

Quarterly report on private sector partnerships and fundraising strategy

Quarter 4: September to December 2020



Informal consultation

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**World Food Programme
Rome, Italy**

Summary report

1. The first full year of implementation of the private sector partnerships and fundraising (PSPF) strategy 2020–2025 has come to a close. This is the fourth quarterly report on progress in the implementation of the strategy; it provides a short summary of progress in 2020 with a focus on the fourth quarter (Q4) and an overview of priorities for 2021. A detailed description of the progress made in each pillar is provided in Annex III, which includes a “red, amber, green” assessment of key activities reflecting the degree to which each action has been completed and its status at the end of the first year.¹
2. Overall, significant progress continues to be made, and after one year of implementation positive results are evident in all three pillars. The Q4 report includes examples of progress at the regional and country office levels. WFP was awarded the Nobel Peace Prize in Q4, and the virtual Nobel award ceremony in December was an opportunity for the organization to recognize its partners and supporters. Despite the unexpected and severe economic impacts of the COVID-19 pandemic, particularly on the private sector, WFP met or exceeded the key performance indicators (KPIs) set for the first year of implementation of the PSPF strategy. Teams around the world strengthened relationships with key technical private sector partners and secured growth in income partnerships despite the challenges to the business sector, and both the ShareTheMeal (STM) and the Private Partnerships and Fundraising Division (PPF) individual giving teams more than doubled their year-on-year income between 2019 and 2020. Ultimately, 2020 saw the highest revenue generated from the private sector to date, with the private sector now the tenth largest donor overall to WFP.

Summary of updates under pillar 1: Impact

3. By the end of 2020 **WFP was managing a portfolio of 20 global technical partnerships that are helping WFP to achieve its goals.** These companies are Alibaba, BCG, Cisco, Ericsson, GSMA, Kemin Industries, Kerry Group, Mars Incorporated, Mastercard, METRO Group, NEC, Nielsen, Palantir, Renault Trucks, Royal DSM, Stop Hunger (Sodexo), Tableau, Takeda Pharmaceutical and United Parcel Service (UPS). Over the course of 2021, eight partnerships will be renewed or restructured and three new global partnerships are expected to begin. Furthermore, as regional support capacity has been built, country offices in 2021 will be in a stronger position to develop local technical partnerships. Partnership factsheets are available in the restricted section of the Executive Board website.
4. **Private sector partners including Palantir, UPS, Tableau and Takeda have been working effectively in the areas of supply chain and technology.** These areas have been a critical part of WFP’s COVID-19 response. In some cases partners have helped to deliver on the goals of impact and innovation and have contributed to achieving cost savings and efficiency, one of the goals indicated in the PSPF strategy.
5. Data and technology lie at the heart of the response of WFP and the humanitarian community to COVID-19 and simultaneous global emergencies. Palantir has been supporting WFP’s digital transformation since 2017, when the WFP Optimus project was launched. Powered by Palantir Foundry and supported by UPS, Optimus enabled WFP to scale up its food basket optimization efforts (resulting in over USD 50 million in cost savings across WFP’s global operations to date). Access to solutions such as Foundry and Palantir’s engineering and data management expertise is enabling WFP to strengthen its data management capability and make significant progress towards its digital transformation goals.

¹ The first quarterly report is available at <https://docs.wfp.org/api/documents/WFP-0000115664/download/>, the second at <https://docs.wfp.org/api/documents/WFP-0000118859/download/>, and the third at <https://docs.wfp.org/api/documents/WFP-0000120784/download/>.

6. UPS began supporting WFP Optimus in 2018, with the secondment of a manager tasked with scaling up its use. By the end of 2020, WFP had begun automating and mainstreaming the tool across operations. It is now available as a user-friendly web-based application that consolidates data from all WFP's major systems.
7. Building on the successful collaboration of Optimus, WFP and Palantir worked together to launch DOTS (Dots.wfp.org), a new enterprise data platform powered by Foundry. DOTS relies on technology and software from Palantir to enable data management and integration. It gives WFP staff almost real-time visibility of supply chain data and a growing number of corporate data sets providing richer, more integrated views of WFP operations globally. In 2020, WFP developed a new suite of innovative digital applications connected to DOTS, including a new application for smallholder farmers and a digitized school feeding platform. Tableau is used to share key data points with external partners to help inform their own responses.
8. Thanks to support from UPS, WFP was able to recruit, train and install the first regionally based supply chain management planner in 2019 in the Regional Bureau for Western Africa, a complex region facing multiple challenges. The planner supported several country offices including Cameroon, where WFP implemented a mixed sourcing strategy tailored to each province. More than USD 6 million in savings, the equivalent of one month's assistance to all beneficiaries in Cameroon, was achieved by replacing pulses with a more cost-effective alternative and changing the mix of commodities received through contributions from the United States of America.
9. **Private sector partners have played a strategic role in supporting WFP's response to the COVID-19 pandemic and its role in the global humanitarian response plan, helping to deliver vital health and humanitarian cargo via a global network of strategic hubs.** By helping the humanitarian community meet the needs of the most vulnerable during the pandemic and other crises, WFP partnerships are saving time and money, demonstrating the potential of the private sector to provide value and enhance WFP operations and programmes.
10. The Emergency Service Marketplace is an integrated one-stop shop that offers WFP's humanitarian partners a range of logistics services through a simple online interface. The platform allows WFP to provide rapid and seamless support for the global humanitarian response plan despite unprecedented restrictions on movement. The cutting-edge data visualization tool was built by leveraging WFP's partnerships with Tableau and Palantir. Once approved, requests placed by partners and external organizations through the Emergency Service Marketplace are passed to the control tower (partly funded through a new multi-year partnership with Takeda), which is responsible for the planning, dispatch and end-to-end monitoring of shipments.
11. New WFP partner Temasek Foundation supported the transportation of humanitarian cargo by providing WFP with USD 6.3 million worth of in-kind cargo space and airfreight through Singapore Airlines. The initial phase of the partnership ended in December and a new phase is being explored.
12. These partnerships have played a critical role in supporting the effectiveness of WFP's response to the COVID-19 pandemic, including its ability to transport 136,389 cubic metres of COVID-19-related cargo and humanitarian personnel to 171 countries in support of 68 organizations including the World Health Organization (WHO), and to keep track of those movements.²

² Figures as at 30 December 2020.

13. **Consultations with divisions and units in headquarters to identify priority needs continued in Q4. Early indications point to four priorities for 2021: food systems, climate change, digital transformation and supply chain.** These priorities encompass the saving lives and changing lives agendas. The target for mid-2021 is to have unit-level road maps completed and to begin proactive business development in order to meet identified needs.
14. One area of growing collaboration is with the Supply Chain Operations Division, where opportunities have been identified and partnerships are being developed. A new partnership arising from a packaging needs-mapping exercise conducted with the Food Safety and Quality Assurance Unit over the course of 2020 was signed in early 2021 with Mondy, one of the world's largest packaging companies. The partnership will enhance WFP food packaging, which in turn will improve food storage, transport and handling and reduce the environmental footprint of the organization.
15. Progress continues to be made on an initiative to facilitate measurement of impact during the PSPF strategy implementation period through development of a new sector-leading impact assessment framework. In line with the scope of work and project plan developed in previous quarters, stage one of the impact assessment framework project began in Q4 with an internal review of work carried out by WFP units (for example, the Office of Evaluation, the Resource Management Department and the Programme and Policy Development Department) on assessing, tracking and reporting impact. The insights collected through the review will be distilled in a set of recommendations that will guide stage two, which focuses on the development of the framework. This stage will be led by a specialist external agency to be appointed in the first quarter (Q1) of 2021. The agency and WFP will be responsible for co-developing the impact assessment framework, which will be delivered mid-year and piloted with selected partners during the remainder of 2021.
16. A governance structure for the project, including advisory and leadership groups comprising colleagues from headquarters, regional bureaux and country offices, was also developed in Q4. The advisory group is made up of technical experts from various WFP divisions;³ the group will be involved throughout the process to ensure alignment with any ongoing work or thinking about impact measurement with other divisions. Engagement with peers in the United Nations Children's Fund (UNICEF), the Office of the United Nations High Commissioner for Refugees (UNHCR) and other United Nations agencies is ongoing, building on consultations held at the start of this initiative.
17. An early strategic goal of the PSPF strategy is to ensure that WFP is positioned in relevant public fora as a partner of choice for the private sector in highly effective long-term collaboration. Of particular significance in 2021 is the United Nations food systems summit; planning is under way for 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 Q4, the Assistant Executive Director for Partnerships and Advocacy spoke on the Bold Actions for Food Systems Transformation panel, which was part of the Bold Actions for Food as a Force for Good summit, a pre-event of the food systems summit. This summit brought together leaders from governments, the private sector, farmer organizations, civil society and international organizations, along with innovators, financiers, experts, entrepreneurs and young people.

