

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

Quarter 1: January to March 2020



Informal consultation

27 May 2020

**World Food Programme
Rome, Italy**

Summary

1. Implementation of the private sector partnerships and fundraising (PSPF) strategy commenced at the start of 2020. This is the first quarterly report on 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, implementation of the strategy has started well with successes in all three pillars.
3. The initial focus of strategy implementation with regards to pillar 1 on impact has been building on the capacity to develop additional technical partnerships across WFP and engaging regional bureaux and country offices in maximizing the potential impact and contribution of the private sector. New staff have been put in place and engagement with regional bureaux has started despite current restrictions on travel. New positions with a focus on private sector partnerships at the regional and country levels have been advertised for four regional bureaux as part of the mid-year reassignment exercise and the corporate partnerships team has been reorganized with the recruitment of a new Head of Technical Partnerships.
4. In the first quarter (Q1) of 2020, significant investments were made in mobilizing resources through activities in pillar 2 on income. Across the Private Partnerships and Fundraising Division (PPF) and the ShareTheMeal (STM) team, USD 1.7 million was invested in paid digital-led fundraising activity. As one of its key performance indicators (KPIs), the strategy sets the goal of generating, within 12 months, USD 2.1 from every USD 1 spent on these channels. Results in Q1 have exceeded this goal with a return on advertising spend (ROAS) over 12 months of USD 2.5 for every USD 1 spent. With ever closer collaboration between PPF and the STM team, investment activity is tracked weekly and detailed reporting on KPIs takes place monthly. This provides the data for decision making on future investment allocations. In line with the global approach to digital fundraising from the public, WFP attracted new supporters from around the world, with 93 countries each accounting for more than 100 new supporters, and 25 countries for more than 1,000. Details are provided in the annex.
5. This year sees significant scaleup in both the STM and the individual giving teams because of the additional investments allocated to recruiting new supporters. In Q1, the two teams raised USD 4.7 million compared with USD 2.6 million in Q1 2019 – an 80 percent increase. Growth will continue throughout 2020 as more investments are allocated in quarters 2, 3 and 4.
6. The impact of the COVID-19 pandemic increases risks that may affect the successful implementation of the PSPF strategy. There is a risk that the economic impact on individuals and businesses in countries badly affected by the pandemic will undermine existing partnerships or reduce WFP’s ability to increase income from individuals around the world. Initial indications are that the performance of individual fundraising activities continues to be good and has even improved in some cases. This is partly owing to reduced expenditure on commercial digital advertising but is also because WFP’s messages regarding the need for continued support and the challenges that COVID-19 will create for WFP beneficiaries have received high levels of response from people in many countries. In response to the crisis, corporate partners have also provided support both financially and in the form of technical expertise and in-kind contributions. The impact of COVID-19 will continue to be tracked and, where possible, mitigated by adapting WFP’s digital fundraising activities.

7. In pillar 3 on innovation, some planned testing activities have been postponed because of the pandemic, but progress has been made in developing the key building blocks of a multi-channel system for the 24-hour management of supporters' experience of engagement with WFP, and further exploration of innovative financing options.
8. Building the WFP "brand" is a critical component of success for the PSPF strategy. Working closely with the Communications, Advocacy and Marketing Division (CAM), processes and practices that enable the effective gathering and creation of compelling communication materials have been put in place, as have standard operating procedures for managing the clearance of materials used to promote individual giving and ensuring coherent messaging across WFP. Close collaboration with other units such as the Legal Office has facilitated the production of updated guidance on due diligence and risk management in relation to private sector engagement.
9. In addition to the successful activities implemented directly by WFP, there has been close collaboration with WFP Friends organizations. New leadership at WFP USA has brought a renewed focus on resource mobilization from the private sector. Work has started on an ambitious new strategic plan for WFP USA, which aims to achieve a fourfold increase in revenue over the period of the PSPF strategy.
10. Financial management systems that support implementation of the PSPF strategy are largely in place and will enable management and oversight of the investment streams set out in the strategy. The systems have been established in accordance with WFP's rules and regulations.
11. Based on the success achieved in Q1, there is a high degree of confidence in successful implementation of the PSPF strategy. It is critical that investments continue throughout 2020 and that the second tranche of investment for 2021 is approved as part of the WFP Management Plan (2021–2023), subject to continuing achievement of the targets set in the strategy's KPIs.

