

**Quarterly report on private sector partnerships
and fundraising strategy for the Executive Board**
Quarter 2: April to June 2020



Informal consultation

27 October 2020

**World Food Programme
Rome, Italy**

Summary report

1. Implementation of the private sector partnerships and fundraising (PSPF) strategy commenced at the start of 2020. This is the second quarterly report on the progress made in that implementation. A short summary is provided in this report, with detailed data on progress made in each pillar provided in the annex, which includes a “red, amber, green” assessment of key activities reflecting the degree to which each action has been successfully completed.
2. Overall, solid progress has been made in the implementation of the strategy and after the first six months, results have been seen in all three pillars. The report also details adaptations made in order to implement the strategy in the face of challenges presented by the COVID-19 pandemic: all teams now operate in an environment characterized by uncertainty.

Summary of updates under pillar 1

3. Key to delivering pillar 1 on impact is the **development of an impact measurement tool**. The initial mapping for such a tool has been delivered by a team of graduate students from the London School of Economics and Political Science (LSE). They conducted a landscape analysis, which is the first step towards WFP developing or adopting a method for measuring the impact of technical partnerships. The LSE investigation confirmed that this is a broad field with **no “industry standard”** for how impact is understood, defined and measured despite multiple efforts under way in other United Nations agencies, international non-governmental organizations (INGOs), the World Bank, the Organisation for Economic Co-operation and Development and the private sector. Going forward, WFP will conduct deeper research into several methods recommended by the LSE team, assisted in the development of the tool by external experts. This will require significant internal and external stakeholder engagement and input. Developing an agreed approach for impact measurement and reporting is a key component of WFP’s plan to deliver significant new technical partnerships. The team is aiming to have the tool **ready in the second quarter (Q2) of 2021 for pilot testing with selected partners throughout 2021**. The annex includes case studies of successful technical partnerships built at WFP.
4. The partnerships team has continued to revise its structure and has reallocated capacity to create a team dedicated to developing technical partnerships. The new head of this team joined in April and is now initiating discussions with WFP technical units in order to decide where to focus the team’s resources using needs-based assessments. Engagement with regional bureaux and country offices has continued: a virtual briefing and discussion was led by the Director of Private Partnerships and Fundraising (PPF) with the Bangkok regional bureau in June. Discussions with the two remaining regional bureaux – in Dakar and Johannesburg – will be held in the third quarter (Q3).
5. Three new partnerships managers are expected to start work in their respective regional bureaux by early September. The new deputy director of the division was appointed in April through an ad hoc reassignment and will join PPF in October, subject to travel restrictions, leaving her current role as Burundi country director. This will add significant field, programme and relationship expertise at the senior level in the division, which will drive greater engagement with the private sector and country offices.
6. An early strategic goal of the five-year PSPF strategy is to ensure WFP is positioned on relevant public forums as a partner of choice for the private sector in the development and co-creation of long-term collaboration that delivers high impact. In Q2, work towards this goal included participation in the United Nations Global Compact (UNGC) Virtual Leaders’ Summit and a Concordia business forum event, both held in mid-June. The Virtual Leaders’

Summit was the first-ever virtual UNGC event and brought together 20,000 people from the private sector, the United Nations, governments, non-governmental organizations (NGOs) and academia. Under the theme of “recover better, recover stronger, recover together,” discussions focused on Sustainable Development Goal (SDG) 17 and how multi-stakeholder partnerships can drive progress towards the SDGs; and the private sector’s response to three global crises – COVID-19, inequality and climate change. Following the summit, UNGC released an initial set of benchmarks for businesses to gauge whether their activities are sufficiently ambitious to achieve the SDGs. UNGC also released a 20th anniversary progress report, which concluded that UNGC companies needed to be more ambitious in their support of the SDGs. The WFP Executive Director spoke on a plenary panel to discuss “COVID-19 humanitarian response and socio-economic recovery: Insights for business from United Nations leadership” alongside the Principals of the United Nations Children’s Fund (UNICEF), the Joint United Nations Programme on HIV/AIDS and the United Nations Development Programme; the panel discussion was moderated by the President and Chief Executive Officer of the United Nations Foundation. WFP also hosted a panel discussion with PPF, Royal DSM and the Sodexo endowment fund Stop Hunger on “Partnering for impact with the private sector,” showcasing how partnerships between the United Nations and the private sector create global impact. The event hosted by Concordia – a non-profit, nonpartisan organization dedicated to fostering, elevating and sustaining cross-sector partnerships for social impact – was part of a webinar series on high-impact partnerships and how COVID-19 is affecting them. The event featured a discussion between the Vice President, Corporate R&D and Chief Science Officer of Mars Inc and WFP’s Chief of Global Partnerships on how their partnership has evolved, the impact it has had on the operations of both organizations and their joint efforts to support food quality and safety around the world.

Summary of updates under pillar 2

7. The strong start to work under pillar 2 on income continued in Q2 with sustained revenue recorded from partnerships and individual giving. The return on the investment in individual giving continued to exceed the strategy key performance indicators (KPIs): **for every USD 1 invested USD 2.74 will be received over the next 12 months,**¹ which is significantly higher than the strategy KPI of USD 2.1. These consistently encouraging results prompted an increase in the scale of investment from USD 1.7 million in Q1 to USD 2.9 million in Q2. The figures demonstrate that WFP is succeeding in attracting support from the public to end hunger – gaining **more than 140,000 new supporters in Q2 and 234,000 since the start of 2020** – and that it is possible to generate flexible funds at a strong return. This **validates the strategy hypothesis that the public can deliver an important new unrestricted income stream for the organization** at a time when WFP needs to expand its programmes.
8. As requested by the Executive Board, this report includes a summary of the overall financial performance across the two income streams at the mid-year point. So far, **USD 84 million has been raised of the planned annual target of USD 128 million.** The partnerships team is holding ongoing discussions with partners in relation to the potential impact of COVID-19 on their 2020 commitments. PPF partners whose revenue is driven by consumer purchases have been hit particularly hard by COVID-19 because of store closures, the lack of consumer travel, continued lockdowns and security measures. As a

¹ This result is based on new supporter recruitment through digital channels, which currently represents 89 percent of the investment expenditure.

result, it is highly likely that these partners will not reach the agreed financial targets related to cause marketing and public-facing campaigns.