³ Including for example the Public Partnerships and Resourcing Division, the Strategic Partnerships Division, the Technology Division, the Supply Chain Operations Division and the Innovation and Knowledge Management Division.

Summary of updates under pillar 2: Income

18. Strong results under pillar 2 on income continued through Q4, with **PPF recording its highest year-to-date financial performance, bringing in USD 161 million (up from USD 101 million in 2019). This positioned the private sector (companies, individuals and foundations) as the tenth largest WFP donor in 2020.** This result exceeded not just the annual target of USD 128 million but also the mid-year reforecast estimate of USD 140 million, and all teams recorded significant increases. Details are reported below for partnerships and individual giving (STM and PPF individual giving), WFP USA and the Japan Association for WFP (JAWFP).
19. In 2020, USD 111 million was secured from corporate partners and foundations, of which USD 46 million was dedicated to WFP's COVID-19 response. The latter includes USD 6 million in in-kind contributions as well as exceptional income such as a USD 20 million contribution from the United Nations Foundation. In some cases COVID-19-related donations from partners were reallocated from other priorities.
20. All teams in WFP, including individual giving, STM, JAWFP and WFP USA, delivered significant growth in income from individual supporters in 2020. Sector research has demonstrated that individual giving is resilient with regard to shocks like COVID-19 and economic downturns. As reported in the third quarter, an exceptional COVID-19 impact study assessing the revenue performance of 11 international organizations in 25 countries with combined annual income of USD 17.6 billion found that the income of the organizations had increased year-on-year by close to USD 500 million in the first and second quarters of 2020, with the majority of the growth coming from individual supporters. A new report issued at the end of January 2021 assessed the impact from the first to the third quarters in the United Kingdom of Great Britain and Northern Ireland, one of the top three markets in the world for individual giving, and included both international and domestic causes. There was a small decrease of 2 percent in income from regular givers year-on-year. Some organizations experienced decreases in income where it was generated either through their own retail stores, due to retail closures during national lockdowns, or events, when people were unable to participate due to COVID-19 restrictions.

Corporate partners

21. Latter-day Saint Charities was the top cash donor from the private sector, contributing USD 8 million in 2020 – double its 2019 contribution. Half of this supported critical emergency programmes in the Democratic Republic of the Congo, Yemen, Lebanon, Haiti and Mali; the other half was directed towards the COVID-19 response and school feeding activities in Somalia. The increase from 2019 to 2020 was exceptional and was driven by the COVID-19 crisis. PPF continues to work with Latter-day Saint Charities to increase its support and impact through its partnership with WFP.
22. WFP's partnership with Mastercard generated USD 4 million in 2020, including EUR 800,000 raised in 26 European countries through a campaign led by Mastercard Germany in collaboration with the financial technology company N26.
23. In 2021 the partnerships team will complete audits and impact assessments of all partnerships in order to identify areas of growth and focus on opportunities with the potential for high-value, multi-year relationships.

Foundation partners

24. As part of a renewed strategic focus on partnering with foundations, **WFP is now at the final proposal stage for a multi-year, multimillion-dollar investment aimed at helping to address unemployment among young people in eight countries in sub-Saharan Africa** through WFP's work with smallholder farmers on post-harvest loss prevention. WFP also began discussions with an ultra-high-net-worth individual seeking to make a landmark contribution to WFP's Yemen operations through a new foundation to be created in early 2021. While WFP's applications for funding through The Audacious Project (TAP) were unsuccessful, TAP administrators assured WFP that its project proposals were strong, suggesting that future applications to TAP and other similar funding sources would be worthwhile both for specific funding and in order to raise WFP's profile among a more diverse donor pool. In Q4, WFP reset a lapsed relationship with the Howard G. Buffett Foundation by securing a new grant to support displaced families in Colombia. The foundation is expected to come forward with a larger donation in support of Colombia in early 2021.
25. With private sector officers assigned to each regional bureau by the end of 2020, PPF will be able to work closely and more effectively with country offices to analyse potential private sector opportunities and develop new local partnerships in 2021. This work will include pursuing growth through business development at the local and regional levels and looking into new fundraising mechanisms and channels such as digital, business-to-customer and corporate pathways to the establishment of regular individual giving relationships and those related to diaspora giving. PPF account management and business development teams will seek to leverage global opportunities at the regional level and collaborate with the new Partnerships Lab manager on regional and cross-regional support and coordination.
26. In 2020 a dedicated global services unit was created, in accordance with WFP rules and processes, to support global and local private sector engagement efforts led by WFP, its partners and its friends organizations. Research into the challenges of building partnerships conducted during the development of the PSPF strategy found that partners saw time spent on internal processes as an obstacle. Working with the Legal Office, PPF was able to reduce the time required for due diligence from an average 139 days in 2018 to 57 days, a reduction of 59 percent. The new global services unit is also responsible for risk management and mitigation. In coordination with the Legal Office and the Ethics Office it is developing a process for identifying and managing organizational conflicts of interest related to PSPF.

Individual giving

27. **In 2020 income from individuals increased to USD 35 million, up from USD 12 million in 2019.** Based on the first full year of the strategy, the return on investment from the STM and PPF individual giving teams has exceeded the initial KPIs. **For every USD 1 invested, USD 2.36 will be received over the following 12 months** – significantly more than the USD 1.7 target in the PSPF strategy for the combined return of new supporter recruitment across all channels and countries.
28. Together, the individual giving and STM teams have exceeded their targets, recruiting 431,000 new supporters in 2020, including 56,638 regular supporters, as a direct result of the increased investments approved for the PSPF strategy. Both teams are increasingly focused on retaining regular supporters because such supporters will deliver the highest long-term value and sustainable income for the organization.

29. The individual giving team appointed a specialist supporter-care agency in September, in time for the Q4 peak in giving. For the first time, the team was able to deploy multiple fundraising channels for its end-of-year appeal, which yielded three times the revenue secured in 2019. The team was also able to apply more sophisticated segmentation to target various audiences, which increased average donations and identified more personalized channels through which to raise funds from individuals. Supporters were contacted directly through a tailored approach in more than 160 countries. The team also started a new relationship with a media agency to ensure further diversification of channels, which enabled the Communications, Advocacy and Marketing Division (CAM) to rapidly mount a paid advertising campaign around the time of the Nobel Peace Prize ceremony.
30. In early 2021, STM will graduate from being an Innovation and Knowledge Management Division (INK) start-up project and will move to PPF. This change was envisioned in the PSPF strategy with the goal of establishing an integrated individual fundraising team – encompassing PPF's individual giving team and STM – in order to improve efficiency, provide holistic individual supporter engagement and harness opportunities to share expertise and insights. Both teams will be focused on continuing to drive exceptional growth in 2021, the year with the highest level of critical corporate initiative (CCI) investment, while benefiting from comparative insights as they optimize their programmes.
31. Both JAWFP and WFP USA had successful years in 2020. **JAWFP raised a total of USD 12,678,296 net income for WFP operations in 2020 from individuals and corporations, an increase of 25 percent from 2019.** The biggest increase was from individual giving, which rose 42 percent from 2019 in part due to a legacy gift, the largest ever single donation to JAWFP. The year's overall growth in individual giving income was driven by strong results in digital channels: mid-year email appeals yielded more than double their average income in the past, with both new and existing supporters increasing their donations in the face of the growing threat from the COVID-19 pandemic.
32. In December JAWFP tripled its income from one-off gifts compared to 2019, thanks in part to publicity and media coverage generated from the Nobel Peace Prize announcement. Corporate contributions remained at the 2019 level. Although JAWFP had to pause its programme for recruiting donors through face-to-face fundraising due to the state of emergency in Japan, once the programme resumed JAWFP was able to achieve its annual target. COVID-19 prompted large contributions from businesses including Nomura Securities and Saison Information Systems. Among the partnerships of note created in the Japan market in 2020 were those with Takeda Pharmaceuticals, a high-impact relationship (see above under pillar 1: Impact), and Toyota Tsusho, a partnership with high growth potential; both companies have high visibility in the Japanese and wider Asian business communities. JAWFP also benefited from successful promotion via the KFC smartphone app, which highlights further potential collaboration with the STM team.