Detailed report

1. This detailed report on WFP's PSPF strategy approved by the Executive Board in November 2019 was prepared by PPF and covers the first quarter of 2020.
2. The report has four sections:
 - 1) summary of the estimated impact of COVID-19 on implementation of the strategy;
 - 2) financial report on investments made in Q1;
 - 3) summary of activities for establishing the new processes and management systems required to execute the strategy; and
 - 4) summary of progress made in the strategy's three pillars, with the status of implementation of actions indicated by a performance tracker that assesses completion of actions using a "red, amber, green" indicator.

1. Impact of COVID-19

3. At this stage, it is impossible to know the medium- to long-term impacts of the global pandemic on WFP's engagement with the private sector. These impacts will be assessed over the coming months, while initial impacts and responses are outlined in the following paragraphs.
4. Many of WFP's private sector partners are experiencing a downturn in commercial activity, forcing them to reconsider budgets and planned investments for 2020, including in partnership activity. WFP's partnerships team has closely monitored the impacts on partners and is using the resulting insights to tailor its approach to each relationship in ways that safeguard existing partnership activity while facilitating targeted advocacy for financial or in-kind support for responses to the pandemic when appropriate. The partnerships team has created new opportunities by, for example, finding new ways of working together, accelerating negotiations, or exploring new areas of collaboration in existing partnerships. Successful negotiations with some partners have resulted in the reallocation of funds to help address the effects of COVID-19, achieving increased flexibility from pre-pledged contributions and expanding relationships. For example, WFP's technical partner Mars has committed USD 2 million in funding for WFP's COVID-19 response. Partners have also used their own communication channels and networks to raise awareness of WFP's work among their employees and customers.
5. In mid-March, an email from the Executive Director was sent to all individual supporters setting out WFP's COVID-19 response and expressing solidarity with countries and people affected by the pandemic. New creative appeal campaigns with messages focusing on the COVID-19 pandemic are being tested in paid digital channels by the individual giving team in PPF. Investment in these efforts was increased when they started to generate strong results in mid-March. A campaign launched by the STM team and aimed at raising USD 1 million for COVID-19 preparedness raised USD 500,000 within 20 days, making it the fastest-growing new campaign on the STM platform. The STM Ramadan campaign ("Keep the Ramadan Spirit") is centred on the impact of COVID-19.

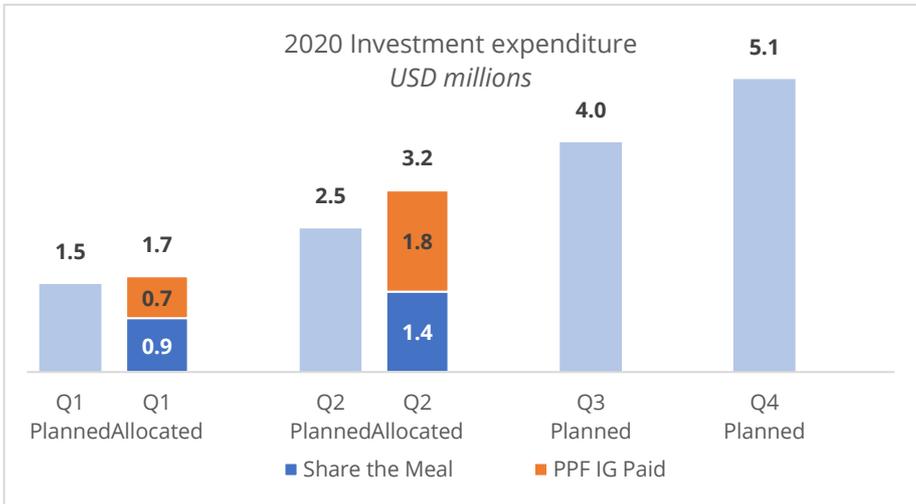
6. Through the International Fundraising Leadership Forum, the Director of PPF is in regular contact with peer organizations and their leaders, who are jointly monitoring and reporting on the impacts of the crisis on their organizations’ programmes and their funding from corporate partners, foundations and individuals. It is clear that WFP’s digital-led engagement with potential supporters is a far more resilient fundraising approach than the face-to-face fundraising and similar activities on which other agencies focus.