9. PPF and WFP USA have secured contributions for WFP's COVID-19 response from new and existing partners, including the Latter-day Saint Charities, Antamina, Bank of America, Fruitful Armenia Fund and the United Nations Foundation. **Total Q2 contributions to the COVID-19 response from all partners amounted to USD 31.8 million.** Between the PPF individual giving team and the ShareTheMeal (STM) team, USD 2.9 million was invested in digital fundraising. As well as exceeding the lead KPI of a return on advertising spend (ROAS) of USD 2.1 over 12 months, achieving USD 2.74 in Q2, the two teams generated USD 5 million and recruited 19,154 new regular supporters and 120,819 one-off supporters through digital channels. Q2 was particularly significant for the STM team as they more than doubled their results year-on-year, raising USD 5 million and building on their successful 2019 multilingual Ramadan campaign. The STM team also increased the number of new supporters from Muslim communities around the world. This coincided with COVID-19, for which STM raised USD 2.2 million. The individual giving team raised USD 2 million from paid COVID-19 related advertising at a higher-than-average return on investment, attracting 28,000 new supporters and an additional USD 350,000 from existing supporters through email appeals. Details on the results generated from the investments in Q2 are provided in the annex to this report. WFP continues to track monthly and weekly figures with detailed KPI reporting, which provides oversight and assurance of the results expected relative to expenditure levels. This is complemented by monitoring the retention rate of monthly supporters and repeat donations from one-off supporters, as this data will further validate the expected investment returns and delivery of sustainable future funds and long-term value.
10. As the COVID-19 pandemic has evolved, the Director of PPF has participated in virtual meetings twice a month with the leaders of sister United Nations agencies and leading INGOs with significant private sector resource programmes. In the initial stages, the humanitarian sector received significant contributions to the COVID-19 response from existing and new corporate and foundation partners as well as existing and new partners and exceptional contributions. **The United Nations Foundation provided a disbursement of USD 20 million** to support WFP's efforts to establish and operate global logistics distribution systems that ensure that health and humanitarian partners have access to services that enable them to sustain and scale up their operations in response to the COVID-19 pandemic **(through both the Global Humanitarian Response Plan and common services)**. These funds are from the COVID-19 Solidarity Response Fund for the World Health Organization (WHO), which is co-managed by the United Nations Foundation and has received support from numerous companies, foundations and individuals. The grant agreement between WFP and the United Nations Foundation allows for additional disbursements up to a total of USD 40 million, although future disbursements are contingent upon the availability of funds and approval by WHO.
11. Individual fundraising has not been noticeably negatively affected by COVID-19, although this may change when financial support is removed for workers in some of the countries of origin of WFP supporters. During a humanitarian crisis, supporter response typically increases and WFP's significant media presence during the pandemic, with the Executive Director interviewed or prominent in other ways, has generated peaks in digital donations through all channels. WFP USA estimates that income from all digital channels increased in Q2 by USD 1.1 million and attributes this rise to WFP's strong media presence. The extra income includes donations via wfp.org, which saw organic search donations reach 13 percent of total donations between 22 and 24 April following the Executive Director's statement to the United Nations Security Council on 21 April – up by 4–5 percentage points

compared with preceding and subsequent weeks. Together, the Communications, Advocacy and Marketing Division (CAM), PPF and WFP USA launched an integrated solidarity campaign (#MissingThisMeal) in response to COVID-19. The campaign sought to insert the food crisis that could be triggered by the impacts of COVID-19 into the public conversation and to ask private individuals to support WFP's work and feed families in need during the crisis. Launched for World Hunger Day at the end of May with a promotional video, the campaign reached over 30 million people through social media posts by influencers. Following an invitation from the Executive Director, the United Nations Secretary-General posted a message showing his support on 9 June alongside the release of the policy brief on the impact of COVID-19 on food security and nutrition.

12. It is impossible to know at this stage the medium and long-term impacts of the global pandemic on WFP's engagement with and income from the private sector as envisaged in the PSPF strategy; however, teams are on track to deliver the financial targets set for 2020. It is important to continue to monitor and mitigate potential impacts where possible. Related activities include, at the Director level, staying abreast of trends in the sector through discussion with other leaders; in relation to investments, tracking the results of individual giving every week in order to manage the portfolio by identifying changes quickly and moving investments across it; increasing the options to invest including with Friends organizations; and holding regular discussions with partners on the impact of COVID-19 on their business, any changes in their contributions to WFP and opportunities to develop aspects of the partnership.

Summary of updates under pillar 3

13. For pillar 3 on innovation, **COVID-19 has provided the impetus to innovate and join forces with sister United Nations agencies during these exceptional times.** WFP teams worked together on their first joint activity with UNICEF – a unique collaboration and an example of utilizing private sector partnerships to drive visibility and fundraising for WFP, amplify inter-agency collaboration and reach new audiences. On Africa Day on 25 May, WFP and UNICEF joined forces with ViacomCBS to hold the continent's first-ever virtual benefit concert, the Africa Day Benefit Concert #atHome, which featured a host of African and international artists and leaders. During the event, stars shared uplifting messages of African unity and solidarity in the face of the COVID-19 pandemic. This was a unique opportunity for WFP and UNICEF to come together to co-fundraise with individuals and test messages with a new, younger African audience while increasing the visibility of their partnership on school health and nutrition and their joint response for children and families affected by COVID-19. Cyril Ramaphosa, President of South Africa and Chair of the African Union, opened the event and called on viewers to stand united, while recognizing the work that WFP and UNICEF are doing on the ground. Paul Kagame, President of Rwanda, also reminded viewers of Africa's rich cultural heritage and spoke about how donations will impact those most in need. The campaign lasted for 30 days, during which the concert was aired to millions of viewers across 51 African countries via free-to-air partnerships with national broadcasters. This campaign was a close collaboration between PPF, CAM and the Johannesburg Regional Bureau with support from the Legal Office and the regional bureaux in Nairobi and Dakar. The main outcome was a show of solidarity in Africa and groundwork laid for future collaboration. The PPF team also started discussions with the Office of the United Nations High Commissioner for Refugees (UNHCR) on new joint fundraising appeals to individuals and agreed a plan for activating such appeals in the future.
14. COVID-19 has delayed the implementation of some activities. For the STM and individual giving teams in PPF, implementation has been set back due to the prioritization of procurement for the pandemic response. Procurement for two priority projects was slowed – in one case for six months and the other for nine months – but both have now been

approved and operations have been implemented or will be implemented imminently. This work includes the appointment of a global agency for “best-in-class” supporter care, which will provide multiple channel communications for the individual giving team; and an automated customer engagement platform for STM’s supporter segmentation with tailored marketing and communications. Both activities are expected to increase results once they are fully operational, tested and optimized during Q3 and the fourth quarter (Q4).

15. The directors of CAM and PPF have jointly commissioned a review of internal guidelines on the use of images for WFP’s fundraising and marketing campaigns with the public. This was a planned activity for 2020 but it has been brought forward following comments made in a sector social media group and a subsequent request for information from Devex, as well as concerns raised by internal stakeholders. At the same time, the Black Lives Matter movement has brought issues of portrayal and representation to the fore. The directors of CAM and PPF have appointed a specialist in this area to lead the review and interview senior leaders in WFP from regional bureaux, country offices and programmes. WFP already has high standards in its approval processes and clearance for content that will be viewed by external audiences, and the organization is particularly sensitive about images of children. Teams ensure that consent is given by all those appearing in images and, where children are involved, by the parents or guardians of the children featured. WFP will strengthen this process in relation to the use of images of the people WFP serves and represents – their voice is paramount. A reduced range of advertisements were used from 15 May, all adverts were paused on 11 June and new advertisements will be piloted from 14 July following interim guidelines provided by CAM. The review has also allowed the teams to explore more innovative and creative approaches to attracting and engaging new audiences. The new guidelines will be available by early September to allow time for prior consultations. The teams are also collaborating on a CAM-led project to ensure brand consistency in external communications in terms of look, feel and language. The image guidelines and framework will form part of the brand work as images enable WFP to stand out.
16. In addition to the work implemented directly by WFP, the organization has been working closely with Friends organizations. With the new leadership of WFP USA, there is a renewed focus on private sector resource mobilization. WFP USA is on track to deliver a 10 percent increase in revenue from 2019 to 2020 with three months of their financial year remaining. Work has started on supporting the design of an ambitious new strategic plan for WFP USA that envisages a four-fold increase in revenue over the period of the strategy. In response to the COVID-19 pandemic, WFP USA mobilized audiences in the United States of America to raise USD 5 million, nearly doubling the income of the same period in 2019 and garnering 14,000 new supporters. They also received additional support from partners, including USD 1 million contributed by Cargill Inc., a 20-year partner of WFP USA. The organization welcomed new Board members from leaders at General Mills, eBay, Islamic Relief USA and UPS. The Japan Association for WFP (JAWFP) has raised USD 500,000 for the COVID-19 response – with 70 percent coming from companies and 30 percent from individuals – and has continued to successfully recruit new regular supporters through face-to-face-fundraising during this time despite social distancing.²

² Due to transfer timings, exchange rate variations and operating cost, there is a difference between net received/registered and gross raised funds. Table 1 does not therefore necessarily reflect all these contributions, as it is based on WFP official WINGS data (registered contributions) while this paragraph refers to gross raised funds.