33. As described in its third quarter report, WFP USA had an exceptional financial year in 2019/2020.⁴ Continuing this growth in income, **WFP USA ended 2020 with remarkable success, transferring a record-breaking USD 12.1 million to WFP in early 2021 from income raised between October and December 2020. This is the largest one-time transfer by WFP USA and includes USD 5 million in unrestricted funds.** As the transfer was made in early 2021, it is not included in the PPF total income for 2020. Transfers to WFP in the first quarter of the previous two years amounted to USD 1.5 million in 2020 and USD 2.5 million in 2019. The latest transfer comes close to matching the total cash transferred to WFP for financial year 2019/2020 (USD 12.9 million) and exceeds the total transfer for financial year 2018/2019 (USD 8.8 million). WFP USA's results from October to December 2020 also saw a significant uplift from the Nobel Peace Prize and its strong media coverage in the United States of America despite the media focus on the presidential election and restrictions on advertising through platforms such as Facebook. WFP USA also secured a corporate contribution from Cargill to match the Nobel Peace Prize award of USD 1 million.

Summary of updates under pillar 3: Innovation

34. The PSPF strategy identifies the expansion of partnerships in the technology sector as central to achieving the innovation that will help WFP accelerate progress towards zero hunger, whether through the application of new technologies developed by leading businesses or technology developments that influence the general public's readiness to make purchases and donations online.
35. In June 2020, the Digital Business and Technology Committee (DBTC) – then known as the Management of Information Systems Steering Committee – asked PPF and the Technology Division (TEC) to develop a recommendation for an organizational governance structure that would improve the cohesion of WFP's approach to its partnerships with the technology industry. Following consultations with business units, PPF and TEC proposed the establishment of a technology industry engagement (TIE) committee to serve as a sub-committee of the DBTC. **The TIE committee will foster transparent, cross-divisional discussions and coordination related to WFP's engagement with the technology industry and technology-related topics and validate a needs-based approach to partnership opportunities.** Terms of reference for the new committee were presented to the DBTC and endorsed in February 2021. Planning for its first meeting is under way.
36. On 1 December, STM was recognized by both Google and Apple as one of the best apps of 2020, winning a place among [Google's "Best apps of 2020"](#) in the category "Apps for Good" and [Apple's "Best of 2020"](#) in the category "Trend of the Year: Making a Difference", leading to an increase in STM supporters. In the fourth quarter the STM team was able to explore additional markets for 2021, including Japan.
37. The STM team continued to expand its partnership with Delivery Hero, the world's leading local food delivery platform. Delivery Hero is a product and technology innovation that, through an application programming interface integration, provides customers with a seamless way to "share meals" when they order. The partnership with Delivery Hero is now active in five countries and has raised USD 140,000 to date. **The partnership with Delivery Hero will grow to cover over 20 markets on three continents, supporting more than 10 WFP operations with the potential to reach up to 4 million customers daily.**

⁴ The financial year for WFP USA ends on 30 September; October–December is the first quarter in the organization's financial year.

38. A business case setting out the potential for WFP and the STM team to pursue the opportunity for Islamic social finance and *zakat* has been developed by a task force comprising representatives of STM, INK and PPF. Following this, the STM team was able to secure the endorsement of a German-Turkish scholar for the collection and distribution of *zakat* donations and is now working on further markets and endorsements. The teams are planning to conduct pilot projects during Ramadan in 2021.
39. **WFP was among 14 international non-profit organizations that initiated the Global Open Innovation Challenge for Fundraising in 2020.** The crowdsourcing initiative was held between September and December with the aim of gathering innovative ideas and proven concepts for reimagining the future of private sector fundraising. More than 1,500 participants contributed to the challenge, which attracted over 230 submissions from companies, start-ups and fundraisers; 113 expert evaluators were nominated by the co-initiating non-profit organizations and more than 200 volunteers supported the initiative. Alongside UNICEF, UNHCR, Médecins sans frontières, the International Committee of the Red Cross, Save the Children International and many others, WFP used the event to tap into a wealth of innovative and sustainable fundraising concepts. The submissions covered five broad themes: value exchange and subscriptions; social media; consumers and e-commerce; tools and technology; and partnerships. The PPF individual giving team is developing a process for the internal evaluation of submissions, and the concepts most applicable to WFP fundraising will be tested in 2021. WFP is working with peer organizations on the creation of a “Reimagining Fundraising Manifesto” and a repeat of the challenge in 2021.
40. **Collaboration continued between teams in CAM and PPF** to secure representative images, videos and stories of beneficiaries to feature in recruitment advertising for new supporters and in communications with existing supporters to inform them of the impact of their donations and to appeal for additional funds. In Q4, a focus on WFP’s L3 responses, especially in Yemen and the Syrian Arab Republic, resonated with supporters. Field missions to collect emergency-focused content were completed on the Sudan/Ethiopia border. The teams also created content assets related to other emergencies such as Hurricane Eta in Honduras, and the PPF individual giving team was able to test and compare the performance of multiple narrative types. Further information on the pilot projects conducted in the Latin America and the Caribbean region are included in Annex I. During 2020, some of the advertisements featuring influencers, celebrities and WFP field office staff were very successful.
41. In Q4, CAM completed the first phase of work to update the wfp.org website. This included introducing a new visual identity and functionality for all pages designed to make the website more intuitive and more accessible to the general public. Intensive development work was also done to increase search engine optimization capabilities, bring in new audience traffic and clarify user journeys for individuals. Further bespoke work and stakeholder mapping continue in the first quarter of 2021, which will allow CAM to measure the effectiveness of the changes and their impact on traffic, retention and engagement with WFP. An “image guidelines” framework for WFP external communications has been finalized and will be rolled out across the organization in the first quarter of 2021. This will make WFP’s external digital footprint more homogeneous and more reflective of supporter expectations while mitigating current and future reputational risks.

42. **A highlight of Q4 was the Nobel Peace Prize announcement, which led to an increase in brand awareness.** The Nobel Peace Prize boosted donor acquisition, and the STM team was able to double donation income on the day of the announcement. On 10 December, WFP's Nobel acceptance speech was livestreamed to the public via WFP and Nobel social media channels, attracting 190,000 views on the day and over the following week (WFP's Facebook stream accounted for the largest share of views, which was 15 times greater than the average for previous WFP streams). WFP recorded the speech and dispatched it to global media, which amplified the Executive Director's message through 242 airings in 39 countries (including in all donor capitals). WFP's earned media attention (attention gained through promotional efforts other than paid media advertising) spanned 106 countries. Leading up to and **during the Nobel Peace Prize ceremony, PPF rolled out an engagement campaign for private sector partners and prospects** that aimed to highlight the achievement, drive further commitment and contribute to partnership growth. Existing partners promoted WFP as Nobel Laureate through their social networks. Several partners were featured in the official WFP virtual ceremony video, and some provided additional contributions, including a USD 1 million donation from Cargill secured by WFP USA. The research from CAM on brand awareness and the scale and scope of the media reports surrounding the Nobel Peace Prize will be integrated into the PPF business development strategy.
43. PPF is exploring further opportunities to leverage the Nobel Peace Prize by engaging partners and their employees. However, in accordance with Nobel regulations WFP cannot use the Nobel Peace Prize name or logo for fundraising purposes nor in connection with any commercial purpose (except for limited news releases and stories that are strictly editorial). These stipulations may limit external activities and the opportunity to capitalize on the award. PPF and CAM are working together to define appropriate opportunities, given these restrictions.
44. For 2021, WFP plans to continue seeking to leverage the Nobel Peace Prize in order to position the organization strategically and demonstrate how the organization can contribute to the collective goals of building peace, reducing conflict and ending hunger at key moments such as the Peace measurement round table scheduled for 9 April 2021: (<https://executiveboard.wfp.org/meeting/1308>), the Stockholm Peace Forum, Group of 7 and Group of 20 sessions, the 2021 United Nations climate change conference and the food systems summit.
45. **With the results of the first full year of implementation of the PSPF strategy, WFP can continue to have a high level of confidence in its success.** PPF, together with the STM team and friends organizations, have demonstrated their combined ability to deliver significant annual growth in revenue and long-term returns on the exceptional investments in individual giving while also building capacity to increase impact through partnerships at the country, regional and international levels.