2. Financial report on the results of investments in Q1 2020

a) Investment allocation report

7. Planned and actual allocations of the critical corporate initiative investment of USD 13.1 million in 2020 are summarized in figure 1. The phased approach to allocating the investment is consistent with guidance from the Audit Committee. Following a review of test results from both the STM and the individual giving teams in 2019, allocations for Q1 of 2020 were agreed, with the STM team being allocated USD 1 million and the individual giving team USD 0.5 million. Weekly tracking and monthly analysis of KPI results made it possible to monitor the use and performance of investment allocations and to reallocate investments between the teams as needed. As the STM team forecast an underspend in Q1 while the individual giving team was delivering higher projected returns (with a 12-month ROAS of 2.69, compared with 2.35 for STM), the individual giving team was encouraged to absorb the unspent allocation of the STM team. The total investment used in Q1 was USD 1.66 million. Following successful results in January and February, a small increase in investment in Q1 was agreed with a view to taking advantage of very strong performance in the second half of March when the COVID-19 crisis started to have a significant impact.

Figure 1: Planned and actual allocations of critical corporate initiative investment in individual giving in 2020 (total USD 13.1 million)



Q3 and Q4 allocations 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.

8. For Q2, an investment of up to USD 3.2 million has been approved. This includes an allocation to STM of USD 1.4 million. An allocation of USD 1.8 million for PPF covers paid digital-led acquisition of supporters, continuation of tests of direct-response television in the Republic of Korea and Spain, and a test of virtual events. Direct-response television pilot projects were launched in the Republic of Korea and Spain in 2020 with initial results of a projected 12-month ROAS of 0.73 representing achievement of the target by exceeding

80 percent of the PSPF strategy KPI of 0.8 ROAS. The pilots were funded from the 2019 budget, so are not reported as part of the 2020 investment allocation in Q1. Both pilots will be expanded in Q2 with funding from 2020 investments and reporting in the next quarterly report. The PPF team will optimize the second round of pilots with the aim of achieving the KPI targets of the PSPF strategy. The WFP office in Japan has continued face-to-face fundraising activity using pilot funding for 2019. This is achieving a projected 12-month ROAS of 0.85, which exceeds the target of 80 percent of the strategy KPI of 0.9. The Japan Office has received technical support from the PPF team and further investments will be made based on performance.

Revenue and return on investment report

9. Teams receiving investment funds submit monthly reports on all the strategy KPIs approved by the Executive Board. Results related to revenue and returns on investment in Q1 are summarized in table 1. The primary KPI for investment is the ROAS, which is monitored in the monthly KPI tracking system at the point of acquisition of new supporters, i.e., when a new donor makes a first donation, and the projected first 12-month value of a new supporter's donations.
10. The current assumptions on which the 12-month projected ROAS are based reflect lower expectations than the assumptions in the model presented in the strategy. Of particular importance to the 12-month forecast is the retention rate – the number of new supporters who commit to a monthly donation and continue to donate for at least 12 months. The strategy KPI is based on an assumption that 82.5 percent of new regular givers will be retained at the end of 12 months. The following projections are based on retention rates of 45 percent for STM and 60 percent for individual giving. These conservative projections were made in order to manage the risks related to the use of assumptions in the model until actual baseline results for WFP have been recorded for a full 12 months.
11. Actual revenue reported and returns on investment are exceeding the strategy KPIs. Based on the 12-month projected ROAS of 2.5 to 1 (compared with the KPI of 2.1 to 1), the investment of USD 1.7 million in Q1 is projected to return USD 4.25 million in the first 12 months. These are very encouraging results. As all teams increase their activity in Q2, however, their performance could change, and the weekly and monthly tracking systems ensure that action can be taken to address any reduction in performance. Table 1 includes Q1 investments in STM and individual giving.

TABLE 1: REVENUES OF AND RETURNS FROM THE 2020 CRITICAL CORPORATE INITIATIVE-TYPE INVESTMENT OF USD 13.1 MILLION								
	Q1 target	Q1 actual	Q2 target	Q2 actual	Q3 target	Q3 actual	Q4 target	Q4 actual
Drawdown of critical corporate initiative investment (<i>USD million</i>)	1.5	1.7	2.5		4		5	
Paid acquisition income to date (<i>USD million</i>)		1.97						
Projected 12-month ROAS (channel average, e.g. digital)	2.1	2.5						