17. Halfway through the first year of the PSPF strategy, WFP continues to have a high degree of confidence in the successful implementation of the strategy despite the challenges presented by the unexpected and complex circumstances of COVID-19. It is critical that investment continue throughout 2020 and that the second tranche of investment for 2021 is approved as part of the WFP management plan for 2021–2023, subject to continued achievement of the agreed KPIs.

Detailed report

1. This detailed report prepared by PPF on WFP's PSPF strategy, approved by the Executive Board in November 2019, covers Q2 2020.

Financial report on income and investment returns for Q2 2020

a) Mid-year income report

2. As requested by the Executive Board, table 1 provides a summary of the income received in Q1 and Q2 2020. The planned full-year income for 2020 is included to demonstrate performance in relation to the full year budget. PPF, STM and Friends organizations are on track to meet the 2020 income targets. **Registered contributions in Q1 and Q2 total USD 84 million of the planned full-year income of USD 128 million.** This includes the exceptional contribution of USD 20 million from the United Nations Foundation to support WFP's provision of common services for the COVID-19 response. Teams are currently developing revised forecasts for the estimated year-end position, which will be provided at the upcoming Executive Board informal consultation.
3. Under the leadership of the directors of PPF and CAM, teams are monitoring research and gaining insights into anticipated changes associated with COVID-19 and how the economic climate may affect individuals, household incomes and purchasing habits. Through weekly results tracking including cancellations or payment defaults from regular supporters, it is possible to quickly identify when changes occur with existing supporters. The individual giving programme – in PPF, STM and Friends organizations – spreads the risk across multiple countries around the world where the economic impacts will be felt differently.

| Income stream | Income year to date (YTD) 01.01.20 – 30.06.20 Registered contributions (USD million) | 2020 planned full-year income 01.01.20 – 31.12.20 |
|----------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Partnerships | 65 | 88 |
| Corporations | 32 | 49 |
| Foundations | 33 | 39 |
| Individual giving | 15 | 30 |
| STM | 10 | 22 |
| PPF | 5 | 8 |
| Other | 4 | 10 |
| Total | 84 | 128 |

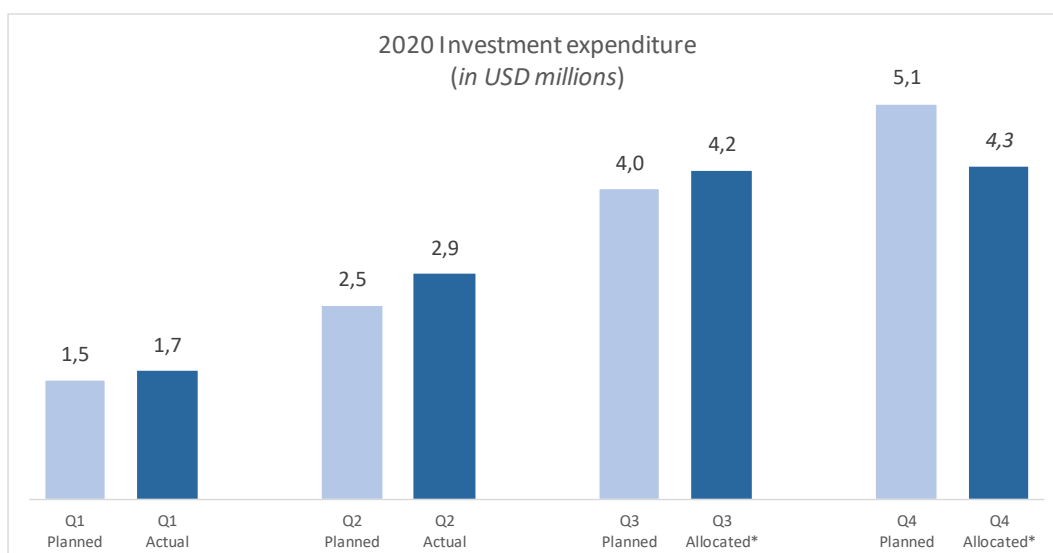
Notes:

- "Foundations" includes USD 20 million from the United Nations Foundation for the COVID-19 response and NGO and charity income of USD 8.4 million.
- Total of USD 84.2 million includes extraordinary one-off or emergency-related income of almost USD 40 million.
- Corporation and foundation full-year income is based on the initial 2020 forecast.
- Individual giving full-year income is based on the strategy investment model.
- "Other" mainly includes Friends (WFP USA, JAWFP) individual giving income and unsolicited other individual giving income.

b) Investment allocation report

4. An initial phased allocation of the critical corporate initiatives (CCI) investment of USD 13.1 million in 2020 is summarized in figure 1. The phasing follows the guidance of the Audit Committee to use a staged approach to investment; it has been updated with the actual expenditures in Q1 and Q2 and a summary of the agreed allocations for Q3. Through the weekly tracking and monthly KPI analysis systems, it is possible to monitor investment allocation usage and performance and to reallocate investment between teams as needed. In Q1, the STM team forecast an underspend and the individual giving team absorbed an additional allocation. In Q2, the individual giving team forecast an underspend due to the pause in advertising in June and the STM team increased their investment due to their strong performance during Ramadan and for COVID-19 appeals. Total investment in Q2 was USD 2.9 million. In Q1 and Q2, total actual expenditure exceeded planned expenditure following approval by the Director of PPF, as the teams were achieving a return on investment above the strategy KPI. This is part of a risk mitigation plan to increase activity when the programme is performing strongly and return on investment is high.
5. For Q3 an investment of USD 4.2 million has been approved. This is in line with the estimated planned expenditure and includes the new investment in WFP USA which will be spent across Q3 and Q4 but is all allocated in Q3. The total approved in Q3 includes an allocation to STM of USD 1.4 million and to individual giving (IG) of USD 0.9 million. USD 0.5 million will go to JAWFP as part of an agreed allocation of USD 1 million in 2020 for its successful face-to-face programme. The second tranche will be allocated in Q4. An allocation of USD 1.4 million has also been agreed with WFP USA, primarily for its digital fundraising for Q3 and Q4 2020. In figure 1 the WFP USA allocation is all included in Q3 but will be spent across Q3 and Q4. With high potential for growth in the United States, subject to performance results in line with the investment fund requirements, this will pave the way for a scale-up of investment in 2021.

Figure 1: Planned and actual allocation of CCI investment in individual giving in 2020 (total USD 13.1 million)



Notes:

Planned: As initially endorsed by the Audit Committee.

Allocated: As agreed with the Assistant Executive Director, Partnerships and Advocacy Department (AED PA) and subsequently approved and allocated to STM and IG teams by the Director, PPF.

Actual: Actual expenses, includes media spend and other related costs, agency fees etc.

Allocated*: Future quarters allocation will be decided based on performance and will vary from planned amounts to ensure the total allocation is not exceeding the available amount of the CCI.

