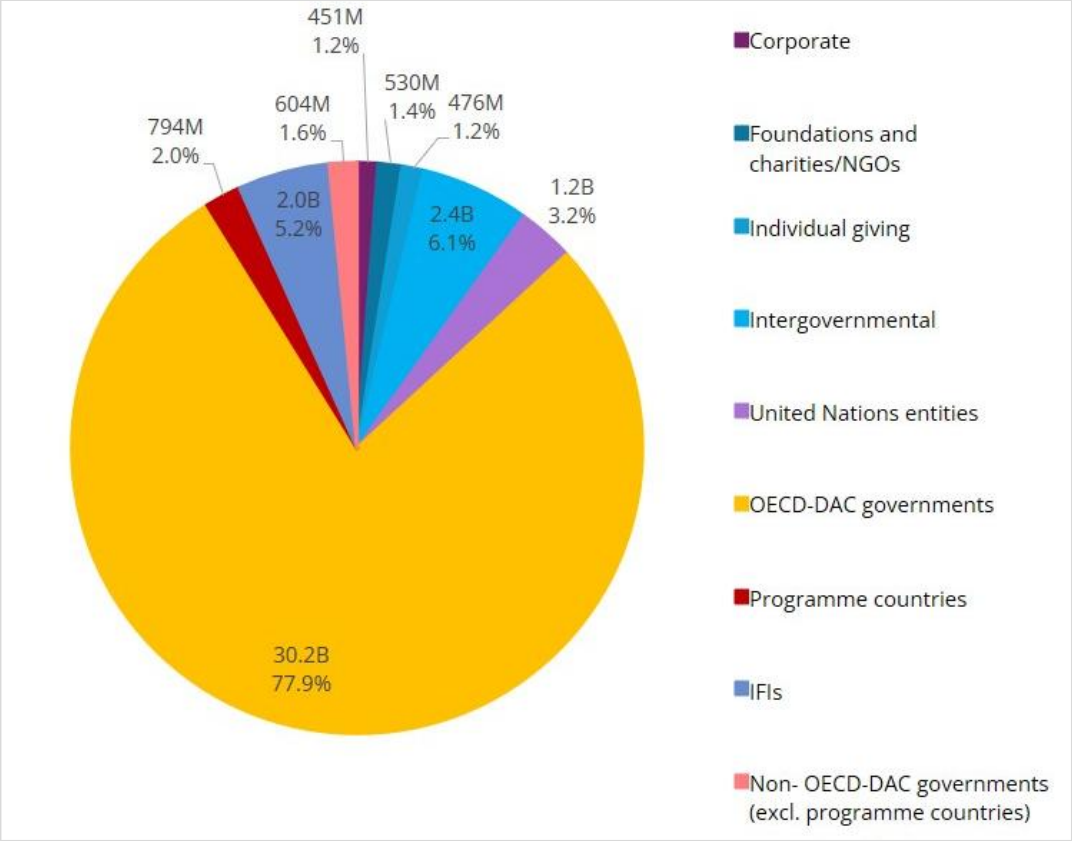
[18] WFP has recently launched several initiatives intended to address these gaps, including strengthened guidance on engagement with international financial institutions; knowledge management platforms; mechanisms for learning about resource mobilization; and efforts to improve cross-functional support for country offices. These initiatives are at an early stage, and their effectiveness has yet to be fully demonstrated.

frameworks. However, there is limited guidance available on how these themes should shape partner selection, mutual accountability and decisions on when not to engage. The evaluation found that staff uncertainty about how to engage on cross-cutting issues in the current external environment was resulting in inconsistent practice in their partnership engagement at the country level, with some employees hesitant to pursue partnership opportunities that may be entirely appropriate.

Insight 2: WFP has made meaningful progress in broadening its partner base and expanding its engagement modalities while also navigating an evolution in its relationships with established partners. However, the systems and processes needed to deal effectively with an increasingly complex partnership environment are not yet consistently in place across the organization.

25. **OECD-DAC member governments remain the foundation of WFP's resource base but WFP's relationship with them is changing.** As shown in figure 4, WFP remains highly reliant on public contributions.

Figure 4: Percentage and monetary value (*USD million and billion*) of total contributions by donor type, 2022–2025