12. Table 2 summarizes the full set of strategy KPIs for the main area of investment, which is digital fundraising – accounting for 100 percent of the investment allocation in Q1. The table provides additional details on the metrics that are measured and aggregated to calculate the ROAS, such as number of new supporters, their average donations, their additional donations throughout the year (actual and projected). For both STM and individual giving, current projections are based on assumptions that are lower than the strategy targets and are therefore conservative.
13. Table 3 shows the countries of origin of new supporters recruited in Q1. In each of 93 countries, more than 100 new supporters were recruited and in 25 countries more than 1,000 were. Half of the new supporters came from the countries listed in table 3.
14. Initial insights from Q1 indicate that for STM, 53 percent of supporters are female, 47 percent are male, 78 percent are under the age of 34 and 40 percent are between the ages of 18 and 24. In individual giving, 60 percent of supporters are female, 40 percent are male, 80 percent are under the age of 45 and 40 percent are between the ages of 25 and 34.

TABLE 2: Q1 RESULTS FROM INVESTMENT IN PAID ACQUISITION OF DIGITAL SUPPORTERS					
	Planned KPIs				
	Q1	Q2	Q3	Q4	2020 total
Investment allocation phasing <i>(USD million)</i>	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 <i>(USD)</i>	117				
Total cost per acquisition – one-off <i>(USD)</i>	30				
ROAS (projected 12-month) – average all channels	1.7	1.7	1.7	1.7	
ROAS (projected 12-month) average digital	2.1	2.1	2.1	2.1	
Average donation – regular (per month) <i>(USD)</i>	16				
Average donation – one-off (12-month average) <i>(USD)</i>	50				

	Actual KPIs					% of 2020 target
	Q1	Q2	Q3	Q4	2020 total	
Investment allocation phasing <i>(USD million)</i>	1.7				1.7	
Investment phasing (%)	13					13
Total new regular supporters	15 090				15 090	22
Total new one-off supporters	80 882				80 882	51
Total cost per acquisition – regular <i>(USD)</i>	61.3				61.3	52
Total cost per acquisition – one-off <i>(USD)</i>	9.1				9.1	30
ROAS (projected 12-month) – average all channels						
ROAS (projected 12-month) – average digital	2.5					119
Average donation – regular (per month) <i>(USD)</i>	21.02				21.02	131
Average donation – one-off (3-month average) <i>(USD)</i>	16.49				16.49	33

Table 3: 12 countries of origin accounting for 50 percent of new digital supporters (STM* and individual giving)

Country	Number of new supporters
1. Germany**	10 923
2. France	6 486
3. Russian Federation	6 114
4. Canada	5 570
5. Singapore	3 827
6. Italy	3 516
7. Romania	3 188
8. United States of America	2 861
9. India	2 280
10. Australia	2 212
11. Ukraine	2 156
12. United Arab Emirates	1 859

* The STM team works with the WFP United States Office to promote the app in the United States of America. All other supporters recruited directly by the United States Office are not reported here. Funds raised in India are transferred to the India country office in line with government regulations.

** 81 percent of the supporters recruited in Germany contribute via STM.

3. Summary of Q1 activities for implementing the PSPF strategy

15. Following the Executive Board’s approval of the PSPF strategy, detailed partnership and fundraising plans for 2020 were completed identifying quarterly deliverables and outputs for regular review and performance tracking throughout 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 is 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

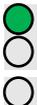
16. In addition to the activities set out in the following tables there has been ongoing engagement with the other Rome-based agencies and other United Nations agencies regarding private sector engagement. The Director of PPF participates in meetings with the Rome-based agencies on planning for the Food Systems Summit in 2021. PPF has also engaged in the development of more strategic working partnerships with United Nations entities such as the United Nations Global Compact, the United Nations Office for Partnerships and the United Nations Foundation and with the World Economic Forum. Through engagement in key developments in private sector partnerships, PPF aims to ensure that WFP staff and management direct more attention to the development of impactful partnerships. PPF is also taking a focused and strategic approach to WFP’s engagement with the United Nations General Assembly, which offers high-value opportunities for networking and speaking, although all of these events are subject to change owing to the COVID-19 pandemic.