Regional focus

1. Throughout 2020, and in line with the overall objective of increasing country-level private sector engagement, PPF laid the foundation for a stronger relationship between headquarters and the regions. This included making sure **all regional bureaux have dedicated capacity in place, with at least one PPF colleague positioned in each region – all of which were appointed by Q4**. To increase knowledge sharing and ensure quick access to key guidelines and best practices on private sector engagement, **a new dedicated knowledge portal for practitioners in regional bureaux and country offices was launched at the end of 2020, the design of which was informed by** feedback from relevant practitioners and focal points. The process to invite regional bureaux to put forward their proposals to host the Partnerships Lab was completed in October. The decision to locate the Partnerships Lab in Nairobi was based on the regional bureaux readiness, demonstrated potential for enhanced engagement with the private sector, strategic alignment with country strategies/country strategic plans and potential synergies with the new regional innovation hub. A new position to lead the Partnerships Lab is under recruitment through the reassignment process.
2. Across 2020, insights have been gathered to design an overarching implementation plan for increased and enhanced engagement with regional bureaux and country offices. Key activations in 2021 will focus on helping raise the visibility of work done by regional bureaux and country offices, both internally and externally to share experiences and improve partnership pitching and prospecting. The focus will be on identifying each regional bureaux priority needs to provide appropriate support, finding the most useful coordination mechanisms to strengthen regional and field relationships with headquarters and improve regular two-way exchange and communication.
3. Progress made across the three strategy pillars in each region during 2020 is summarized below.
4. The **Regional Bureau for Asia and the Pacific (RBB)** realigned its team to focus on impact/technical partnerships and now covers 17 country offices. The team worked closely with RBB's nutrition and school feeding/school-based programmes (SBP) teams to enhance private sector engagement. For nutrition, the focus is on enhancing regional bureaux' and country offices' capacity to work on the Scaling Up Nutrition (SUN) Business Network. For SBP, the focus is on supporting the development of the regional implementation plan for the new SBP strategy. At the nutrition summit in November, WFP presented its nutrition programme and highlighted its partnership with Royal DSM at a meeting with the Nutrition Japan Public Private Platform, a private sector consortium of companies keen to contribute to global nutrition through their technical expertise. SUN Business Network global members such as Royal DSM, Ajinomoto and House made presentations. In Bangladesh, Nutrition International (formerly the Micronutrient Initiative) provided its fourth grant to support the scale-up of rice fortification, with support totalling CAD 180,000 to date. The opportunity was leveraged by the country office through field-level cooperation, where both WFP and Nutrition International supported the Government as part of the scaling-up rice fortification initiative. The China office, RBB and PPF global services team convened to review potential scenarios that would allow the China office to raise funds from private sector entities and individuals through arrangements with external fundraising organizations, in line with China's local fundraising regulations. These external fundraising organizations facilitate fundraising through companies like Tencent and Alibaba. Due to the high turnover of partnerships staff in country offices, RBB and all regions are developing training plans for

2021 to ensure regular training in key areas including due diligence, country office activity clearance, the new knowledge portal and using salesforce for effective account management and reporting.

5. The **Regional Bureau for the Middle East and Northern Africa** highlights partnerships led by Egypt and the United Arab Emirates country offices. Under the auspices of the Central Bank of Egypt, WFP in partnership with the National Bank of Egypt (NBE) and Bank Misr (BM) launched a new joint initiative that aims to support and increase the productivity of smallholder farmers across villages in Upper Egypt. NBE and BM agreed to provide USD 2.5 million to implement the project in 40 such villages. The programme targets several development activities, including land consolidation, applying water-saving techniques and the economic empowerment of women through awareness and educational sessions aimed at facilitating their access to funding for animal husbandry and other livelihood activities. The United Arab Emirates office successfully fundraised through campaigns with United Arab Emirates -based partners. Careem, the leading car-hailing application in the region, offered customers the ability to donate their loyalty points to feed a child for a day or a week. The country office also worked on a fundraising campaign with supermarket partner Choithrams, which donated between AED 1 and 4 to WFP for each Goodness Foods product sold in its supermarkets in Dubai between September and December 2020. The country office also secured a USD 100,000 contribution from The Big Heart Foundation to support WFP's response to floods in the Sudan.
6. In the **Regional Bureau for Western Africa**, the Burkina Faso country office received a USD 250,000 grant from a new partner the Conrad N. Hilton Foundation, which is keen to support WFP's work on emergencies in forgotten crises – of which the Sahel region is a significant focus. Burkina Faso country office faces a substantial funding gap of USD 80.1 million for the months from December 2020 to May 2021. Since July 2020, WFP was forced to reduce rations because of ongoing pipeline shortfalls. With the current financial outlook, this situation may continue until early 2021; substantial shortfalls are also reported in the logistics cluster. The flexible contribution provided by the Conrad N. Hilton Foundation of USD 250,000 will be used by the Burkina Faso country office's logistics team to procure storage units that will enhance critical capacity in two advanced field locations and directly support the emergency response of the humanitarian community. Two mobile storage units (320 square metres each) with a full warehouse management service and dedicated teams will be deployed in Ouahigouya (North region) and two others in Fada N'gourma (East region). This activity will have a direct impact on the operations of 40 organizations – local and international NGOs as well as United Nations agencies – actively responding on the ground to the humanitarian and development challenges faced by affected populations. Through this crucial logistics service, WFP intends to increase support to the over 2.9 million people that humanitarian agencies are currently trying to reach as part of the humanitarian response plan. The Senegal country office worked to include WFP in a new national platform centred on bringing the private sector together with the Government to advance nutrition. The Senegal country office has supported the creation of a new private sector network for nutrition (*réseau du secteur privé pour la nutrition*), which is an initiative of the national council of nutrition development (*Conseil national de développement de la nutrition*), drawing on the SUN Business Network, which has been active in Senegal since 2011. The network will help maximize the contribution of nutrition to the Senegalese economy and to support innovation in researching solutions against malnutrition in all of its forms. The members of the network should support the production of improved nutritional products. WFP is keen to support this and other nutrition initiatives led by the Senegalese government, as nutrition is one of the priorities of WFP in Senegal.

7. The **Regional Bureau for Southern Africa** highlights a Memorandum of Understanding that the Zambia country office signed with Zambia Breweries (ZB, an AB InBev subsidiary) delivering a local-for-local technical collaboration to provide support directly to smallholder farmers. The collaboration aims to enhance livelihood opportunities for smallholder farmers through the adoption of drought tolerant value chains, supporting access to inputs such as seeds, agronomic knowledge, crop insurance, financing and, ultimately, markets. The collaboration will see ZB providing WFP-supported smallholder farmers with extension support and a sustainable market and source of income for their sorghum production. This will be complimented by support from other partners, including the Ministry of Agriculture, Zambia Agriculture Research Institute, agricultural inputs companies, financial institutions and cooperating NGOs. The collaboration builds on a similar agreement between WFP in the United Republic of Tanzania and Tanzania Breweries Limited (TBL, also an AB InBev subsidiary); both will serve as case studies for the global WFP – AB InBev partnership currently under negotiation. In the United Republic of Tanzania, the WFP–TBL collaboration was established in November 2019 and has yielded its first results. In 2020, the collaboration reached 1,300 smallholder sorghum farmers to increase their productivity and access to market. The farmers were able to supply 3,000 metric tons of sorghum to TBL through a contract farming model at a competitive price, which has never been offered to local farmers prior to this programme. A recent assessment found strong and workable structures of collaboration between tripartite implementing partners (WFP, the Farm to Market Alliance and TBL).
8. The **Regional Bureau for Eastern Africa (RBN)**, in collaboration with the Rockefeller Foundation, are engaging in a project called PP4N (Power of Procurement for Nutrition), which aims to engage and leverage interested governments and development sector organizations in analysing their food procurement and service channels for budget-neutral opportunities to improve meals, menus and diets. Commencing with school feeding activities the goal is to ultimately increase the supply, affordability and consumption of healthy foods by the general population. Robust data analysis, consumer insight, innovation, resourcefulness and close collaboration with local partners and beneficiaries are the core drivers of PP4N. This project is in conjunction with the Rwanda and Burundi country offices. RBN increased its private sector partnerships income from USD 3.2 million in 2019 to USD 5.8 million in 2020 by forging engagements for regional country office activities with existing international partnerships, including Kerry Group, PepsiCo Foundation, UPS and Mastercard. RBN was selected to host the Partnerships Lab, and the presence in Nairobi of the new regional innovation hub and the exceptional synergies which can arise from the collaboration of these two entities can further increase the opportunity for the Partnerships Lab to become a conduit of experimental pilots while strengthening the foundation of the engagement work with the private sector.
9. The **Regional Bureau for Latin America and the Caribbean (RBP)** supported the Peru country office to expand its partnership with Antamina with an additional contribution of USD 5.7 million (a 90 percent increase in funding from 2019). The nine-month project is implemented with the Pan American Health Organization/WHO to ensure a more sustainable and longer-lasting impact for local communities. This partnership in Peru with Antamina has strategic income and impact relevance – and it is seen as a programmatically innovative model to work with the extractive sector and national governments. Developed within an innovative community-centred model, the projects position WFP as an enabler for governments, addressing gaps in government capacities within the regional bureau rather than implementing directly. The relationship with governments was further strengthened through the COVID-19 intervention, especially on emergency response and using digital tools. Through coordinated multi-sectoral and multi-actor work, WFP can improve the management capabilities of state institutions, local authorities, the educational community, families, community members and community organizations. The partnership allows the

Peru country office to generate evidence to scale-up a government capacity-building model and continue positioning WFP as the lead expert in the fight against anaemia and chronic malnutrition.

