

# **Quarterly report on private sector partnerships and fundraising strategy for the Executive Board**

**Quarter 3: July-September 2020**

## **Note on the third quarterly report to the Executive Board on the private sector partnerships and fundraising strategy for 2020–2025**

Attached is the third quarterly report on the private sector partnerships and fundraising strategy for 2020–2025. A brief overview of the third quarter from July to September 2020 was presented at the recent informal session with the Executive Board on the implementation of the strategy. This report provides the same level of information and detail as did the two previous quarterly reports, following a similar format.

The next report, which will be issued in 2021, will cover all of 2020, the first year of the five-year strategy, and will therefore be more comprehensive. Another informal session with the Executive Board will be scheduled to present that annual report.

Management acknowledges the overall comments during the discussion of the second quarterly report at the Board's second session, in particular in relation to pillar 1 on impact. Management is eager to receive member feedback and specific proposals for changes in the way that information on impact is reported. At the recent informal session, Executive Board members suggested various approaches, including reporting focused on region and thematic area. This is an opportunity to consider a full range of options and ensure that the level of information reported meets Executive Board needs during the second year of the strategy.

Questions regarding the third quarterly report may be sent directly to Tim Hunter, Director, Private Sector Partnerships and Fundraising, at [tim.hunter@wfp.org](mailto:tim.hunter@wfp.org).

We look forward to receiving your feedback.

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## Summary report

1. Implementation of the private sector partnerships and fundraising (PSPF) strategy commenced at the start of 2020. This is the third 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, consistent progress continues to be made in the implementation of the strategy, and after the first nine months results have been seen in all three pillars. The report outlines adaptation and mitigation measures introduced 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. Alongside their regular activities, all teams in the third quarter (Q3) of 2020 reacted immediately in order to gather support for the WFP response to the explosion in the Port of Beirut, Lebanon.

### Summary of updates under pillar 1

3. **Four contracts designed to deliver increased impact with new technical partnerships were signed in Q3** with China Foundation, Kerry Group, Takeda and Toyota; two of the contracts covered in-kind contributions for the COVID-19 response. In addition, two new agreements with Mastercard were close to finalization at the end of Q3 and are due to be signed early in the fourth quarter (Q4).
4. In July 2020, WFP renewed its partnership with Kerry Group for 2020–2023, at a value of USD 750,000 over three years. Kerry will support the Burundi country office in efforts to improve the ultra-high temperature (UHT) milk value chain and build the capacity of the local dairy sector. WFP will work closely with Kerry to leverage its technical expertise as a leader in taste and nutrition in areas such as UHT dairy processing, nutrition, food safety and quality and milk handling and processing.
5. In July, the Private Partnerships and Fundraising Division (PPF) began a consultative process with other divisions and units at WFP headquarters aimed at identifying their priorities and needs. Through these unit-level reviews, PPF is building a picture of division-wide priorities and identifying areas where the private sector can offer the greatest value. By the end of Q3, more than 20 consultations had taken place, providing positive feedback on the new direction for private sector partnerships and the needs-based approach to directing resources towards the opportunities of most strategic value. These consultations are providing valuable insights and a knowledge base for the development of tools and guidance in support of private sector engagement at headquarters, regional bureaux and country offices. A complete mapping exercise based on the consultations will be finished by mid-2021; however, flexibility has been built into the process to ensure partnership development can move forward quickly if immediate priority needs are identified.
6. As part of this consultative process, PPF worked with the WFP Food Safety and Quality Assurance Unit and the United Nations Humanitarian Response Depot, identifying gaps in expertise related to packaging for food and non-food items. The identification of the teams’ mutual needs led to the development of a comprehensive partnership (currently under negotiation) with one of the world’s largest global packaging companies. Another example is PPF’s work with the WFP Supply Chain Division, which identified a gap in healthcare supply chains and the need to develop WFP’s capabilities and expertise in temperature-sensitive cold chains. This is particularly important for WFP’s work related to the response to COVID-19 and vaccine distribution. PPF is now in the process of identifying suitable private sector partners to support these efforts.



7. The scope of work for the development of an impact measurement tool has been finalized and a landscape analysis and search for industry leaders in impact assessment practices has begun, with promising candidates to be invited to participate in the procurement process by the end of Q4. The aim is to have the tool ready by the second quarter (Q2) of 2021 for pilot testing with selected partners throughout 2021.
8. **Following two years of discussions with Mastercard exploring opportunities for the company to help advance WFP's digital transformation, two shared value agreements were close to finalization** at the end of Q3. This will be WFP's first formal use of a shared value partnership model, which was described in the Q2 report. *(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, research and development 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. Shared value is a business strategy; it is not philanthropy).* The first agreement focuses on digitizing the home-grown school feeding financial ecosystem to the benefit of governments and smallholder farmers, and the second includes researching and analysing the potential for digital traceability that would benefit farmers, with the goal of creating solutions that improve fairness and transparency in the value chain.
9. A goal in the first year of the PSPF strategy is to ensure that **all regions have dedicated private partnerships capacity in place to support the creation of partnerships at the regional and national levels**. In Q3, regional private sector partnerships officers took up positions in the regional bureaux in Cairo and Nairobi; positions in Dakar and Johannesburg are currently being filled. This is a significant improvement from 2019 when only the regional bureaux in Bangkok and Panama had private sector partnerships officers. The Assistant Executive Director, Partnership and Advocacy Department, has invited regional bureaux to host the Partnerships Lab – a dedicated resource for private sector engagement that will enable regional bureaux and country offices to share best practices, guidance and tools; a regional bureau will be chosen to host the lab by 23 October based on its readiness, demonstrated potential for enhanced engagement with the private sector, and alignment with its country strategies/country strategic plans. A new position to lead the lab will be announced in the November reassignment to be operational by the end of Q2 2021. The overall mapping of current resources, including best practices, case studies and tools, is under way to facilitate the design of **a dedicated portal for practitioners in regional bureaux and country offices, which will be managed by the lab. This will be launched by the end of 2020**.
10. Senior management engagement with regional bureaux and country offices has continued through virtual strategy briefings and discussions led by the Director of PPF for the regional bureaux in Dakar and Johannesburg. Strategy sessions with insights into regional adaptations and best practices co-led by the Director of PPF and regional focal points were attended by 130 colleagues from various regions and functions as part of the Global Partnership Officers Meeting 2020 in September.
11. An early strategic goal of the five-year PSPF strategy is to **ensure that 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 Q3, work towards this goal included participation in private sector related events held during the first ever virtual session of the United Nations General Assembly in September 2020, such as the participation the Executive Director as plenary speaker at the Concordia Summit; in a meeting of the World Economic Forum's Board of Stewards for the food systems initiative; and in an event hosted by the Deputy Secretary of State of the United States of

America that brought together the world's top 10 humanitarian donor nations to discuss global needs, during which the Executive Director addressed private sector engagement, among other topics. The Assistant Executive Director, Partnerships and Advocacy Department spoke on a panel focused on the resilience of global food systems and supply chains at an event co-hosted by WFP and AB InBev; she also took part in a high-level discussion on how technology companies cooperate to address threats and global crises, which convened senior United Nations representatives and tech industry leaders from companies such as Facebook and Microsoft.