17. The directors and deputies of the Office of the United Nations High Commissioner for Refugees, the United Nations Children’s Fund and WFP held an inter-agency coordination meeting in Geneva in February and a follow-up is planned for July. Such engagements enable the sharing of data and results and the identification of joint areas of work related to private sector engagement. WFP successfully applied to join the International Fundraising Leadership Forum from January 2020, enabling the organization to participate in the forum and providing it with access to reliable comparisons of revenue across all countries in the world and all major international not-for-profit organizations with private fundraising programmes. The forum served as an important source of sector benchmarks during development of the PSPF strategy and membership will enable WFP to continue measuring its performance against peer organizations. The PPF finance team has submitted data and a report summarizing five-year trends in the not-for-profit sector will be released in July.

Impact – pillar 1

	Action	Progress in Q1	
1	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"> Review of the portfolio of partnerships and classification as technical partnerships or fundraising partnerships Review of the skills and experience of partnership team members and allocation to technical or fundraising partnerships Appointment of a head of technical partnerships through the reassignment process starting in April Initiation of recruitment for one additional position (partnership manager) through reassignment of a staff member with the required capacity Sensitization of technical units to the PSPF strategy 	
2	Review the partnerships portfolio	<ul style="list-style-type: none"> Establishment of new focal point leads in technical units Reallocation of existing partnerships to the two teams (technical and fundraising) Assessment of the value of existing partnerships and termination of those with low value or impact to release resources for the development of high-impact partnerships (consistent with the strategy goal of long-term partnerships that are mutually beneficial and sustainable and that maximize impact) 	
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 plan	<ul style="list-style-type: none"> Landscape analysis and assessment of criteria for the allocation of additional staff among the regional bureaux (for East Africa, the Middle East, North Africa, Eastern Europe and Central Asia, Southern Africa and West Africa) to support management's decision-making Initiation of recruitment process for three additional fixed-term partnership manager positions located in regional bureaux to support private sector engagement by country offices in 2020, reflecting the existing positions in the regional bureaux for Asia and the Pacific and Latin America and the Caribbean Maintenance of existing PPF roles in liaison with regional bureaux until the planned additional staff capacity in regional bureaux is in place Outreach to regional bureaux and country offices to engage them in the new strategic direction 	
4	Create a dedicated "partnership lab" ¹ for synthesizing knowledge and sharing best practices and locate it in one of the regional bureaux	<ul style="list-style-type: none"> Initiation of recruitment process for a partnership lab officer Collation of best practices, model case studies and tools to provide a base for the knowledge centre managed by the partnership lab 	

¹ Referred to as a "centre of excellence" in the PSPF strategy.

	Action	Progress in Q1	
5	Establish a global services team focused on key support services 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"> • Initiation of recruitment process for a head of global services (through reassignment) • Funding of additional capacity in the WFP Legal Office to provide due diligence and contractual support for the anticipated increased volume of technical and fundraising partnerships with businesses • Finalization of an Executive Director's circular and clearance of country office activities for distribution in Q2; practitioners' training sessions on, for example, due diligence processes and increased thresholds introduced by the PSPF strategy to be held in April 2020 • Initiation of planning of a revision of the benefits provided to partners in 2020 and of the partnership architecture, setting out different tiers of benefits for partners (reports, trips, events), depending on their financial or technical contributions to WFP; events and trips may be affected by the COVID-19 pandemic • Completion of database migration to Salesforce Lightning, a new more flexible and dynamic user interface, increasing efficiency • Empowerment of partnership managers in country offices and regional bureaux to manage local accounts and contacts through Salesforce Lightning 	
6	Develop a method for assessing the impacts of partnerships against the PSPF strategy goals	<ul style="list-style-type: none"> • Completion of an analysis of the impact measurement landscape by a team of graduate students at the London School of Economics in April 2020; the Director of PPF and the Chief of Global Partnerships will then decide the next steps to be taken in 2020 	
7	Review and update risk management policies and processes for engagement with the private sector	<ul style="list-style-type: none"> • Production by the WFP Legal Office of a compendium of norms and practices for the private donor and partnerships committee that codifies the committee's working practices • Development by PPF, with inputs from the Legal Office, CAM, regional bureaux and country offices, of a guide to the management of activity-based local opportunities outside the due diligence framework to provide clarity to country offices on how and when they can engage in local one-off opportunities quickly to advance the goals of their country strategic plans • Evaluation and improvement by PPF and the Legal Office of system delivery across the due diligence function to ensure a continuously high level of risk management in relation to private sector partners 	

