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# Management response to the recommendations in the summary report on the strategic evaluation of WFP's adaptation to the evolving partnership landscape between 2022 and 2026

## Background

This document presents WFP management's response to the recommendations in the summary report on the strategic evaluation of WFP's adaptation to the evolving partnership landscape (2022–2026). Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning.

The evaluation made three recommendations. This management response indicates whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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| Recommendations and sub-recommendations | Recommendation and sub-recommendation lead office (with other contributing offices in brackets) | Management response | Actions | Action lead office (with other contributing offices in brackets) | Action deadline | Status |
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| **Priority: High**<br>**Recommendation deadline: Fourth quarter of 2027**<br>**Recommendation 1. People, capacities, capabilities and collaboration for transformative partnerships**<br>**Secure the future of transformative partnerships by strengthening structures, staff skills and cross-functional collaboration beyond individual champions.** | | | | | | |
| 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:<br>➢ 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;<br>➢ consider selecting partnership employees with diverse professional backgrounds, including programme and technical operations experience, combining generalist capacity with targeted external expertise; and | Public Partnerships Division (PPD) (Staffing Coordination Unit in Partnerships and Innovation Department (PI)) | Agreed | By December 2027, PI will develop, approve and make available to country offices an integrated "Partnership Capacity and Staffing Package" comprising learning pathways and guidance covering the agreed priority partnership capabilities; and a model terms of reference and competency profile combining programme, technical and partnership competencies. In reassignment exercises, the PI staffing coordinator and hiring managers will continue to identify and consider suitably qualified staff from other functions for relevant roles where possible, in addition to sourcing external expertise when appropriate and when funding allows. Where funding is available and specialized skills are required, longer-term contractual arrangements such as non-rotational and national officer positions will be sought. | PI | December 2027 | |

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| ➢ where continuity is essential for long-term partnerships, invest in national officer roles and/or consider introducing extended tenure or non-rotational posts. | | | Implementation of this sub-recommendation will be demonstrated by the publication of the package and its formal dissemination to country offices. | | | |
| 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:<br>➢ 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;<br>➢ 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 | PPD and Innovation Service (INN) | Agreed | By December 2027, PI, with contributions from the Programme Operations Department (PO) and INN, will document and demonstrate the use of existing cross-functional collaboration arrangements in the design and implementation of complex global partnerships. Implementation of this sub-recommendation will be demonstrated as follows: documented examples of leadership-level engagement on major partnership opportunities; documented examples of the Country Office Support Hub connecting country offices with relevant programme, partnership, innovation, operational and other technical expertise; "campfire" sessions[1] held on the pillars of the innovation strategy, including a dedicated session on fundraising for country office innovation programmes and activities; and documented examples, where possible, of specialized innovation funding applications coordinated by | PI | December 2027 | |

[1] Campfire sessions are informal, peer-led discussions focused on dialogue and shared learning.

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| ➢ 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. | | | INN team across country offices, regional offices and relevant headquarters functions. | | | |
| **Priority: High**<br>**Recommendation deadline: Third quarter of 2027**<br>**Recommendation 2. Corporate foundations, guidance and financing mechanisms for resourcing partnerships**<br>**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** | | | | | | |

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| 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:<br>➢ provide a clear entry point for accessing coordinated expertise, including technical, legal, compliance and other specialist functions, rather than just process-related guidance; and<br>➢ 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. | PPD | Agreed | By June 2027, PPD will issue and promote strengthened corporate guidance on complex and high-stakes partnerships, clarifying the pathways through which country offices can access coordinated expertise, seek advice and escalate concerns. The guidance will set out relevant requirements, safeguards and support arrangements, including the roles of relevant specialist functions, and will cover areas such as risk management, donor assurance, anti-fraud measures, due diligence and incident management. Implementation of this sub-recommendation will be demonstrated by the publication and dissemination of the guidance and its application through Country Office Support Hub knowledge-sharing, training, and operational and surge support, including in the form of “Campfire” sessions and knowledge products. | PPD | June 2027 | |