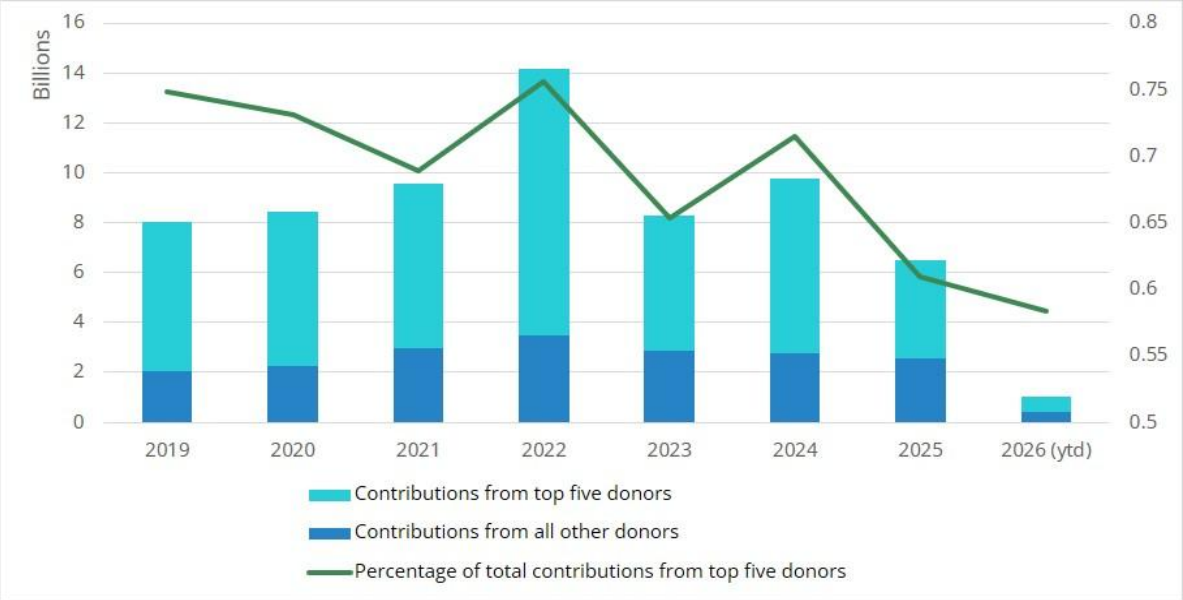


Source: FACTory weekly distribution contribution and forecast statistics as of 23 March 2026.

Abbreviation: NGOs = non-governmental organizations.

26. However, the share of total contributions attributable to WFP's five largest donors[19] fell from 75 percent in 2019 to 60 percent in 2025 (see figure 5).

Figure 5: WFP contributions from top five donors, 2019–2026 (March)



Source: WFP FACTory weekly distribution contribution and forecast statistics, year to date as of 23 March 2026.

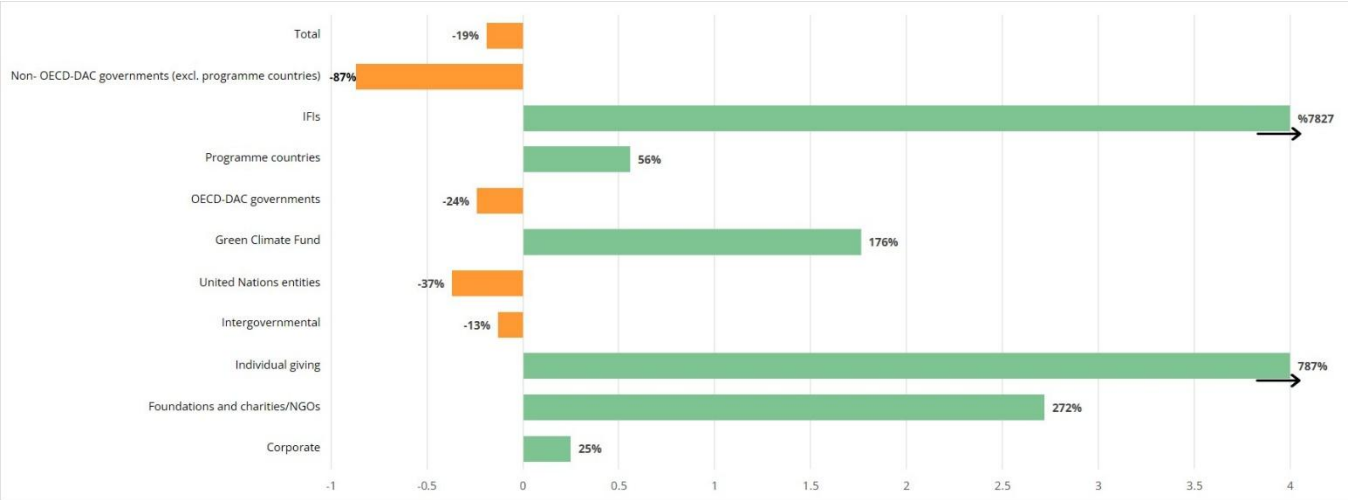
27. Recognizing evolving priorities, **WFP has made efforts to protect and deepen existing relationships with OECD-DAC partners.** These efforts have included senior leadership engagement, joint advocacy to support government humanitarian budget allocations, advocacy on positioning food insecurity within the security agenda and efforts to bring government partners into new engagements, such as public–private partnerships. WFP has also used its convening role, data assets, innovation and systems-change contributions as the basis for engagement.

28. **Beyond its traditional donors, WFP has made progress broadening its partner base and expanding its engagement modalities.** Key contributors now include IFIs, philanthropic foundations and programme countries (through co-financing). As yet, however, the funding obtained through these sources does not fully compensate for the decline in traditional donor contributions.

29. Figure 6 summarizes changes in the monetary value of contributions by income stream between 2019 and 2025.

[19] The following entities ranked among WFP's top five donors at least once between 2019 and 2025: United States of America; European Commission; Germany; private donors; United Kingdom of Great Britain and Northern Ireland; Canada (2020, 2022, 2023); and Saudi Arabia (2019).

Figure 6: Percentage change in the monetary value of contributions, by income stream, 2019–2025



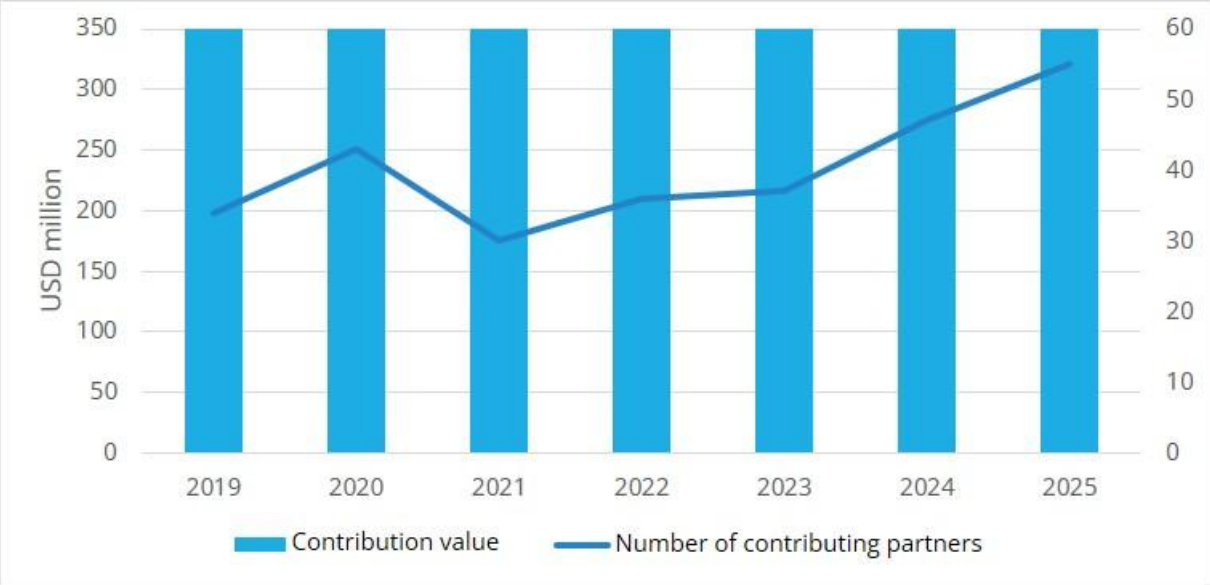
Source: FACTory weekly distribution contribution and forecast statistics as of 23 March 2026.

30. **IFI partnerships.** The expansion in IFI partnerships has opened new pathways into policy dialogue, technical assistance and engagement with ministries responsible for finance and planning that humanitarian channels alone could not provide. In Haiti and Lebanon, for example, WFP purposefully adapted relationships that began as transactional output-delivery contracts into more sustained technical assistance partnerships. Policy dialogue with the International Monetary Fund has also helped to provide leverage on policy reform even without direct funding, as in Lebanon and Pakistan.

31. **Climate funds.** Contributions from climate funds reached USD 278 million in 2025. WFP has a credible case for engagement with the Green Climate Fund and the Adaptation Fund, in particular in fragile and conflict-affected settings where national entities cannot operate. In South Sudan, for example, the first Green Climate Fund project was fast-tracked to approval in approximately ten months. WFP is also among the largest accredited entities of the Adaptation Fund, which sees it as operationally reliable and fast at implementation. However, the evaluation found that the strategic framing of WFP's role in the implementation of climate fund initiatives remains underdeveloped at the corporate level, including with regard to how grants are used catalytically, how national capacity is progressively built and how WFP's distinctive contribution is demonstrated to each fund.

32. **Programme countries.** Programme countries are increasingly becoming co-investors with WFP in food security, consistent with the localization agenda. Programme country contributions increased by 56 percent between 2019 and 2025, with the number of contributing countries rising from 35 to 42. Notably, more than 50 percent of programme country contributions went towards work addressing the root causes of food insecurity, and nearly 30 percent was allocated to resilience work, while only 20 percent of such contributions were earmarked for crisis response. Programme country contributions, however, remain modest relative to the scale of WFP's operational requirements.

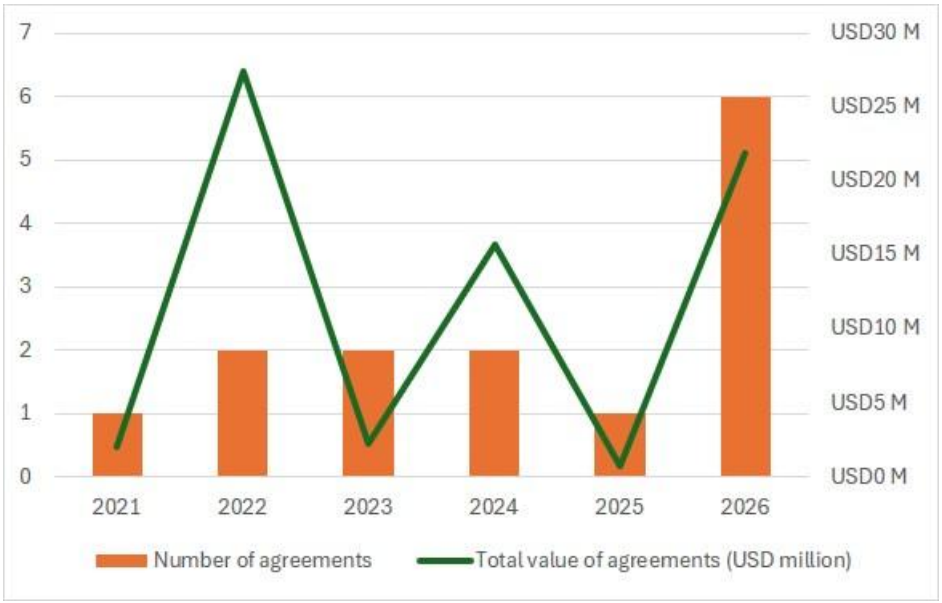
Figure 7: Programme country contributions and number of contributing partners, 2019–2025



Source: FACTory weekly distribution contribution and forecast statistics as of 23 March 2026.