10. In coordination with PPF's impact team, RBP developed a set of tools for country offices to engage in ideation of innovative projects. These tools were tested in the development of an e-commerce pilot project in El Salvador that is currently being evaluated by Alibaba and eBay as well as by local private sector actors.
11. The regional bureau in Panama increased its year-on-year (2019–2020) private sector partnership income from USD 9.9 million to USD 10.9 million and secured an additional USD 1.9 million in Q4, which was allocated in January 2021 (30 percent growth). The Guatemala country office led a cause-related marketing partnership with Tropigas, which raised USD 643,998 for nutrition programmes in the country. This partnership has the potential to be expanded in Honduras and El Salvador.
12. RBP and WFP USA are deepening their collaboration developing a joint working plan to grow support from United States-based companies with interest in the Latin America and the Caribbean region. These efforts resulted in increased support from existing WFP USA partners that previously supported the region, such as Cargill, Bank of America and the PepsiCo Foundation, as well as attracting investment from new corporate donors to the region, such as ADM and Herbalife. Through strong collaboration in Q4 of 2020, RBP was able to secure contributions for relief efforts following hurricanes Eta and Iota and the COVID-19 response of over USD 1 million. In 2020, successful collaboration between JAWFP and RBP led to support for emergency response in Guatemala and Colombia, supporting WFP's school feeding programmes in Nicaragua and nutrition projects in the Plurinational State of Bolivia. On business development, the region developed a prospect list for high potential income partnerships with philanthropic foundations, corporations and high-net-worth individuals with the aim of pitching impact projects such as an e-commerce pilot with philanthropic foundations and to test innovative business-to-customer models that fundraise at a regional level directly from consumers. Prioritizing key industries that have grown during the pandemic – food delivery, fintech, video streaming and e-commerce – RBP reached 36 new prospects, including The Walt Disney Company Latin America, Ford Foundation, EBANX and Bancolombia with 14 already at the proposal or negotiation stage. **To deliver increased resources from individuals quickly for relief effort following hurricanes Eta and Iota, two initiatives were piloted.** STM launched in November the first regional appeals in Central America in both Spanish and English, successfully reaching the goal of USD 250,000 through the app. Working with the PPF individual giving team, Facebook giving campaigns were tested throughout Q4, including a campaign for hurricane relief efforts in Central America, raising USD 738,669 for the region.

Detailed report

1. This detailed report includes Q4 to report on the full year 2020.

Financial report on income and investment returns for 2020

a) Year-end income report

2. Figure 1 provides a summary of the income received in 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 2020 total USD 161 million of the planned full-year income of USD 128 million and mid-year forecast of USD 140 million.**

Figure 1: Year-to-date income report 2020 to end Q4 (USD million)

Income stream	Income year-to-date 01.01.2020 – 31.12.2020 Registered contributions	2020 Mid-year forecast revision for full-year income 01.01.2020 – 31.12.2020
Partnerships	111	93
Corporations	61	49
Foundations	50	44
Individual giving	35	31
STM	24	23
PPF	11	8
Other	15	16
Total	161	140

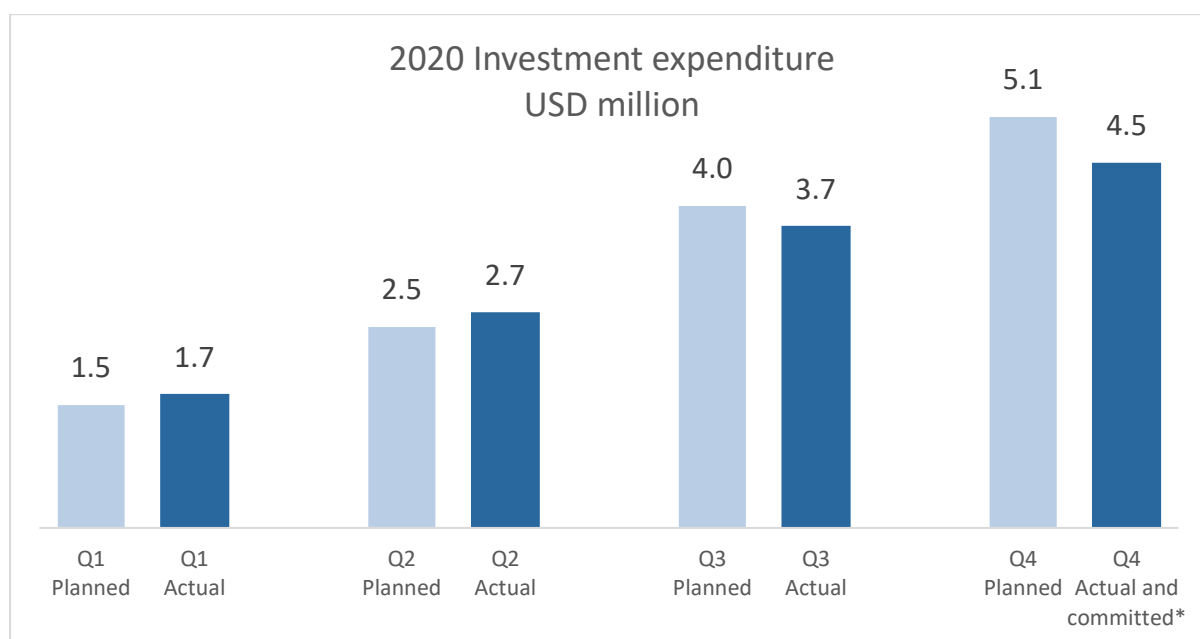
Notes:

- Of the USD 161 million in income, USD 130.8 million was cash and USD 30.6 million in-kind.
- Foundations includes USD 20 million from the United Nations Foundation for the COVID-19 response and non-governmental organization and charity income of USD 19 million.
- Total of USD 161 million includes extraordinary one-off or emergency-related income of USD 61 million. USD 47 million of USD 61 million are funds raised in response to COVID-19.
- Partnerships, Individual Giving and Other full-year income is based on 2020 full year confirmed contributions.
- "Other" mainly includes friends' (WFP USA, JAWFP) individual giving income and unsolicited other individual giving income.

b) Investment allocation report

3. An initial phased allocation of the CCI investment of USD 13.1 million in 2020 is summarized in figure 2. The phasing follows the guidance of the Audit Committee to use a staged approach to investment; it has been updated with the actual expenditures in each quarter. Through the weekly tracking and monthly KPI analysis systems, it is possible to monitor investment allocation usage and performance and to reallocate investment between teams as needed.
4. For Q4 an investment of USD 5 million was approved. This includes USD 2.5 million to STM, USD 2 million to PPF individual giving and USD 0.5 million to JAWFP. Teams expanded investment in Q4 to maximize the seasonal period of giving. In order to maintain high levels of return on advertising spend (ROAS), the total potential investment was not expended and was carried over and utilized in January 2021.

Figure 2: Planned and actual allocation of critical corporate initiative investment in individual giving in 2020 (total USD 13.1 million)



* USD 450,000 was not committed due to a processing delay. USD 900,000 was committed through December and spending levels adjusted to optimize the ROAS. All funds will be expended within the originally set terminal disbursement date.

c) Income and return on investment report

5. By the end of 2020 both STM and PPF individual giving had invested a total of USD 10.2 million and had already generated income of USD 18.8 million from these investments in 2020. This exceeds the required return providing confidence that the organization is already receiving significant additional income from these exceptional investments.
6. The results for revenue and return on investment in Q1, Q2, Q3 and Q4 are summarized in figure 3. Teams had been testing and learning throughout the year to be ready to scale up their activity in Q4 and deliver strong returns at higher volumes. STM and individual giving have continued to achieve an ROAS of 2.1 which is above the target 12-month ROAS of 1.7 for all teams, channels and countries.