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| 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.<br>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 Division | Agreed | WFP will seek the approval of the Board at its second regular session in November 2026 to establish a USD 15 million Innovative Financing Facility, which will provide upfront capital for turning innovative finance opportunities (such as co-financing) into resources for WFP operations. | Strategic and Innovative Financing Service | November 2026 | |
| 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. | PPD | | By December 2027, PPD, with contributions from PO and other relevant functions, will strengthen WFP's capacity to develop high-quality partnership propositions by the developing and rolling out of a training module on proposal and partnership proposition development, covering common methodologies, roles and responsibilities, quality assurance requirements and early technical collaboration throughout the proposal development process; and publishing a comprehensive partnerships manual providing practical guidance, templates and tools that cover the entire partnership "journey", from partner research and engagement through to proposal development, negotiation, due diligence, contracting, grant management and reporting. Implementation of this | PPD | December 2027 | |

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| | | | sub-recommendation will be demonstrated by the publication of the partnerships manual and associated tools, the delivery of the training module with participation from PO, and documented evidence of their dissemination and use by relevant staff. | | | |
| **Priority: High**<br>**Recommendation deadline: Fourth quarter of 2027**<br>**Recommendation 3. Strategic messaging, storytelling, visibility and advocacy for expanding partnerships for resourcing and broader system-level objectives**<br>**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.** | | | | | | |

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| 3.1 WFP should provide employees across the organization with access to concrete evidence and examples of transformative partnerships. To that end it should:<br>➢ 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<br>➢ maximize the use of the "one-stop shop" and resource mobilization learning community, which encompasses the Global Accelerator and Ventures team. | PPD | Agreed | WFP will launch an expanded partnership knowledge and learning resource through the PI Learning Repository in the Partnerships and Innovation One-Stop Shop platform. The expanded resource will provide WFP personnel, including those in country offices, with easy access to practical guidance and concrete examples of transformative partnerships. It will consolidate the following resources in one artificial intelligence-enabled repository:<br>➢ documented examples of partnerships that have contributed to systemic change, including what worked, how the partnerships were established and the value generated;<br>➢ partnership guidance and good practices;<br>➢ relevant training and learning materials;<br>➢ knowledge and lessons emerging from "campfire" sessions and the Resource Mobilization Learning Community, including contributions from INN. | PPD | December 2027 | |

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| 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:<br>➢ 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;<br>➢ 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<br>➢ 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. | PPD<br>(INN, PO) | Agreed | By December 2027, PPD, in collaboration with PO and other relevant functions, will consolidate and apply partnership-related evidence from identified corporate systems and processes to support organizational learning and consistent communication of partnership results. This work will include consolidating evidence on good practices, lessons, leverage, policy influence and contributions to systems change; documenting the resulting good practices and practical guidance for internal learning on establishing and navigating different types of partnerships, and making these resources accessible through relevant knowledge platforms; and incorporating validated evidence related to partnerships and examples into agreed recurring donor/partner engagement materials and relevant corporate results reporting, including the annual performance report. Implementation of this sub-recommendation will be demonstrated through a set of documented and consolidated evidence; internal good practice and guidance resources made available to staff; and use of evidence in corporate reporting. | PPD | December 2027 | |

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| 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:<br>➢ clarify where accountability for advocacy sits relative to the Partnerships and Innovation Department, the Communications and Media Service and country offices; and<br>➢ ensure that there is sufficient capacity to support consistent, evidence-based storytelling aimed at partner audiences. | Chief of Staff (Communications and Media Office) | Agreed | Through the Office of the Chief of Staff, the Communications and Media Office will initiate a process through which the Leadership Team will consider WFP's organizational approach to advocacy, with a view to clarifying roles and accountability and determining the appropriate organizational arrangements, mandate and capacity required for a more coherent advocacy function. Implementation of this sub-recommendation will be demonstrated through consideration of the issue by the Leadership Team and documentation of the resulting decision and/or agreed next steps | Chief of Staff (Communications and Media Office) | December 2027 | |