6. The second tranche will be allocated in Q4.

c) Income and return on investment report

7. Teams receiving investment funds submit monthly reports on all strategy KPIs approved by the Executive Board. The results for revenue and return on investment in Q1 and Q2 are summarized in table 2. The primary KPI for investment is return on advertising spend (ROAS). The monthly KPI tracking system monitors ROAS at the point of acquisition of new supporters, i.e. when a new donor makes their first donation, as well as the projected first 12-month ROAS.
8. The current assumptions on which the 12-month projected ROAS are based are lower than the assumptions in the model presented in the strategy. Of particular importance to this 12-month forecast is the retention rate – how many new supporters who commit to a monthly donation continue to donate over 12 months and beyond. The strategy KPI assumes that 82.5 percent of new regular supporters will be retained at the end of 12 months. The projections below are conservative in order to manage the risk associated with the assumptions in the model until actual baseline results are recorded for WFP for a full 12 months. Based on monthly tracking of actual regular monthly supporter retention in the first half of 2020, these assumptions have been revised upwards to 64 percent for both STM and individual giving.
9. The actual revenue reported and the return on investment continue to exceed the strategy KPIs. The current 12-month projected ROAS is USD 2.74 to USD 1 compared with USD 2.1 to USD 1. This is an increase from the ROAS of USD 2.66³ achieved in Q1. These are consistently encouraging results with an increase in the scale of expenditure. The weekly and monthly tracking processes in place ensure that action can be taken to address changes in performance. table 2 includes Q1 and Q2 investment in STM and individual giving.

| TABLE 2: REVENUE OF AND RETURNS FROM THE 2020 CCI TYPE INVESTMENT OF USD 13.1 MILLION | | | | | | | | |
|----------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | Q1 Target | Q1 Actual | Q2 Target | Q2 Actual | Q3 Target | Q3 Actual | Q4 Target | Q4 Actual |
| Drawdown on CCI investments (USD million) | 1.5 | 1.7 | 2.5 | 2.9 | 4.0 | | 5.1 | |
| Paid acquisition income to date (USD million) | | 1.92 | | 5.05 | | | | |
| Projected 12-month ROAS (digital) | 2.1 | 2.66 | 2.1 | 2.74 | | | | |

10. Table 3 summarizes the full set of strategy KPIs for the main area of investment, digital fundraising, which represented 89 percent of the investment allocation in Q1 and Q2. The table provides additional detail on the metrics that feed into the ROAS such as the number of new supporters, their average donations, their additional donations through the year (actual and projected) and the retention rates of these new supporters. For STM and individual giving, current projections are based on assumptions that are below the strategy targets so the projections are conservative. The indicative ROAS provided for all

³ The reported 12-month projected ROAS in Q1 was USD 2.5 per USD 1; however, this has been revised upwards to USD 2.66 per USD 1 based on actual performance in the first six months of 2020, which supports a forecast retention rate of 64 percent.

channels (digital, direct response television (DRTV) tests and Japan's face-to-face performance) is USD 2.2 per USD 1, which is above the target of USD 1.7 per USD 1.

11. Table 3 also indicates progress made towards achieving year-end targets in terms of the number of new supporters recruited. STM and individual giving have already recruited 49 percent of the annual target and 125 percent of planned new one-off supporters with 35 percent of the total investment expenditure for 2020, which puts both teams ahead of the performance targets. The high percentage of one-off supporters has been influenced by a difference in the two fundraising models – STM focuses on acquiring new supporters at low donation levels based on the cost of a meal and consequently has a high volume of low-value supporters, whereas individual giving recruits a lower volume of higher-value supporters. Both teams have been making progress in optimizing their programmes: STM increased the monthly average donation from regular supporters from USD 17.05 in Q1 to USD 19.91 in Q2 and achieved a six-month average of USD 18.79. For individual giving, the average monthly donation was USD 21.47 in Q1 increasing to USD 27.71 in Q2 and generating a six-month average of USD 24.56. For one-off donations, the six-month average for STM is USD 13.39 and for individual giving it is USD 34.71. All teams are focused on optimizing the retention of these new supporters as their donations in future years will deliver the sustainable income set out in the model approved by the Executive Board.

| TABLE 3: Q1 & Q2 RESULTS FROM INVESTMENT IN NEW SUPPORTER ACQUISITION | | | | | |
|----------------------------------------------------------------------------------|---------------------|------------|------------|------------|-------------------|
| | Planned KPIs | | | | |
| | Q1 | Q2 | Q3 | Q4 | 2020 total |
| Investment expenditure phasing (USD million) | 1.5 | 2.5 | 4.0 | 5.1 | 13.1 |
| Investment phasing (%) | 11 | 19 | 31 | 39 | 100 |
| Total new regular supporters | 8 015 | 13 359 | 21 374 | 27 252 | 70 000 |
| Total new one-off supporters | 18 321 | 30 534 | 48 855 | 62 290 | 160 000 |
| Total cost per acquisition – regular (USD) | 117 | | | | |
| Total cost per acquisition – one-off (USD) | 30 | | | | |
| ROAS (projected 12-month) – avg. all channels | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 |
| ROAS (projected 12-month) – avg. digital | 2.1 | 2.1 | 2.1 | 2.1 | 2.1 |
| Average donation – regular (per month) (USD) | 16 | | | | |
| Average donation – one-off (12-month avg.) (USD) | 50 | | | | |

| TABLE 3: Q1 & Q2 RESULTS FROM INVESTMENT IN NEW SUPPORTER ACQUISITION | | | | | | |
|----------------------------------------------------------------------------------|--------------------|-------------|-----------|-----------|-------------------|-------------------------|
| | Actual KPIs | | | | | |
| | Q1 | Q2 | Q3 | Q4 | 2020 total | % of 2020 target |
| Investment expenditure phasing (USD million) | 1.7 | 2.9 | | | 4.6 | |
| Investment phasing (%) | 13 | 22 | | | 35 | 35 |
| Total new regular supporters | 14 988 | 19 154 | | | 34 142 | 49 |
| Total new one-off supporters | 79 719 | 120 819 | | | 200 539 | 125 |
| Total cost per acquisition – regular (USD) | 61.6 | 72.4 | | | 67.6 | 58 |
| Total cost per acquisition – one-off (USD) | 9.2 | 8.9 | | | 9.0 | 30 |
| ROAS (projected 12-month) – avg. all channels | | | | | 2.2* | |
| ROAS (projected 12-month) – avg. digital | 2.66 | 2.74 | | | 2.70 | 129 |
| Average donation – regular (per month) (USD) | 19.10 | 22.70 | | | 21.12 | 132 |
| Average donation – one-off (12-month avg.) (USD) | 16.20 | 21.15 | | | 19.18 | 38 |

* Estimate based on preliminary results from activities in Japan (face-to-face and digital), Spain and the Republic of Korea (DRTV).

12. Table 4 summarizes the 20 countries of origin that account for 65 percent of new supporters recruited through digital channels by the individual giving and STM teams in Q1 and Q2.

| TABLE 4: 20 COUNTRIES OF ORIGIN ACCOUNTING FOR 65 PERCENT OF NEW DIGITAL SUPPORTERS (STM AND INDIVIDUAL GIVING) (YEAR-TO-DATE) | | |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------------|
| | Country | Number of new supporters |
| 1 | Germany | 22 844 |
| 2 | France | 16 528 |
| 3 | United Arab Emirates | 13 125 |
| 4 | Canada | 12 467 |
| 5 | Russian Federation | 9 498 |
| 6 | Singapore | 8 653 |
| 7 | United States of America* | 6 603 |
| 8 | Romania | 6 290 |
| 9 | Australia | 6 147 |
| 10 | Saudi Arabia | 5 695 |

| TABLE 4: 20 COUNTRIES OF ORIGIN ACCOUNTING FOR 65 PERCENT OF NEW DIGITAL SUPPORTERS (STM AND INDIVIDUAL GIVING) (YEAR-TO-DATE) | | |
|---------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------|
| | Country | Number of new supporters |
| 11 | India** | 4 925 |
| 12 | Italy | 4 423 |
| 13 | Oman | 4 360 |
| 14 | Ukraine | 3 616 |
| 15 | Turkey | 3 379 |
| 16 | Malaysia | 3 186 |
| 17 | Portugal | 3 173 |
| 18 | Poland | 3 102 |
| 19 | Netherlands | 2 781 |
| 20 | Switzerland | 2 750 |

* STM works with WFP USA to promote the app in the United States of America; other supporters recruited directly by WFP USA are not reported here.