12. Other speaking engagements included the Assistant Executive Director, Programme and Policy Development Department, at the kick-off event for a new WFP/United Nations Foundation webinar series on food systems; the Director of PPF at a Business Fights Poverty panel on building partnerships to strengthen food systems; the Head of the WFP Innovation Accelerator at two sessions of the World Economic Forum on the future of food and scaling local innovation and at an event hosted by the Global Blockchain Business Council; the WFP Director of Technology/Chief Information Officer on a panel on digital cooperation in the humanitarian sector; and the WFP Director of Innovation and Knowledge Management (INK) and the Head of the WFP Innovation Accelerator at a meeting related to the AI for Good Global Summit.
13. The Head of Global Partnerships participated in a United Nations agency-wide partnership task force (organized by the United Nations Sustainable Development Group (UNSDG) office) to design a plan to improve coordination between agencies on private sector best practices at the field level, leveraging shared due diligence research and creating an environment conducive to the founding of partnerships in the United Nations system by examining current barriers to the establishment of partnerships.
14. Planning related to collaboration and coordination with the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and other organizations in relation to the 2021 United Nations Food Systems Summit is under way.

## **Summary of updates under pillar 2**

15. The strong start to work under pillar 2 on income continued in Q3 with PPF recording its highest year-to-date financial performance, bringing in USD 117 million. Following a mid-year reforecast, WFP is on track to raise USD 135–140 million by the end of 2020, exceeding the planned annual target of USD 128 million. Teams around the world have secured growth in income from private sector partners despite the challenges to the corporate sector from the economic fallout of COVID-19. Both the ShareTheMeal (STM) and the PPF individual giving teams have doubled their year-on-year income between 2019 and 2020 and continue to achieve the key performance indicator (KPI) targets and levels of return required to access the critical corporate initiative (CCI) investments that are driving this income growth. WFP USA closed its fiscal year at the end of September with an estimated annual revenue of USD 27 million, which is the highest achieved in seven years and represents an increase of 30 percent from the USD 20 million raised in fiscal year 2019.
16. The partnerships team achieved notable successes in Q3, including the signing of 10 contracts. As a result of WFP leadership engagement at the highest level and strong partnership management, WFP's partnership with The Church of Jesus Christ of Latter-day Saints is now valued at USD 8 million, almost double the amount in 2019, with contributions in Q3 allocated to WFP's emergency programmes in Mali, Haiti, Zimbabwe, Lebanon and the Democratic Republic of the Congo. Singapore Airlines and the Temasek Foundation joined forces to provide WFP with ad-hoc charter flights and freight space worth up to USD 6.5 million as part of WFP's COVID-19 global service provision plan.



17. Despite a delay due to COVID-19, negotiations with Michael Kors took the partnership with that company to a higher level of commitment in 2020 and 2021. The KFC Japan campaign secured more than USD 2 million through its annual consumer fundraising activities in Q3, a marked increase from the USD 150,000 it has achieved for many years.
18. Following the facilitation of expert briefings for a major global philanthropic organization reported in Q2 WFP has developed several new proposals related to its partnerships with foundations, including a proposal for a multi-year, multi-million-dollar investment aimed at helping to address unemployment among young people in several sub-Saharan African countries through WFP's work with smallholder farmers and food systems. WFP continued discussions with a major Gulf-based foundation that focuses on humanitarian response. New grants from the Bill & Melinda Gates Foundation (BMGF) are included under pillar 3 on innovation. WFP renewed its applications to The Audacious Project; in its second year of applying to the funding initiative, WFP succeeded in having shortlisted eight projects from the regional bureaux in Bangkok, Cairo, Johannesburg, Nairobi and Panama and the Research, Assessment and Monitoring Division (RAM).
19. PPF has prepared a new business development strategy for exploring opportunities to build cash-only value propositions with companies that are positioned to support WFP's work only through cash contributions, focusing on WFP's biggest areas of programming such as school feeding, nutrition and food security, climate change and resilience and emergencies. When appropriate WFP will pursue a holistic approach by combining cash-only value propositions with technical opportunities with companies whose expertise WFP can draw on to increase its efficiency, build its capacity and increase its impact.
20. The income partnerships team is continuing to monitor the impact of COVID-19 on the businesses of WFP's partners and is adjusting the forecasting and planning of future activations. Various activation models and additional opportunities for income are also being explored. These include new engagement models within the Mastercard partnership through a campaign with payment provider Adyen and the securing of the BASF Christmas campaign.
21. Based on year-to-date consolidated performance, the return on the investment from the STM and PPF individual giving teams exceeded the strategy KPIs: **for every USD 1 invested USD 2.43 will be received over the next 12 months.** This exceeds the strategy KPI of USD 1.7, which is the goal for the combined return generated by all new supporter recruitment across all channels and countries.
22. The PPF individual giving and STM programmes are entering a more mature phase in their engagement with their supporters. Together these teams have recruited 317,013 new supporters in 2020, of whom 42,479 have committed to donating every month. As well as continuing to recruit new supporters, both teams are also focused on optimizing their engagement with new regular supporters because such supporters provide the highest return, long-term value and sustainable income to the organization. This optimization includes retaining as many regular supporters as possible into 2021 and convincing new single-gift supporters to commit to making regular donations. Unlike Q4 with its religious festivals, year-end tax opportunities and philanthropic moments such as Giving Tuesday, Q3 is not typically among the highest performing quarters for individual giving. As a new image framework commissioned by the directors of PPF and Communications, Advocacy and Marketing (CAM) was being developed, Q3 provided opportunities for teams to test approaches, learn and, using the emerging framework, prepare to scale up activities.



23. **All teams launched rapid appeals to generate immediate revenue to help fund WFP's response to the sudden-onset crisis** caused by the 4 August explosion in Beirut. Together STM, PPF individual giving and WFP USA raised USD 2.5 million from individuals, including USD 1.2 million from existing supporters and USD 1.27 million from 27,259 new supporters who responded to the Lebanon appeal. The partnerships teams helped raise an additional USD 1 million from the private sector to support the response, including USD 500,000 from The Church of Jesus Christ of Latter-day Saints, USD 200,000 from PepsiCo, USD 170,000 from Careem and USD 125,000 from Mastercard, together with USD 320,000 from WFP USA's partnership with Global Citizen.
24. The level of response to an emergency appeal usually has a direct correlation with the speed with which the appeal is launched. For Beirut, WFP's first campaigns went live within 48 hours; this timeframe can be significantly reduced in the future if country offices can quickly confirm that there will be a programmatic response. CAM media activity related to the WFP response in Lebanon generated over 18,000 mentions in the first half of August, giving WFP the highest share of voice for Lebanon stories (alongside the Office of the United Nations High Commissioner for Refugees (UNHCR), the Red Cross and the United Nations Children's Fund (UNICEF)) on 7 August after the publication of the first WFP press release. The organization achieved sustained media interest with the visit of the Executive Director on 9 August, generating significant coverage in mainstream media and social media channels. CAM is leading a project to optimize WFP's external website, which includes maximizing search engine optimization to enhance fundraising and visibility. When this is completed in Q4 2020, greater media coverage will drive more traffic to the website and increase opportunities to convert the public's interest and concern into donations.
25. Fundraising teams worked with CAM colleagues to feature videos of the Executive Director on the ground, which increased the responses received through successful paid advertising aimed at recruiting new supporters. The Executive Director also recorded thank you messages for existing supporters, which increased engagement and donations. Among the messages was one for Goodwill Ambassador Kate Hudson, who raised money through her social media followers. The Executive Director's voice has proved to be compelling for supporters in 2020, and the messages he delivered to the United Nations Security Council on 17 September, including on the focus on Yemen, were also developed into effective supporter advertising appeals and communications with existing supporters.
26. WFP USA was able to deliver exceptional contributions through its relationship with a high-profile supporter and influencer, Wassim "Sal" Slaiby, who is a Lebanese-Canadian entrepreneur. He made a gift of USD 250,000, and one of his music clients, The Weeknd, contributed an additional USD 300,000. Mr Slaiby also launched a campaign with Global Citizen to reach their 1.2 million followers, who raised more than USD 1 million for WFP USA, the Red Crescent Lebanon and the Children's Cancer Center of Beirut.