33. **Innovative financing mechanisms.** Financing instruments now in use include debt swaps, blended finance, structured finance, parametric insurance and catastrophe bonds. Figure 8 shows the evolution of debt swap agreements, which constitute a nascent but expanding part of WFP's resource base.

Figure 8: Evolution of debt swap agreements, 2021–2026



Source: Data shared by Innovative Finance Unit.

34. **Private sector partners.** Between 2022 and June 2026, WFP averaged 57 new contributing private sector organizations per year, up from 45 per year between 2019 and 2021. This expanding and more varied base of partners, many of whom expect sustained, resource-intensive engagement, requires greater investment of time and effort on the part of WFP.

35. **Partnerships with private foundations, charities and NGOs.** The amount contributed by private foundation, charity and NGO partners increased by 272 percent between 2019 and 2025, while the number of contributing partners increased from an annual average of 36 between 2019 and 2022 to 55 in 2025.[20] Significant new partnerships include those with the Mastercard Foundation (2022), Islamic Relief USA (2023), Muslim Hands (2024), and Al-Nouri in Kuwait (2025). The evaluation found that these partners were among WFP's most strategic collaborators, particularly in innovation, advocacy and programme design. Integrated partnership models are also becoming more common (see box 2).

Box 2: Integrated partnership models

A partnership between WFP, the Novo Nordisk Foundation, the Grundfos Foundation and the Government of Denmark pioneered an integrated partnership model combining financial contributions with technology, in-kind support, technical expertise and innovation. Similarly, WFP's partnership with the Hyundai Motor Company combines financial support with in-kind donations of electric vehicles and renewable energy solutions for 12 country offices.

36. **Risks associated with donor concentration remain.** Despite these achievements in partner diversification, risks posed by relying on a relatively small number of partners remain. OECD-DAC members continued to account for around 85 percent of total contributions from WFP's top five donors on average across the last three reporting years, most notably in connection with WFP's saving lives mandate, where their contributions represent over 80 percent of annual humanitarian funding. With regard to contributions from IFIs, growth has been concentrated predominantly in WFP's relationship with the World Bank.

37. **WFP systems and processes are still adapting to the new partnership landscape.** WFP's financial architecture, legal frameworks and compliance systems were originally designed for a voluntarily funded organization working through traditional, transactional, grant-based humanitarian partnerships.[21] In addition, WFP's performance measurement and knowledge management systems remain oriented towards resource mobilization and do not yet generate the institutional learning that more complex, long-cycle partnerships require.

38. WFP has initiated reforms to address this challenge, including more tailored use of indirect support cost waivers, the recent reclassification of vertical funds as non-traditional donors and a proposal to expand the definition of partner countries eligible for twinning as well as efforts to strengthen innovative financing mechanisms, improve country office support, modernize information management systems and expand internal knowledge sharing on partnerships. However, sustaining and deepening this more complex portfolio requires organizational frameworks and systems that WFP does not yet consistently provide. **The challenge is therefore not that there is an absence of reform efforts but rather that such efforts need to be scaled up, institutionalized and consistently applied.**

[20] Based on FACTory's classifications of donors in the "Foundations, Charities and NGOs" category. This is distinct from the "Corporates" category, which also includes corporate foundations. The Novo Nordisk Foundation falls under the "Corporates" category.

[21] For example, WFP's legal and due diligence framework is built around transactional resource partnerships; it does not easily accommodate co-creation, risk-sharing or government implementation models.

Insight 3: Staffing reductions and a shortage of employees with appropriate skills profiles risk generating an increasing partnership capacity gap. While individual excellence has driven successful WFP partnership adaptation, knowledge management systems do not yet retain and build on the knowledge and approaches that individuals generate.

39. **Capacity gap.** Reflecting wider human resource reductions, partnership staffing fell by 17 percent between 2022 and 2026,[22] with cuts and related attrition unevenly distributed. Partnership capacity across global headquarters contracted by 21 percent over the same period. This contraction was driven largely by cuts at the regional level, where partnership staffing fell by 59 percent overall due to staffing cuts across WFP and its reorganization into a two-layer entity. The result is that some country offices are utilizing increasingly complex partnership models while the support layer that previously provided analytical backstopping, pipeline quality assurance and institutional memory has contracted sharply. Remaining employees in global headquarters and global offices have limited capacity to support the upstream work that transformational partnerships require. The World Bank has raised WFP staffing reductions as an active concern in relation to the sustainability of the organization's capacity to deliver reliably.

40. **Individual excellence as a corporate asset.** The evaluation found that the quality and depth of WFP's engagement in global partnerships can often be traced to specific individuals and teams that have invested time and resources in relationships with governments, finance ministries and new partner groups. Technical specialists combined contextual knowledge with specific expertise in areas such as social protection, climate finance, school meals, development finance and innovation. Some supervisors created room for experimentation.

41. Partnership personnel often maintained relationships over several years and acted as a bridge between the priorities and working methods of the various organizations involved. These contributions facilitated the development of more catalytic and systems-oriented partnerships. The evaluation also found examples where individuals had identified opportunities before corporate approaches were fully defined, negotiated new modalities and brought together the necessary technical, programme, partnership, legal and financial expertise. This flexibility allowed WFP to test models in advance of formal institutional arrangements and to respond to rapidly changing partner expectations.

42. **Skills profiles and time availability are increasingly misaligned with emerging partnership models.** As WFP's partnership portfolio becomes more technically demanding and relationship-intensive, the skills and areas of expertise required include the management of partner relationships, innovative financing, policy engagement and systems strengthening. WFP country offices do not consistently have employees with these skills and expertise. Moreover, employees face significant time constraints, being expected to secure resources, maintain established donor relationships and manage new partner demands while simultaneously ensuring programme delivery. This places pressure on other areas of work that generate less immediate revenue, such as relationship-building. In addition, increasingly competitive environments require stronger capabilities in integrated solution design, proposal development, and the effective positioning of compelling, multisectoral partnerships.

[22] This refers to positions that are labelled as partnership officers and does not capture the broader loss of partnership-related capacity. This was particularly evident at the regional level following the shift to the two-layer structure, which reduced readily accessible support for country offices.

43. The evaluation found **weaknesses in WFP's staffing continuity and knowledge management systems.** Complex partnerships depend on trust, knowledge of partners' institutional incentives and understanding of political economy. The time needed to develop these often exceeds standard international staff rotations and the duration of short-term contracts. This increases the importance of continuity arrangements and the role of national employees.

44. The evaluation did find instances of successful knowledge transfer and replication (see box 3). Overall, however, these were exceptions, and lessons from partnership experimentation and innovation were largely fragmented across country offices and global headquarters units.[23]

Box 3: Organizational learning from partnerships

A hybrid delivery and systems building approach developed in Somalia has been recognized by the World Bank's own evaluation body as a transferable model for fragile settings and is reflected in new WFP guidance on IFI engagement developed in 2025 and 2026.

Insight 4: WFP has demonstrated that mission-driven and organizationally beneficial partnerships can deliver strong leverage. However, this is not yet consistently reflected in how WFP captures and communicates the value that its global partnerships generate.

45. Where WFP has adapted to the new partnership landscape, it is delivering strong leverage for governments and national systems. Although systematic reporting on leverage and catalytic effects is not widespread across the organization, the evaluation found that global partnerships have generated strong leverage for partners, with the benefits flowing directly to governments and national systems rather than to WFP itself. These benefits fall into four areas.

    i) **Catalysing additional financing in support of national systems strengthening.** The evaluation found examples of partnerships unlocking financing for partner governments, particularly where WFP had adapted its role from sole programme implementer to partnership convenor.

Table 2: Examples of partnerships catalysing additional financing for partner governments

Example	WFP's role	Leverage outcome
Novo Nordisk Foundation partnership (Rwanda, Uganda, Kenya)	Anchor relationship manager; programme platform provider	The USD 4.1 million pilot (Phase I) expanded into a USD 40 million public-private-philanthropic partnership with the Danish Ministry of Foreign Affairs and the Grundfos Foundation (Phase II), followed by a further expansion to USD 70–75 million (Phase III). This demonstrated the catalytic role of the Novo Nordisk Foundation partnership in enabling WFP to scale up the initial pilot, attract additional partners and mobilize significantly greater resources.

[23] A newly developed one-stop knowledge management platform and resource mobilization learning community are designed to address this gap but have not yet had time to deliver tangible results.

Example	WFP's role	Leverage outcome
Somalia	Investor	In Somalia, WFP invested beyond its contracted scope to build biometric registration infrastructure and a vulnerability-based targeting system designed from the outset for government ownership, sustaining near-daily trilateral engagement with the World Bank and the Government over several years. The Baxnaano programme now operates as a government-owned social protection scheme within a USD 1.32 billion World Bank country portfolio, with WFP playing a designated backstop role.
Egypt	Tripartite facilitator	Bilateral debt was converted into investments in school feeding and social protection interventions. The funds were provided by Italy (USD 22 million, from 2003 to 2022) and Germany (USD 83.3 million, provided in three phases since 2013).

Source: Evaluation team.

ii) **Unlocking IFI and climate vertical fund financing for government-owned programmes.** As documented in the strategic evaluation of WFP's social protection strategy, WFP is increasingly investing in preparatory or "upstream" areas of work such as building government capacity, strengthening institutional relationships and developing programme platforms that generate "downstream" financing flows to governments and national systems.

Table 3: Examples of partnerships that have unlocked financing

Example	WFP's upstream investment	Downstream financing unlocked
Mozambique	South–South learning exchange on adaptive social protection (late 2023)	USD 80 million World Bank engagement for a government-owned social protection programme
The Gambia	Technical work on climate-resilient value chains and home-grown school feeding	African Development Bank and global agriculture and food security financing for a government-led five-year agriculture and food security programme, with national capacity building and South–South and triangular cooperation embedded as explicit mechanisms for sustaining government ownership
Human capital development initiative (2025)	Co-financing partnership blending WFP grants with Islamic Development Bank concessional financing	USD 100 million to scale up national nutrition and school meal programmes, with projects in Senegal and Sierra Leone pending approval at the time of data collection
Food security catastrophe bond (2026)	Partnership structuring with the World Bank and the Government of Luxembourg	Up to USD 90 million in prearranged drought financing for Mali, Mozambique and Somalia, with most of the risk transferred to private investors rather than managed through post-disaster appeals

Source: Evaluation team.

iii) **Stimulating government investment in national systems by convening coalitions.** The social protection evaluation referred to above noted that WFP was increasingly active in global platforms such as the Global Alliance against Hunger and Poverty, which it saw as a signal of a broader shift by WFP towards more strategic and collaborative partnership engagement. In addition, WFP acts as the secretariat of the government-owned and government-led School Meals Coalition. School meals investments have grown faster in coalition member countries than in non-member countries, suggesting that the coalition has stimulated government investment in national programmes that extends beyond what WFP implements directly.

Box 4: School Meals Coalition

While WFP's role as the secretariat of the School Meals Coalition generates no direct resource flows to WFP, the organization is the source of the coalition's credibility and political effectiveness. By combining advocacy, knowledge, capacity and indirect resource mobilization within a single coalition framework, and by integrating efforts across thematic sectors, the coalition creates the conditions for governments to make, sustain and act on political commitments to school feeding that no single actor, including WFP, could generate independently.

iv) **Shaping where climate finance flows**. WFP, jointly with the COP28 presidency, drove the development of the 2023 Global Declaration on Climate, Relief, Recovery and Peace, which has been endorsed by over 90 Member States and 50 organizations. This is the first global political commitment to directing climate financing towards situations of acute humanitarian need. Sustained advocacy on the part of WFP has aligned with a broader reorientation within the climate funds themselves; for instance, the Green Climate Fund's second programming cycle explicitly prioritizes expanding access **to financing** in fragile and conflict-affected settings. WFP's Climate and Resilience Investment Pipeline, launched in December 2023, now comprises 61 programmes across more than 60 countries. Amounting to USD 1.8 billion in identified investment needs, the pipeline also prioritizes fragile and conflict-affected settings.

46. **Partnership benefits for WFP.** The evaluation found that such global partnerships have also delivered significant gains for WFP. Benefits include improved resource quality, with access to funding that is more diversified, flexible, predictable and, in several cases, more long-term; strategic access to policy and fiscal decision-making spaces that enable WFP to shape the conditions under which food security and social protection systems are designed, financed and owned rather than simply delivering under conditions that have already been set; and an expansion of WFP's reputation in terms of its strong operational presence, reach and reliability, and as an increasingly strategic and systems-oriented actor in selected technical areas.

47. **A gap between WFP's aspirations and the institutionalization of global partnerships for leverage.** The evaluation found that WFP generally achieves leverage through the efforts of individuals. WFP has taken steps to build infrastructure that will allow it to achieve leverage more systematically, including through the Global Accelerator and Ventures team. However, the potential for replicating successful approaches is not consistently realized. This is reinforced by a structural gap in the form of financing: the conditions necessary to achieve leverage at the country level, including sustained government dialogue, upstream relationship building, seed funding and strategic positioning with IFIs, require predictable and flexible internal investment that WFP has not been able to reliably provide because many contributions are short-term and earmarked.

48. **WFP global partnerships increasingly generate innovation.** The evaluation found that combining WFP's operational scale and field presence with capabilities, perspectives and resources that WFP cannot develop internally often led to innovation. In some cases, this was an indirect benefit of partnerships. In others, it was deliberately pursued, for example, through acceleration programmes formally led by WFP's Global Accelerator and Ventures team in partnership with technology companies and donors. Box 5 highlights examples of this.

Box 5: Examples of global partnerships for innovation

The Humanitarian Ventures Accelerator – a partnership between Google.org, Google for Startups and WFP's Innovation Accelerator – produced tools subsequently adopted beyond WFP, including SCOUT, an artificial intelligence (AI) supply chain optimization tool, and the United Nations AI Smart Mission Planner, an AI powered mission planning tool for the broader United Nations system.

WFP's partnership with Google Research Africa enhanced WFP's analytical capabilities, including the development of AI-driven tools for forecasting household food consumption several weeks in advance. The tools have helped WFP to make more effective use of assessment data, which are more limited because of funding cuts, and can therefore enable earlier crisis response.

WFP's engagement with Circle, a stablecoin issuer, and the Stellar Development Foundation, which provides blockchain infrastructure, enabled the country-level use of digital assets for cash assistance, voucher assistance, vendor payments, inclusive financing and risk protection programmes.

49. **Information about the value of global partnerships is not yet captured or communicated coherently.** Despite these extensive benefits, information about the value generated by WFP's global partnerships is fragmented across units and reporting streams. As a result, WFP cannot currently demonstrate the full contribution made by its global partnerships to the achievement of its mandate and strategic outcomes. This is a strategic liability at a time when partners, donors and governing body are increasingly demanding evidence of WFP's systems-level effectiveness and leverage. The absence of a consolidated evidence base limits WFP's ability to make the case for pursuing enabling and catalytic partnerships alongside those needed for its direct activities. It also hampers its ability to systematically identify, scale up and replicate successful partnership models.

Insight 5: WFP employees are engaging in increasingly complex and high-stakes partnership arrangements that require them to make significant judgments on behalf of WFP. Corporate guidance and support for decision-making have not yet caught up with the demands that these arrangements place on the organization.

50. **Employees are navigating more complex, high-stakes partnerships without adequate institutional guidance.** WFP employees at various organizational levels are navigating consequential strategic choices and trade-offs in pursuit of global partnerships. Yet they lack consistent and accessible corporate-level guidance and support, for example on complex or high-stakes partnership decisions. In many cases, they also lack access to relevant technical and legal expertise on matters such as engagement with IFIs and climate funds, unless that expertise is available locally.

51. **Current incentives do not fully support the realization of the partnership vision.** Currently, employee performance and formal incentive systems with regard to partnerships are heavily influenced by the monetary value of contributions secured. The quality, depth, non-financial value and long-term strategic significance of partnerships are less systematically recognized. Moreover, diverging Member State expectations give WFP management mixed signals on the relative priority of protecting existing humanitarian partnerships versus investing in partnership diversification. This has compounded gaps in internal leadership messaging and made it harder for WFP to absorb the short-term costs involved in transforming partnerships. Nevertheless, recent developments point to an emerging shift inside WFP, with greater recognition of the strategic importance of advocacy, coalition-building, policy reforms, systems strengthening and pipeline development in addition to financial contributions.

52. **Systematic engagement with partners is being limited by siloes within WFP.** Well-documented issues with vertical coordination between global headquarters and country offices, alongside wider programmatic integration challenges, remain a constraint. They contribute to disjointed advocacy, which is compounded by the lack of a clear organizational "home" and clear strategic framing for advocacy, as is recognized in WFP's resource mobilization strategy. Siloed working can also lead to inconsistent partner engagement and limit institutional learning, with repercussions on the design and implementation of multifunctional partnerships.

53. **WFP's culture is evolving.** WFP's traditionally delivery-oriented culture is a positive source of institutional identity. However, it can also constrain efforts to adapt partnerships because it sits in tension with the enabling, convening and catalytic roles that WFP's strategic ambition now requires. The challenge is compounded by a relatively cautious risk appetite when it comes to the risks involved in exploring new partnerships.

54. The evaluation also observed a growing view within WFP that organization's role includes enabling the work of other actors, cultivating participation and deliberately stepping back from some areas of intervention. Examples include WFP's convening role in multistakeholder platforms such as the School Meals Coalition, the work of the centres of excellence, and country strategic plans that place WFP's convening function at the centre of their strategies.[24] These examples, alongside the other systems reforms now under way, bode well for the future.

[24] Of a sample of nine country strategic plans approved between December 2025 and April 2026, there are two – for Indonesia and Iraq – that centre around WFP's convening role.

Recommendations

55. The evaluation makes three recommendations, which are presented in the table below. Formulated against the backdrop of a partnership landscape that is shifting faster and more fundamentally than at any point in recent decades, they focus on what WFP can do differently – or more consistently – within its existing resource envelope in order to strengthen the organizational conditions for successful partnership adaptation.

	Recommendation	Responsibility	Other contributing entities	Priority	By when
1	**People, capacities, capabilities and collaboration for transformative partnerships** **Secure the future of transformative partnerships by strengthening structures, staff skills and cross-functional collaboration beyond individual champions.** *Rationale: WFP has made genuine and hard-won gains in its partnership adaptation, broadening its partner base, deepening key relationships and generating innovative approaches. These achievements are fragile, however, because they largely depend on exceptional individuals, and when those individuals move on the knowledge, relationships and approaches they have built go with them. In addition, the current partnership environment requires a more diverse set of skills. Effective partnership adaptation approaches also often involve employees working across functions and levels in ways that WFP's current structures do not reliably facilitate.*				
1.1	**Building on a proposed critical corporate initiative (in the WFP management plan for 2027–2029) to strengthen country office fundraising and partnership capacity, and the Fit for Future exercise, WFP should identify and invest in the skills, competencies and positions needed to sustain and grow strategic partnership relationships over the medium term. To that end WFP should:** ➢ upskill current partnership employees, providing access to specialized technical expertise, internal or external as needed, in areas such as development finance, political economy, systems building, private sector engagement and innovation; ➢ consider selecting partnership employees with diverse professional backgrounds, including programme and technical operations experience, combining generalist capacity with targeted external expertise; and ➢ where continuity is essential for long-term partnerships, invest in national officer roles and/or consider introducing extended tenure or non-rotational posts.	Partnerships and Innovation Department	Human Resources Division, Programme Division	High	First quarter 2027

	Recommendation	Responsibility	Other contributing entities	Priority	By when
1.2	**To ensure that partnership, programmatic and technical expertise are systematically integrated, WFP should institutionalize cross-functional collaboration in the design and implementation of complex global partnerships, building on the resource mobilization strategy.** This can include: ➢ ensuring continued collaboration at the leadership level between the Partnerships and Innovation Department and the Programme Division on matters such as strengthening joint programme–partnership planning integrated pipeline development and quality assurance mechanisms for major partnership opportunities; ➢ exploring the extent to which the Country Office Support Hub can serve as an internal broker connecting country offices with relevant expertise across the organization; and ➢ drawing on the Global Accelerator and Ventures team and other mechanisms that bring together expertise in innovation, innovative finance, programmes, operations and partnerships to explore whether similar approaches could be used in other regions and countries.	Partnerships and Innovation Department (with roles for the Country Office Support Hub and Global Accelerator and Ventures team)	Programmes Division	Medium	Fourth quarter 2027
2	**Corporate foundations, guidance and financing mechanisms for resourcing partnerships** **Strengthen the corporate foundations and capabilities required for WFP to transition from transactional to transformative partnerships where appropriate: reinforce the institutional frameworks, guidance and financing mechanisms required for WFP to engage effectively as a strategic partner.** *Rationale: WFP's partnership vision calls for a significant shift in how the organization engages with partners. However, employees navigating complex, high-stakes partnership decisions frequently do so without reliable corporate backing or institutional guidance. At the same time, WFP's financial architecture limits its ability to engage in the kinds of innovative financing arrangements that transformative partnerships increasingly require. In addition, partner expectations are shifting, and various types of partners want not just transactional relationships organized around funding flows but rather deeper collaboration, shared risk and evidence of impact beyond WFP's own operations. This recommendation focuses on enabling WFP employees to engage effectively and allowing WFP to show up as the strategic partner that it envisions.*				

	Recommendation	Responsibility	Other contributing entities	Priority	By when
2.1	**For complex or high-stakes partnership decisions, particularly those involving significant fiduciary or operational risk, WFP should clarify, strengthen and communicate the pathways through which country offices can seek advice, escalate concerns and access support from global headquarters.** To that end it should: ➢ provide a clear entry point for accessing coordinated expertise, including technical, legal, compliance and other specialist functions, rather than just process-related guidance; and ➢ promote a shared organizational understanding of the minimum capacities, safeguards and standards required for WFP to engage as a credible and effective partner. This is particularly important for partnerships that involve innovative finance; integrated partnerships with entities such as the World Bank and other IFIs that combine financial and non-financial contributions; and partnerships with climate funds and other emerging partnership types where country offices may face unfamiliar requirements, increased complexity and heightened risk.	Partnerships and Innovation Department		High	Third quarter 2027
2.2	**WFP should ensure that the ongoing review of its financial framework incorporates the tools and mechanisms needed to engage in innovative finance and partnership arrangements where co-financing is required or in shared value partnerships with private sector actors.** This includes the catalytic funding mechanism or facility being proposed to support country offices in their efforts to unlock innovative finance arrangements.	Chief Financial Officer	Partnerships and Innovation Department	Medium	First quarter 2027
2.3	**WFP should strengthen its capacity to develop high-quality, competitive and scalable partnership propositions** through earlier technical engagement, clearer accountabilities, quality assurance arrangements and stronger integration between programme and partnership functions.	Partnerships and Innovation Department	Programme Division		

	Recommendation	Responsibility	Other contributing entities	Priority	By when
3	**Strategic messaging, storytelling, visibility and advocacy for expanding partnerships for resourcing and broader system-level objectives** **Strive to achieve WFP's ambition to enact systems-level change by systematically capturing, synthesizing and communicating information on the full value of its global partnerships in order to strengthen strategic positioning, reinforce existing partnerships, unlock new opportunities and demonstrate the contributions of such partnerships to WFP's mandate and system-level objectives.** *Rationale: WFP's partnerships generate considerable value for programme countries, partners and its broader mandate. Their value goes well beyond the resources they mobilize for WFP's own operations and while the benefits are partially captured in individual reports, this information is fragmented across units and reporting streams and is never brought together to give the organization or its governing body a complete picture. This matters for strategic reasons: partners, donors and the Executive Board increasingly expect evidence of systems-level impact and leverage, and WFP's own vision for 2026–2029 commits it to playing a role in facilitating systems-level change. This evidence gap makes difficult to substantiate the organization's work in that regard. Strengthening WFP's ability to demonstrate the full contribution of partnerships will enhance accountability, support strategic decision-making, strengthen WFP's credibility as a partner of choice and help position the organization to sustain and expand partnerships in an increasingly competitive environment. Other United Nations organizations are investing in their ability to demonstrate the full contribution of their partnerships to mission outcomes, and WFP should do the same.*				
3.1	**WFP should provide employees across the organization with access to concrete evidence and examples of transformative partnerships.** To that end it should: ➢ use existing internal knowledge-sharing platforms and learning communities to show examples of partnerships that have supported systemic change, indicating what worked, how the partnerships were established and what value they generated, so that experience can be understood and approaches replicated; and ➢ maximize the use of the "one-stop shop" and resource mobilization learning community, which encompasses the Global Accelerator and Ventures team.	Partnerships and Innovation Department	Technology Division	High	Second quarter 2027
3.2	**WFP should take steps to better capture and communicate evidence, lessons learned, good practices and results across partnership types.** To that end it should: ➢ mine and consolidate existing partnership-relevant information across WFP data systems, including contributions from the Programme Division, ensuring that good practices revealed by this mining are shared within the organization to inform decision-making;	Partnerships and Innovation Department (with roles for the Global Accelerator and Ventures team)	Programme and Operations Department	High	Second quarter 2027

	Recommendation	Responsibility	Other contributing entities	Priority	By when
	➢ embed evidence in a defined set of recurring products – for regular reporting to the Executive Board on partnerships, a short set of talking points for donor and partner meetings, and narrative examples in annual performance reports – so that evidence of leverage, policy influence and systems change contributing to WFP's mandate and broader development goals is presented consistently rather than on a partnership-by-partnership basis; and ➢ use evidence in a way that distinguishes between internal knowledge sharing about how to establish and navigate various types of partnerships and external storytelling about what those partnerships achieve.				
3.3	**WFP should establish a clear organizational "home" for advocacy. It should establish a coherent strategic function with the mandate and capacity to reconcile the various – currently disconnected – types of advocacy that WFP engages in, namely advocacy directed at donors, focused on the visibility and positioning of WFP, and joint policy advocacy with partners.** To that end WFP should: ➢ clarify where accountability for advocacy sits relative to the Partnerships and Innovation Department, the Communications and Media Office and country offices; and ➢ ensure that there is sufficient capacity to support consistent, evidence-based storytelling aimed at partner audiences.	Chief of Staff		High	Fourth quarter 2027