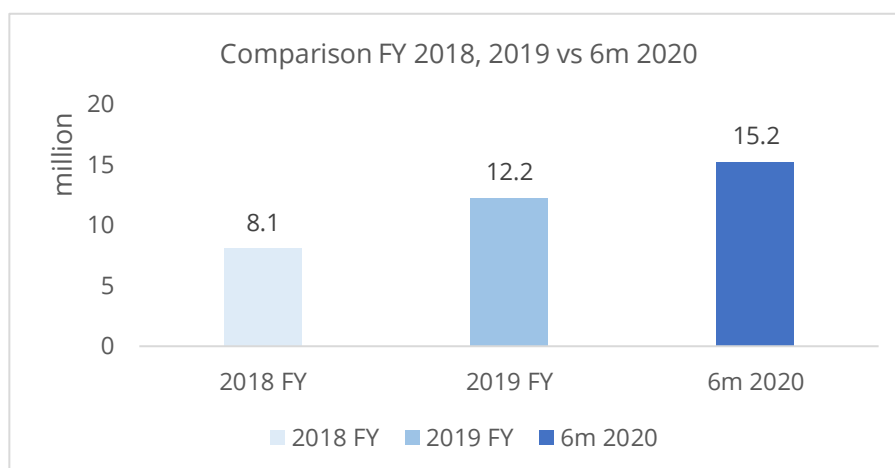
** Funds raised in India are transferred to the India country office in line with government regulations.

Note that 49 percent of new supporters originate from the top 10 countries; 65 percent originate from the top 20 countries.

d) Comparison of year-on-year income growth in individual giving

13. The Executive Board-approved investments in individual giving and STM are delivering significant year-on-year growth for both teams. Figure 2 shows income for the first six months of 2020 compared with performance in 2019.
14. Thanks to increased investments in 2020, STM raised 22.5 percent more income in the first six months of this year than it did for 2019 as a whole, with strong contributions from a very successful Ramadan campaign and ongoing advertising for COVID-19. The individual giving team has raised 27 percent more in six months compared with 2019, with strong results for the COVID-19 response from new and existing supporters.

Figure 2: Total income from individual giving (PPF and STM) in 2018, 2019 and the first six months of 2020



Confirmed contributions according to WINGS data on 30 June 2020. Data for 2018 and 2019 is for the financial year.

Case studies on the development of corporate partnerships

1. Successful technical partnerships that deliver real value are complex and require a significant investment of time and resources to develop, manage and grow. Because of high implementation costs, WFP pursues technical partnerships only when there is genuine potential to create significant value that exceeds project inputs and the direct and indirect opportunity costs.
2. With almost 20 years of experience partnering with the private sector, WFP understands that engagements need to be based on more than just the idea of collaboration; technical units must have the capacity to get the most out of them. In evaluating opportunities, WFP considers several questions:
 - i) What is the specific impact that this partnership will have and what value will it bring?
 - ii) What return on investment will each partner get from this collaboration?
 - iii) How will this partnership contribute towards achieving national government priorities and the SDGs?
 - iv) When taken as a whole, is this partnership clearly better than procuring or developing a similar solution?

What it takes to create valuable technical partnerships with the private sector

KEY WFP STAKEHOLDERS TO CONSIDER



KEY PARTNERSHIP MILESTONES

| | |
|----|-----------------------------------------------|
| 1 | Identification of needs and opportunities |
| 2 | Partner identification* |
| 3 | Opportunity assessment / concept build |
| 4 | Due diligence clearing |
| 5 | Negotiations / proposal and budget approval* |
| 6 | Secure leadership / key stakeholder support |
| 7 | Ensure resources in place (people and budget) |
| 8 | Legal agreement* |
| 9 | Action plan & implementation |
| 10 | Grant registration |
| 11 | Communications (ongoing) |
| 12 | Stewardship (ongoing) |
| 13 | Impact reporting |
| 14 | Evaluation |
| 15 | Renewal |

* stage that can take a disproportionate amount of time and attention

3. Most high-value global partnerships are multi-year and operate in multiple countries. They often take 18–24 months to create and many more years to achieve their full potential. As highlighted below, building a technical partnership requires engaging with multiple stakeholders and working through different stages to ensure projects are based on clear needs; potential partners align with WFP's interests and values; and engagements are managed effectively. This is particularly true when considering "shared value" opportunities that have the potential to create community-wide efficiencies and are based in part on a company's business strategy to increase commercial opportunities in the medium to long term.

WFP & Mars: Creating a culture of food quality and safety

4. WFP has partnered with Mars since 2015, drawing on the company's expertise to strengthen internal processes and improve food quality and safety among communities and the local private sector.
5. Created from a single project in East Africa addressing aflatoxins, the partnership has evolved into a global collaboration focused on organizational culture, supplier auditing, incident management and staff training. Mars has been instrumental in helping WFP establish a strong position on food safety while bringing expertise and training to people and companies in local communities. While WFP benefits from commercial expertise, Mars gains insights into the unique operational challenges retailers would face in the diverse contexts WFP operates in. (For more details, see the [partnership factsheet](#).)

The wider opportunity

6. Focused on mainstreaming food quality and safety within WFP and among local communities, the Mars partnership has the potential to make lasting change for people far beyond WFP operations, as projects increasingly expand to include WFP suppliers, smallholder farmers and local companies.

2015–2018

- Initial focus on aflatoxin control and establishment of WFP's Food Safety, Quality and Assurance Unit.
- Aflatoxin and pest management training shared with farmers, governments and institutions.
- Early success allowed the partnership to expand globally and into different fields, such as toxicology, product development, risk assessment, audits and organizational culture.

2019

- WFP asked Mars for technical support to help identify the cause of a food incident in Uganda.
- Mars and WFP laid the foundations for an overarching quality assurance management system, which requires a culture shift that is only possible with a long-term, values-based relationship.
- The partnership helped launch World Food Safety Day to spark conversations on food safety.

2020

- Because of the strong relationship, Mars made a USD 2 million contribution to WFP's common services, which was six times larger than the company's previous emergency contribution.
- Together it is possible to encourage engagement from other private sector entities through activities such as and business-focused events hosted by Concordia, an organization dedicated to convening private sector actors for social impact.
- To date the partnership has helped train more than 120 stakeholders in 31 countries.

Going forward

- Build on existing initiatives, scale up training and continue to create a culture of food safety within WFP and with other stakeholders, particularly considering the impact of COVID-19.

Lessons learned

7. The long-term success of the Mars partnership is based not only on improving WFP's capacity and internal expertise but also on cascading knowledge and best practices to local stakeholders around the world. Because of operational complexities and sensitivities, it has taken several years of incremental collaboration to lay the foundation for a larger impact that extends beyond the footprint of WFP.

WFP & Mastercard: Building "shared value" together

8. Partners since 2012, WFP and Mastercard are helping local communities take important steps towards breaking the cycle of hunger and poverty while facilitating future benefits for business.
9. Following an initial collaboration on digital vouchers, the partnership has focused on raising funds through consumer marketing campaigns and exploring new shared value opportunities that solve societal challenges while delivering business benefit. Since 2017, Mastercard has been WFP's top corporate supporter of school feeding and its top corporate donor overall. (For more details, see the [factsheet](#).)

The wider opportunity

10. Like many companies, Mastercard takes a shared value approach to its humanitarian and development work, requiring that all examples of collaboration can achieve "commercially sustainable social impact" that could translate into business opportunities for the company (see the definition of *shared value* below). WFP explores these opportunities when they are in line with United Nations guidance and can help achieve the SDGs. WFP and Mastercard have been developing a multi-year partnership on WFP's digital transformation related to the following:
 - **School feeding:** As WFP seeks to expand home-grown school feeding programmes and strengthen local economies, the new collaboration will focus on digitizing financial ecosystems. Doing so will help empower smallholder farmers and support local governments in implementing the programmes at scale.
 - **Smallholder farmers:** WFP and Mastercard aspire to improve farmers' lives and incomes, and WFP seeks to develop sustainable value chains that promote fairness and transparency. Through the collaboration, both organizations will research and analyse digital traceability for farmers with the goal of creating systems that support this.
11. For Mastercard, this type of collaboration is not philanthropic because it does not involve the company donating funds. Instead, the two organizations will work to improve the underlying financial system that programmes are based on, benefiting local farmers while providing Mastercard with future business opportunities as systems become digitized.

2018-2019

- Explored opportunities presented by Mastercard solutions that overlap with WFP operations.
- Shifted approach to one driven by WFP needs and based on Mastercard's goals, expertise and shared value expectations.
- WFP identified priorities related to digital needs and negotiated and agreed on three areas.

2019-2020

- Workstreams established to clarify goals, challenges to overcome and expertise needed.

- WFP worked with its Legal Office to establish the agreement structure and workplans.
- Secured leadership and stakeholder support as well as the required resources.

Going forward

- Once the agreements are signed, begin work, with special consideration of COVID-19.

Lessons learned

12. Because Mastercard is focused on shared value initiatives that can be difficult for the United Nations,¹ the project teams needed to develop an approach based on concrete operational needs that delivers long-term value and opportunity to all parties involved. Doing this required significant consultation with many teams in both organizations. Negotiations related to these school feeding and smallholder farmer initiatives are still under way.

Lessons learned from key partnerships

13. Partnerships designed to deliver tangible impact are complex, and significant time is needed to ensure that they are set up for success before committing to any agreement. This process usually takes between 18 and 24 months to finalize – sometimes longer.
14. Almost 20 years of building and managing technical partnerships have shown that:
 - Large cash-only contributions from the private sector are rare, and companies are increasingly looking for shared value partnerships that can deliver business benefits.
 - WFP needs to make careful, informed decisions on when partnerships are the best way of bringing unique competencies into its operations, considering the significant time, expertise and resources needed to manage partnerships with the private sector.
 - The organization must be able to absorb and make proper use of the capacity being provided, and this support needs to help improve how WFP delivers for the people it serves – otherwise partnership resources are likely better spent elsewhere.

The United Nations definition of shared value²

Shared value refers to achieving sustainable societal success by creating value for all the stakeholders involved, therefore for business entities too. These types of alliances differ from regular partnerships as they explicitly intersect with core business elements (e.g., products, services, R&D or strategies) contemplating business value as a core aspect of advancing the social and economic conditions in the communities in which a business entity operates, and beyond. From a business perspective, this value may translate into operational enhancement, reputational benefits, employee satisfaction and retention, sustainability achievements, social impact, and other elements which may ultimately lead to financial benefits.




From the perspective of the United Nations, the value can translate into better, more sustainable solutions to meet the SDGs. Mutual benefit is an essential ingredient of these partnerships; however the focus remains on their “shared” value attribute, meaning that the societal benefits of the partnership should always be of primary consideration, and that business interests shall not overrule, nor undermine, that of the ultimate beneficiary of the engagement.

¹ See *Guidelines on a principle-based approach to the cooperation between the United Nations and the business sector* (paras. 14 and 26.b). Available at <https://www.unglobalcompact.org/library/3431>.


² Taken from “UNSDG Common Approach to Due Diligence for Business Sector Partnerships”. Available at www.regionalcommissions.org/INF82att3.docx.




Summary of Q2 activities for implementing the PSPF strategy




- Following the Executive Board's approval of the PSPF strategy, detailed partnership and fundraising implementation plans for 2020 were completed identifying quarterly deliverables and outputs for regular review and performance tracking through the year. The following tables provide a report on the three strategy pillars with the "red, amber, green" status indicated as a performance tracker to provide an assessment of confidence in delivery.




| | |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
|  | Action is on track and performance meets the target according to the designated time, budget and scope |
|  | Action mainly on track with some minor issues and corrective actions being taken |
|  | Action is not on track and progress is hindered by problems that need to be resolved |



- As requested by the Executive Board, an indication is provided (in italics at the bottom of each description of progress) of what actions are being taken to put amber and red items back on track.



| IMPACT - Pillar 1 | | | |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 1. | Plan and prioritize the portfolio of existing partnerships and build the pipeline of prospective and priority new partners | <ul style="list-style-type: none"> By the end of Q2, the new Head of Technical Partnerships had initiated consultations with technical units at headquarters. These consultations will culminate in a road map for identifying priority needs and new guidelines to support the creation of partnerships. In Q2, several multinational companies offered WFP in-kind goods and services for the COVID-19 response. Negotiations related to these contributions have proven extremely complicated and time consuming as the goods and services offered often do not align with WFP's needs, timing or quality standards. Discussions with partners/potential prospects around the application of WFP's full cost recovery principle on these goods/services add to the challenges. Guidance is being developed for accepting/declining these opportunities in the future. Aside from the COVID-19 response, PPF is currently discussing technical partnerships with two major companies from the aviation and beverage sectors. |  |




| IMPACT – Pillar 1 | | | |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 2. | Restructure existing human resources and establish a dedicated team with skills and expertise in technical partnerships other than for private sector fundraising | <ul style="list-style-type: none"> • Work has continued on the team transition plan for establishing a new technical partnerships team. • The new Head of Technical Partnerships took up their post in April and has been leading work on final recruitments so that the team will be fully staffed by early Q4. • Recruitment is under way for a P3 impact partnership manager. • A review of team skills and experience and allocation to technical or fundraising partnerships is continuing. • Measures have been taken to encourage temporary staff deployment to the field based on organizational needs, including by reassigning existing partnership management responsibilities to remaining team members. |  |
| 3. | Increase staff capacity in regional bureaux with a view to strengthening support for country offices and tailoring such support to the potential and needs of country offices based on their country strategic plans | <ul style="list-style-type: none"> • Senior engagement with regional bureaux and country offices has continued with a virtual strategy briefing and discussion led by the Director of PPF for the Bangkok Regional Bureau in June, which will be followed by similar events for the two remaining regional bureaux (in Dakar and Johannesburg) in July. • The Cairo Regional Bureau has delivered partnership management training to country office practitioners with the PPF team in Dubai and the Head of Technical Partnerships. • Three partnership managers have been assigned to the regional bureaux in Cairo, Nairobi and Johannesburg (to be in post by September). These staff will be based in the regional bureaux to support country offices with private sector engagement, joining the partnership managers already in post in the regional bureaux in Bangkok and Panama. Recruitment for a partnership manager for the Dakar Regional Bureau is under way. • Country offices have been granted access to Salesforce and are now able to fully manage their accounts throughout partnership life cycles. |  |
| 4. | Create a dedicated “partnerships lab” for synthesizing knowledge and sharing best practices and locate it in one of the regional bureaux | <ul style="list-style-type: none"> • The work plan for the partnerships lab is being developed. • The team is gathering best practices, model case studies and tools to form the basis of the knowledge centre managed by the partnerships lab. • Work has begun on two technical pilots in the Panama Regional Bureau, one on e-commerce and South-South cooperation and the other on logistics support. The pilot design has started with two country offices and kick-off is expected in two months' time in consultation and coordination with the technical partnerships team at headquarters. • The scale-up of successful partnership models is under way, i.e. engagement with country-level private sector CEOs with a view to creating a well-informed consultative body to move the levers of the SDGs. <p><i>Undertake a review process with regional bureaux to determine the location of the lab, publish the post for the partnership lab in November, to be filled through the mid-year reassignment exercise. These activities are ongoing.</i></p> |  |


| IMPACT – Pillar 1 | | | |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 5. | Establish a global services team focused on key support functions such as impact reporting, communications and partner visibility, knowledge management and contracting for global, regional bureau and country office needs | <ul style="list-style-type: none"> The new Head of Global Services has been identified through a reassignment in June. The global services implementation plan was finalized by end of Q2. Priorities include a private-sector-wide communication and leadership engagement activation plan; new tools to strengthen reporting and partner stewardship and the tracking of account KPIs; and new legal ‘how to’ guides for all private sector practitioners – whether they are based at headquarters, WFP offices, regional bureaux or country offices. <p><i>Amber status as the Head of Global Services will be in post by August 2020, when work will begin on recruiting new members of the private sector communications team, updating legal “how to” guides for practitioners, analysing peer agency reporting best practices and adapting lessons learned.</i></p> |  |
| 6. | Develop a method for assessing the impacts of partnerships against the PSPF strategy goals | <ul style="list-style-type: none"> The PPF strategy team coordinated with the Director and Head of Global Partnerships to plan the next steps for this activity in 2020, which include a summary of the landscape mapping presented by the LSE team in April for internal use; the mapping of internal and external stakeholder engagement; and decisions related to the appointment of a consultant to develop the framework and methodology to be identified by the end of Q3 and to start work in Q4 and deliver the assessment method by Q2 2021. |  |
| 7. | Update risk management policies and processes for engagement with the private sector | <ul style="list-style-type: none"> The team has updated and finalized private sector guidelines issued with the new private sector strategy following an organization-wide consultation and work with the Legal Office. Training on due diligence and private sector activities clearance has been given to focal points in regional bureaux. By the end of Q3, training for practitioners in the regional bureaux in Bangkok, Panama, Nairobi, Johannesburg and Cairo will be provided. |  |



| INCOME – Pillar 2 | | | |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 1. | Review the portfolio of income partnerships | <ul style="list-style-type: none"> The team increased engagement with partners to discuss the impact of COVID-19 on their business and implications for their partnership with WFP in 2020 – noting that consumer-facing businesses may have difficulties reaching 2020 financial targets. Plans have been put in place for 2021 activations. Success was achieved in persuading existing income partnerships to reallocate agreed funding or provide additional funding for the COVID-19 response; the Takeda partnership negotiated by the Supply Chain Operations Division (SCO), PPF Tokyo and PPF HQ increased from USD 11 million to USD 14 million, with USD 3 million dedicated to the COVID-19 response. |  |
| 2. | Restructure existing resources and build teams with the required capacity and expertise in private sector fundraising, augmented with flexible and virtual resources | <ul style="list-style-type: none"> WFP recruited a Head of Business Development and Account Management to lead the income generating team. An offer was made in June and the candidate is expected to start by the end of Q3. In Q2, onboarding started for three new team members in partnerships and eight in individual giving, including consultants and part-time freelancers for flexible support. New approaches were introduced to welcome and onboard new team members during travel restrictions and continued home working. WFP plans to recruit externally for a post based in Dubai, with the goal of filling the position by the end of Q3/early Q4. The request for proposal (RFP) process for appointing specialist agencies for media buying and creative development was finalized and long-term agreements were in place from Q2. |  |
| 3. | Create specialized foundations team | <ul style="list-style-type: none"> A new consultant with extensive experience working with foundations began work towards the end of Q2. A Head of Foundations will be recruited in September via reassignment, with the team expected to be up to planned capacity by Q4. WFP facilitated expert briefings from the Deputy Executive Director, the Chief Economist and regional directors from the regional bureaux in Dakar, Johannesburg and Nairobi following a request from a major global philanthropic organization and began co-creation mapping to address the topic of dignified work for young people in Sub-Saharan Africa. WFP explored collaboration with a major Gulf-based foundation with a focus on humanitarian response. Collaboration with the WFP United States Office was enhanced, resulting in increased information sharing and new proposal development between the United States Office and programmatic units; work has begun on building an aligned approach and management strategy for US-based foundations. <p><i>Amber status as the Head of Foundations role was reposted in September reassignment.</i></p> |  |





| INCOME – Pillar 2 | | | |
|-------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 4. | Position WFP as a partner of choice for the private sector, with a strategic approach to networking opportunities | <ul style="list-style-type: none"> Leadership engagement in 2019 played a significant part in increasing the levels of support from the Church of Jesus Christ of Latter-day Saints, adding USD 5 million in contributions towards the COVID-19 response and demonstrating the impact this type of engagement can have. Significant engagement opportunities were encountered during the first UNGC virtual summit, with participation by the Executive Director and the Director of PPF and profiling of key partnerships. The Vice President, Corporate R&D and Chief Science Officer at Mars Inc and the Head of Global Private Sector Partnerships discussed the impact that the five-year partnership has had on the operations of both organizations and their joint efforts to support food quality and safety around the world during a Concordia Summit private sector event. Planning is under way of a strategic approach to networking at the United Nations General Assembly session in September 2020 and World Economic Forum engagement during the General Assembly session and for the Davos annual meeting. Planning is under way related to collaboration and coordination with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and other organizations for the Food Systems Summit in 2021. |  |
| 5. | Align with Friends organizations | <ul style="list-style-type: none"> WFP completed a review of current partnerships including the identification of US-WFP headquarter relationships where the related financial flows will transition to WFP USA in Q3/Q4 2020; an ongoing relationship management approach has been agreed upon. This will enable WFP to add capacity and invest in future growth. The team contributed to an evaluation of key foundation opportunities in the United States of America commissioned by WFP USA; work was also done to develop new ways of structuring a “One WFP” team in partnership between headquarters and WFP USA. An initial investment allocation of USD 1.4 million in 2020 has been approved to support the reporting of digital supporter acquisition by WFP USA from Q3 onwards. PPF is providing ongoing support to JAWFP Japan in their scale-up of individual giving activities, including an allocation of investment funds in 2020 to be transferred and reported on from Q3. |  |

| INCOME – Pillar 2 | | | |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 6. | Scale up supporter acquisition by the IG and STM teams through increased investment, rising from USD 1.6 million in 2019 to USD 13.1 million in 2020 for both teams (90 percent of programme budget) | <ul style="list-style-type: none"> The allocation of a USD 2.9 million investment to the individual giving and STM teams in Q2 led to results that exceeded the strategy top metrics of ROAS with a gradual optimization of each programme to ensure that WFP recruits higher value and loyal donors to build sustainable revenue. The individual giving team paused Facebook advertising during June and the directors of CAM and PPF brought forward a planned image review and development of guidelines using a consultative process throughout WFP, which will be finalized at the end of August. The individual giving team tested new “creatives” (i.e. content such as photos and videos for the launch of individual giving campaigns) in April and May, including one with the Executive Director at the Security Council, and developed new creatives in June with a new external agency; it also added in-house capacity to ensure continued fundraising for the COVID-19 response as media and therefore public attention moves to the countries of greatest concern to WFP. New tracking of retention and repeat donations from new supporters recruited in 2020 is now in place, enabling WFP to model and monitor the long-term value of its investments. |  |
| 7. | Test new channels for the diversification of the portfolio (10 percent of the programme budget) | <ul style="list-style-type: none"> More DRTV pilots have been completed in Spain and the Republic of Korea. A review of initial testing will be held in Q3, including on whether a global approach to DRTV should be undertaken, which will inform 2021 plans. A continuous review of tests for a new virtual challenge event on digital platforms was originally planned for Q3 but has been delayed due to lockdowns related to the COVID-19 pandemic. Face-to-face outreach has continued for JAWFP in 2020 after a successful WFP-funded and supported scale-up of activities in 2019. A specialist digital consultant has reviewed JAWFP's digital testing and made recommendations on how to optimize it. A new senior international digital strategist is working with CAM on projects related to audience insights and a wfp.org project that will enable the individual giving team in PPF to optimize donations via the website and increase paid activity with Google in Q4. <p><i>Amber status due to the decision to focus on scaling up digital paid opportunities in Q3 and Q4 to compensate for the pause in DRTV during the image review and the challenge events that have been delayed because of COVID-19.</i></p> |  |

| INCOME – Pillar 2 | | | |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 8. | Make continuous improvements to infrastructure (customer relationship management) and technology to deliver a “best-in-class” supporter experience | <ul style="list-style-type: none"> • The individual giving and STM teams both improved their capacity to improve the experience for supporters with increased segmentation of communications and appeals to supporters through tech platforms. • The individual giving team has developed an automated dashboard with additional data and insight capacity to facilitate reporting and provide insights for optimizing the programme. • The individual giving team has set up a strong suite of communications for new supporters that will build loyalty to WFP and its mission. • The individual giving team also increased the formalization of data governance in Q2 working with the Legal Office; more work is planned for Q3 and Q4 in order to fully embed the required approach. • The WFP individual data privacy position paper has been presented and endorsed by the Responsible Data Task Force. |  |
| 9. | Integrated individual fundraising team bringing together STM and IG teams for holistic supporter engagement, to share costs and improve efficiency | <ul style="list-style-type: none"> • Closer collaboration between the two teams continues, with regular comparative reporting since January. • Regular meetings are being held with the Deputy Director of Brand and Marketing, CAM and senior staff from PPF and the Head of STM to discuss areas of shared interest and to feed STM inputs into development projects. • Options for future operating models for individual giving and STM are under review by leadership. |  |
| 10. | Establish financial management systems to support investment in the expansion of individual giving | <ul style="list-style-type: none"> • WFP continued to implement the investment decision making protocols and timetable based initially on the staged investment plan endorsed by the Audit Committee and with quarterly performance reviews. • WFP negotiated agreements with JAWFP and WFP USA to receive investment funds in Q3 and prepare to use monthly tracking tools to enable like-for-like analysis of investment results among STM, PPF and Friends organizations. |  |

| INCOME – Pillar 2 | | | |
|-------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 11. | Build the WFP brand in ways that support the growth of private sector engagement and individual giving | <ul style="list-style-type: none"> • A standard operating procedure has been implemented for the clearance of all supporter communications. • Revisions have been made to plan for the gathering and provision of compelling content and creative material for fundraising appeals and supporter communication considering travel restrictions in place because of COVID-19. • CAM is leading the development of a more sophisticated brand look, feel and language which will be reinforced by supporter communication; PPF and STM will be part of a “reference group” with Friends teams that will provide CAM with input. • CAM is also leading the development of a non-financial supporter digital journey to help drive interest among certain target audiences. • Joint input is being fed into the planning of major external events such as the UNGC summit, the World Economic Forum, the United Nations General Assembly session and the Food Systems Summit in 2021. <p><i>Amber status due to limitations on gathering content in the field during the COVID-19 pandemic.</i></p> |  |

| INNOVATION – Pillar 3 | | | |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 1. | Deliver a “best-in-class” supporter experience | <ul style="list-style-type: none"> • A long-term agreement was signed in June with a full-service supporter care agency with capacity to respond to supporters in multiple languages, 24 hours a day, 365 days a year. WFP will be the first United Nations agency or INGO to provide this service for supporters around the world. The agreement enables the team to use leading technology and platforms to connect using an omnichannel approach based on supporter preferences and innovations in communication technology. Full data compliance, data standards and protection measures will be agreed. Planning is now under way with a view to launching this service at the end of Q3. |  |
| 2. | Identify opportunities to develop creative offers to connect supporters more closely with WFP’s work and its unique strengths and capacities | <ul style="list-style-type: none"> • Progress on developing and piloting a new offer for supporters linked to WFP’s cash-based transfer programmes has been delayed due to the impact of COVID-19 on content collection. Further exploration has been postponed to Q4 with the aim of testing in early Q1 2021. <p><i>Amber status due to these delays. Other activities prioritized during Q2 and Q3.</i></p> |  |

| INNOVATION – Pillar 3 | | | |
|-----------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | Action | Progress in Q2 | |
| 3. | Explore innovative financing opportunities | <ul style="list-style-type: none"> To make progress on the exploration of innovative financing options, the Director of PPF will appoint a dedicated expert in Q3 to work with relevant WFP teams. |  |
| 4. | Participate in collaborative events and initiatives with United Nations agencies | <ul style="list-style-type: none"> WFP and UNICEF joined forces with ViacomCBS to organize Africa’s first-ever virtual event, the Africa Day Benefit Concert at Home. Within a very tight timeframe, both organizations created an effective collaboration to raise the profile of WFP and UNICEF and play a part in fostering African solidarity. Within WFP, this was a close collaboration between PPF, CAM and the Johannesburg Regional Bureau with support from the regional bureaux in Nairobi and Dakar and the Legal Office. During the event, stars shared uplifting messages of African unity and solidarity in the face of the COVID-19 pandemic. The Director of PPF also started discussions with the Head of Service, UNHCR Private Sector Partnerships, on a joint agency appeal during humanitarian crises that attract media attention where the agencies have significant joint programming in refugee settings, as together UNHCR and WFP provide a “full basket” of support to refugees. A plan was agreed in Q2, which will be activated when the opportunity arises. |  |
| 5 | Pursue opportunities related to STM partnerships and Islamic social financing | <ul style="list-style-type: none"> STM is launching an innovative partnership with Delivery Hero, one of the biggest food delivery platforms in the world. Users of Delivery Hero will be able to add a donation to their purchase via a new STM API (Application Programming Interface). After sales, users will be encouraged to download the STM app and learn about WFP’s work. STM is working with academics and think tanks in Germany to allow supporters to give their <i>Zakat</i> (form of almsgiving treated in Islam as a religious obligation or tax) in an innovative way. This will strengthen the relevance of WFP donation platforms to Muslim users and Islamic financial institutions. |  |
| 6 | Pilot diaspora fundraising opportunities with country offices | <ul style="list-style-type: none"> This is an initiative led by the PPF team in Dubai that is mapping opportunities to raise funds through diasporas, with a focus on foundations and high-net-worth individuals. Mapping has been completed for WFP Armenia, WFP State of Palestine and WFP Lebanon; it is under way for WFP Egypt, WFP Islamic Republic of Iran and WFP Algeria; and data is being gathered for WFP the Sudan, WFP Libya and WFP Turkey. The next step is to incorporate such mapping as one consolidated strategic component into the partnership action plans or country strategic plans of some country offices and to examine whether it would be useful to complete it for other regions. |  |

Acronyms

| | |
|-------------|-------------------------------------------------------------|
| CAM | Communications, Advocacy and Marketing Division |
| CCI | critical corporate initiative |
| DRTV | direct response television |
| IG | individual giving |
| INGO | international non-governmental organization |
| JAWFP | Japan Association for WFP |
| KPI | key performance indicator |
| PPF | Private Partnerships and Fundraising Division |
| PSPF | private sector partnerships and fundraising |
| Q1/Q2/Q3/Q4 | first/second/third/fourth quarter |
| ROAS | return on advertising spend |
| SDG | Sustainable Development Goal |
| STM | ShareTheMeal |
| UNGC | United Nations Global Compact |
| UNHCR | Office of the United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| WHO | World Health Organization |