Income – pillar 2

	Action	Progress in Q1	
1	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"> Restructuring of the partnerships team with the assignment or recruitment of dedicated staff for partnership management and the addition of expertise in business development Recruitment of two partnership managers, two business development managers and a head of business development and account management Recruitment of three digital fundraising specialists and experts in insight and data analysis, technical platforms and customer/supporter care Appointment of three specialist consultants to provide flexible support for the development of fundraising appeals and supporter communications (in collaboration with the new creative studio team in CAM) Recruitment of a senior international digital strategist to provide support on best practices, “best-in-class” technology and innovation Request for proposals from agencies specialized in media buying and creative development for long-term agreements starting in Q2 	
2	Review the portfolio of income partnerships	<ul style="list-style-type: none"> Reallocation of existing partnerships among the teams (fundraising) Review of existing partnerships to assess their growth potential and prioritization with termination of those with low value or potential in order to release resources for the development of high-value partnerships Upscaling of existing income partnerships, such as that with LDS Church, to support the COVID-19 response Identification of opportunities for generating funding from corporate partners currently focused on technical partnerships for example, through Mars supporting the COVID-19 response with funding 	
3	Create specialized foundations team	<ul style="list-style-type: none"> Appointment of a head of the foundations team through the reassignment process starting in July 2020 and recruitment of one consultant Fostering of submissions from WFP to the Audacious Project grant contest for 2021, working with regional bureaux and country offices and resulting in invitations to submit full applications for eight projects across WFP; funding decisions delayed by the COVID-19 pandemic and currently pending an update on the project in June 	
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"> Identification of opportunities for WFP leadership to engage in both partner-specific and global events Engagement of WFP leadership in the World Economic Forum through 40 bilateral and private sector events Initiation of planning of a strategic approach to engagement in the United Nations General Assembly in September 2020 Initiation of planning of 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 	

	Action	Progress in Q1	
5	Alignment with organizations of WFP Friends	<ul style="list-style-type: none"> PPF's support for the WFP United States of America Office in driving fundraising success with partners through the facilitation of conversations with relevant country offices and technical units, resulting in donations from new partners Meeting between the Director of PPF and the new leadership and board of the WFP United States of America Office in February 2020 and induction of incoming President and Chief Executive Officer of the United States of America Office in Rome Initiation of development of a joint framework for and approach to engagement in the United States market for corporate fundraising and discussion of investment opportunities in supporter acquisition for revenue growth in 2020 and 2021 Revised memo with the Japan Office signed in March 2020 with both sides starting work on implementation plans; continuation of support for the Japan Office as it scales up its promotion of individual giving 	  
6	Scale up supporter acquisition by both the individual giving and STM teams through increased investments, rising from USD 1.6 million in 2019 to USD 13.1 million in 2020 for both teams	<ul style="list-style-type: none"> Allocation of USD 1.7 million in individual giving and STM in Q1 resulting in higher than target ROAS and representing a significant scaleup from total supporter acquisition expenditure of USD 1.6 million for the whole of 2019 Establishment of process for oversight of investments by the Director of PPF and the head of the PPF finance team with quarterly allocations Implementation of a comparative KPI tracker with weekly reporting on investment fund use and number of new supporters and monthly reporting on PSPF strategy KPIs for individual giving and STM; Q2 investment levels agreed with the STM and individual giving teams in mid-March based on performance in the first two months of 2020 Testing of new creative approaches aimed at facilitating scaleup of private sector fundraising and the generation of comparative results to optimize learning, performance and returns Testing of new markets in order to deliver strategy plans at scale and inform plans for 2020 Achievement of results despite the pausing of supporter acquisition in the United Kingdom of Great Britain and Northern Ireland, which had been a top donor through individual giving and STM in 2019 	  
7	Test new channels for diversification of the portfolio	<ul style="list-style-type: none"> Completion of direct-response television pilots in the Republic of Korea and Spain with strategy targets achieved (funded from 2019 budget); based on initial success, initiation of scoping of an approach to direct-response television at the global level in Q2 Continuation of face-to-face outreach by the Japan Office in 2020 after successful scaleup in 2019 funded and supported by PPF (may be affected by the COVID-19 pandemic) Support for digital testing provided to the Japan Office 	  

	Action	Progress in Q1	
8	Continue improving infrastructure (customer relationship management system) and technology to deliver a “best in class” experience for supporters	<ul style="list-style-type: none"> • Planning of phase two of implementation of the customer relationship management system with support from experienced external vendors and in-house capacity • Senior-level meetings with key external vendors aimed at positioning WFP as a lead client for services that facilitate the delivery and development of its technological capabilities • Formulation of definition of operational KPIs that ensure consistent measurement across teams and platforms and on automated dashboards • Improved internal processing of, for example, payments and supporter response, and assessment of the capacity and scale required of a new supporter care agency (see progress in action 1 for innovations below) 	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
9	Integrate an individual fundraising team by bringing together the STM and individual giving teams to facilitate holistic supporter engagement, share costs and improve efficiency	<ul style="list-style-type: none"> • Continuation of close collaboration between the two teams, with regular comparative reporting since January • STM team advised by an individual giving specialist on how to improve supporter retention and value and will implement recommendations in Q2 • Visit of the Assistant Executive Director PA to the STM team in Berlin, joined remotely by the Director of PPF and the Deputy Director of CAM for a briefing on STM and CAM's work on a new WFP brand • Advice from Boston Consulting Group on best practices for transitioning digital start-ups, such as STM, into mainstreamed marketing activities • STM focus on Ramadan in 2020 aimed at building on past experience and success and on the ability to market and communicate with supporters in Arabic; limited or no individual giving activity focused on Ramadan 	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
10	Establish financial management systems that support investment in the expansion of individual giving	<ul style="list-style-type: none"> • Setting up of weekly and monthly tracking tools that enable like-for-like analysis of investment results among STM, PPF and WFP Friends organizations • Establishment of investment decision-making protocols and a timetable based initially on a staged investment plan endorsed by the Audit Committee and with quarterly performance reviews • Establishment of a special account for managing funds retained from individual givers and a loan from the Capital Budgeting Facility 	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
11	Build the WFP brand in ways that support the growth of private sector engagement and individual giving	<ul style="list-style-type: none"> • Agreement on standard operating procedures for the clearance of all communications with supporters • Establishment of a plan for the gathering and dissemination of compelling contents and materials for fundraising appeals and communications with supporters • Initiation of the design of an overall WFP brand architecture that will be reinforced and strengthened by communications with supporters • Joint inputs in planning of major external events such as the United Nations Global Compact Summit, the World Economic Forum, the United Nations General Assembly and the Food Systems Summit in 2021 	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

Innovation – pillar 3

	Action	Progress in Q1	
1	Deliver a “best-in-class” experience for supporters	<ul style="list-style-type: none"> Completion of the procurement process and appointment of a supporter care agency offering a full range of services and the capacity to provide multilingual responses to WFP supporters 24 hours a day all year round. WFP will be the first United Nations agency or international non-governmental organization to provide this service for supporters around the world. The service enables WFP to use leading technology and platforms to connect to its supporters through a multi-channel approach based on supporters’ preferences and innovations in communications technology. Full compliance with data standards and protection will be agreed 	
2	Identify opportunities to develop creative solutions that connect supporters more closely to WFP’s work and its unique strengths and capacities	<ul style="list-style-type: none"> Launch of the scoping phase for new tools that will link supporters to WFP’s cash-based transfer programmes as WFP currently delivers 40 percent of global cash-based transfers. Exploration with programme teams of the potential for such tools, which will be live tested with potential supporters. The resulting tools for engaging new supporters could also boost WFP brand familiarity 	
3	Explore innovative financing opportunities	<ul style="list-style-type: none"> Meeting of the Director of PPF with a major player in blended finance in order to explore innovative financing opportunities that support climate programming. Meetings in Q2 to be planned, ideally involving relevant programme teams at WFP. This engagement will also influence measurement to ensure that we are meeting evolving standards in carbon analysis and projections. 	
4	Test new channels for supporter engagement	<ul style="list-style-type: none"> Development of tests for a new virtual challenge event on Facebook to be organized with a specialized agency and aimed at diversifying and developing new digital income streams. Testing was expected to take place in April and May 2020 but was delayed by travel and movement restrictions imposed in response to the COVID-19 pandemic. The new virtual challenges tested by other organizations involve physical activities and outdoor challenges. Exploration is taking place to identify new ideas linked to WFP’s mission. 	

Acronyms

CAM	Communications, Advocacy and Marketing Division
KPI	key performance indicator
PPF	Private Partnerships and Fundraising Division
PSPF	private sector partnerships and fundraising
Q1	first quarter
ROAS	return on advertising spend
STM	SharetheMeal