Figure 3: Revenue 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 on critical corporate initiative investments including external/friends (USD million)	1.5	1.7	2.5	2.7	4.0	3.7	5.1	4.5
Drawdown on critical corporate initiative for WFP (individual giving and STM) (USD million)	1.5	1.7	2.5	2.7	2.1	1.84	4.6	4.0
Income from new supporters acquired in 2020 by quarter on the drawdown for WFP (individual giving and STM) (USD million)		1.9		5.1		4.7		7.1
Projected 12-month ROAS (digital individual giving and STM)	2.1	2.66	2.1	2.65	2.1	1.99	2.1	2.1

7. Figure 4 shows the total investment in 2020 including friends organizations and individual giving, STM, JAWFP and WFP USA together invested USD 12.6 million of the USD 13.1 million. They returned 2.0 exceeding the strategy KPI of ROAS of 1.7, which is the average across all channels and countries for all teams. The teams of individual giving and STM combined invested USD 10.2 million, or 78 percent of the total investment available. Together these two teams recruited 84 percent of the annual target number of regular supporters and more than 200 percent of the target number of one-off supporters therefore exceeding both targets for total new supporters recruited as a result of the investments.
8. There are some key differences in these two models. STM primarily attracts a large number of supporters who make multiple micro donations (shared meals). This is evident in the different average donation level of one-off supporters. STM's one-off supporters give an average donation of USD 13.41, whereas individual giving attracts one-off supporters giving an average of USD 43.32. For regular supporters, STM achieves USD 18.90 a month on average and individual giving USD 25.85 a month which, for both teams, is considerably higher than the target of USD 16 a month. All teams are focused on optimizing the retention of these new supporters as their donations in future years will deliver the sustainable income set out in the model approved by the Executive Board.
9. In addition, the individual giving team recognized that the programme was also attracting higher level supporters and has been actively developing more personalized communications and relationships with these donors. In 2020, 22 percent of total income came from less than 1 percent of the total supporters (941 people), each donating more than USD 1,000. The profile of new supporters in 2020 shows that 85 percent made donations under USD 50 and contributed 39 percent of total income, while all supporters donating between USD 100 and USD 1,000 contributed 45 percent of the total, and the highest value supporters contributing more than USD 1,000 each contributed 16 percent of the total income from new supporters. individual giving recruited 574 people donating more than USD 1,000 each in 2020, including two supporters who together donated USD 245,593.

Figure 4: Q1–Q4 results from investment in new supporter acquisition

	Planned vs actual KPIs		
	2020 planned	2020 actual	% of 2020 target
Investment expenditure phasing including external/friends (<i>USD million</i>)	13.1	12.6*	96
Investment expenditure WFP (individual giving and STM only) (<i>USD million</i>)	10.7	10.2	95
Total new regular supporters	70 000	58 638	84
Total new one-off supporters	160 000	373 204	233
Total cost per acquisition – regular (<i>USD</i>)	117	86	73
Total cost per acquisition - one-off (<i>USD</i>)	30	11	36
ROAS (projected 12 month) average digital (individual giving and STM only)	2.1	2.36	112
ROAS (projected 12 month) – estimate across all teams and all channels (Individual giving, STM, JAWFP, WFP USA)	1.7	2.0**	118
Average donation at POA – regular (<i>USD</i>)	16	21.33	133
Average donation at POA - one-off (<i>USD</i>)	50	21.25	42

* Includes USD 2.4 million investment into WFP USA and JAWFP.

** Estimate based on results from activities in the United States of America and Japan (face-to-face and digital).

Abbreviation: POA = *point of acquisition*

In 2020 almost 850,000 people made donations to WFP and close to 700,000 new supporters made donations in 2020.

10. Figure 5a summarizes the 42 countries of origin that account for 88 percent of all supporters who made donations through the programmes of STM, individual giving, JAWFP and WFP USA. This includes all countries with more than 3,000 supporters donating in 2020. Both STM and individual giving fundraise across multiple markets, and in 2020 STM recorded donations from 232 countries, territories or areas of geographic interest (assigned International Organization for Standardization codes), and individual giving, from 216.
11. Figure 5b summarizes the 34 countries of origin that account for 84 percent of all new supporters in 2020 who made their first donation to WFP. All countries where more than 3,000 new supporters were recruited are included. This is a combination of the supporters recruited as a result of paid advertising as well as people who come to WFP organically, for example, after searching on the internet. This accounts for the new supporters to STM from the United Kingdom of Great Britain and Northern Ireland in 2020 as there was no paid advertising targeted in the United Kingdom. These were largely a result of STM's Ramadan campaign reaching audiences through a viral promotion, which means that it was quickly spread and popularized through social media.

Figure 5a: Summary of countries of origin of all individual supporters to WFP in 2020

	Country	Active individual supporters in 2020			
		STM	Individual giving	Friends	Total
1	United States of America	27 500	666	83 180	111 346
2	United Kingdom	73 313	5 099		78 412
3	Germany	60 884	7 978		68 862
4	Japan	4 739	5	63 998	68 742
5	France	46 365	6 226		52 591
6	United Arab Emirates	35 899	3 682		39 581
7	Canada	16 622	14 310		30 932
8	Singapore	20 962	4 507		25 469
9	Russian Federation	17 206	1 054		18 260
10	Australia	7 713	9 538		17 251
11	Romania	13 983	3 042		17 025
12	Saudi Arabia	15 759	622		16 381
13	India	4 857	10 025		14 882
14	Oman	13 467	257		13 724
15	Italy	11 358	601		11 959
16	Portugal	6 263	3 690		9 953
17	Switzerland	6 333	2 420		8 753
18	Ukraine	7 779	909		8 688
19	Sweden	6 250	2 283		8 533
20	Netherlands	4 628	3 786		8 414
21	Ireland	3 478	4 306		7 784
22	Austria	5 986	1 608		7 594
23	Malaysia	4 745	2 805		7 550
24	Turkey	5 770	1 564		7 334
25	Poland	5 803	1 317		7 120
26	Belgium	4 219	2 532		6 751
27	Mexico	2 793	3 305		6 098
28	Norway	4 118	1 898		6 016
29	Kuwait	4 930	415		5 345
30	Spain	2 143	3 073		5 216
31	Philippines	3 147	1 645		4 792
32	Greece	2 335	2 437		4 772
33	Kazakhstan	4 120	370		4 490
34	Czechia	2 945	1 088		4 033

	Country	Active individual supporters in 2020			
		STM	Individual giving	Friends	Total
35	Brazil	3 111	885		3 996
36	Denmark	3 039	957		3 996
37	Egypt	3 224	544		3 768
38	Finland	2 601	1 104		3 705
39	Israel	2 427	1 101		3 528
40	Hungary	2 349	1 132		3 481
41	Croatia	2 112	1124		3 236
42	South Africa	1 628	1552		3 180
	Total markets above	478 903	117 462	147 178	743 543
	% of total all markets	86	81	100	88
	Total all markets	554 770	145 365	147 178	847 313

Figure 5b: Summary of countries of origin of all new supporters to WFP in 2020

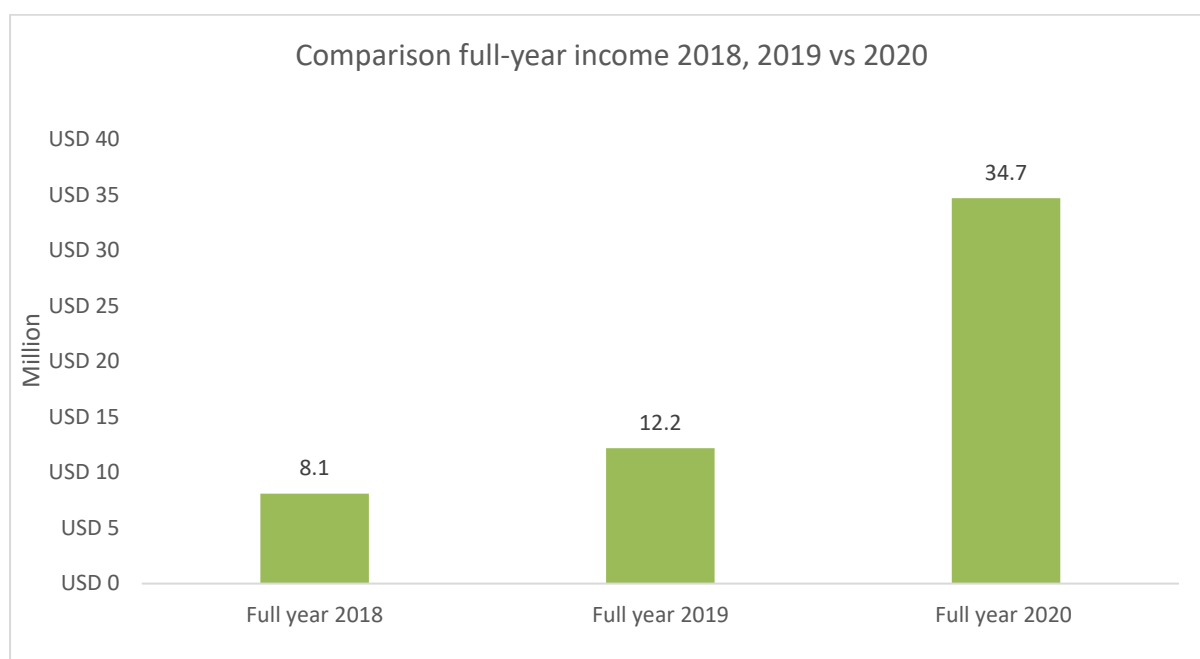
	Country	New individual supporters in 2020			
		STM	Individual giving	Friends	Total
1	United States of America	21 430	524	66 955	88 909
2	United Kingdom	63 172	3 510		66 682
3	Germany	41 948	7 467		49 415
4	France	39 340	5 884		45 224
5	United Arab Emirates	32 147	3 274		35 421
6	Japan	3 451	0	31 473	34 924
7	Canada	15 033	12 003		27 036
8	Singapore	16 725	4 096		20 821
9	Romania	13 737	2 866		16 603
10	Russian Federation	14 982	1 016		15 998
11	Australia	6 919	8 877		15 796
12	India	9 485	4 628		14 113
13	Oman	13 277	235		13 512
14	Saudi Arabia	13 619	559		14 178
15	Portugal	5 901	3 407		9 308
16	Italy	8 752	480		9 232
17	Ukraine	7 626	896		8 522
18	Switzerland	5 245	2 154		7 399
19	Sweden	5 184	2 077		7 261