### Summary of updates under pillar 3

27. There are two major successes to highlight under pillar 3, on innovation: the securing of a new grant from the Bill & Melinda Gates Foundation (BMGF) for innovative programming and the launch of a new international partnership for STM with Delivery Hero.
28. A new 2.5-year, USD 4.5 million planning grant was received from BMGF for "enabling digital financial inclusion". The grant heralds a **new area of collaboration on innovation with BMGF** through the lens of its gender equality strategy and with the involvement of the WFP cash-based transfer (CBT) team. This represents an expansion of the scope of WFP's work with the foundation, working directly with their gender team. This is a pilot grant to support the analysis, testing and documenting of how WFP CBT programmes can support digital financial inclusion and women's economic empowerment, with the goal of integrating both



into WFP operations. The grant also allows WFP to accrue new knowledge and share learning with the humanitarian and development community in order to catalyse change beyond WFP's operational footprint. WFP will help strengthen digital economies by promoting digital acceptance among traders and vendors while also working to ensure digital financial inclusion among communities, under the theme of digital equity. At the time of this report, WFP was also finalizing a proposal to BMGF for a USD 2.5 million grant for "digitizing fortification quality to address COVID-19 and beyond". The grant will support the WFP Innovation Accelerator in scaling up two innovations that address the short-term impact of COVID-19 on access to fortified foods for the most vulnerable populations while advancing research and development and market expansion models for long-term sustainability.

29. In September STM launched a new global partnership with Delivery Hero, the world's leading local food delivery platform. This is a product and tech innovation which, through an application programming interface (API), provides customers with a seamless way to "share meals" when they order. The mechanism is designed to be scalable given that Delivery Hero has a presence in 44 countries in major markets in Europe, Latin America, Asia, the Middle East and North Africa. Initially launched in Bulgaria and Romania, the partnership will expand into Austria, Czechia, Dubai, Finland, Japan, Jordan, Malaysia, Myanmar, Norway, Pakistan, the Philippines and Sweden in Q4. As well as providing additional funds, the partnership will build significant brand awareness because the company receives up to 4 million delivery orders every day.
30. PPF continued to explore opportunities to collaborate and integrate with CAM in Q3. The strategy goal is to increase brand familiarity by 12 percent by 2025. Brand research conducted in 2018 gave WFP important insight into how audiences in 11 key donor markets viewed the organization. In Q4 2020, **CAM will conduct further research into audience segmentation in order to define the most valuable public target audiences for WFP**; a brand study will then be conducted for each target audience. This will allow WFP to refine collective efforts in increasing brand familiarity, engaging audiences and fundraising. The results of this combined segmentation and brand measurement will be available in Q1 2021. To ensure that WFP has an even more consistent and distinctive look, feel and tone of voice across all its communications, CAM is refining WFP's brand to make it more distinctive and relevant and maximize its impact. To that end, in 2020 CAM is developing guidelines on how this "evolved" brand should look and feel and be described, as well as corporate identity guidelines. It is also working to refine WFP's brand positioning to align it with the latest strategic plan and explain the seamless link between saving lives and changing lives. and in both written and visual terms in 2020. Currently being tested on WFP global channels, this updated brand articulation will in Q4 be rolled out to other digital assets, including those related to fundraising. An in-depth consultation with senior leaders from programmes, communications and PPF at the headquarters and regional levels was held to gather guidance for the development of an image framework for marketing and fundraising purposes. The framework is in its final draft stage and is due to be published in Q4. It establishes principles governing content creation at WFP and baseline standards for story and imagery use in marketing and fundraising. On completion, the framework will be rolled out through training for operational staff.
31. Under new leadership, WFP USA has already delivered a turnaround in 2020. At the start of the year, WFP USA cut expenses and targets but ended its fiscal year with an estimated 30 percent increase in funds from the previous year and its highest revenue in seven years. This is an impressive performance in a major market at a time when the income of international organizations is stable or decreasing. Growth has been achieved across all areas of income; however, foundations underperformed against expectations, and there is a renewed focus and investment in realizing the significant potential in this area. The





excellent performance has been aided in part by WFP's emergency response to the pandemic and to the explosion in Lebanon, with the higher public visibility of the Executive Director and the WFP USA President. The team raised USD 5 million for COVID-19 response and USD 1.4 million for Lebanon. The Executive Director and WFP USA are developing an initiative to appeal to ultra-high-net-worth individuals, encouraging them to make exceptional contributions at this time of unprecedented need. At a United Nations Security Council meeting on conflict-induced hunger on 17 September, the Executive Director urged billionaires to step up to combat world hunger and prevent the wave of hunger and famine that is threatening to sweep across the globe.

32. WFP USA is setting the goal of raising USD 100 million in fiscal year 2026 – a five-fold increase from USD 20 million in 2019. WFP USA is working with other WFP teams under the vision of “One WFP” to better align strategic priorities and plans and develop innovative solutions with the private sector.
33. In 2020, **WFP negotiated with and was approved to join the International Fundraising Leadership (IFL) Forum** after raising USD 100 million from the private sector in 2019 and following the approval of the new ambitious PSPF strategy. The IFL Forum is a network of leaders with responsibility for private sector fundraising in 18 organizations, including United Nations agencies and international non-governmental organizations. Through the IFL Forum, the Director of PPF is in regular contact with peer organizations and their leaders who jointly monitor and report on the impact of COVID-19 on their organizations' programmes as well as trends and funding from corporate partners, foundations and individuals. The Director of PPF has also been selected as a member of the IFL Forum Steering Group.
34. In Q3, the IFL Forum published its annual peer review, which provides an invaluable and unique view of the five-year revenue and donor trends in the sector. According to data included in the review, WFP is the biggest global player by income: it also has the highest concentration of public funds, the least diverse income portfolio and low unrestricted income. The review reported an upward trend for private sector and individual giving with total year-on-year growth of 3.5 percent in private sector giving and of 4.8 percent in individual giving, confirming assumptions used extensively in the PSPF strategy regarding the approach to increasing unrestricted income for WFP from individual giving in the coming years.
35. As WFP approaches the end of the first year of the PSPF strategy, it continues to have a high degree of confidence in its successful implementation despite the challenges presented by the unexpected and complex circumstances of COVID-19. It is critical that the second tranche of investment for 2021 be approved as part of the WFP management plan for 2021–2022, based on the continued achievement of the agreed KPIs.

## Detailed report

1. This detailed report prepared by PPF on the PSPF strategy approved by the Executive Board in November 2019 covers Q3 2020.

### Financial report on income and investment returns for Q3 2020

#### a) Mid-year income report

2. As requested by the Executive Board, table 1 provides a summary of the income received up to the end of Q3 2020. The planned full-year income for 2020 is included to demonstrate performance in relation to the full-year budget. **Registered contributions at the end of Q3 total USD 117 million of the planned full-year income of USD 128 million.** During Q3 teams reforecast their estimated financial positions at year end; current estimates indicate a total revenue of USD 135–140 million, which exceeds the planned full-year income.
3. The IFL Forum has just completed an exceptional in-year comparison, a COVID-19 impact study that assesses trends in 2020 compared with Q1 and Q2 in 2019. The study covered 11 organizations, not including WFP, operating in 25 countries and with combined annual income of USD 17.6 billion. The findings were presented on 16 October and show that income for these organizations is already up USD 508 million in 2020 compared to the first half of 2019. Of the USD 508 million, USD 317 million came from individual giving, USD 77 million from public funds, USD 71 million from corporations in cash, USD 12 million from corporations in kind and USD 58 million from foundations. Income from the private sector in the “other” category declined by USD 27 million year-on-year. Growth has been strongest in organizations with humanitarian missions, including Médecins Sans Frontières, UNICEF, UNHCR, Save the Children and the International Rescue Committee. With regard to individual giving, these organizations have seen significant increases in new supporters making one-time donations, with some decline in regular monthly supporters. Many of these organizations recruit a significant proportion of their regular supporters through face-to-face fundraisers on streets or through door-to-door visits, and this work has been paused in many countries during national lockdowns. The organizations have been able to adapt quickly and replace this channel with digital, direct response television (DRTV) and telemarketing appeals. This demonstrates that the prominence given to digital channels in the WFP strategy has made the organization more resilient and has mitigated risks arising from shocks such as COVID-19.

<b>TABLE 1: INCOME FROM 1 JANUARY TO 30 SEPTEMBER 2020 (USD millions)</b>		
<b>Income stream</b>	<b>Income year to date (YTD) 01.01.20 – 30.09.20 Registered contributions</b>	<b>2020 Mid-year forecast revision for full year income 01.01.20 – 31.12.20</b>
<b>Partnerships</b>	<b>84</b>	<b>93</b>
Corporations	42	49
Foundations	42	44
<b>Individual giving</b>	<b>24</b>	<b>31</b>
STM	17	23
PPF	7	8
Other	9	16
<b>Total</b>	<b>117</b>	<b>140</b>

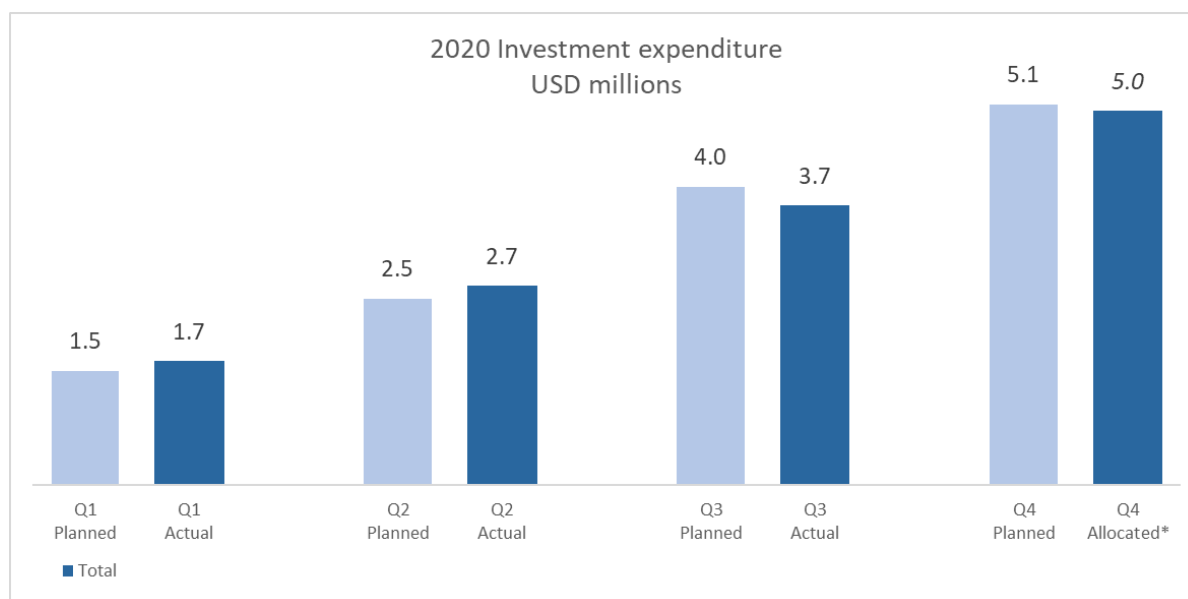
Notes:

- Foundations includes USD 20 million from the United Nations Foundation for the COVID-19 response and non-governmental organization and charity income of USD 16.7 million.
- Total of USD 117 million includes extraordinary one-off or emergency-related income of almost USD 45 million.
- Corporation, foundation and individual giving full-year income is based on the revised 2020 forecast.
- "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 CCI investment of USD 13.1 million in 2020 is summarized in figure 1. The phasing follows the recommendation of the Audit Committee that a staged approach to investment be used; it has been updated with the actual expenditures in Q1, Q2 and Q3. Through the weekly tracking and monthly KPI analysis systems, it is possible to monitor investment allocation and performance and to reallocate investment between teams as needed.
5. Investment in Q3 totalled USD 3.74 million. This included USD 1.36 million allocated to STM and USD 0.48 million to PPF individual giving. It also included an investment in WFP USA of USD 1.4 million primarily for its digital fundraising; this will be spent in Q3 and Q4 and reported on at the end of Q4. USD 0.5 million was allocated to JAWFP as part of an agreed allocation of USD 1 million in 2020 for its successful face-to-face programme and digital fundraising, with the second tranche allocated in Q4. For Q4 an investment of USD 5 million has been approved, with USD 2.5 million allocated to STM, USD 2 million to PPF individual giving and USD 0.5 million to JAWFP.

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



**c) Income and return on investment report**

6. By the end of Q3, STM and PPF individual giving had invested USD 6 million and already generated income of USD 11.7 million from these investments in 2020. This provides confidence that WFP is already receiving significant additional income from these exceptional investments.
7. The results for revenue and return on investment in Q1, Q2 and Q3 are summarized in table 2. Although investments were allocated to JAWFP and WFP USA in Q3, the revenue resulting from these investments will be reported in the Q4 report.
8. Q3 does not typically see high levels of individual giving compared with other periods of the year, and this is reflected in a return on advertising spend (ROAS) that is lower than the previous two quarters. The ROAS also reflects the impact of the Lebanon crisis appeals, which attracted more supporters making one-off donations initially and has the effect of reducing the projected 12-month ROAS because a lower percentage of new supporters commit to making a regular monthly donation when they first support the organization. The STM and PPF individual giving teams therefore used this quarter to carry out testing and analysis, preparing to optimize their programmes and scale up for the highest performing quarter of the year, which is Q4. For example, the STM team has tested entry-level donation points for new regular supporters and, after initial tests, determined that USD 15 was a better entry-level donation point than USD 10, as previously used. The team will continue testing and working on optimizing pricing models with BCG Digital Ventures. The PPF individual giving team focused on developing and testing new creative advertising, working with CAM and the new image framework. They also onboarded the new global supporter care agency and started to test methods for increasing the retention of regular supporters and converting new one-off supporters into regular donors. The new agency was able to optimize engagement using a range of channels, including voice channels such as telephone, in order to derive more value from the significant pool of new supporters recruited in 2020.

9. The primary KPI for investment is ROAS. Previous reports have focused on the digital KPI of a ROAS of USD 2.1 for each USD 1 spent as 90 percent of investments by STM and PPF individual giving have been in digital channels. However, with the added investments in Friends organizations, the focus will now be on achieving the strategy KPI of a ROAS of USD 1.7 to USD 1, which is the average across all channels and countries.
10. STM and PPF individual giving submit monthly reports on all the strategy KPIs approved by the Executive Board. WFP USA and JAWFP are now developing processes for tracking the KPIs to ensure that all teams receiving investment funds submit regular reports.
11. The actual revenue reported and the ROAS continue to exceed the strategy KPIs. The current 12-month projected ROAS from the investments in STM and PPF individual giving is USD 2.43 to USD 1 compared with USD 2.1 to USD 1. These are consistently encouraging results.

<b>TABLE 2: REVENUE OF AND RETURNS FROM 2020 CCI INVESTMENTS OF USD 13.1 MILLION (USD millions)</b>								
	<b>Q1 Target</b>	<b>Q1 Actual</b>	<b>Q2 Target</b>	<b>Q2 Actual</b>	<b>Q3 Target</b>	<b>Q3 Actual</b>	<b>Q4 Target</b>	<b>Q4 Actual</b>
Drawdown on CCI investments including external/Friends (USD million)	1.5	1.7	2.5	2.7	4.0	3.7	5.1	5.0
Drawdown on CCI investments for WFP (PPF individual giving and STM) (USD million)	1.5	1.7	2.5	2.7	2.1	1.84	4.6	4.5
Income from new supporters acquired in 2020 by quarter on the drawdown for WFP (PPF individual giving and STM) (USD million)		1.9		5.1		4.7		
Projected 12-month ROAS (digital)	2.1	2.66	2.1	2.65		1.99		

12. Table 3 shows the total investment phasing, now including Friends organizations. The full set of strategy KPIs are for the two WFP teams of STM and PPF individual giving, which invested USD 6 million in 2020 up to the end of Q3. 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 for these new supporters. For STM and PPF 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 channels (digital, DRTV tests and Japan's face-to-face performance) is USD 2 per USD 1, which is above the target of USD 1.7 per USD 1.

13. Table 3 also indicates progress made towards achieving year-end targets in terms of the number of new supporters recruited. By the end of Q3, STM and PPF individual giving had spent 47 percent of the USD 13.1 million investment and had already recruited 61 percent of the annual target of new regular supporters and 172 percent of planned new one-off supporters. The high percentage of one-off supporters was influenced in Q3 by the major sudden-onset crisis in Lebanon. Importantly, the level of the year-to-date average monthly donation from new regular supporters is USD 21.45, which is considerably higher than the target of USD 16. This demonstrates the potential for attracting high quality supporters to donate to WFP's mission and will have a significant impact on the long-term value of the new supporters recruited. All teams are focused on optimizing the retention of these new supporters as their donations in future years will deliver the sustainable income anticipated in the model approved by the Executive Board.

<b>TABLE 3: Q1-Q3 RESULTS FROM INVESTMENT IN NEW SUPPORTER ACQUISITION</b>					
	<b>Planned KPIs</b>				
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>2020 total</b>
Investment expenditure phasing including external/Friends ( <i>USD million</i> )	<b>1.5</b>	<b>2.5</b>	<b>4.0</b>	<b>5.1</b>	<b>13.1</b>
Investment phasing (%)	11	19	31	39	100
Investment expenditure WFP (PPF individual giving and STM)	<b>1.5</b>	<b>2.5</b>	<b>2.1</b>	<b>4.6</b>	<b>10.7</b>
Investment phasing	14	23	20	43	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 ( <i>USD</i> )	117				
Total cost per acquisition - one-off ( <i>USD</i> )	30				
ROAS (projected 12-month) - avg. all channels	1.7	1.7	1.7	1.7	1.7
<b>ROAS (projected 12-month) - avg. digital</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>
Average donation - regular (per month) ( <i>USD</i> )	16				
Average donation - one-off (12-month avg.) ( <i>USD</i> )	50				

<b>TABLE 3: Q1–Q3 RESULTS FROM INVESTMENT IN NEW SUPPORTER ACQUISITION</b>						
	<b>Actual KPIs</b>					
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>2020 total</b>	<b>% of 2020 target</b>
Investment expenditure phasing (USD million)	<b>1.7</b>	<b>2.7</b>	<b>3.7*</b>		<b>8.1</b>	
Investment phasing (%)	13	21	29		62	<b>62</b>
Investment expenditure WFP (PPF individual giving & STM)	<b>1.7</b>	<b>2.7</b>	<b>1.8</b>		<b>6.2</b>	
Investment phasing	13	21	14		47	<b>47</b>
Total new regular supporters	14 988	19 968	7 523		42 479	61
Total new one-off supporters	79 742	120 989	73 803		274 534	172
Total cost per acquisition – regular (USD)	61.6	76.6	124.3		82.7	71
Total cost per acquisition – one-off (USD)	9.2	8.9	12.3		10.6	3
ROAS (projected 12-month) – avg. all channels					2.0**	
<b>ROAS (projected 12-month) – avg. digital</b>	<b>2.66</b>	<b>2.65</b>	<b>1.99</b>		<b>2.43</b>	<b>116</b>
Average donation – regular (per month) (USD)	19.12	22.49	22.75		21.45	134
Average donation – one-off (12-month avg.) (USD)	16.22	21.28	19.87		19.59	39

\* Includes USD 1.9 million investment in WFP USA and JAWFP; ROAS 12-month projection does not include investment or returns related to external / Friends activity.

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

14. Table 4 summarizes the 25 countries of origin that account for 71 percent of new supporters recruited through digital channels by the PPF individual giving and STM teams in Q1, Q2 and Q3.

<b>TABLE 4: 25 COUNTRIES OF ORIGIN ACCOUNTING FOR 71 PERCENT OF NEW DIGITAL SUPPORTERS (STM AND PPF INDIVIDUAL GIVING) (YEAR-TO-DATE)</b>		
	<b>Country</b>	<b>Number of new supporters</b>
1	Germany	29 918
2	France	27 986
3	Canada	17 812
4	United Arab Emirates	16 323
5	Singapore	13 063
6	Russian Federation	11 717
7	United States of America*	10 439
8	Romania	9 188
9	India**	8 821
10	Australia	8 811
11	Saudi Arabia	8 003
12	Italy	5 949
13	Oman	5 817
14	Ukraine	5 383
15	Portugal	4 849
16	Switzerland	4 651
17	Poland	4 364
18	Malaysia	4 257
19	Netherlands	4 198
20	Turkey	4 081
21	Mexico	3 921
22	Austria	3 863
23	Ireland	3 834
24	Sweden	3 811
25	Belgium	3 708

\* 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.

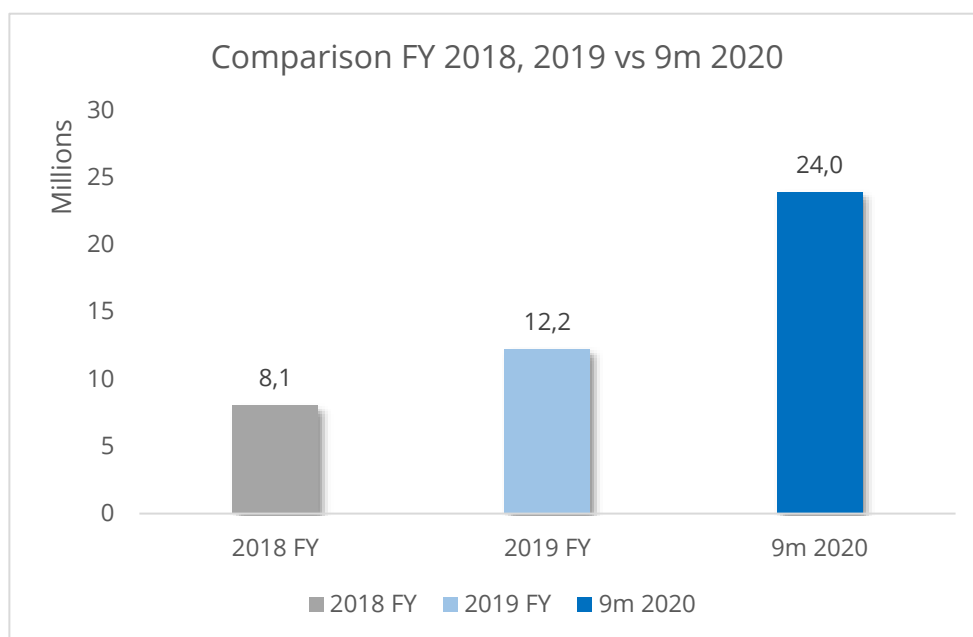




**d) Comparison of year-on-year income growth in individual giving**

- 15. The Executive Board-approved investments in PPF individual giving and STM are delivering significant year-on-year growth for both teams. Figure 2 shows income for the first nine months of 2020 compared with performance in 2019.
- 16. With increased investment in 2020, STM has doubled its income in the first nine months of the year compared to the total raised in 2019 (USD 16.7 million in 2020 compared to USD 8.5 million in 2019), including strong contributions from a very successful Ramadan campaign and ongoing advertising for COVID-19. The PPF individual giving team has also doubled its income, raising USD 7.2 million in 2020 compared to USD 3.7 million in 2019, with strong results for the COVID-19 response and the Lebanon appeal from new and existing supporters.




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




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

## Summary of Q3 activities for implementing the PSPF strategy

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

	<b>Action is on track</b> and performance meets the target according to the designated time, budget and scope
	<b>Action mainly on track</b> with some minor issues and corrective actions is being taken
	<b>Action is not on track</b> 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 Q3	
1.	<b>Plan and prioritize the portfolio of existing partnerships and build the pipeline of prospective and priority new partners</b>	<ul style="list-style-type: none"> <li>Following two years of discussions with Mastercard exploring areas where the company's expertise can help advance WFP's digital transformation, the first two shared value agreements between the organizations are on track to be signed this October (please see Q2 report for further details on the Mastercard shared value opportunity).</li> <li>Twenty consultations were held with divisions and units at headquarters, resulting in a road map for identifying priority needs and developing tools and guidance to support private sector engagement at headquarters and in regional bureaux and country offices. There is in-built flexibility for immediate priority needs and for the identification of potential partners.</li> <li>In-kind contributions were finalized with Singapore Airlines and the Temasek Foundation to support the global COVID-19 response with ad-hoc charter flights and freight space worth up to USD 6.5 million.</li> </ul>	

IMPACT – Pillar 1			
	Action	Progress in Q3	
2.	<b>Restructure existing human resources and establish a dedicated team with skills and expertise in technical impact partnerships</b>	<ul style="list-style-type: none"> <li>Three staff joined and were onboarded in Q3 and recruitment is under way for 13 vacancies in the Partnerships and Global Services teams; once the positions are filled, the teams will reach full capacity with the skills and expertise in technical partnerships, business development, communication, knowledge management and impact assessment needed to deliver the strategy.</li> <li>Five members of PPF were deployed on temporary assignments to support WFP's responses to COVID-19 and the Lebanon crisis. Recognizing the professional enrichment of these assignments, they will share their experiences and lessons learned with the division. The remaining team members stepped up to cover their workload.</li> </ul> <p><i>Amber status due to the fact that recruitment is under way for the 13 vacancies on the Partnerships and Global Services teams. Processes are in place for all positions to be filled and start in Q1 2021.</i></p>	●
3.	<b>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</b>	<ul style="list-style-type: none"> <li>Senior engagement with regional bureaux and country offices continued with virtual strategy briefings and discussions led by the Director of PPF for the Dakar and Johannesburg regional bureaux.</li> <li>Strategy sessions sharing insights into regional adaptations and best practices co-led by the Director of PPF and regional focal points were attended by 130 colleagues from various regions and functions as part of the Global Partnership Officers Meeting 2020.</li> <li>New partnership managers assigned to the regional bureaux in Cairo and Nairobi to support country offices with private sector engagement have been onboarded. Positions in Dakar and Johannesburg will be filled through the Future International Talent (FIT) Pool process.</li> <li>Training on due diligence and country office activities clearance has been delivered to practitioners in all regional bureaux except Cairo, where the session is scheduled for 13 October.</li> </ul>	●
4.	<b>Create a dedicated “partnerships lab” for synthesizing knowledge and sharing best practices and locate it in one of the regional bureaux</b>	<ul style="list-style-type: none"> <li>The process has been launched to identify the location of the Partnerships Lab. All regional bureaux have been invited to make their cases for hosting the lab. The final decision will be based on the readiness of each regional bureau to host the lab, demonstrated potential for enhanced engagement with the private sector and strategic alignment with country strategies/country strategic plans. The decision will be made by 23 October and a new position to support the lab will be put forward as part of the mid-year reassignment.</li> <li>Work has begun to map resources and tools and identify gaps and product needs for country office private sector engagement. This work will inform the design of a dedicated knowledge portal for practitioners in regional bureaux and country offices, which will be foundational to the lab.</li> </ul>	●

IMPACT – Pillar 1			
	Action	Progress in Q3	
5.	<b>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</b>	<ul style="list-style-type: none"> <li>• The Head of Global Services has been onboarded and recruitment is under way for additional capacity for the knowledge management and private sector communications team.</li> <li>• New user-friendly KPI functionalities have been implemented in Salesforce to facilitate account planning and partnership stewardship.</li> <li>• A planning framework developed by PPF continues to serve as the foundation for the development of internal and external partnership communication plans that are to be completed in Q4.</li> <li>• A process for facilitating strategic leadership engagement has been established through a plan aligned with yearly account planning and reviews.</li> <li>• A contracting training deck has been developed for new staff and country offices and will enhance WFP's private sector partnership contracting/memorandum of understanding (MOU) process. In Q4, additional guidelines will be developed to aid practitioners in drafting agreements and supporting the due diligence process.</li> <li>• Consultations with peer United Nations agencies on partnership reporting have been held to identify best practices and applicable processes for WFP.</li> </ul>	●
6.	<b>Develop a method for assessing the impacts of partnerships against the PSPF strategy goals</b>	<ul style="list-style-type: none"> <li>• The scope of work for the impact assessment project has been finalized and a project plan has been delivered with deliverables, deadlines and stakeholders for key project stages (i.e. internal consultations, development phase, piloting, rollout and implementation, and review).</li> <li>• Cross-divisional consultations have been held to discuss procedures for contracting an external consultancy firm to develop the framework and draft assessment criteria.</li> <li>• Landscape analysis was undertaken in Q3 and will continue in Q4; the search for industry leaders in impact assessment practices to be invited to participate in the procurement process was completed in Q3, and the procurement process itself is to be launched by the close of Q4.</li> </ul>	●
7.	<b>Update risk management policies and processes for engagement with the private sector</b>	<ul style="list-style-type: none"> <li>• WFP private sector guidelines circular: an update of the 2013 WFP private sector guidelines based on the United Nations guidelines for cooperation with the private sector is currently being circulated among WFP leadership for final sign-off and release.</li> <li>• New guidelines and tools to provide guidance on WFP's various clearance processes are being finalized.</li> </ul>	●


INCOME – Pillar 2			
	Action	Progress in Q3	
1.	<b>Review the portfolio of income partnerships, grow existing partnerships and deliver new partnerships</b>	<ul style="list-style-type: none"> <li>Ten income partnership contracts were signed in Q3, in Armenia, China, Egypt, Japan, Jordan, Lebanon, the Republic of Korea and the United Arab Emirates in addition to more traditional markets.</li> <li>Dee</li> <li>PPF continued to monitor the impact of COVID-19 on partners' businesses and adjust forecasting and planning. Different activation models and additional opportunities for income are being explored including new engagement models within the Mastercard partnership, a campaign with payment provider Adyen and confirmation of the BASF Christmas campaign. Conversations are under way with partners including Tilda, Balenciaga and UNA Sweden.</li> <li>The regional bureau in Panama developed an outreach plan, communications assets and narratives to support the prospecting and testing of novel fundraising and impact partnership models in Q3 and Q4. In the second half of the year the regional bureau has raised USD 8.2 million from the private sector, 75 percent of it locally – this is a 10 percent increase in locally raised funds compared to the 2019 year-end totals.</li> <li>A new business development strategy has been designed with a focus on achieving high-value, long-term cash propositions from companies. PPF will look to align it with WFP's programmatic areas of greatest interest and identify how and when to combine cash propositions with technical opportunities to create a holistic, high-value integrated pitch. The next steps are to create sales products and a unique value proposition for engagement and selling.</li> <li>JAWFP is deepening and widening its donor portfolio. The JAWFP COVID-19 appeal was launched in early April and has received continued support. The KFC Japan campaign secured more than USD 2 million through its annual consumer fundraising activities in Q3, growing from USD 150,000 annually.</li> </ul>	●
2.	<b>Restructure existing resources and build teams with the required capacity and expertise in private sector fundraising, augmented with flexible and virtual resources</b>	<ul style="list-style-type: none"> <li>Recruitment is under way for a P-4 Head of Business Development and Accounts and a business development consultant. The P-4 will lead the restructured income-generation team.</li> <li>PPF will continue the full onboarding of new team members in partnerships and individual giving, using new approaches to welcome recruits who will be working from home.</li> <li>Participation in the 2020 online International Fundraising Convention and year-long membership have been offered to teams in PPF for professional development and exposure to sector trends.</li> </ul> <p><i>Amber status as recruitment of the Head of Business Development and Account is still under way.</i></p>	●

INCOME – Pillar 2			
	Action	Progress in Q3	
3.	<b>Create specialized foundations team</b>	<ul style="list-style-type: none"> <li>• A proposal has been developed for a multi-country, multi-year, multi-million-dollar investment in supporting dignified work for young people in sub-Saharan Africa, through WFP's entry points of smallholder farmer and food systems support.</li> <li>• WFP continued to explore collaboration with a major Gulf-based foundation with a focus on humanitarian response. A disagreement regarding donor preferences and WFP's general rules suggests that the partnership may not move forward as envisioned. The team will continue to investigate other opportunities.</li> <li>• WFP renewed its applications to The Audacious Project. This is the second year that WFP has applied to the funding initiative and the organization has succeeded in having eight projects shortlisted, including proposals from the regional bureaux in Cairo, Nairobi, Johannesburg, Bangkok and Panama plus one technical unit (RAM).</li> <li>• Under the initiative of the new WFP USA President and WFP Chief of Staff, WFP USA has engaged the Boston Consulting Group (BCG) to advise on the future strategy for foundations in the United States of America and identify the primary market for reaching the foundations strategy annual target of USD 25 million by 2025. The BCG work will review prospects and philanthropic trends and provide advice on future organizational structure, roles and responsibilities. PPF leadership and foundation representatives have been participating in a series of BCG-facilitated workshops to this end.</li> </ul> <p><i>Amber status as the Head of Foundations will be recruited in Q4 through the newly created Partnership FIT Pool (a pipeline of qualified professionals ready to fill international partnership roles wherever they are needed) for the Partnership and Advocacy Department. Recruitment of a foundations junior consultant who will support the team is under way. The team is expected to be up to planned capacity by the beginning of Q1 2021.</i></p>	●
4.	<b>Position WFP as a partner of choice for the private sector, with a strategic approach to networking opportunities</b>	<ul style="list-style-type: none"> <li>• WFP took advantage of significant engagement opportunities during the first United Nations Global Compact virtual summit in June, with participation by the Executive Director and the Director of PPF and the promotion of key partnerships.</li> <li>• There was extensive engagement in private-sector-related events in September during the virtual session of the United Nations General Assembly, at World Economic Forum and Global Blockchain Council events and at the AI for Good Global Summit including the Concordia Summit and a meeting of the World Economic Forum's Board of Stewards, with the participation of the Executive Director, the Assistant Executive Director, Partnerships and Advocacy Department, and the Director of PPF together with partners.</li> <li>• Planning is under way for collaboration with FAO and IFAD for the 2021 United Nations food systems summit.</li> <li>• PPF's Head of Global Partnerships participated in a United Nations agency-wide partnership task force (led by the UNSDG office) to design a plan for better coordination among peer agencies on private sector best practices at the field level.</li> <li>• The Director of PPF was invited to join the IFL Forum Steering Group.</li> </ul>	●

INCOME – Pillar 2			
	Action	Progress in Q3	
5.	<b>Align with Friends organizations</b>	<ul style="list-style-type: none"> <li>WFP/PPF made an initial investment of USD 1.4 million in 2020 in WFP USA to support its digital supporter acquisition plan for growing individual fundraising.</li> <li>PPF signed an addendum to the MOU with JAWFP setting out a further investment of USD 1 million for its individual giving activities including face-to-face street fundraising and digital fundraising.</li> <li>WFP is in the process of moving the financial flow from a number of partners based in the United States to WFP USA. A collaboration framework document that will outline future roles and responsibilities for the WFP USA and PPF teams is being developed.</li> <li>The teams contributed to an evaluation of opportunities related to foundations in the United States commissioned by WFP USA; work is under way to define new ways of structuring a “One WFP” team in partnership between headquarters and WFP USA. Enhanced regional bureau engagement with WFP USA: the regional bureau in Panama has worked on a joint prospecting plan covering foundations, corporate entities and individuals.</li> </ul>	●
6.	<b>Scale up supporter acquisition by the PPF individual giving 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)</b>	<ul style="list-style-type: none"> <li>The allocation of a USD 1.84 million investment to the PPF individual giving and STM teams in Q3 generated a 12-month ROAS of USD 1.99.</li> <li>In collaboration with CAM, a range of new creative approaches were tested in Q3 using the draft new image guidelines. The best performing appeals have been for L3 emergencies (Yemen and Lebanon) with a focus on families and children in crises. Further testing across a range of WFP programmatic areas will continue in Q4 and Q1 2021 to determine the strongest creative approaches for fundraising success.</li> <li>With a higher level of single gift supporters recruited in Q2, which is typical for emergency response campaigns, teams will focus in Q4 on convincing these new supporters to commit to making regular monthly donations in order to secure sustained income, long-term value and higher investment returns.</li> </ul>	●
7.	<b>Test new channels for the diversification of the portfolio (10 percent of the programme budget)</b>	<ul style="list-style-type: none"> <li>In Q3, the PPF individual giving team developed media plans for implementation with a new external digital media buying agency in order to diversify paid advertising, the core of which is currently on Facebook.</li> <li>Other steps towards diversification were taken during Q3 in close collaboration with CAM through a project aimed at improving donations received through wfp.org.</li> <li>To maintain the focus on scaling up and diversifying the core digital paid activity, a decision was made to postpone further DRTV testing until the second half of 2021.</li> <li>Face-to-face outreach has continued for JAWFP in 2020 after a successful WFP-funded and -supported scale-up of activities in 2019.</li> </ul> <p><i>Amber status due to delay in contracting the new media buying agency, which is now expected to start work in Q4.</i></p>	●

INCOME – Pillar 2			
	Action	Progress in Q3	
8.	<b>Make continuous improvements to infrastructure (customer relationship management) and technology to deliver a “best-in-class” supporter experience</b>	<ul style="list-style-type: none"> <li>• The PPF individual giving team has reviewed tools for improving the experience of supporters and has introduced new tools including social media monitoring. A review of the vendor market for payment platforms will follow to assess the suitability of donation management solution platforms.</li> <li>• The PPF individual giving team has developed an automated dashboard with data and insight capacity for improved reporting and insights to improve the optimization of the programme.</li> <li>• The PPF individual giving team now has a strong portfolio of communications for building loyalty to WFP and its mission among new supporters.</li> <li>• The PPF individual giving and Global Services teams have supported the investment case for strengthening data privacy presented with the Legal and Technology divisions . Work has been undertaken with the Legal team to appoint a law firm that can support the development of this approach.</li> <li>• STM is finalizing a new platform that seeks to enhance the segmentation of supporters in order to tailor user experiences and increase satisfaction for supporters and value for WFP.</li> </ul>	●
9.	<b>Integrated individual fundraising team bringing together STM and PPF individual giving teams for holistic supporter engagement, to share costs and improve efficiency</b>	<ul style="list-style-type: none"> <li>• Closer collaboration between the PPF individual giving and STM teams continues, with regular touch points and comparative reporting facilitated by the finance team.</li> <li>• 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.</li> <li>• Options for future operating models for PPF individual giving and STM are under review by leadership; however, the current focus for both teams is to build the capacity to scale up activities in 2021.</li> </ul>	●
10.	<b>Establish financial management systems to support investment in the expansion of individual giving</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• WFP negotiated agreements with JAWFP and WFP USA to receive investment funds in Q3 and prepare to use regular tracking tools to enable like-for-like analysis of investment results among STM, PPF and Friends organizations.</li> </ul>	●



INCOME – Pillar 2			
	Action	Progress in Q3	
11.	<b>Build the WFP brand in ways that support the growth of private sector engagement and individual giving</b>	<ul style="list-style-type: none"> <li>• In Q3 CAM and PPF worked together to commission research on audience segmentation and brand measurement in order to identify the most valuable public target audiences for WFP; the research will start in Q4 and culminate in a report by the end of Q1 2021. <b>[note to author: please check this is what you mean]</b></li> <li>• PPF is working on a CAM-led project on enhancements to wfp.org for completion in Q4.</li> <li>• CAM-PPF image guidelines for marketing and fundraising purposes are in the final draft stage, following in-depth consultations in Q3 with senior leadership and colleagues in programming, communications and PPF. The guidelines will be issued in Q4.</li> <li>• Joint input is being fed into the planning for major external events such as the United Nations Global Compact summit, a World Economic Forum session, the United Nations General Assembly session and the 2021 United Nations food systems summit.</li> </ul>	

INNOVATION – Pillar 3			
	Action	Progress in Q3	
1.	<b>New grants from the Bill &amp; Melinda Gates Foundation for programme innovation</b>	<ul style="list-style-type: none"> <li>A new 2.5-year, USD 4.5 million planning grant has been received from BMGF; it will be used to support digital financial inclusion through the lens of the BMGF gender equality strategy and in collaboration with the WFP CBT team.</li> <li>WFP is finalizing a proposal to BMGF for a USD 2.5 million grant in support of digitizing fortification quality in order to address challenges related to COVID-19 and other issues, supporting the WFP Innovation Accelerator.</li> </ul>	●
2	<b>Pursue opportunities related to STM partnerships and Islamic social financing</b>	<ul style="list-style-type: none"> <li>STM has launched an innovative partnership with Delivery Hero, the world’s largest global food network outside of China. Users of Delivery Hero can add donations to their food orders via the STM API. After completing their purchases users will be encouraged to download STM and learn about WFP’s work. The partnership will grow to cover over 20 markets across three continents, supporting more than 10 WFP operations with the potential to reach up to 4 million customers per day.</li> <li>STM has been working with academics and think tanks in Germany to investigate innovative ways of allowing supporters to give their <i>Zakat</i> (a form of almsgiving treated in Islam as a religious obligation or tax) including <i>Zakat Al Fitr</i>, the <i>Zakat</i> to be paid in connection with <i>Id al Fitr</i>, to WFP. This would make WFP donation platforms of more interest to Muslim users and Islamic financial institutions. A business case setting out the potential for WFP and STM to pursue this opportunity has been developed by a task force comprising representatives of STM, INK and PPF.</li> </ul>	●
1.	<b>Deliver a “best-in-class” supporter experience</b>	<ul style="list-style-type: none"> <li>Set-up and onboarding activities were carried out with the external service provider during Q3 and additional activities are planned for Q4. WFP is the first United Nations agency or international non-governmental organization to provide this service for supporters through a global, centralized solution. The agreement will enable WFP to use leading technology to deliver supporter communications based on individual supporter preferences. This approach will help to maximize supporter satisfaction and value.</li> </ul>	●
4.	<b>Explore innovative financing opportunities</b>	<ul style="list-style-type: none"> <li>To make progress on the exploration of innovative financing options, the Director of PPF will in Q4 appoint a dedicated expert to work with relevant WFP teams. The terms of reference for this position are under review by leadership.</li> </ul> <p><i>Amber status as recruitment of a dedicated expert on innovative financing is still under way.</i></p>	●

## Acronyms

BCG	Boston Consulting Group
BMGF	Bill and Melinda Gates Foundation
CAM	Communications, Advocacy and Marketing Division
CBT	cash-based transfer
CCI	critical corporate initiative
DRTV	direct-response television
FAO	Food and Agriculture Organization of the United Nations
FIT	Future International Talent (Pool)
IFAD	International Fund for Agricultural Development
IFL	International Fundraising Leadership
INK	Innovation and Knowledge Management Division
JAWFP	Japan Association for WFP
KPI	key performance indicator
MOU	memorandum of understanding
PPF	Private Partnerships and Fundraising Division
PSPF	private sector partnerships and fundraising
Q1/Q2/Q3/Q4	first/second/third/fourth quarter
RAM	Research, Assessment and Monitoring Division
ROAS	return on advertising spend
SDG	Sustainable Development Goal
STM	ShareTheMeal
UHT	ultra-high temperature
UNGC	United Nations Global Compact
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDG	United Nations Sustainable Development Group
WHO	World Health Organization