	Country	New individual supporters in 2020			
		STM	Individual giving	Friends	Total
20	Netherlands	3 845	3 239		7 084
21	Ireland	2 673	4 031		6 704
22	Malaysia	3 856	2 630		6 486
23	Belgium	3 712	2 299		6 011
24	Poland	5 653	1 237		6 890
25	Turkey	5 260	1 468		6 728
26	Austria	4 956	1 449		6 405
27	Mexico	2 706	3 266		5 972
28	Norway	3 431	1 787		5 218
29	Kuwait	4 799	371		5 170
30	Spain	1 780	2 857		4 637
31	Philippines	3 089	1 598		4 687
32	Kazakhstan	4 045	352		4 397
33	Viet Nam	2 952	990		3 942
34	Brazil	2 873	846		3 719
	Total markets above	393 603	92 373	98 428	584 404
	% of total all markets	84	70	100	84
	Total all markets	469 039	131 252	98 428	698 719

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

12. The Executive Board approved investments in PPF individual giving and STM are delivering significant year-on-year growth for both teams. Figure 6 shows income for 2020 compared with performance in 2019 and 2018.
13. With increased investments in 2020, STM has more than doubled income in 2020 compared to the total raised in 2019 (USD 23.5 million in 2020 compared to USD 8.5 million in 2019). PPF individual giving team has more than trebled income raising USD 11.2 million in 2020 compared to USD 3.7 million in 2019.

Figure 6: Total income from individual giving (PPF individual giving and STM) in 2018, 2019 and 2020



2018, 2019, 2020 confirmed contributions according to WINGS data as of financial closure.




14. Within private sector programmes, individual giving is the leading source of flexible funds. The growth in income from individual giving across individual giving PPF and STM teams, JAWFP and WFP USA in 2020 is now providing valuable flexible funds for WFP. Figure 7 summarizes 2020 income allocations. Across all teams this averaged at 53 percent or USD 27 million of restricted funding and 47 percent or USD 24 million of flexible funds.

Figure 7: Multilateral - Restricted and flexible funding

Overall	Restricted (USD million)	Ratio of restricted	Flexible (USD million)	Ratio of flexible	Total (USD million)
Total	27	53%	24	47%	50



Summary of Q4 activities for implementing the private sector partnerships and fundraising 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.


	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

- 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 Q4	
1.	Plan and prioritize the portfolio of existing partnerships and build the pipeline of prospective and priority new partners	<ul style="list-style-type: none"> At the end of 2020, WFP managed a portfolio of 20 global 'technical' partnerships delivering impact for the organization. During 2021, eight existing partnerships will be renewed/restructured with a target of securing three new global partnerships. To support business development in 2021, extensive consultations with headquarters divisions and units took place in 2020 and the focus now is to develop unit-level road maps by mid-2021 to start proactive business development to meet the identified needs. 	
2.	Restructure existing human resources and establish a dedicated team with skills and expertise in technical impact partnerships	<ul style="list-style-type: none"> During 2020 the technical team doubled their capacity from 2019 from four to eight positions. Recruitment for the remaining vacant position will be finalized in Q1 2021, adding a consultant with experience in programme, impact investment and country offices to support priority workstreams including technical unit engagement and the impact assessment work. Experiences and lessons learned shared by members deployed on temporary field assignments or to technical units across WFP informed a joint event with the Partnerships and Advocacy Department staffing coordinator and discussions in the division to leverage the experience and learnings across PPF. 	

	Action	Progress in Q4	
3.	Increase staff capacity in regional bureaux with a view to strengthening support for country offices and tailoring such support to the potential and needs of country offices based on their country strategic plans	<ul style="list-style-type: none"> • New partnership managers were assigned to the regional bureaux in Dakar and Johannesburg. Their onboarding in Q1 2021 will complete the process for all regions to have dedicated capacity. • Senior engagement with regional bureaux continued with conversations with regional directors led by PPF Deputy Director to inform 2021 plans for increased and optimized regional bureaux' engagement. Key activations in 2021 will focus on helping raise the visibility of regional/field work, identifying each regional bureau's priority needs and providing them with the most appropriate support, finding the most useful coordination mechanisms to strengthen headquarters-regional bureau-country office relationship and ensure two-way exchange and communication. 	
4.	Create a dedicated "Partnerships Lab" for synthesizing knowledge and sharing best practices and locate it in one of the regional bureaux	<ul style="list-style-type: none"> • Following a pitch process open to all regional bureaux launched in Q3 and the subsequent assessment of proposals submitted by four interested regions, in Q4 the location for the Partnerships Lab was identified as the Regional Bureau Nairobi. • Recruitment process for Partnerships Lab Manager position was launched in Q4. The process will continue through Q1 2021 to identify the best candidate for this strategic role to lead engagement with all six regional bureaux, leveraging the role of the community of practitioners and boosting coordination and best practices sharing. • A dedicated knowledge portal for practitioners in regional bureaux and country offices was launched in Q4 providing easy access to key guidelines and best practices on private sector engagement and is foundational to the future Partnerships Lab. 	
5.	Establish a global services team focused on key support functions such as impact reporting, communications and partner visibility, knowledge management and contracting for global, regional bureau and country office needs	<ul style="list-style-type: none"> • In the global services team, the planned recruitment of two new consultants was completed to reinforce PPF's servicing capacities in the areas of communications and knowledge management. • New functionalities were implemented in salesforce for status reports and stewardship plans for WFP's partners contributing over USD 250,000 per year • Guidelines on contracting available on WFPgo were updated and all legal agreement templates are accessible through the new dedicated knowledge portal for practitioners in regional bureaux and country offices. • Guidelines on reporting to private sector partners have been developed for WFPgo. Specific guidance was developed in the annual country report manual to highlight private sector partners, with training delivered to regional bureaux through the Corporate Planning and Performance Division within the Resource Management Department. 	
6.	Develop a method for assessing the impacts of partnerships against the PSPF strategy goals	<ul style="list-style-type: none"> • In line with the scope of work and project plan developed in Q3, stage one of the impact assessment framework project began in Q4 with an internal review. Collection of internal insights will result in a series of recommendations guiding the work of the external consultancy which will lead the framework development phase. Procurement of the external consultancy will be finalized in Q1 2021. • A governance structure was also developed in Q4 to guide the project, including the establishment of advisory and leadership groups with participation of relevant divisions in WFP (e.g. INK, PPR, SCO, STR, TEC), regional bureaux and country offices. 	




	Action	Progress in Q4	
7.	Update risk management policies and processes for engagement with the private sector	<ul style="list-style-type: none"> • Guidelines on due diligence and the new private sector country office activity clearance process tailored for WFPgo were updated in Q4 pending approval from WFP's Legal Office. • A process was developed with the Legal Office to identify and manage organizational conflicts of interest in relation to private sector partnerships and fundraising. Related tools and guidance will be refined and implemented in 2021. • In anticipation of the issuance of the new guidelines on cooperation with the private sector, developed in 2020 and expected to be signed off by WFP leadership early 2021, PPF is working with the Legal Office on the development of practical guidance on the implementation of the guidelines for private sector staff at headquarters and regional bureau level. 	

INCOME – Pillar 2

	Action	Progress in Q4	
1.	Review the portfolio of income partnerships, grow existing partnerships and deliver new partnerships	<ul style="list-style-type: none"> • At the end of Q4, a total of USD 111 million was secured from partners in 2020. • Q4 focused on partnership planning, growth strategies, communications planning and forecasting. Renewal discussions are progressing with Balenciaga, Tilda and United Nations Association of Sweden, focusing on growth opportunities. • The new business development strategy was approved with a focus on achieving high-value, long-term cash partnerships. In 2021, the team will continue to build and embed this strategy to harness both technical and cash investment and build a robust pipeline of potential new partners. <p><i>Updates on JAWFP and WFP USA are provided in the report.</i></p>	●
2.	Restructure existing resources and build teams with the required capacity and expertise in private sector fundraising, augmented with flexible and virtual resources	<ul style="list-style-type: none"> • At the end of 2020, the income team has grown to 11 staff (two on maternity leave) with three positions currently under recruitment. • Following an unsuccessful recruitment in 2020 for the Head of Corporate Fundraising to lead the restructured income-generation team, this is under recruitment in Q1 2021. • The business development function was not resourced in Q4 2020 due to maternity leave with new resource due to start in Q1 2021. <p><i>Amber status as the recruitment of the P-4 Head of Corporate Fundraising was unsuccessful and as there has been no business development resource for the majority of Q4 which has impacted the ability to continue to embed the new function and build a pipeline. A new consultant begins in Q1 2021.</i></p>	●
3.	Create specialized foundations team	<ul style="list-style-type: none"> • Head of Foundations identified in Q4 through the newly created partnership FIT pool for the Partnerships and Advocacy Department (a pipeline of qualified professionals ready to fill international partnership roles where needed). Onboarding will be in Q1 2021. A junior consultant was also recruited in Q4. • WFP is at the stage of final proposal revisions with a major global foundation for a multi-year, multi-million-dollar investment. • Initiated discussions with a high-net-worth individual on a landmark contribution to Yemen operations through a new foundation in Q1 2021. • Reset of a lapsed relationship with the Howard G. Buffett Foundation through a new grant to support displaced families in Colombia and plans for 2021. <p><i>Amber status as the Head of Foundations will be onboarded in Q1 2021. The team is expected to be up to planned capacity by the beginning of Q1 2021.</i></p>	●
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"> • In November 2020, PPF provided input to the United Nations Global Compact's consultation process for its new strategy 2021–2023, including through participation in an inter-agency focus group discussion as a valued partner. • Planning is under way for collaboration with FAO and IFAD for the 2021 United Nations food systems summit. 	●
5.	Align with Friends organizations	<ul style="list-style-type: none"> • WFP successfully moved the financial flow from a number of partners based in the United States of America to WFP USA. A collaboration framework document that will outline future roles and responsibilities for the WFP USA and PPF teams is being developed. 	●

	Action	Progress in Q4	
6.	Scale up supporter acquisition by the PPF individual giving and STM teams through increased investment, and test new channels for diversification of the portfolio	<ul style="list-style-type: none"> In Q4 both PPF individual giving and STM teams invested at the highest level by quarter as planned as results are typically higher at this giving time of year in many countries. PPF individual giving and STM teams continued to exceed the strategy KPIs for the investment and have ended 2020 strongly. They have exceeded the total number of new supporters recruited, the in-year income targets and started 2021 with a solid base of regular givers and one-off givers. They tested new activities and channel diversification to be ready to scale up further in 2021. Testing will continue in 2021. 	
7.	Make continuous improvements to infrastructure (customer relationship management) and technology to deliver a "best-in-class" supporter experience	<ul style="list-style-type: none"> The PPF individual giving team successfully deployed for the first time a multi-channel end-of-year campaign. This approach drove nearly three times the amount of revenue in 2019 and secured several significant lessons to deliver loyalty and value from supporters The PPF individual giving team introduced a series of initiatives into the end-of-year campaign to existing supporters that dramatically improved revenue generation and supporter experience. These included introducing a more robust segmentation, communication channels such as phone and SMS, and tests to improve performance of email. Supporters in 160 countries were called as part of this activity. 	
8.	Integrated individual fundraising team bringing together STM and PPF individual giving teams	<ul style="list-style-type: none"> In anticipation of the transition of STM from INK to PPF in early 2021, the directors of PPF and INK worked together to prepare for this change. In Q4 2020 STM participated in divisional plans and presented their annual plan for 2021 to PPF. 	
9.	Establish financial management systems to support investment in the expansion of individual giving	<ul style="list-style-type: none"> In Q4 the PPF finance team coordinated a review with all relevant teams of the investment tracker and KPIs to implement changes in early 2021 including preparing with teams to add the additional metrics required to track the longer-term return (24 months). The PPF finance team has been carefully monitoring the retention from donations in 2020 to validate the model underpinning the strategy. 	
10.	Build the WFP brand in ways that support the growth of private sector engagement and individual giving	<ul style="list-style-type: none"> In Q4 CAM completed work on phase one of the wfp.org website refresh. PPF has worked with CAM on this project and further bespoke individual giving work and stakeholder mapping will be done in Q1 2021. In Q4 CAM Creative Studio coordinated with PPF and country offices to deliver content packages to support individual outreach, including briefing, processing and packaging integrated cases studies for the end-of-year appeals and creating supporter multimedia asset packages. The Image Guidelines framework for WFP's external communications was finalized to be rolled out across the organization in Q1 2021. 	

INNOVATION – Pillar 3

	Action	Progress in Q4	
1.	Coordinate WFP's approach to innovation with the technology industry	<ul style="list-style-type: none"> Following DBTC's request to PPF and TEC to develop a recommendation for an organizational governance structure/processes to achieve greater cohesion around WFP's approach to partnerships with the technology industry, PPF and TEC proposed the establishment of a TIE committee. Terms of reference for the new TIE committee have been prepared and will be presented to the DBTC for endorsement in Q1 2021 after which the Secretariat for the TIE committee will be established and the first meeting held. 	
2.	Pursue opportunities related to STM partnerships and Islamic social financing	<ul style="list-style-type: none"> STM team's partnership with Delivery Hero donations of approximately USD 140,000 in five countries and an additional corporate donation of USD 35,000. This has also led to additional donor awareness through In-App teams and direct donations to STM. In 2021 Delivery Hero is planning to onboard further countries to eventually cover over 20 markets. STM team was able to secure an endorsement for the collection and distribution of <i>zakat</i> donations from a German/Turkish Scholar and is now working on further markets and endorsement. A first pilot STM campaign to collect <i>zakat</i> (a form of almsgiving treated in Islam as a religious obligation or tax) within Germany will be tested during Ramadan 2021. 	
3.	Explore innovation and innovative finance opportunities	<ul style="list-style-type: none"> WFP participated in the Global Open Innovation Challenge for Fundraising, a crowdsourcing of innovative ideas and proven concepts to reimagine the future of private sector fundraising. Concepts will be tested in 2021. WFP is continuing to meet with peer organizations to create the Reimagining Fundraising Manifesto and continue this collaboration in 2021. STM team has started to explore potentials from other innovative financing mechanisms and flows. 	

Reporting in 2021

- Reporting to the Executive Board will change in 2021 following feedback and consultations after the 2020 Q3 report. In 2021, four quarterly reports will be issued that will summarize financial and investment performance year-to-date. A full report will be provided at the mid-year point on progress in the first six months across all areas of the strategy. A full year report will also be provided at the end of the year summarizing the progress at the end of the second year of the PSPF strategy. To compliment the reports, interactive workshops will be delivered for the Executive Board in July on impact and field engagement and in November on individual giving ahead of the approval for the final tranche of the CCI-funded investments at the management plan sessions.

Acronyms

CAM	Communications, Advocacy and Marketing Division
CCI	critical corporate initiative
INK	Innovation and Knowledge Management Division
JAWFP	Japan Association for WFP
KPI	key performance indicator
PPF	Private Partnerships and Fundraising Division
PPR	Public Partnerships and Resourcing Division
PSPF	private sector partnerships and fundraising
Q1/Q2/Q3/Q4	first/second/third/fourth quarter
ROAS	return on advertising spend
SCO	Supply Chain Operations Division
STM	ShareTheMeal
STR	Strategic Partnerships Division
TEC	Technology Division
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization