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Mid-term Evaluation of WFP's Private Sector Partnerships and Fundraising Strategy 2020-2025

Volume II: Annexes



May 2024

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Annex 1. Evaluation TOR



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Mid-term Evaluation of WFP's Private Sector Partnerships and Fundraising Strategy 2020- 2025

Decentralized Evaluation Terms of Reference

WFP Private Partnerships & Fundraising Division (PPF)



December 2022

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1. Background

1.1. INTRODUCTION

1. These Terms of Reference (TOR) are for the mid-term evaluation of WFP's Private Partnerships and Fundraising Strategy 2020-2025 (PSPF Strategy). As the PSPF Strategy is nearing the end of its full third year of implementation (end of 2022), the evaluation is commissioned by WFP's Private Partnerships and Fundraising (PPF) division to assess progress over the first half of the Strategy period.
2. This independent evaluation will cover the private sector partnership and fundraising activities from January 2020 to December 2022. The activities under review, broadly, are partnerships and fundraising with the private sector – which includes the business sector and foundations at global and local level, and individuals – as set out in the PSPF Strategy. The geographic scope is global, as partnerships with major business sector and foundation partners are managed from a central, headquarters (Rome and New York) team, and all individual fundraising is centrally managed. The global scope is reinforced through activity led by focal points in all six WFP Regional Bureaux (RBx), who are charged with supporting WFP Country Offices (COs) to develop local-level private sector engagement, while working with HQ-based teams to secure fundraising opportunities for COs. The estimated period of the evaluation is six months from inception through completion, to take place from February through August 2023.
3. The PSPF Strategy vision is to transform how WFP works with businesses and other actors – particularly at the local level – to save more lives and change more lives. It is built on three interrelated and mutually supporting pillars: (i) impact – forming best-in-class technical partnerships with the private sector to increase local level impact; (ii) income – developing a sustainable stream of flexible income through an individual giving approach using a centrally managed new digital based programme, as well as increasing contributions from business and foundations; and (iii) innovation – exploring new technology and new ways of working to find innovative and collaborative solutions for the people WFP serves and support impact and income activities and goals.
4. These terms of reference (ToR) were prepared by the WFP Private Partnerships and Fundraising (PPF) division based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

2. Reasons for the Evaluation

2.1. RATIONALE

5. WFP is currently halfway through the PSPF Strategy implementation period, with almost three years of the six-year period completed. While WFP has been engaging with the private sector since its first partnership with logistics company TNT in 2002, the PSPF Strategy represented a bold new approach to engaging with the business sector, foundations, and individuals globally to raise funds and increase impact in support of WFP's programmes and operations.

6. At this time, WFP is keen to assess progress against the six-year targets in the Strategy, being implemented by the PPF division based in HQ and with activities also managed at Regional Bureau level. Results from this independent evaluation should clearly assess progress against targets articulated in the body of the Strategy document, and the extent to which the path taken to achieve those targets to date is in line with original assumptions at the time of Strategy development in 2019. Conducting this exercise at this time will also provide PPF management with time to course-correct within the strategy period, in the remaining three years. The evaluation will also inform WFP's eventual direction for private sector engagement, beyond 2025.
7. Results of this evaluation will also be used by PPF for engagement with WFP's Executive Board, which has been a critical stakeholder in adopting and approving the PSPF Strategy since 2019, and monitoring its progress over the past years.
8. The evaluation is also an opportunity for PPF to engage with the broader organization, both showcasing successes of WFP's private sector engagement in collaboration with other divisions and across regions, and identifying opportunities for further engagement, learning, and course correction.

2.2. OBJECTIVES

9. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning. Given that this evaluation will take place at the mid-term of the Strategy period, learning is vital to inform any course-correction needed. This evaluation aims to achieve the following objectives:

Accountability

- Assess activities implemented under the PSPF strategy, thus fostering accountability to partners as well as to the wider humanitarian community.
- Identify key enabling partners such as other WFP units, Friends organizations and others, who have been instrumental in PSPF Strategy success to-date, in order to gain buy-in for further collaboration over the remaining Strategy period.
- Help WFP better understand what has worked in the implementation of the PSPF strategy so far, identify possible improvements, and derive good practices and lessons to drive the next phase of the strategy. In particular, help key stakeholders such as technical units to understand the value of investing in private sector engagement, for success in delivering on second half of the PSPF Strategy period.

Learning

- Be a rigorous and impartial exercise, to produce findings and lessons that can be used by management to understand the progress in the implementation of the Strategy.
- Examine results generated through the PSPF strategy, and utilisation of resources to drive results in terms of income raised, as well as impact for WFP operations and beneficiaries.
- Produce action-oriented learnings to inform decision-making, which can act as tool for course correction in the implementation of the next phase of the strategy from an organizational point of view.
- Findings will be actively used to engage with the Executive Board through standard reports, briefing meetings and/or informal sessions.

2.3. STAKEHOLDER ANALYSIS

10. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and will play a role in the evaluation process. Table 3 below provides a preliminary stakeholder analysis, which will be deepened by the evaluation team as part of the Inception phase.

Table 1: Preliminary Stakeholders' Analysis

Stakeholders	Interest in Evaluation and likely uses of evaluation report
Internal Stakeholders	
PPF Team Leads	<p>The PPF team leads have been instrumental in executing the partnership and fundraising activities under the PSPF Strategy.</p> <p>The findings of the evaluation will be of interest to them in understanding the utilisation of their teams' resources to obtain results and achieve goals. The findings are expected to be conducive to measure efficiency of their teams through the period of the strategy and to implement informed decision-making for the rest of the strategy period. The findings will also aid in formulating ways to accomplish objectives through integration of different WFP divisions and teams.</p>
WFP Leadership Group	<p>The Leadership Group is a decision-making body at the highest level of the organization responsible for setting strategic direction and the framework for decision making in accordance with WFP's mandate. It is comprised of the Deputy Executive Directors, overseeing all operational divisions of WFP.</p> <p>Findings of this evaluation will be shared with the Leadership Group.</p>
WFP Executive Board	<p>The WFP governing body has an interest in being informed about the effectiveness of WFP operations.</p> <p>The findings will feed into annual reports, corporate learning processes and informal sessions for continued engagement with the EB.</p>
WFP Regional Bureaux (RBx)	<p>Responsible for both oversight of COs and strategic and technical guidance and support, the RBx have an interest in an impartial account of operational performance. Within the context of the PSPF Strategy, they have an interest in engaging the private sector to advance objectives in CO's Country Strategic Plans (CSPs).</p> <p>The RBx will use the findings to formulate investment cases and further strengthen their comprehensive support to increasing CO engagement with the private sector, for the next phase of the PSPF Strategy.</p>
WFP Country Offices (COs)	<p>Responsible for country-level planning and implementation of operations, some COs might engage with the private sector for fundraising (locally and working with their respective Regional Bureau and PPF HQ), as well as partnerships for impact and income. Private</p>

	<p>sector engagement is not obligatory for all COs, and should be driven by needs-based assessments.</p> <p>The COs have a direct stake in the evaluation and an interest in learning from experience to inform decision-making and private sector engagement strategies to drive results in their CSPs and capture the evaluation recommendations in future Partnerships Action Plans (PAPs).</p>
WFP Global Offices	<p>WFP's Global Offices are located in the capitals of key WFP donor countries, and are responsible for outreach and advocacy on behalf of WFP in their respective markets. Global Offices in Tokyo and Dubai have been active in WFP's private sector engagement since before the PSPF Strategy 2020-2025.</p> <p>Findings from this evaluation can help PPF to improve coherence and effectiveness in working with Global Offices to advance private sector partnership and fundraising goals in these markets.</p>
WFP HQ technical units	<p>WFP HQ technical units are responsible for issuing and overseeing the rollout of normative policies, strategies and guidance related to their specific thematic areas. They also have an interest in the lessons that emerge from evaluations. The relevant HQ units (for e.g., Communication and Marketing (CAM), Legal Office Team, PPR Operational Support Unit) should be consulted to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.</p> <p>Findings of the evaluation can be used to help technical units to understand the value of investing in private sector engagement, for success in delivering on second half of the PSPF Strategy period.</p>
WFP Friends organizations	<p>WFP Friends organizations in the United States (WFP USA), Japan (JAWFP) and Italy (Comitato Italiano per il World Food Programme, <i>Comitato</i>) are locally-registered charities working to raise funds and awareness in support of WFP in their respective markets. They are also responsible for private sector partnership and fundraising activities in those countries, engaging in partnerships with their respective business sectors and fundraising from individuals in those markets, while working closely with PPF to ensure alignment of strategic priorities.</p> <p>Findings from this evaluation can help PPF to improve coherence and effectiveness in working with Friends organizations to advance private sector partnership and fundraising goals.</p>
Office of Evaluation	<p>OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy. OEV is the primary provider of technical backstopping for this HQ-commissioned decentralised evaluation.</p>
External Stakeholders	
A selection of corporate,	<p>WFP operations are supported by corporate, foundation, philanthropy and high value individual partners. They have an interest in knowing</p>

foundation, philanthropy and high value individual partners.	whether their support have had an impact on WFP's operations and whether their contributions have helped further amplify this impact.
Individual supporters	All private individuals who make contributions to WFP, whether as regular or one-off supporters, have an interest in knowing that their funds are allocated to programmes as described in appeals, as well as the impact of restricted and unrestricted funds. Although the evaluation and its findings should be an internal exercise, it will ideally produce learnings that contribute to transparency and accountability to individual supporters coming from the general public.
Beneficiaries of WFP's programmes and operations	WFP's private sector engagement has the ultimate goal of raising income and delivering impact for the people served by WFP programmes and operations – men, women, boys and girls. Through partnerships and fundraising, WFP generates much-needed funding – especially flexible funds, predominantly raised from individuals – which can be used to support the organization's greatest needs. In addition to funds, the technology and technical expertise of WFP's private sector partners can be offered as in-kind support to increase the efficiency and effectiveness of WFP CO operations, ultimately helping reach more people. The findings of this evaluation should generate learnings on how partnerships with and fundraising from the private sector can deliver more impact and income for the people WFP serves.

3. Context and Subject of the Evaluation

3.1. CONTEXT

11. The PSPF Strategy was developed in 2019. At that time, after over a decade of decline, hunger was on the rise globally, compounded by factors including climate change and conflict. In 2019 more than 820 million people in the world suffered from chronic hunger¹ and 113 million people suffered from acute food insecurity.² Faced with these challenges, WFP redoubled its efforts to help reset a trajectory towards zero hunger. Despite having reached 90 million people in 2018, the gap between WFP's reach and the world's needs remains large.
12. In the years since the PSPF Strategy was developed, multiple overlapping global crises have caused world hunger to rise. It is estimated that between 702 and 828 million people were affected by hunger in 2021; after remaining relatively unchanged since 2015, the prevalence of undernourishment (PoU) jumped from 8.0 to 9.3 percent from 2019 to 2020, rising further to 9.8 percent in 2021.³ Around 2.3 billion people in the world, or nearly 30 percent of the

¹ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2018*. <http://www.fao.org/3/i9553en/i9553en.pdf>. In this report it is acknowledged that experiences of hunger, food insecurity and malnutrition are varied, with inequalities in relation to matters such as gender and disability underpinning vulnerability.

² Food Security Information Network. 2019. *2019 Global Report on Food Crises*. https://docs.wfp.org/api/documents/WFP-0000104035/download/?_ga=2.58447468.711321890.1565442307-786793058.1562316348.

³ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2022*. <https://www.fao.org/publications/sofi/2022/en/>.

global population, were moderately or severely food insecure in 2021. This is an increase of more than 350 million people compared to 2019, the year before the COVID-19 pandemic unfolded. Additionally, the prevalence of severe food insecurity increased from 9.3 percent in 2019 to 11.7 percent in 2021 – the equivalent of 207 million more people in two years. Furthermore, the gender gap in food insecurity that grew during the COVID-19 pandemic has widened even further: in 2021, 31.9 percent of women worldwide were moderately or severely food insecure compared to 27.6 percent of men, a gap of more than 4 percentage points. This represents an increase from the gap of 3 percentage points in 2020 and 1.7 percentage points in 2019.

13. While the world's needs continue to increase, the rationale behind development of the ambitious PSPF Strategy remains, and is even more relevant. Developed in 2019, the vision of the PSPF Strategy 2020-2025 is to transform how WFP works with businesses and other actors – particularly at the local level – in order to save more lives and change more lives through increased income, and deepened impact. In alignment with the five guiding principles for WFP's private sector engagement as set out in the Strategy, this Strategy situates WFP's effort to expand partnerships and fundraising within the broader context of collaboration with the business sector and with the United Nations System in support of SDG 2 and related goals.⁴
14. At the time of development in 2019, the PSPF Strategy was created within the context of WFP Strategic Plan (2017–2021), and aimed to contribute towards advancing Strategic Objective 5, *Partner for SDG Results*, and Strategic Results 7 and 8, which addressed the need for diversified resourcing and partnerships that share knowledge, expertise and technology. It was built on the WFP Corporate Partnership Strategy (2014–2017), which noted that the private sector can make contributions in four types of partnerships: resource, knowledge, advocacy and capability.
15. The PSPF Strategy was also built on WFP's previous private sector engagement (WFP's first engagement with the private sector dates back to 2002), recommendations from the WFP's 2012 evaluation of 2008 private-sector partnership and fundraising strategy, and feedback from stakeholders. The Strategy is informed by a 2017-2018 report by the Multilateral Organization Performance Assessment Network, which concluded that WFP's approach to partnership "with the private sector lack[ed] a coherent approach and strategy" at time of evaluation.⁵
16. The Strategy is informed by extensive internal and external data analyses, sector benchmarking, confidential interviews with private sector partners and consultations with the Executive Board, key headquarters-based functions, at least two Global Offices (Tokyo and Dubai), all regional bureaux and a range of WFP country offices. Leading experts who have held senior positions in United Nations agencies and non-governmental organizations (NGOs) were also involved in developing the strategy, as were peer agencies such as the United Nations Children's Fund and the Office of the United Nations High Commissioner for Refugees and NGOs in Germany, Spain and the Republic of Korea.

⁴ Joint Inspection Unit, *The United Nations System – Private Sector Partnership Arrangements in the Context of the 2030 Agenda for Sustainable Development*, JIU/REP/2017/8. Geneva 2017. "Such a need is not only dictated by the authority of the 2030 Agenda but is also an expression of the changes in the conditions for global collective action and the rise of non-governmental emerging powers, which are able to act more swiftly than multilateral intergovernmental processes."

https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_8_english_1.pdf.

⁵ Multilateral Organization Performance Assessment Network. 2019. *World Food Programme (WFP) 2017–18 Performance Assessment*. <http://www.mopanonline.org/assessments/wfp2017-18/WFP%20report%20final.pdf>.

17. Building on previous private sector engagement, recommendations from a 2012 evaluation of WFP's 2008 private-sector partnership and fundraising strategy⁶ and feedback from stakeholders, this strategy sets a new course for WFP. Analysis shows that WFP – and therefore its beneficiaries – derives more value from businesses through technical partnerships with them rather than through a focus on generating funds.⁷ Furthermore, the private sector is increasingly responsive to employee and consumer demand for the utilization of a company's expertise, reach and influence to achieve wider societal impact. A 2018 report indicates that 92 percent of corporate survey respondents believe that “effectively harnessing my company's competencies and non-cash assets can make much more of an impact...than our financial support”.⁸ This trend presents significant opportunities for WFP to address additional needs and reach more beneficiaries through technical partnerships.⁹
18. The strategy is informed by the following findings and recommendations from these evaluations:
- Technical partnerships allow WFP to derive the most value from engagement with the private sector.¹⁰ It was suggested that WFP establish “clearer objectives and direction for... partnerships that are mutually beneficial to WFP and the companies involved.”
 - WFP has seen only limited success in its partnership approach at the local level because it has lacked sufficient resources and consistent guidance and support, which are needed “to successfully identify and nurture these diverse partnerships” sustainably.¹¹
 - WFP has not increased its fundraising income significantly through previous strategies because it did not focus on individual giving and did not make adequate up-front investment. WFP's peer organizations have seen significant growth in revenue from individuals after investing in the necessary infrastructure, specialized skills and capabilities.^{12,13}
19. Based on this analysis and key findings as assessed in 2019, the PSPF Strategy therefore set forth a bold approach that targeted businesses, large and small, primarily for technical

⁶ WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010. <https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>. Key findings from this evaluation are as follows: WFP's strategy did not sufficiently distinguish between partnerships and fundraising and did not clarify the objectives, scope and limits of corporate partnerships; corporate partners have valuable technical expertise that WFP can benefit from as well as technology, facilities and access on the ground during sudden onset emergencies; from 2009 to 2011, only 15 percent of WFP's private sector resources were raised from individuals.

⁷ Ibid.

⁸ C&E Advisory Services Limited. 2018. *C&E Corporate-NGO Partnerships Barometer 2018*. <https://www.candeadvisory.com/barometer>.

⁹ C&E Advisory Services Limited. 2017. *C&E Corporate-NGO Partnerships Barometer 2017*. https://www.candeadvisory.com/sites/candeadvisory.com/files/barometer_2017_0.pdf. This survey found that companies increasingly want to engage in deeper problem-solving partnerships for wider societal impact and that 77 percent expect their investment in cross-sectoral partnerships to increase over the next three years.

¹⁰ WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010.

<https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>.

¹¹ Multilateral Organization Performance Assessment Network. 2019. *World Food Programme (WFP) 2017–18 Performance Assessment*. <http://www.mopanonline.org/assessments/wfp2017-18/WFP%20report%20final.pdf>.

¹² WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010.

<https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>. Additional recommendations resulting from the 2012 evaluation that this strategy takes forward include mobilizing financing from foundations; maximizing benefits from corporate partnerships to contribute to WFP's objectives; and implementing a process for prioritizing areas for partnership development. Other recommendations, such as integrating private sector partnerships and fundraising into WFP's overall budget and transferring responsibility for conducting due diligence outside of the Private Sector Partnerships Division, were adopted through the 2013–2017 strategy.

¹³ *WFP Private Sector Partnerships and Fundraising Strategy (2013–2017)*.

<https://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062579.pdf>. “This strategy has an important limitation in that it assumes that investment available to augment the private-sector function will be modest, and that in this respect will continue to lag behind that of agencies such as the United Nations Children's Fund and the Office of the United Nations High Commissioner for Refugees.”

partnerships that utilize their expertise, capability, and advocacy support to make WFP's work more impactful, and to individuals for funds to help close WFP's funding gap.

20. Partnership is the focus of Sustainable Development Goal (SDG) 17, and is fundamental to achieving all the SDGs; the underlying vision of the Strategy was to transform how WFP works with businesses and other actors, particularly at the local level, to save more lives and change more lives. It paved way to a newer approach of partnering with businesses primarily for technical partnerships that utilize their expertise, capability, and advocacy support and to individuals for funds to help close WFP's funding gap. The strategy is built upon three interrelated and mutually supporting pillars: *impact*, *income* and *innovation*, recognizing that private sector entities may be engaged through more than one pillar at a time.
21. To address Pillar 1: Impact, the PSPF Strategy targets the technical expertise, knowledge transfer and capacity strengthening provided by the private sector to help WFP operate in the most efficient, effective and equitable way possible and better leverage donor government funding. This is particularly impactful through global-level partnerships with major companies to increase the capacities and skills of both WFP's technical units and local host governments. Through Pillar 1: Impact, the Strategy also aimed to support CO-driven partnerships for local level impact, creating more needs-based partnerships with the local private sector. To complement this activity, the Impact pillar also provides for development of a standardized methodology to measure and evaluate the impact of technical partnerships. See Section 3 of the PSPF Strategy in Annex 4 for further detail.
22. Pillar 2: Income looks to the private sector to raise more income from global philanthropic foundation partners, and from the new digital-first individual fundraising programme, along with continued income from corporate partnerships. Private foundations play a key role in driving innovation and helping WFP to address sustainable solutions that fall within the "humanitarian-development nexus", as well as the root causes of hunger and malnutrition. With large foundations predominantly concentrated in North America and Europe, the PSPF Strategy sees a targeted approach to prospecting in order to maximize return on investment.
23. Prior to the PSPF Strategy 2020-2025, WFP engaged in fundraising from the general public largely as a result of small, mostly organic contributions made through the organization's website. Individual giving is a large and growing source of funds that are often given flexibly and can therefore be used by WFP to meet the greatest needs. By prioritizing the raising of funds from individual supporters, through this Strategy WFP is responding to recommendations arising from assessments and evaluations of previous strategies for engaging non-governmental entities, including a recommendation that WFP should give "more emphasis to, and make the essential up-front investment for, repeat giving from the general public, to mobilize unrestricted contributions".¹⁴
24. Traditional individual fundraising has primarily been conducted through offline channels such as direct mail and implemented through national fundraising operations. However, at time of Strategy development in 2019, the individual fundraising market is different, with the majority of potential supporters present – and comfortable donating – online. WFP's approach to individual giving will build on the success of the ShareTheMeal application and is designed to

¹⁴ Summary Evaluation Report of WFP's Private-Sector Partnership and Fundraising Strategy" (WFP/EB.2/2012/6-A).
<https://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062160.pdf>

provide a “best-in-class” supporter experience in order to create a sustainable, self-funded programme and ultimately to generate a quantum leap in revenue.

25. Indeed, an International Fundraising Leadership Forum (IFL Forum) peer review of comparative performance showed that in 2021 WFP had the highest income (cash and in kind) at USD 9.5 billion of all IFL Forum member organizations, but was one of the lowest in private sector income (third to last). WFP was the organization with the largest increase in public funding in 2021, at USD 883 million representing 12.6 percent growth from 2020; at the same time, WFP was the second fastest-growing organization for private sector funding in 2021, at USD 58 million representing 38.9 percent growth. The study shows that WFP had lagged significantly in individual giving – the largest source of private sector income for IFL Forum organizations – but from 2017–2021 WFP has been the fastest grower in individual giving with a compound annual growth rate of 41.7 percent. WFP is sharing the market growth with peer agencies, as the global public continues to donate more to their preferred causes. See Section 4 of the PSPF Strategy in Annex IV for further detail on the planned individual fundraising programme.
26. The global billionaire population surged in 2020, rising by 13.4% to 3,204 individuals, with over 750 billion USD being deployed as philanthropic capital in 2020. As such, an opportunity to increase fundraising by introducing Global Philanthropy fundraising efforts was identified at the end of 2021, following WFP Executive Director’s billionaires initiative. Building upon PPF’s existing exploration of high net-worth individuals as part of the individual fundraising approach, a dedicated Global Philanthropy team was created to specifically develop and deploy a strategy to successfully position WFP as the partner of choice to philanthropists and ultra-high net-worth individuals (UHNWIs) to generate income and leverage their influence, expertise and networks, to advance WFP’s mission. The global philanthropy efforts have focused on creating a pipeline of those UHNWIs with the potential to donate at the USD 1 million level, either directly or via their philanthropic vehicles such as Family Foundations. An integrated approach has been therefore needed across PPF teams in order to maximize the long-term potential of these individuals’ contributions to WFP. With the team operational by mid-2022, early prospecting resulted in two contributions for over 2 million USD being raised by the end of 2022, with more in the pipeline.
27. As of late 2022, activities undertaken through the PSPF Strategy have resulted in Private Donors being the fourth largest financial contributor to WFP overall,¹⁵ and a key contributor of flexible funding¹⁶ to the organization. Not only fulfilling the aims of the PSPF Strategy, these top-line results illustrate how the private sector is adding value to WFP overall, by contributing to an increase, and diversification of, WFP’s overall resourcing. Please see Table 2, below, and Figure 1 in the following section 3.2.

Table 2: Ten years of private sector contributions as proportion of overall donors to WFP

Contribution Year	Private Donors Total (USD)	Overall Donors Total (USD)	Proportion of which Private Donors
2011	88,547,549	3,694,583,830	2.4%
2012	68,550,377	3,955,883,507	1.7%
2013	85,122,922	4,398,666,685	1.9%
2014	114,207,462	5,550,028,883	2.1%

¹⁵ Contributions to WFP in 2022, <https://www.wfp.org/funding/2022>

¹⁶ WFP Annual Report on Flexible Funding 2021, 28 June 2022, <https://www.wfp.org/publications/wfp-annual-report-flexible-funding-2021>

2015	99,067,044	5,049,782,779	2.0%
2016	77,846,155	5,922,232,429	1.3%
2017	84,019,349	6,077,842,372	1.4%
2018	83,512,455	7,336,143,025	1.1%
2019	100,983,818	8,051,216,658	1.3%
2020	160,668,009	8,438,914,367	1.9%
2021	205,295,029	9,555,606,656	2.2%
2021 (incl. FRF)	494,005,314 ¹⁷	9,555,606,656	5.2%
2022 (Q4 result)	513,192,168	12,953,167,414	4.0%

3.2. SUBJECT OF THE EVALUATION

28. The evaluation will cover activities implemented from January 2020 through December 2022 under WFP's PSPF Strategy under the main pillars of *Impact, Income, and Innovation*, with a goal to provide learnings for any course-correction that may be needed during the second half of the PSPF Strategy implementation period in order to meet overall goals. Activities under the PSPF Strategy are global in scope, with all individual fundraising activity driven from the central (HQ-based) teams and partnerships with major global business sector and foundation entities also driven centrally. Activities at regional and country-level are driven by Regional Bureau-based staff, and supported by the Global Partnership Lab based in Nairobi. All private sector engagement is intended to contribute to increasing impact and income for WFP's programmes and operations, and ultimately to improve results of WFP's programmes in service of the women, men, girls and boys served by WFP. The PSPF Strategy's structure of three pillars of activity provide the guiding framework – for further detail please refer to Annex IV.
29. To help WFP contribute to the achievement of zero hunger and to the broader goals of the 2030 Agenda, the pillars encompassed the following activities:
- *Impact*: This pillar was aimed at increasing impact at the local level, empower regional bureaux to prioritize support for country office engagement with the private sector in furthering country strategic plans and establish long-term partnerships with businesses at all levels will drive efficiencies. Under this pillar WFP is expected to will increase the number of its large-scale, global technical partnerships by 25 percent by 2025. The pillar also emphasises on deepening the relationships with partners through adherence to the new guiding principles.
 - *Income*: This pillar was aimed in building a significant, sustainable stream of flexible income through the creation of a digital-led fundraising strategy that engages people worldwide. By 2025, this activity aims to increase yearly income from individual supporters to USD 170 million, from businesses to USD 50 million and from foundations to USD 25 million. Fundraising activities are also expected to be synchronized with brand-building efforts to drive greater benefits for WFP, with the goal of increasing WFP brand familiarity by 12 percent over the strategy period.
 - *Innovation*: This last pillar was for WFP to explore of new modes of engagement with private sector actors to find innovative and collaborative solutions – particularly

¹⁷ In 2021, WFP secured a USD 288.4 million contribution from the Famine Relief Fund (FRF) in support of WFP's operations in Yemen. Directed through the FRF, this contribution is comprised of funds from the governments of the UAE and KSA, and brought WFP's total of contributions secured from private sector sources to USD 494 million in 2021.

leveraging cutting-edge technologies – for accelerating WFP’s progress towards zero hunger for the people it serves.

30. The PSPF Strategy is being implemented by the PPF division, based predominantly in Rome, Italy at WFP’s Headquarters, with an office in New York also contributing to key centralized activity and team members working remotely for centrally-based teams. As provided for in the PSPF Strategy, there is a PPF focal point based in each of WFP’s six Regional Bureaux, as well as a Global Partnerships Lab manager based in Nairobi, Kenya who provides overall support to the RB focal points. These regionally-based team members lead region-specific private sector engagement and advise WFP’s Country Offices in their respective regions on private sector partnership and fundraising activities, also collaborating with the rest of the HQ-based PPF team.
31. The key stakeholders and informants in this evaluation are therefore: PPF team leads; WFP Regional Bureaux, Country Office, Technical Unit, and Global Office personnel (particularly Dubai and Tokyo); WFP Friends organizations; and a selection of WFP’s corporate and foundation partners. The key groups to be assessed are the companies and foundations with whom WFP partners, and the general public with whom we engage in individual fundraising across various markets.
32. Over the first three years of PSPF Strategy implementation, progress has been made towards the headline goals of the impact and income pillars, with use of innovation to support new approaches and engagement with new technology and ways of working emerging from the private sector. The PPF division has grown accordingly to carry out these new activities and reach these ambitious targets, while re-organizing internally to ensure efficiency of resourcing and adequate support. In the early days of the Strategy period, the Global Services team was consolidated to provide key enabling support to partnerships (communications, knowledge management and due diligence and contracting guidance), and the Partnerships team was re-organized to optimize existing resources. Since then, new units have been developed in response to internal and external impetus, e.g. the Global Philanthropy efforts started in late 2021 with a team being created in 2022 following the WFP Executive Director’s outreach to billionaires, and the Business Intelligence Hub and Operational Excellence teams created to support integration and operationalization of the Individual Fundraising teams and cohesive administrative support across the entire PPF division, respectively. All teams continue to evolve ways of working internally and with RBx, COs and technical units as anticipated in the PSPF Strategy.
33. In 2020, the first year of the PSPF Strategy implementation, the early changes in approach to achieve targets in impact and income were yielding results. WFP was awarded the Nobel Peace Prize in late 2020, and the virtual Nobel award ceremony in December was an opportunity for the organization to recognize its private sector partners and supporters. Despite the unexpected and severe economic impacts of the COVID-19 pandemic starting in 2020, 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 in WFP's history, with the private sector now the ninth largest donor overall to WFP.

34. By the end of 2021, private sector income – from corporate and foundation partners and fundraising from individuals – had more than doubled since the start of the PSPF strategy, from USD 100 million in 2019 to USD 205 million in 2021, exceeding the original 2021 income target of USD 147.5 million by 39 percent. Of the USD 205 million total, USD 91 million comes from individuals – via the headquarters-based individual giving programme, the ShareTheMeal mobile application and Friends' organizations, including in the United States of America (WFP USA) and Japan – and USD 81.5 million from WFP's corporate and corporate foundation partners. Almost USD 40 million of funds, primarily from the three sources of individual fundraising, was received as unrestricted, flexible funds, accounting for roughly 20 percent of all private sector contributions raised.
35. 2021 was an exceptional year for WFP's income from private philanthropic foundation partners. Donations made through the private foundation, Famine Relief Fund (FRF), totalled USD 288.4 million in support of WFP's operations in Yemen. With this contribution, total 2021 private sector contributions reached USD 494 million, or five times those of 2019. While stewarded through a private foundation vehicle, given that the main contributors to the FRF are the governments of the Kingdom of Saudi Arabia and the United Arab Emirates, the FRF contributions were reported as public funds.
36. Capitalizing on the momentum generated in late 2021 with the Executive Director's outreach to billionaires, towards the end of 2021 PPF launched the creation of a dedicated specialist team for developing relations with and raising funding from ultra-high net-worth individuals, which will support the Executive Director's billionaires initiative. To initiate this new workstream, PPF first started identifying top billionaire prospects and means of access to them through direct relationship building or through their foundations, and would continue this work in the coming years.
37. Structural changes within the Private Partnerships and Fundraising Division (PPF) were made in response to significant growth in and diversification of private sector engagement. Efforts were undertaken to operationalize the efforts started at the end of 2021 to target large-scale individuals for transformative contributions to WFP and create a Global Philanthropy Team. Furthermore, following results of the Boston Consulting Group-supported BYTE project during the second half of 2021, PPF's Business Intelligence Hub and Operational Excellence teams were established and operational during the first half of 2022 to provide underlying analysis and operational support to drive efficiencies across the individual fundraising teams in order to reach 2025 PSPF strategy targets.
38. As WFP increases the scale of its engagement with the private sector, fundraising results are increasing in peer United Nations agencies and international non-governmental organizations (NGOs), all working to raise funds to support their respective missions and operations. In the 2020 annual benchmarking report from the International Fundraising Leadership Forum (IFL Forum), Forum members' revenue from all sources had increased by 10 percent in 2020, reaching USD 47.3 billion.¹⁸ WFP had the highest income from all sources,

¹⁸ The IFL Forum is comprised of WFP, the Office of the United Nations High Commissioner for Refugees, UNICEF, Save the Children, Greenpeace, Oxfam, Amnesty International, the International Rescue Committee, Operation Smile, Action Aid, the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, World Wide Fund for Nature, World Vision, Plan International, SOS Children's Villages, Care International, and Médecins sans Frontières.

but the lowest proportion of private sector income, at slightly less than 2 percent. WFP has the fastest growth in private sector income, but other United Nations agencies and international NGOs have also experienced growth in individual fundraising. WFP is therefore sharing this market growth with peer agencies, as the global public continues to donate more to their preferred causes.

39. In the PSPF Strategy's third year, the continuing impacts of the COVID-19 pandemic, the outbreak of the crisis in Ukraine and its ripple effects across the globe, and increasing global challenges linked to climate change meant that WFP's needs are greater and more complex than ever before. In 2022, the private sector has proven critical to fuelling impact, diversifying income, and innovating in support of WFP's programmes and operations.
40. In the first six months of 2022, a total of USD 339 million was raised from private sector corporations, foundations and individuals. A significant source of income for WFP, private donors rank third in the list of overall donors as of early December 2022, behind the United States of America and Germany.¹⁹ By the end of the third quarter (Q3) of 2022, a total of USD 434 million had been raised,²⁰ against the target revised at mid-year of USD 440 million. The mid-year re-forecast target reflected a significant upward revision against the initial 2022 full-year forecast of USD 273 million. Shortly after Q3 closure, and due to anticipated steady increase in income through the final months of 2022, in October the private sector income forecast was further revised to USD 481 million for full-year 2022. This final forecast target for 2022 represents an upwards revision of 76 percent against the initial forecast of USD 273 million and, if achieved, would more than double the USD 205 million secured in 2021.
41. The private sector was central to fuelling the early days of WFP's response to the war in Ukraine with rapid and flexible funding. Within the first four weeks of the operation, the private sector committed (pledged through advance financing and confirmed) over USD 40 million out of the total USD 200 million initially available for the operation. At 20 percent of the total funding initially available, this demonstrates how rapidly the private sector can raise crucial funds in early days of an emergency. As of October 2022, shortly after Q3 closure, Private Donors are still ranked second in overall largest contributors to WFP's Ukraine crisis response, with USD 105,250,572.
42. WFP is leveraging this initial support to continue engagement and further strengthen relationships, foster truly transformational partnerships, and co-develop solutions at scale. While WFP also saw strong fundraising from individual supporters to the Ukraine response, securing single contributions in support of major emergencies such as Ukraine risks detracting focus from reaching and retaining regular givers, which are needed to provide flexible long-term funding in support of WFP's greatest needs.
43. A change in WFP's regulations that was made in mid-2022 will also facilitate growth in partnerships with the business sector, as their practice is increasingly to provide an in-kind contribution from the corporate entity and a financial contribution from a separate yet legally affiliated foundation entity. During the Executive Board 2022 annual session, the Executive Board approved the classification of private sector donors as "non-traditional" within WFP

¹⁹ Contributions to WFP in 2022, <https://www.wfp.org/funding/2022>

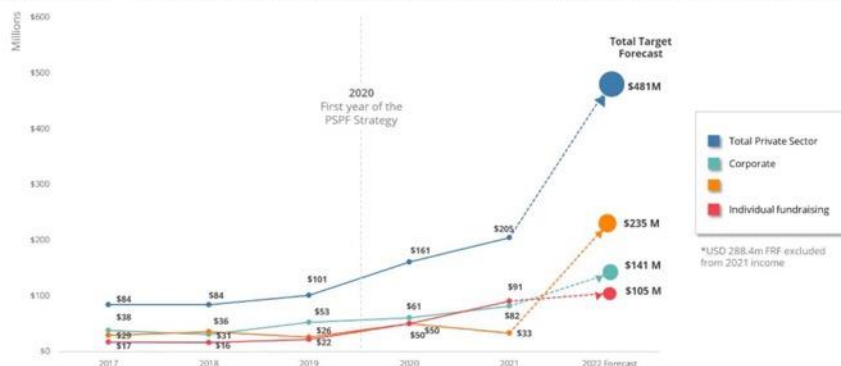
²⁰ The figure includes income from individuals registered in the first days of October, attributed to fundraising efforts in Q3 due to processing reasons. Funds from Individuals are processed in the first days of the following month. On 30 September 2022, the income registered in the WFP Information Network and Global System (WINGS) was USD 429 million, understating the true fundraising result for Q3. The Q3 data in this report are based on WINGS data recorded in mid-October for Individual Fundraising and end of September for all other private income streams (corporate, foundations and other).

General Regulations and Rules, which will facilitate acceptance of private sector contributions from multiple entities through recourse to a process referred to as twinning, ensuring continued compliance with WFP's full-cost recovery principle to ensure coverage of associated costs of any contributions.

44. In early September, WFP received a USD 32 million grant in support of fighting the global food crisis from long-standing, faith-based partner, the Jesus Christ Church of Latter-Day Saints (LDS). Stewarded by the Friends organization WFP USA, this donation – the largest single humanitarian donation ever made to one organization by LDS – comes on top of the USD 36 million in cash for emergency response that LDS have provided to WFP since the start of the partnership in 2014. This very generous contribution will allow WFP to provide general food distribution, value vouchers and nutritious food for school meals, and lactating women, in-kind food assistance to refugees in Ethiopia, South Sudan, Somalia, Kenya, Nigeria, Democratic Republic of the Congo, Haiti, Yemen and Afghanistan.
45. Additional corporate contributions from partners such as Carrier Foundation, Cargill, Toyota, and others in Q3 2022 alone amounted to USD 14 million, bringing the total secured from corporate partners to USD 130 million so far in 2022.
46. Foundations continue to be a significant driver of private sector income to WFP in 2022, fulfilling expected growth potential as outlined in the PSPF Strategy. In August, WFP secured two grants totalling USD 22.5 million from the Howard G Buffett Foundation, both in support of WFP's Ukraine response. Both contributions supported WFP's facilitation of grain shipments out of Ukraine, to be eventually distributed through WFP's operations in Ethiopia and Yemen, two of the countries hardest hit by the worsening global food crisis.
47. Building on the momentum generated in late 2021 with the Executive Director's outreach to philanthropists and in light of the multiple, large-scale crises affecting vulnerable populations around the world, in 2022 WFP created a Global Philanthropy specialist team. This led to strategic outreach, donor cultivation, and high-level engagement which started yielding results with a first major contribution from ultra-high net-worth individuals (UHNWIs) being secured in mid-2022. The donation amounted to almost USD 1 million, to be used with a focus on WFP nutrition programmes.
48. A second major UHNWI contribution was secured in August 2022, with a contribution of USD 1.3 million from Andrew and Nicola Forrest via their Australian philanthropic organisation the Minderoo Foundation. Their contribution – along with that of the Howard G. Buffett Foundation described above and USAID's Bureau for Humanitarian Assistance – supported the first maritime shipment of Ukrainian wheat grain to leave Ukraine on ships bound for humanitarian operations run by WFP in the Horn of Africa.
49. Fundraising from individuals continues to attract more new supporters across the globe to donate to WFP, whether in response to emergency appeals or as recurring regular givers. By the end of Q3 2022, the HQ-based Individual Giving (IG) and ShareTheMeal (STM) teams had 412,464 active givers, with 204,794 having been newly recruited in 2022 so far. Of the 204,794 new supporters, 38,576 are regular givers. Recruiting and retaining regular givers remains a core focus of the IG and STM teams. During the first three quarters of 2022, 130,173 supporters were active regular givers. As of end-Q3, individual supporters recruited through a total advertising expenditure of USD 15.3 million by the IG and STM teams has resulted in more than USD 40 million raised, of which almost USD 10m is unrestricted. WFP's Friends organizations also saw significant results in Q3, much of which were driven by strong

fundraising in support of WFP's Ukraine emergency response and continuing into the worsening global food crisis. Since inception of the PSPF strategy through the end of Q3 (September) 2022, almost USD 800 million cumulative has been raised from all private sector sources.²¹

Figure 1: PPF income growth 2017-2021 and target forecasts 2022 (as of December 2022)



3.3 SCOPE OF THE EVALUATION

50. The evaluation will cover the activities, interventions and processes covered under the PSPF strategy from the period between 2020 to 2022. The evaluation will capture the activities ranging from WFP's engagement with corporations, foundations and individuals at a global level, and with Regional Bureaux engagement and Country Offices for local impact and innovative approaches, working with new areas of the private sector among others that were implemented under the PSPF strategy from January 2020 to December 2022 under the three pillars impact, income, and innovation.
51. The evaluation will exclude the Annex I & II of the Strategy document. The resourcing plan laid out in Annex I is internal, describing how PPF's planned additional human resources would be provided for within WFP's budgeting structure. At the same time, the investment model captured in Annex 2 is very complex and technical, linked to digital performance marketing. It would require significant time for an external firm – with the specific technical expertise – to get up to speed in order to analyse at the level required. The time spent to analyse and understand these resourcing documents would detract from the focus on analysis of the actions taken to lead to the outcomes of the PSPF Strategy.

²¹ Total private sector income from January 2020 to June 2022 excluding 2021 contributions from the United Arab Emirates and Saudi Arabia made through the private sector foundation, Famine Relief Fund (FRF) in support of Yemen, total USD 706 million; including 2021 FRF contributions, the private sector total comes to USD 994 million.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION CRITERIA AND QUESTIONS

52. The evaluation should assess the key areas under the pillars of the PSPF Strategy – Impact, Income, and Innovation. It should employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact, sustainability.
53. The overarching evaluation questions are outlined in Table 3. They have been identified by the commissioning unit based on a review of key documents and consultation with internal stakeholders. The questions will be further developed and tailored in collaboration with the evaluation team in a detailed evaluation matrix during the inception phase. The questions are listed in a matrix against the criteria of relevance, coherence, effectiveness and efficiency, recognizing that the other criteria of coverage, impact and sustainability should also be considered as cross-cutting in many of the questions.

Table 3: Evaluation Questions

	Relevance	Coherence	Effectiveness	Efficiency
Quality of execution				
1. To what extent has the PSPF Strategy served as a vehicle to advance organization-wide priorities and WFP's mission? What has the PSPF Strategy meant for the organization, our beneficiaries and the governments we work with, particularly at local level through Country Strategic Plans (CSPs)?	X		X	
2. To what extent is there, at time of evaluation, a comprehensive Regional Bureau-supported vision or strategy for increasing Country Office engagement with the private sector, in support of meeting the needs articulated in the CSPs?	X			
3. To what extent are the three pillars of impact, income and innovation useful in focusing efforts for private sector engagement? To what extent are these three pillars seen to be overlapping when WFP engages in partnerships and/or fundraising with the private sector?	X	X	X	
4. How has WFP invested in impact and income to meet the needs of beneficiaries?			X	
5. How has WFP formed 'best in class partnerships' to leverage the innovation of the private sector?			X	
Results				
6. Are the results on track to meet 6-year targets, in particular in terms of: <ul style="list-style-type: none"> overall income as well as income from respective sources, specifically individual 			X	

	Relevance	Coherence	Effectiveness	Efficiency
giving, corporate partners, and foundation partners? <ul style="list-style-type: none"> overall increase in the number of needs-driven, multi-year partnerships created with technical units? 				
7. What are the efficiencies and cost savings achieved over the strategy period so far in line with the 6-year goal of 60m USD?				X
8. To what extent has fundraising from individuals contributed to flexible funds available for WFP's programmes and operations?			X	X
9. To what extent have partnerships/private sector funds been used to advance gender/inclusion objectives by CO programming, or to ensure equitable results for/access for vulnerable populations?		X	X	
10. To what extent is the PSPF Strategy helping WFP to capitalize on the fundraising market potential in key geographic markets? How can this be further optimized for maximum fundraising results?	X		X	
11. To what extent has WFP been able to use/leverage new technologies or methodologies to better deliver for beneficiaries worldwide, particularly those in vulnerable/marginal situations?			X	X
Enabling and constraining factors				
12. To what extent have WFP's organizational architecture, normative and legal framework, and governance facilitated or posed challenges to private sector engagement under the PSPF Strategy, both at HQ and RBx/Co level?	X		X	X
13. To what extent did internal the restructuring of PPF division along the three pillars of impact, income and innovation lead to increased private sector engagement?			X	X
14. How have fundraising activities synchronized with brand-building efforts to drive greater benefits for WFP? Has the WFP brand familiarity increased in line with the target of 12 percent over the strategy period?		X	X	

4.2. METHODOLOGY

54. This evaluation should have a strong focus on learning and will follow a utilization-focused evaluation approach using mixed methods. The methodology will be designed by the evaluation team during the inception phase. It should:

- Use applicable standards.

- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g., stakeholder groups, including contracted service providers, corporate and foundation partners, beneficiaries of partner-funded programmes, etc.) and using mixed methods (e.g., quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means.
- Be inclusive by surveying all target group members (i.e. a survey sent to all corporate and foundation partners; a different survey sent to all service providers supporting IF and other cross-cutting areas of work).
- Provide a small number of detailed case studies analysing e.g. the impact of partnerships active at global and regional and/or country level and their role in advancing gender and equity goals at CO level, the effectiveness of certain individual fundraising approaches, etc.
- Leverage existing centralized databases, and the centralized nature of the IF teams' activities, it is envisioned that the evaluation will be mostly HQ-based, with virtual calls possible with key internal stakeholders (i.e. WFP or PPF colleagues at HQ, RB or CO-level), external partners or service providers for case studies. Limited field visits to a selection of Regional Bureaux and/or Country Offices (e.g. 3-4 sites) could be included.
- In particular, the sampling technique to select field visit sites (if undertaken) will need to demonstrate impartiality and participatory methods will be emphasised with the main stakeholders.
- Be geared towards addressing the key evaluation questions taking into account the evaluability challenges and timing constraints.
- Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

4.3. DATA AVAILABILITIES

55. Key sources of data for this evaluation series include the following:

- WFP policy documents (i.e. WFP Strategic Plans, PSPF Strategy, and other documents as relevant)
- PPF Executive Board Annual and Mid-Year Reports on PSPF Strategy implementation
- PPF Organigram
- WFP Standard Project Reports/Annual Country Reports
- Country-specific Country Strategic Plans (CSPs) of Country Offices and Partnerships Action Plans (PAPs) (when available and appropriate)
- Results of piloted Impact Assessment Framework (IAF) tool (see description in Annex IV: PSPF Strategy, "impact measurement methodology" under Pillar 1)
- Primary data collected by the evaluation contractor
- IFL Forum data for sector comparison and benchmarking

4.4. RISKS AND RISK MITIGATION

56. The following risks and associated mitigation measures are preliminary, and can be revisited jointly with the evaluation firm during the inception phase of the evaluation:

Table 4: Risks and associated Mitigation Measures

Risk	Mitigation Measure
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<p><u>Data availability:</u></p> <ul style="list-style-type: none"> • There is a risk that some data was not tracked systematically dating back to January 2020. • The IAF, while designed to measure impact data for partnerships, is still in pilot phase and has not yet been automated within WFP. • Some data collection can be challenging within certain contexts. • Some quantitative data may not have been collected systematically, or may not provide the insights desired 	<ul style="list-style-type: none"> • Some manual primary data collection might be needed, and planning should allow the firm sufficient time for such activities. • The IAF can be used through manual Excel tools, particularly on selected case studies to maximize efficiency. • For case studies and to verify data as needed from RBx, COs and Global Offices, virtual phone/video call interviews can be used. • Qualitative case studies can be used to illustrate examples of best practice, to be complemented by quantitative data when appropriate.
<p><u>Access to informants:</u> WFP's private sector partners in the business sector, philanthropic foundations, and individual supporters at all levels, are spread all over the world. As such, the interviews and interactions with stakeholders are primarily expected to be virtual. Accessing all informants either in-person, if travel is deemed appropriate, or virtually will be needed but could be challenging.</p>	<p>A survey should be sent out to major groups of informants/subjects (e.g. one to partners, one to individual supporters) to capture comprehensive views at the outset of the evaluation. Case studies will be selected based on relevance of activity, as well as accessibility to the evaluators – be that traveling to conduct in-person interviews, or establishing a phone/video virtual connection requiring good internet connectivity. In the event that the case study requires accessing beneficiaries of a partner-supported programme, similar considerations will be made.</p>
<p><u>Security issues:</u> Given the global scope of the PSPF Strategy and therefore this evaluation, the reality of the overall global security situation and that of specific regions and countries must be acknowledged.</p>	<p>In case of a specific travel requirement during the data collection phase, WFP acknowledges the security constraints involved in carrying out evaluations in the specific country contexts and will share information and provide support to the contractor in making travel and visit arrangements. Security clearance where required is to be obtained from relevant duty station</p>

4.5. ETHICAL CONSIDERATIONS

57. WFP evaluations must conform to WFP and UNEG ethical standards and norms in all parts of the evaluation series process and all levels concerned. The contractors are responsible for ensuring ethics at all stages of the evaluation (planning, design, implementation, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, and respecting the autonomy of participants.
58. Contractors are responsible for managing any potential risks to ethics and must put in place processes and systems to identify, report, and resolve any ethical issues that might arise

during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

59. The team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

4.6. QUALITY ASSURANCE

60. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of Quality Assurance Checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
61. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
62. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the DEQAS Process Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
63. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.
64. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the UNEG norms and standards,[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.
65. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
66. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the WFP Directive CP2010/001 on information disclosure.
67. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
68. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

5. Organization of the Evaluation

5.1. PHASES AND DELIVERABLES

69. The contractor should complete data collection by April 2023 and the synthesis and finalisation work by the end of August 2023. The deliverables and key parameters for timing for each evaluation phase, subject to confirmation in the inception phase, are as follows:

- Inception
- Data collection and analysis
- Reporting
- Follow-up and disseminate

Table 5: Evaluation Phases, Deliverables and Timing

Phases	Sub -phases	Deliverables	Timing	Responsible party
Inception	<ol style="list-style-type: none"> 1. Desk review of existing documents, literature and secondary data. 2. Orientation for core team in Rome. 3. Inception Report 	Evaluation Roadmap; Inception Report	February 2023 – March 2023	WFP PPF team and evaluation firm
Data Collection and Analysis	<ol style="list-style-type: none"> 1. Prepare evaluation fieldwork 2. Conduct fieldwork and preliminary analysis 3. Present end of fieldwork debriefing(s) 	De-briefing Presentation	April 2023	Evaluation firm leads; WFP stakeholders to participate in interviews as required
Reporting	<ol style="list-style-type: none"> 1. Prepare draft evaluation report 2. Quality assure the draft eval report 3. Circulate draft evaluation report to stakeholders for comment 4. Finalize and approve eval report 	Draft and Final Evaluation Report	May 2023 – July 2023	Evaluation firm; WFP and evaluation firm co-create recommendation jointly
Follow-up and Finalisation	<ol style="list-style-type: none"> 1. Prepare mgmt. response and upload in R2 system 2. Publish eval report and WFP mgmt. response 3. Hold end-of-evaluation lessons learned debriefing 4. Submit evaluation report for post-hoc quality assessment 	Learning Products	July 2023 – August 2023	WFP PPF team leads, prepares WFP management response

	<p>5. Disseminate and use eval results</p> <p>6.Track implementation of follow-up actions to the eval recommendations in R2 system</p>			
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5.2. EVALUATION TEAM COMPOSITION

70. The evaluation team will be hired following agreement with WFP on its composition. The structure of the evaluation team should be such that it should include the following:
71. An Evaluation team leader is appointed by the evaluation contractor to be responsible for the delivery of the whole series. The team leader will provide leadership and maintain overall quality, consistency, and coordination across the evaluation. His/her responsibilities will be i) defining the overall evaluation approach and methodology; ii) guiding and managing the team iii) communicating on all matters relating to the evaluation with the commissioning unit and the Evaluation Manager, reporting regularly to the Evaluation Manager on project progress and any challenges; iv) representing the team in meetings relating to the overall evaluation; v) drafting and revising the reports as required.
72. Evaluation team members will i) contribute to the design of the evaluation methodology in their area of expertise; ii) produce a comprehensive analysis, along with relevant case studies and/or illustrative examples; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
73. It is expected that the teams will be multi-disciplinary, gender-balanced and include members who collectively include an appropriate balance of expertise and practical knowledge in the following areas:
- Extensive knowledge and experience in fundraising for International Organizations, public-private cooperation in support of humanitarian and development objectives, and change management.
 - Experience in evaluation of partnerships or corporate partnership strategies.
 - Experience with and understanding of individual giving approaches at international organizations. Understanding of key fundraising markets globally is desirable.
 - All team members should have strong analytical and communication skills, evaluation experience (quantitative and qualitative approaches) with a track record of written work on similar assignments.
 - Oral and written fluency in English. All products are initially developed in English. Working level of French and Spanish within the evaluation team is required, given the multi-lingual UN context and the potential of case studies with additional information available or interviews to be conducted in French or Spanish.
 - Previous experience with or understanding of WFP.
74. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

5.3. ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

75. The **Director of the Commissioning Unit** (Private Partnerships & Fundraising) will take responsibility to:
- Assign an Evaluation Manager for the evaluation.
 - Approve the final TOR, inception and evaluation reports.
 - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee.
 - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
 - Organise and participate in debriefings at the global level.
 - Oversee dissemination and follow-up, including the preparation of a Management Response to the evaluation recommendations
76. The **Evaluation Manager (EM)** will:
- Manage the evaluation process through all phases including drafting this TOR.
 - Ensure quality assurance mechanisms are operational
 - Consolidate and share comments on draft TOR, inception and evaluation reports with the evaluation team
 - Ensure use of quality assurance mechanisms (checklists, quality support)
 - Ensure that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with stakeholders; sets up meetings, field visits; provides logistic support during any fieldwork; and arranges for interpretation, if required.
 - Organise security briefings for the evaluation team and provides any materials required.
 - Prepare a communication and learning plan with the support of relevant stakeholders.
77. **Evaluation Committee (EC):** An internal Evaluation Committee has been formed as part of ensuring the independence and impartiality of the evaluation series. This Evaluation Committee will be headed by the director of the commissioning unit, and will include the evaluation manager, a person from the commissioning division who is well aware of the strategy and a staff from the Office of Evaluations. The committee's key roles are:
- Making decisions on and providing strategic guidance for the evaluation process,
 - Providing inputs and comments on evaluation products.
78. **Evaluation Reference Group (ERG)** will be formed with internal and external stakeholders who would validate and feed into the various deliverables. Its roles are:
- Providing advice, maintaining an overview of the evaluation series and synthesis
 - Reviewing and commenting on the draft evaluation products
 - Acting as key informants to further safeguard against bias and influence

79. **Regional Bureaux (RBx), Country Offices (COs) and Global Offices (GOs)** will:
- Provide support to the evaluation process, where appropriate and related to RB/CO-level private sector engagement activity.
 - Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject, particularly if involved in a case study.
 - Provide comments on the draft Inception and Evaluation reports, if appropriate and particularly if involved in a case study.
 - Support the Management Response to the evaluation and track the implementation of the recommendations.
80. **Relevant WFP Headquarters divisions** will take responsibility to:
- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
 - Comment on the evaluation TOR, inception and evaluation reports, as required.
81. **The Office of Evaluation (OEV)** will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft TOR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

5.4. SECURITY CONSIDERATIONS

82. The interviews and interactions with stakeholders are primarily expected to be virtual, hence travelling to country offices will be limited. Hence the contractor is also expected to explain in the proposal how remote management of the project will be successfully carried out.
83. In case of a specific travel requirement during the data collection phase, WFP acknowledges the security constraints involved in carrying out evaluations in the specific country contexts and will share information and provide support to the contractor in making travel and visit arrangements. Security clearance where required is to be obtained from relevant duty station.
84. As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel. To avoid security incidents, the Evaluation Manager is requested to ensure that the team members observe applicable UN security rules and regulations.

5.5. COMMUNICATION

85. The Evaluation Manager will ensure consultation with stakeholders on each of the key outputs, respecting the evaluation team's independence. All stakeholders' role is advisory.
86. The Evaluation Manager will develop a Communication and Learning Plan in consultation with stakeholders. Following the approval of the final evaluation report, the commissioning unit will take the lead in the dissemination of findings. WFP welcomes dialogue with the contractor on creative evaluation dissemination and communication ideas to facilitate uptake of the findings.

87. The overall Evaluation Manager will be expected to be the primary focal point for all communication related to the evaluation series and channel communication between the evaluation teams and the commissioning unit and Evaluation Manager. There will be regular communication between the Project Director and the Evaluation Manager.
88. The evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
89. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available.

5.6. PROPOSAL

90. For the purpose of this evaluation, WFP will procure the services of an evaluation contractor through WFP's existing Long-Term Agreement established for this purpose.
91. The budget will be proposed by the evaluation contractor in a separate financial proposal submitted with the technical proposal. The budget should be based on the agreed LTA rates and the type and level of experts that are proposed to be included in the project, and the level of effort required.
92. The budget should include all costs incurred by the evaluation contractor, including all survey costs, workshop facilitation and participation by the evaluation team, travel and subsistence costs, translation and graphic design costs.

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Annex I: Evaluation Schedule

Phases and milestones	2023							
	Jan	Feb	March	April	May	June	July	Aug
Inception (7 wks)								
Conduct evaluation team orientation								
Undertake desk review of documents								
Conduct inception meetings								
Prepare draft inception report								
Quality assure the draft inception report								
Finalize and approve the inception report								
<u>Deliverables</u>								
- <i>Inception report</i>								
Data collection and analysis (7 wks)								
Prepare evaluation fieldwork								
Conduct fieldwork and preliminary analysis								
Present end of fieldwork debriefing(s)								
<u>Deliverables</u>								
- <i>De-briefing presentation</i>								
Reporting (8 wks)								
Prepare draft evaluation report								
Quality assure the draft eval report								
Circulate draft eval report to stakeholders for comment								
Finalize and approve eval report								
<u>Deliverables</u>								
- <i>Evaluation report</i>								
Follow-up and disseminate (4 wks)								
Prepare mgmt. response and upload in R2 system								
Publish eval report and WFP mgmt. response								
Hold end-of-evaluation lessons learned debriefing								
Submit evaluation report for post-hoc quality assessment								
Disseminate and use eval results								
Track implementation of follow-up actions to the eval recommendations in R2 system								
<u>Deliverables</u>								
- <i>Learning products</i>								

Annex II: Evaluation Committee Terms of Reference

Terms of Reference

Evaluation Committee

Private Sector Partnerships and Fundraising Strategy 2020-2025 Mid-Term Evaluation

Context:

The World Food Programme is initiating a **Mid-Term Evaluation of Private Partnership and Fundraising Strategy 2020-2025** (PSPF Strategy). This evaluation will be commissioned by the Private Partnerships and Fundraising Division of WFP HQ in Rome, Italy, and will cover the period from 2020 to 2023. The evaluation will take place from February 2022 to August 2023.

This evaluation will cover activities implemented from January 2020 to December 2023 under WFP's PSPF Strategy under the main pillars of *Impact, Income, and Innovation*. This evaluation will have a strong focus on learning, and will follow a utilization-focused evaluation approach using mixed methods. The evaluation will examine results generated through the strategy and utilisation of resources to drive results, and will serve as a tool for the management for learning and course-correction in the implementation of the next phase of the Strategy. The target group includes stakeholders consisting of: PPF team leads; WFP Regional Bureau, Country Office, and Technical Unit personnel; and a selection of WFP's corporate and foundation partners.

The evaluation is envisioned to be a rigorous comprehensive and objective exercise, which would produce recommendations that could be used by management to understand the progress in the implementation of the Strategy. It would be also used as a tool to identify the steps forward from an organizational management point of view, as well as aid in the continued engagement of WFP's Executive Board through mid-term or annual reports and/or informal sessions.

Purpose:

The purpose of the **Evaluation Committee** (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP Evaluation Policy 2016-2021. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (TOR, inception report and evaluation report), and submitting them for approval by PPF Director, who will be the chair of the committee.

The **composition** of the EC [4-6 members, ensuring a mix of relevant expertise]:

- PPF Director (Chair of the EC)
- Evaluation Manager (PPF Policy Officer, serving as EC Secretariat)
- PPF Deputy Director
- PPF Global Head of Supporter Engagement
- PPF Head of Finance

Procedures of Engagement:

- PPF Director will appoint members of the EC when a plan to carry out the evaluation is agreed.
- The Evaluation Manager (EM) will serve as secretariat of the EC meetings and will notify the members of the date, time, location and agenda of meetings at least one week before the meeting, and share any background materials for preparation.
- EC meetings will be held face-to-face and/or via electronic conference call/Teams and/or email depending on the need, the agenda and the content.

Time commitment:

During the MTE period, with preparations beginning in late 2022 and the evaluation activities lasting through August 2023, it is anticipated that the EC will be called upon to review deliverables and attend meetings at key decision moments. This is estimated to take place over the course of 1 – 2 days during each phase of the evaluation, as laid out in the table below.

Responsibilities of the Evaluation Committee:

The EC will serve to guide the MTE process, reviewing draft materials as they are produced by the contracted evaluation firm, and supporting decisions throughout the process. The main roles and responsibilities of the EC during the various evaluation phases are laid out in the table below.

Tasks by evaluation phase	Estimated time	Approximate dates
Preparation Phase <ul style="list-style-type: none">• Select and establish ERG membership• Reviews the revised draft ToR prepared by the EM on the basis of:<ul style="list-style-type: none">○ The outsourced Quality Support service feedback○ ERG comments○ The EM responses documented in the comments matrix• Approves the final TOR• Approves the final evaluation team and budget	0.5 to 1 day	Mid-November – early-December 2022
Inception Phase <ul style="list-style-type: none">• Briefs the evaluation team on the subject of the evaluation• Informs evaluation design• Supports identifying field visit sites (if relevant) on the basis of selection criteria, defined by the evaluation team in the inception report (IR), though the EC should not influence actual selection• Reviews the revised draft IR on the basis of:<ul style="list-style-type: none">○ The outsourced Quality Support service and EM feedback	2 days	Second half of March 2023

<ul style="list-style-type: none"> ○ ERG comments ○ The Evaluation team responses in the comments matrix • Approves the final IR. 		
<p>Data Collection Phase</p> <ul style="list-style-type: none"> • Act as key informants: responds to interview questions • Facilitates access to sources of contextual information and data, and to stakeholders • Attends the end of field work debriefing meeting(s) • Supports the team in clarifying emerging issues and identifying how to fill any data gaps 	2 days	April 2023
<p>Data Analysis and Reporting Phase</p> <ul style="list-style-type: none"> • Review the revised draft evaluation report (ER) on the basis of: <ul style="list-style-type: none"> ○ The outsourced Quality Support service and EM feedback ○ ERG comments ○ The Evaluation team responses in the comments matrix • Approves the final ER 	2 days	Expected to review ER in June/July 2023
<p>Dissemination and Follow-up Phase</p> <ul style="list-style-type: none"> • Leads the preparation to the Management Response to the evaluation • Decides whether management <i>agrees, partially agrees or does not agree</i> with the recommendations • Clears the Management Response • Disseminates the Management Response to key stakeholders 	1 day minimum	August 2023

Annex III: Evaluation Reference Group Terms of Reference

Terms of Reference

Evaluation Reference Group

Private Sector Partnerships and Fundraising Strategy 2020-2025 Mid-Term Evaluation

Context:

The World Food Programme is initiating a **Mid-Term Evaluation of Private Partnership and Fundraising Strategy 2020-2025** (PSPF Strategy). This evaluation will be commissioned by the Private Partnerships and Fundraising Division of WFP HQ in Rome, Italy, and will cover the period from 2020 to 2023. The evaluation will take place from February 2022 to August 2023.

This evaluation will cover activities implemented from January 2020 to December 2023 under WFP's PSPF Strategy under the main pillars of *Impact, Income, and Innovation*. This evaluation will have a strong focus on learning, and will follow a utilization-focused evaluation approach using mixed methods. The evaluation will examine results generated through the strategy and utilisation of resources to drive results, and will serve as a tool for the management for learning and course-correction in the implementation of the next phase of the Strategy. The target group includes stakeholders consisting of: PPF team leads; WFP Regional Bureau, Country Office, and Technical Unit personnel; and a selection of WFP's corporate and foundation partners.

The evaluation is envisioned to be a rigorous and impartial exercise, which would produce recommendations that could be used by management to understand the progress in the implementation of the strategy. It would be also used as a tool to identify the steps forward from an organizational management point of view, as well as aid in the continued engagement of WFP's Executive Board through mid-term or annual reports and/or informal sessions.

Purpose:

The overall purpose of the **Evaluation Reference Group** (ERG) is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021 and UNEG norms and standards. ERG members review and comment on draft evaluation TOR, inception report, and evaluation report. ERG members act as advisors, while the responsibility to approve evaluation products rests with the Evaluation Committee Chair.

The **composition** of the EC [list selected 8-12 members to ensure sufficient base of expertise]:

- PPF Director (Chair of the ERG)
- Evaluation Manager (PPF Policy Officer, serving as ERG Secretariat)
- PPF Deputy Director
- PPF Global Head of Supporter Engagement
- PPF Head of Finance
- PPF Head Partnerships
- PPF Head of Business Development

- PPF Head of Partnership Management
- PPF Global Head of Supporter Engagement
- PPF Head of Individual Giving
- PPF Head of ShareTheMeal
- PPF Head of Business Intelligence Hub
- PPF Head of Global Services
- PPF Global Partnerships Lab Manager
- DED-PA Front Office

Procedures of Engagement:

- The Chair of the Evaluation Committee will appoint the members of the ERG.
- The Evaluation Manager will notify the ERG members of the time, location and agenda of calls or meetings with at least 1 week’s notice, and will share any relevant background materials.
- ERG meetings will be held face-to-face and/or via electronic conference call/Teams meeting, as needed.
- The ERG will meet at least once per month during the evaluation period (December 2022 – August 2023).
- Non-WFP ERG members, representing their organizations, will be interviewed by the evaluation team as part of inception and data collection phases.

ERG members will provide feedback electronically to the EM on the draft ToR, Inception Report and Evaluation Report. The EM will ensure that the evaluation team responds to comments, whether by incorporating them in the reports or providing rationale where feedback is not incorporated. Comments will be recorded in a comments matrix to help ensure a transparent and credible process.

Time commitment:

During the MTE period, with preparations beginning in late 2022 and the evaluation activities lasting through August 2023, it is anticipated that the ERG will meet at least once per month as a group, with ad-hoc meetings with the external evaluators for data collection as needed. This is estimated to amount to roughly 2 days of work during each phase of the evaluation, as laid out in the table below.

Responsibilities of the Evaluation Review Group:

The ERG will support the evaluation process and play a key role in data provision to the external evaluators, serving a complementary role to the Evaluation Committee. ERG members review and comment on draft evaluation TOR, inception report, and evaluation report. ERG members act as advisors, while the responsibility to approve evaluation products rests with the Evaluation Committee Chair.

Tasks by evaluation phase	Estimated time	Approximate dates
Preparation Phase	1 day	Early December 2022

<ul style="list-style-type: none"> • Review and comment on the draft ToR for the MTE. Ensure that the ToR will lead to a credible and useful evaluation • Where appropriate, provide input on the evaluation questions • Identify source documents useful to the evaluation team • Attend ERG meetings/conference calls 		
<p><u>Inception Phase</u></p> <ul style="list-style-type: none"> • Meet with evaluation team to discuss how the evaluation team can design a realistic/practical, relevant and useful evaluation • Identify and facilitate dialogues with key stakeholders for interviews, as required • Identify and access documents and data • Help identify appropriate field sites according to selection criteria set up by the evaluation team in the inception report (IR), helping to safeguard against bias • Review and comment on the draft IR 	1 day	February – March 2023
<p><u>Data Collection Phase</u></p> <ul style="list-style-type: none"> • Act as key informants: respond to interview questions • Provide information sources and facilitate access to data • Attend the evaluation team's end of field work debriefing meeting(s) 	2 days	April 2023
<p><u>Data Analysis and Reporting Phase</u></p> <ul style="list-style-type: none"> • Review and comment on the draft evaluation report, focusing on accuracy, quality and comprehensiveness of findings, and of links to conclusions and recommendations. The latter should be relevant, targeted, realistic and actionable • The ERG, being advisory and within a transparent process, must respect the decision of the independent evaluators about whether feedback is incorporated, including rationale for not incorporating feedback 	2 days	June – July 2023
<p><u>Dissemination and Follow-up Phase</u></p> <ul style="list-style-type: none"> • Disseminate final report internally and externally, as relevant • Share findings within units, organizations, networks and at events • Provide input to Management Response and its implementation, as appropriate 	2 days	August 2023

Annex 2. Glossary of Key Terms

The table below complements the list of key terms provided in the Evaluation Report by listing additional terms/concepts that are relevant in the context of the evaluation.

TERM/CONCEPT	DEFINITION
Terms/Concepts relevant to private sector fundraising	
Business(es)/ Corporate(s)	Commercial entities ranging from large global corporations to local small and medium-sized enterprises, regardless of operational context, ownership, or structure.
Corporate Foundations	A non-profit organization or charitable trust set up by a company, with its governance and management primarily overseen by company representatives and charitable objects aligned to the company's business interest.
Cost per acquisition	A marketing metric that measures the total cost to acquire one new donor
Digital Fundraising	Online marketing and outreach to new and potential supporters using websites, e-mails, social media, and mobile technology
Foundations	A non-profit organization or charitable trust with governance and decision-making, that is independent of a corporate or high net worth individual.
(Ultra) High Net Worth Individuals	Individual with a net worth over USD 1m (HNWI) or over USD 30m (UHNWI)
Individual Fundraising (IF)	Income raised from private individual donations from citizens around the world. In PPF, Individual Fundraising is the responsibility of two teams responsible for Individual Giving (IG) and the STM application respectively
Philanthropy	Large personal financial donations (USD 1m+) from a High Net Worth Individual, or personally managed family trust, to support those in need and the public good
Regular Giving	A recurring, regular set financial donation, often received monthly
Return on Advertising spend (ROAS):	A marketing metric that measures the total cost to acquire one paying customer.
Single Giving	A one-off financial donation
Sustainability (of funding)	The ability to be secure, maintain and use resources that prevents their depletion and delivers continued benefit towards the organizational mission
Other relevant terms	
Corporate Social Responsibility (CSR)	A management concept popularized in the 1960s that allows firms to take into account social goods, going beyond the goal of mere profit maximisation of shareholders. The evaluation of CSR activity is often conducted by the firm itself and is publicised through an annual sustainability report and/or a dedicated section on its website
Creating Shared Value (SV)	A superseding and narrower concept than CSR, emphasising the importance of jointly creating economic and social value, for instance by "reconceiving products and markets", "redefining productivity in the value chain", or "enabling local cluster development". Shared Value is more directly linked to a firm's profitability and competitive position in the market than CSR. ¹
Environmental, social, and governance (ESG)	A concept widely disseminated by the Principles for Responsible Investment (PRI), defined as "a strategy and practice to incorporate environmental, social, and governance (ESG) factors in investment decisions and active ownership" (PRI). Rating agencies, as a service provider to financial institutions, and investors as well as their target firms, all conduct the evaluation of the firms' ESG practices. Beyond some degree of reporting standardisation, ESG gave rise to quantitative assessments of firms' attitude and achievements, allowing the diffusion of sustainability concerns among financial institutions and investors
Systems strengthening	Interventions directed towards improving the ways in which elements of key national systems, especially those for emergency preparedness and response, food and social protection, work together to deliver the desired results. ²

¹ See, for example: Porter, M. and M. Kramer (2006), "Strategy and society: the link between corporate social responsibility and competitive advantage", *Harvard Business Review*, Vol. 84/12, pp. 78-92. See also Porter, M. and M. Kramer (2019), "Creating Shared Value", in Lenssen, G. and N. Smith (eds.), *Managing Sustainable Business*, Springer Netherlands, Dordrecht, https://doi.org/10.1007/978-94-024-1144-7_16

² WFP Country Capacity Strengthening (CCS) Policy Update (2022)

Annex 3. Additional Context³

Private Sector Fundraising Context

The unprecedented social, economic, and political disruption of the last three years has had a profound impact on all areas of global private sector fundraising and partnerships, as organizations mobilise towards achieving Agenda 2030. Global crises from Covid-19 to Ukraine, to #BlackLivesMatter and climate movements have shifted the focus of individuals, corporates, and philanthropy, accelerating emerging trends to re-shape global charitable giving.

These disruptions have accelerated a decline in ODA and humanitarian funding. Development funding from multilateral donors fell by 14 percent (USD 11.6 billion) in 2021, despite a 6 percent increase in bilateral donor funding (Development Initiatives, 2023). Furthermore, humanitarian assistance funding has plateaued. Between 2018 and 2021, there was marginal growth of just 2.6 percent in global humanitarian funding, despite the need continuing to rise. The war in Ukraine has further exacerbated this trend, with humanitarian spending in other crisis contexts and development funding reducing and ODA directed within the country it was provided. ([Development Initiatives 2022](#), [Development Initiatives](#)).

As traditional funding sources from donor governments decline, INGO leaders are seeking to diversify organizational funding in an increasingly saturated market. Donations from the public are seen as the 'lifeblood' of many INGOs, a public statement of trust which enables the financing of strategic investments and leveraging government funding. However, as costs and competition increase, INGO leaders are seeking to explore new income generation channels including philanthropy, corporates, alternative finance and new accessing new markets ([Thompson & Aaronson](#), 2021)

Individual Fundraising

Across the INGO sector, individual fundraising revenue grew consistently between 2016-21 with most organizations reporting growth (Indigo Global Analysis, 2021). The majority of funds come from Europe (USD 7.5bn) and North America (USD 7.2bn) with the top 20 markets making up more than 90 percent of private sector income.

Covid-19 led to a global spike in giving to non-profit organizations and causes, particularly through single gifts, with 35 percent of people reporting donating to charity, the highest ever number. In high-income economies, the rate of donations sharply increased by 10 percent through 2021([CAF World Giving Index](#), 2022).

However, some key high-income markets are reporting a decline in giving levels with a return to pre-pandemic levels, for example the USA reported a 10 percent decline in number of donors in 2022 (AFP, 2023). Furthermore, the impact of the cost-of-living crisis in some markets may further exacerbate this trend for example with CAF research indicated that the number of people donating to charity in the UK in November 2022 was down by 3.8 million, with a 7 percent drop in festive donations compared to pre-pandemic years (CAF, 2022). Global analysis is not yet available.

Regular giving, usually low value gifts under USD 1,000, made up 52 percent (USD 5.9 billion) of large INGO individual fundraising revenue in 2021, providing a long-term sustainable income base (IFL Peer Review 2021). Regular giving income grew 2.8 percent 2017-21, despite a decline in 2020, when the pandemic stopped face to face fundraising. Face to Face fundraising recruitment has returned, although yet to reach pre-pandemic levels, DRTV, digital and telemarketing are the key channels used for regular giving recruitment (Indigo Global Analysis, 2021).

Single gifts are generally higher in value as a one-time gift, with revenue often donated in response to an emergency appeal or in response to a festive event. Covid-19 uplifted single gift recruitment for large INGO's by 25 percent in 2020, however income stagnated in 2021. The largest channel of single giving recruitment is digital, followed by direct mail (IFL Peer Review, 2021).

Sudden onset emergencies generally lead to sharp increases in single gift donation levels, as people are prompted by media coverage to support the relief effort. The Ukraine conflict in 2022 and its

³ As included in the approved evaluation Inception Report.

proximity to Europe, mobilized record breaking levels of private sector income from individuals and the private sector

The pandemic accelerated the transition away from face-to-face and off-line towards online and digital fundraising and an increased use of DRTV. Online giving has grown globally by 41 percent in the last three years, comprising an average 12 percent of giving, with gifts to international organizations growing 10 percent year on year ([Blackbaud](#), 2022). An estimated 28 percent of online donations were made using mobile devices in 2021, growing from 9 percent in 2014.

Investment in digital advertising has increased by 28 percent in 2022, with 56 percent of advertising spending used on direct response fundraising, with Meta (Facebook, Instagram) and Search (Google) responsible for 70 percent of budget spend. The cost to generate single gifts (cost per acquisition) varies according to platform and cause, ([M&R Benchmarks](#), 2023)

The high cost of recruiting new supporters from paid for advertising means that NGO's need to have a strong focus on retention and uplift, to motivate additional gifts or a regular commitment. E-mails play a critical role in enabling this, with NGO's needing to invest in the development of planned supporter journeys which build and feed the relationship with supporters. E-mail revenue declined by 4 percent in 2022, with list sizes decreasing by 2 percent, following growth in 2020-1. Mobile messaging is increasingly being used, with an 11 percent increase in subscriber list sizes, with 62 percent of those using mobile messaging including fundraising asks ([M&R Benchmarks](#), 2023)

The shift towards online and digital fundraising has dramatically increased the amount data available about supporters their behaviour, preferences and interests. Storing and integrating this data effectively, to maintain its integrity, is essential for behaviour analysis and decision making and enable fundraisers to optimize fundraising performance. The use of AI and machine learning to get more from data is growing with recommendation algorithms and predictive analytics used to enable fundraisers to better target prospects and tailor supporter experience (CCS, 2023).

Millennial and Gen Z donors highly value social responsibility. Millennials seek deeper involvement and experiences with charities of their choice and are more likely to actively engage in activities that allow them both to volunteer themselves and/or raise money (Fidelity Charitable, 2021). They are also more discerning, more likely to research charities before giving, supporting a smaller number of charities more deeply (2018). Gen Z are most likely to donate because they feel it is 'the right thing to do' and are giving in less traditional ways, e.g., to individuals and grassroots-type movements through platforms such as GoFundMe. (, 2022)

Legacy income is expected to continue to increase significantly over the next 10 years, with growth potential as younger generations consider planning for the future. Large INGO's have reported 8.3 percent growth in legacy giving since 2017 with income totalling USD 1.2 billion in 2021. 18 percent of charities who took part in a recent EFA survey, reported increasing investment in legacies and bequests, particularly in the UK, Ireland and Sweden ([EFA](#), 2022). In the US, estimated bequest giving from estates represented 9 percent of total giving in 2021, with estimates that about 5 percent of estates leave a charitable bequest, annually ([CCS](#), 2023)

There has been considerable debate within the INGO sector around the type of images and stories used to recruit new supporters, with a drive to move away from 'regressive images and content which may reinforce stereotypes and racialized power and privilege. There has been a sector wide drive to improve standards in image gathering and (e.g. [BOND](#), 2020) to ensure content and agency is embedded in content collection, with fundraisers balancing the need for funds against organization brand positioning and preference.

Influencers are also increasingly being used to recruit and raise the profile of NGOs, with only 13 percent of participant NGOs paying for influencers to post, with different channels having their own top influencers. Their reach and influence can raise awareness, support narrative change and support fundraising. Gaming influencers on You Tube have raised millions for charities through online telethon style events encouraging their followers to donate and new platforms emerging such as Tiltify making it easier for streamers to raise money for causes ([Forbes](#), 2022.)

Philanthropy

The global high net worth (HNW) population, with net worth over USD 1m comprised over 34.2m individuals in 2022, of this group 392,410 are classified as Ultra High Net Worth Individuals (with assets over USD 30m). High net worth wealth is unevenly distributed with the 1.2 percent of Ultra High Net Worth individuals making

up over 31 percent of all High-Net-Worth wealth. Economic shocks following the war in Ukraine and Covid-19 has led to high global inflationary and fiscal pressures. This has led to a drop in the Ultra High Net Worth population of 6 percent, with wealth falling by 11 percent, to USD 41.8trn, a return to pre-pandemic levels. ([Altrata, 2022](#))

The Ultra High Net Worth population is globally spread, with 34 percent based in North America, 30 percent in Asia, 26 percent in Europe and 5.5 percent in the Middle East. US, China, Germany, Japan and Hong Kong are the top four Ultra High Net Worth countries, with China, the Middle East and Latin America the only wealth markets to see a rise in their UHNW population in 2022 ([Altrata, 2022](#)).

Although rising, women account for only 11 percent of the UHNW population, and are more likely to have inherited at least some of their wealth, they also have the highest interest in philanthropy ([Altrata, 2022](#)).

The 'Great Wealth Transfer' is underway, with trillions of dollars expected to be transferred from baby boomers to the next generation of millennial children. USD 150bn is expected to be transferred by 2026 ([RBC, 2020](#)), with decision-making influence shifted to a larger number of family members whose personal and commercial interests may lead to shifts in philanthropic goals. The next generation have different expectations of philanthropy which NGOs need to adapt to; whilst Gen X prefer tangible work and campaign-based giving; millennials want a deep connection to the cause, whilst Gen Z crave unique experiences ([Giving USA, 2021](#)).

Covid 19 accelerated growth in trust-based philanthropy, with high profile donors, such as Mackenzie Scott and Melinda French Gates championing unrestricted funding, streamlined processes, and a commitment to shifting the power dynamic between donors and NGO's. However, this approach is still an outlier compared to the strategic philanthropy of the largest tech entrepreneur foundations who seek more technical expertise and implementation of plans with high reporting and MEL requirements, ([Financial Times, 2022](#)).

The Mackenzie Scott effect is stimulating a rise in 'big bet' philanthropy, with philanthropists willing to make larger riskier bets to achieve more transformational change within their lifetimes. These mega gifts accounted for 5 percent of all giving in 2021 ([Giving USA 2022](#)), although it is harder to get the information on how they are making their gifts and through which vehicles. Whilst 'big bets' can be first-time gifts, very often they require significant relationship building, developed over time with a median of four previous gifts ([Bridgespan, 2019](#)).

Donor-Advised Funds (DAFs) are an increasingly accessible and fast-growing giving vehicle for philanthropy, with intermediaries and advisors playing a growing 'gatekeeper' role in charitable disbursement. Whilst some DAFs enable donor determined gifts, others are issue focused with professional advisors selecting and recommending giving strategies and beneficiary organizations. Charitable assets under management in all donor-advised funds totalled over £2.2 billion in 2021, with grants from donor-advised funds to charitable organizations reaching £451.4 million, a growth of 9 percent from 2017 to 2021 ([National Philanthropic Trust, 2022](#))

Private Sector Partnerships: Foundations

US and increasingly European Foundations dominate foundation funding, with increasing alignment to institutional funding, and opportunities for growth. In total the US and Europe account for 94 percent of foundation spending. Health has dominated US global foundation giving (49 percent), driven by the Gates Foundation, with agriculture and food security receiving USD 2.7 billion between 2016-19, equalling 8.2 percent of global giving (USD 5.8 percent excluding Gates Foundation). ([Council of Foundations, 2022](#)).

Covid-19 has renewed and revitalized Grand Bargain pledges towards localization with key foundations actively looking to invest directly in-country in local civil society organizations and local leadership to embed decision making in the communities directly impacted.

The Black Lives Matter movement has sparked foundations to look more deeply into social justice and address inequality at its root cause. This has led to a greater focus on promoting and supporting movement building and addressing systemic inequalities, including systemic racism, with foundations seeking to address the power inequities within philanthropy and decolonize their grant making.

Climate philanthropy is growing sharply, in 2020 funding towards climate mitigation was around 2 percent of global giving but has grown to 14 percent by 2022 (compared to 3 percent overall growth) accelerated by some new organizations such as the Bezos Earth Fund ([Climateworks, 2022](#))

Despite greater flexibility through Covid-19, restrictive institutional grant approaches remain, with a strong focus on theories of change and impact measurement. These foundations have sizeable assets and operate much like institutional funders with strong technical capabilities and expectations, and in some cases, equally restrictive funding.

Foundations are increasing cross-sector collaboration and pooling funding around specific areas of mutual interest for greater and more coordinated impact on key issues. Donors are investing in a range of mechanisms with other foundations, institutional donors and companies to increase strategic impact on specific issues of mutual interest, these range from collaboration alliances (e.g. [Women's Funding Network](#)), which share learning and promote collective action, to specific pooled funds jointly managed, which make grants on specific issues to drive forward system change

Private Sector Partnerships: Business

Corporations are significant, and growing, economic actors - 157 of the top 200 economic entities by revenue are corporations not countries, and the revenue of the top 10 corporations exceeds USD 3trillion (Global Justice Now, 2018). The private sector is acknowledged to have a significant role to play in the achievement of the Sustainable Development Goals (SDGs), with business well placed to contribute to social goods by inventing new products, reducing negative externalities and by being channels for positive cross-border impacts (OECD,2021).

National governments, the private sector, and multi-sectoral partnerships are expected to lead the sustainable development agenda. Public, Private partnerships which raise development finance are growing to meet the funding gap, with a shift to loans, blended finance, bonds and guarantees, particularly in Middle income countries and around climate finance. Large businesses are also increasingly part of multi-sector consortia, partnering with government, finance and charities on purpose-driven business issues e.g. Unilever worked with the FCDO to establishing The Hygiene and Behaviour Change Coalition (HBCC) ([Unilever](#), 2021).

Climate change is unanimously recognized by business sustainability leaders as the most urgent of the Sustainable Development Goals (SDG's), with Zero hunger second and partnership second to last ([GlobeScan/SustainAbility Institute, 2022](#)). Business is urgently under pressure to respond to the net zero agenda with many companies joining the Business Ambition for 1.5 degrees campaign from the Science Based Targets Initiative and committing to net zero.

Consumer, staff and investor expectations are demanding businesses to have greater social purpose. The [Edelman, 2022](#) highlighted that across all issues, people want business to be more engaged in societal issues. Research by [Zeno](#) (2020), showed that consumers who believe a brand has a strong purpose are four times more likely to purchase from, champion and trust the company in question. It is also increasingly important to employees, with 72 percent of workers believing purpose should hold more weight than profit, and two thirds of millennials taking a company's social and environmental commitments into account when deciding where to work ([Mckinsey, 2020](#)).

Corporate social responsibility frameworks are a business imperative, driven by investors demanding focus on Environmental, Social and Governance (ESG) measurement with 96 percent of the world's largest 250 companies now reporting on their sustainability ([KPMG, 2020](#)). The majority of Corporate Affairs professionals across the world believe their organization's corporate purpose plays an important role in its major business decisions. They also believe that societal expectations for purposeful leadership from companies will grow in the coming years ([Oxford/Globescan, 2022](#)). Responding to these growing societal expectations will likely mean more focus on corporate purpose and demonstrations of a positive impact on society.

Technology and science-based sectors are perceived to be positively managing their transition to sustainable development by sustainability experts,' with the extractive sector most negatively viewed. The 'food, beverage and consumer goods' and 'energy, natural resources and basic materials' sectors have the highest likelihood of taking action on SDG2 (OECD, 2021). Unilever, Patagonia, Natura &Co, IKEA and Microsoft top the global list of corporates, who put sustainability at the core of their business models with a focus on action and tangible impact. Regional corporate sustainability leaders are more diverse with experts in Africa and the Middle East highlighting Nedbank, Safaricom, and Woolworths, while those in Asia-Pacific point to Tata ([Globescan, 2022](#)).

Corporate partnerships are expected to increase and play a key role in enabling business to embed and improve their social impact. There is growing recognition for greater focus on the 'S' of ESG and mounting pressure on companies to demonstrate social purpose. In the recent [C&E Corporate Charities Barometer 2022](#) survey, four-fifths of all respondents expected an increase in investments in cross-sector partnerships over the next three years. It also highlighted unanimous agreement that partnerships enhance understanding of the societal / environmental issues they have been designed to address, with half feeling that partnerships have helped businesses to change their practices for the better.

Charity Corporate partnerships are shifting from transactional modes of corporate philanthropy, towards large, strategic multi-faceted partnerships focused on shared value and impact. The sector leading partnerships are holistic, transformational, larger and/or longer-term, which is seeing corporates partner with fewer charities, more intensely, with clear joint ambition and targets. However, as highlighted in the [\(C&E, 2022\)](#), the underlying motivation for partnerships for corporates is reputation, whilst for charities it is long-term stability and access to funding.

World Wildlife Fund (WWF) is overwhelmingly recognised as the lead NGO in sustainable development, followed by Greenpeace and the World Resources Institute. Collaboration, innovation, reach, scale, knowledge are seen to be the consistent indicators of NGO leadership in sustainability over time, with stakeholder engagement viewed as the main driver for NGO leadership ([GlobeScan, 2022](#)).

Corporate Advocacy is perceived as a missed opportunity by consumers for NGO's and business to promote and support action on sustainability. However, businesses are exhibiting continued low levels of appetite for corporate advocacy, likely in response to fears of greenwashing accusations ([Oxford Globescan, 2023](#))

Geopolitical tensions and economic uncertainty and climate change are the key threats identified by global business. The war in Ukraine is perceived to be a distraction from sustainability, leading to increased use of fossil fuels, food insecurity and higher prices, although it is hoped in the long term it will accelerate the shift to renewable energy ([GlobeScan, 2022](#)). Innovation and AI/digitisation and responding to the climate crisis are however areas seen as opportunities for business sustainability leadership ([Oxford Globescan, 2023](#)).

Alternative Finance

Impact investing is being increasingly explored by Foundations to increase focus on social and/or environmental impact, advance a foundations' programmatic goals, and potentially to deliver a financial return on their endowments. Through a range of investment mechanisms, foundations can recycle their funding which helps maintain or growing the foundations' endowment, and also leverage more assets for core social or environmental goals, bolstering community investment through intermediaries. Grant capital can be recycled when used as guarantees for loans, recoverable and/or convertible grants, for example. Impact linked financing using debt and equity mechanisms is increasingly being applied by Foundations and is attracting new investors. The GIIN estimates the size of the worldwide impact investing market to be USD 1.164 trillion, marking the first time that the organization's widely-cited estimate has topped the USD 1 trillion mark ([GIIN, 2022](#)).

Development/humanitarian impact bonds (DIBs/HIBs) are examples of how new models of structuring finance are being developed. DIBs/HIBs are growing but are time-consuming and costly to establish and manage. They are a blend of private finance backed by government/philanthropic risk capital, providing modest returns to investors, if the programme is successful. There are now over 89 in the UK and 221 globally – the largest in the UK (£17m over 4 years) is led by the British Asian Trust and focused on girls' education. However, the largest number (79) are focused on employment and training as easily quantifiable ([Government Outcomes Lab, 2022](#)). ICRC piloted the first humanitarian impact bond, launched in 2017, which leveraged USD 26.5m from finance, to enable 3,600 people to regain their mobility in Nigeria, Mali and the DRC. The outcomes, once delivered, were repaid by Government donors at a 7 percent return ([Government Outcomes Lab, 2023](#)).

Cryptocurrency is viewed as a fast-growing route for philanthropic giving. The US platform the Giving Block has raised over USD 125m for charities to since 2018 and forecasts this rising to USD 10 billion in the next decade. USD Coin (USDC) is the leading crypto donation option (44 percent), with Ethereum second as NFT fundraisers drive ETH to 24 percent of total volume, Bitcoin is third at 17 percent, with the average donation currently sitting at USD 26,000 ([Giving Block, 2023](#)). Despite strong initial interest in cryptocurrencies, charity investment in this income stream is slow, due to ethical and environmental concerns. The volatility and lack

of transparency of crypto philanthropy pose challenges, as the market is unstable, and it is not always possible to identify who has made the gift. Furthermore, there has been growing concern about the climate impact of cryptocurrency 'mining' and the power required for processing the currency ([Charity Digital](#), 2021).

"Ecosystem Services Credits" including carbon, wildlife and blue carbon are emerging as alternatives to carbon credits, as concerns about the quality/reputation of some carbon credits emerge. These community owned, run and led carbon credit and Earth tech options, often enabled blockchain, can not only raise finance, but also put that investment into the hands of the people who know best how to preserve their environment. Financial payment for these ecosystem services can extend beyond credits to "insetting" as well as "offsetting" as businesses look to bring their programs in house ([IFL Science, 2023.](#))

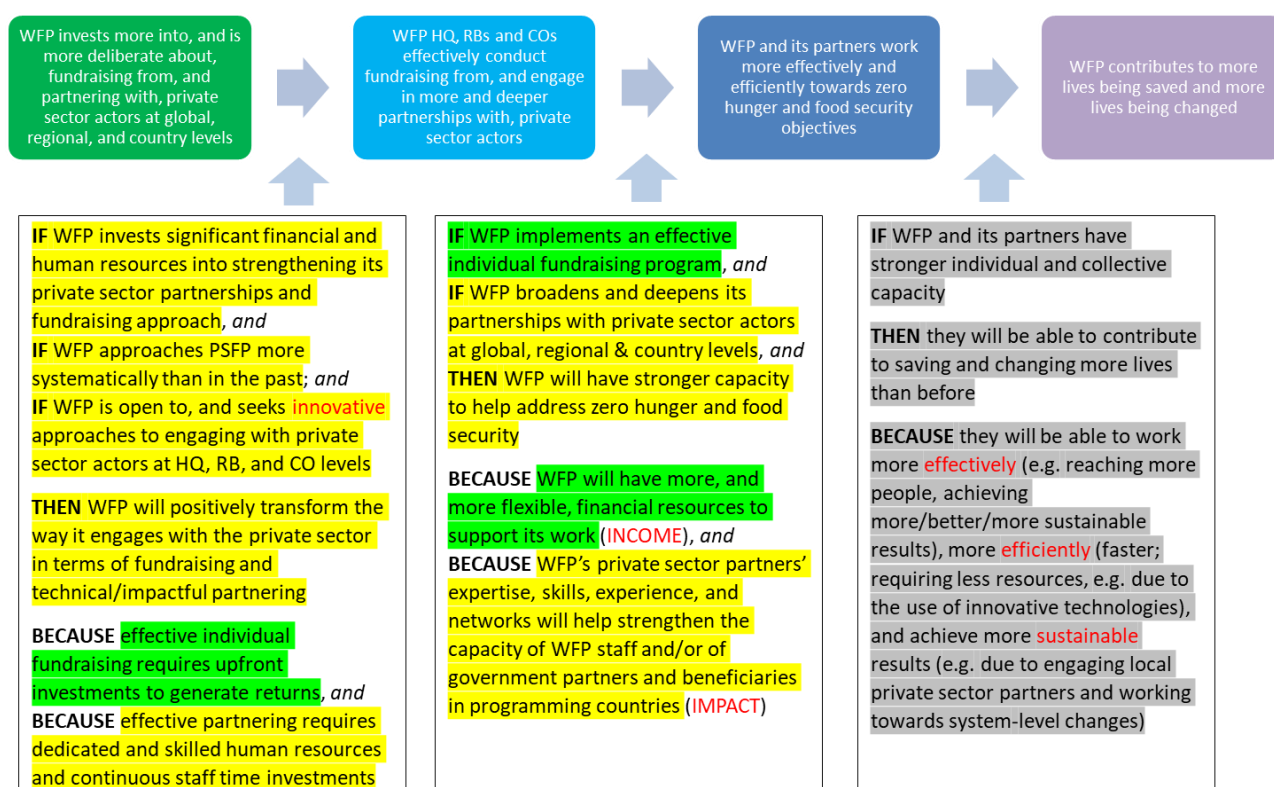
Annex 4. PSPF Strategy Theory of Change

The figure below shows an annotated version of the Theory of Change developed by the evaluation team, in consultation with PPF, for the PSPF Strategy. The ToC is deliberately framed at a relatively high-level rather than delving into intricate details of different Strategy elements. This was done to help focus the evaluation on the Strategy as a whole rather than on different components of its implementation, and to help emphasize the envisioned overall contribution of PSPF to (better) changing and saving lives.

The ToC uses colour coding to indicate logical links for which the evaluation found considerable evidence (green), those for which it found some but limited or incomplete evidence (yellow), and those where the collected information did not allow making an assessment (grey).

The figure reflects the fact that, as outlined in the main report, the Strategy had provided clearer ambitions and direction with regard to individual fundraising than in relation to partnerships. It further illustrates the current 'missing link' between PSPF efforts and the longer-term ambition for WFP and its partners to work more efficiently and effectively towards zero hunger and food security objectives.

Figure I Annotated ToC



The table below summarizes the main underlying assumptions of the ToC as outlined in the evaluation inception report, as well as reflections on the extent to which information gathered during the evaluation process support the respective assumption or put it into question. The colour coding applied is as above, albeit with red noting that evaluation findings indicate that the respective assumption did not hold.

Table I Annotated ToC Assumptions

Dimension	Assumptions	Extent to which the evaluation allowed validating the assumption
Individual Fundraising	<ul style="list-style-type: none"> • WFP has a need for/interest in diversifying its funding and accessing more flexible funds • Individual giving is a sustainable and growing source of funds and the largest source of funds from the private sector • A global (rather than national), and 'digital-led' model of individual fundraising has the best chances of success for WFP • WFP's brand (mandate, visibility, reputation/credibility) can facilitate individuals around the globe being willing to give to WFP • A successful IF programme requires substantial upfront (as well as ongoing) corporate investments in recruiting individual financial supporters who donate for many years and deliver returns over the long-term 	<ul style="list-style-type: none"> • Data collected by the evaluation indicate that all of these assumptions (implicitly underlying the ToC in relation to IF held, i.e. they were shown to have been relevant to, and were reflected in Strategy implementation. • One slight modification applies, however, to the first point: While, as noted in the WFP SP, the organization emphasizes its need for, and interest in funding diversification and flexible funding, stakeholder consultations indicate that, in practice, WFP COs tend to value flexible funding more than the organization overall
Private Sector Partnerships	<ul style="list-style-type: none"> • Technical partnerships allow WFP to derive the most value from engagement with the private sector • Strengthening partnerships at the local level requires resources, as well as consistent corporate guidance and support to WFP COs • Private sector partnerships will be most impactful if they are driven by needs (organizational or beneficiary) rather than by supply 	<ul style="list-style-type: none"> • The evaluation found no evidence for technical partnerships providing the <i>most</i> value to WFP. Instead, several WFP staff noted that, especially for COs, purely technical partnerships were often undesirable. A challenge in assessing the validity of this assumption was, however, the absence of a clear definition and shared understanding within WFP of 'technical partnerships, and the lack of related performance data • Evaluation data did not allow either validating or disproving the other two assumptions given the absence of a clearly articulated approach to providing guidance and support to COs, the absence of impact-related performance data, and the absence of a clear definition of 'needs based' partnerships and of approaches to identifying such needs
Cross cutting	<ul style="list-style-type: none"> • PPF can recruit or access staff at HQ and RB levels whose experience and expertise is relevant to implementing the PSPF strategy • WFP Country Offices have unmet programmatic needs that can benefit from financial and/or technical inputs from (global and local) private sector actors • Contextual factors – deriving from both internal and external contexts – either support strategy implementation or can be sufficiently mitigated so as not to prevent successful strategy implementation 	<ul style="list-style-type: none"> • The first of these assumptions held partly true – PPF benefited from the expertise and experience of several HQ and RB level staff related to IF and partnerships. It also faced challenges, however, in terms of staff turnover and mixed levels of relevant specialized experience • The second assumption is supported by information gained from consultations with country offices that confirmed existing and otherwise unmet needs and the potential of the private sector to address these • The last assumption partly held true- with PPF and other actors being able to successfully mitigate some but not all contextual factors

Annex 5. Methodology

1. This section draws on section 3, “Evaluation Methodology”, of the final inception report for this evaluation, as approved by WFP in June 2023 and provides additional information including on changes made to the methodology as described in the inception report.

EVALUATION FEATURES AND OVERALL APPROACH

2. **The evaluation was formative** in nature and focused on assessing the quality of the PSPF Strategy, progress towards meeting Strategy targets, and exploring internal and external factors affecting its implementation. The evaluation was conducted between April and September 2023 by an independent team of two senior evaluation experts, a fundraising expert, a partnerships specialist, and two analysts.

3. **The evaluation was guided by principles of gender equality, equity, and human rights** and considered the revised evaluation criteria from the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC)⁴. Evaluation team members conducted data collection in ways that are informed by an overall do-no-harm orientation. The team engaged respectfully and constructively with the stakeholders to ensure that findings, conclusions and recommendations were useful and reflected the range of perspectives of consulted stakeholders. During all data collection activities, evaluation team members ensured that evaluation respondents were informed about the evaluation purpose and process, were treated with respect, and that their contributions were treated confidentially.

4. The evaluation matrix included an explicit sub-question on gender equality, equity and inclusion, and related considerations were reflected in the data collection tools (interview protocols and survey instrument).

5. **The guiding framework** for the evaluation was the evaluation matrix put forward in the inception report. This was complemented by a reconstructed Theory of Change for the PSPF Strategy (see Annex 4) and a typology of private sector partnerships (see below).

6. **The evaluation team's overall approach was theory-informed,⁵ participatory and utilization focused**, using a mixed methods approach to data collection. Data collection, analysis and reporting were guided by the intent to ensure that evaluation findings, conclusions and recommendations would be useful to, and could be used by, the intended evaluation users, especially PPF but also other units in WFP.⁶ Meaningful stakeholder engagement throughout the evaluation process was ensured through individual consultations and remotely conducted working sessions with Evaluation Committee and Evaluation Reference Group members during the inception, data collection, and data analysis and reporting phases. The evaluation team strived to write all evaluation deliverables in clear, understandable language to make them accessible to the relevant audiences.

PARTNERSHIP TYPOLOGY

7. To allow for nuanced and systematic data collection and analysis, the evaluation team applied three dimensions for looking at private sector partnership, drawing upon the current literature on partnerships:

8. **A partnership continuum** ranging from transaction partnerships (focused on providing value ‘to WFP’) to transformational partnerships (focused on the exchange of values towards the delivery of systems change. Partnership types along the continuum are defined by the main driver of the partnership, as follows:

- *Philanthropic Partnerships*: Funding and fundraising for an issue. This helps the donor organization with their external messaging, stakeholder engagement (e.g., community investment) and internal

⁴ <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

⁵ The term ‘theory *informed*’ rather than ‘theory *based*’ reflects that the reconstructed theory of change informed data collection and analysis but did not constitute the main guiding framework (this function was fulfilled by the evaluation matrix).

⁶ For further details on the notion of utilization focused evaluation, see, for example: Patton, Michael Quinn. (2008) *Utilization-Focused Evaluation: 4th edition*. Thousand Oaks, Ca: Sage Publications.

engagement with employees. Traditionally about being seen doing good, including in response to emergencies.

- *Responsibility Partnerships*: Commercial partnerships that showcase an issue and fundraise alongside commercial sales. Successful partnerships are relevant to the private sector partner's Corporate Social Responsibility (CSR) strategy and are focused on a cause while building business and brand.
- *Technical Partnerships*: In-kind contributions from business to the delivery of an organization's impact goals. Contributions can be of goods, services, and skills/knowledge.
- *Shared value partnerships*: A co-created partnership that pursues social and environmental impact in a way that also enables commercial sustainability. This can include the development of new business models, solutions, and markets.⁷
- *Collective impact partnerships*: Increasingly, world-leading businesses are looking to collaborate in system change initiatives, with a consortium of actors for 'collective impact' with the intention that inclusive market-based solutions to development and humanitarian challenges generate long-term value and sustainable impact.

9. **The values exchanged in private sector partnerships**, including:

- *Knowledge and information*: Sharing knowledge and information including new methods, tools, and innovative approaches to addressing challenges and advance solutions. Mechanisms include investments in research and facilitating learning through networks, learning platforms and events such as conferences, seminars, and workshops.
- *Advocacy and policy dialogue*: Develop policy agendas, frameworks and dialogue at international, national, and local levels that reflect all parties' interests and change practices. Mechanisms include joint advocacy with dialogue, research, and reports and multistakeholder networks, platforms, and roundtables.
- *Technical capacity and expertise*: In-kind contributions to strategy, operations, and programmes with potential to improve capacity and capability plus innovation, effectiveness and/or efficiencies. Mechanisms include access to infrastructure, expertise and know-how, advice, training and/or delivery. This exchange has the potential to create value for all partners, including the private sector, in terms of engagement, experience, knowledge and insight.
- *Branding and profile*: Raise the profile of the issue, opportunity and/or organization to increase its profile and support calls to action. Mechanisms include communications, PR, marketing and advertising, network building, for expert, government, industry, business, and consumer audiences.
- *Funding*: Providing funding for the cause. Mechanisms include grants and cause related marketing income which can range from unrestricted contributions to core-costs through to restricted programme contributions and include covering costs associated with a technical partnership.
- *Finance*: Leverage or raise private sector finance for measurable sustainable development outcomes. Mechanisms include financial instruments such as debt (e.g., loans), guarantees, equity, mezzanine finance and collective investment vehicles.

10. **Relationship management** of the partnership. Here, the evaluation distinguished between:

- *Local Partnership*: Developed, designed, managed, and delivered at a national office level and/or regionally (with multiple countries and/or the Regional Bureau) for delivery locally (in country).
- *Global Partnership*: Developed and managed at the global level, with specific programmes supported through the partnership delivered by other parts of WFP, including country offices. The lead of the global partnership will also be defined, whether led by PPF, a Technical Unit or the Innovation Accelerator.

⁷ The UN system guards against procurement advantages, exclusivity or endorsement, and direct commercial gain from WFP information, brand, or intellectual property (IP) from the partnerships. (See, for example, the [UN Guidelines](#) on a principle-based approach to the Cooperation between the United Nations and the business sector). Engaging in shared value partnerships with private sector actors therefore requires UN agencies to demonstrate a clear separation between partnership and procurement objectives, which can be difficult.

- *Global WFP Friends Partnership*: Relationship managed by a WFP Friends organization, designed either globally by HQ or by the Friends organization; programmes supported through the partnership delivered by other parts of WFP including country offices

EVALUATION CRITERIA

11. Following the TOR, the evaluation applied the following revised OECD DAC evaluation criteria:⁸
- The *relevance* criterion was used to assess the extent to which the PSPF strategy responded to and remained consistent with WFP's organizational needs and priorities, and with those of its partners and beneficiaries.
 - The criterion of *coherence* was used for exploring whether and how the Strategy and WFP support for private sector partnerships and fundraising were aligned and created synergies with other WFP work, corresponded to WFP's internal norms, values and standards, and were internally consistent (internal coherence), as well as with regard to how WFP's PSPF work was aligned with global/UN norms and good practices around private sector partnerships (external coherence),
 - The *effectiveness* and *efficiency* criteria were applied in relation to assessing results of the PSPF Strategy (including in relation to efficiencies and cost savings achieved due to partnering), and internal as well as external factors that, positively or negatively, influenced results achievement.
12. Additionally, as noted in the ToR, the criteria of *coverage*, *impact*,⁹ and *sustainability* were considered where relevant and feasible, for example (sustainability) when assessing the potential for self-sustainability of the individual fundraising programme.

MAIN EVALUATION QUESTIONS AND SUB-QUESTIONS

13. The evaluation team drew on the ToC and on its understanding of issues from the Inception Phase to develop a full evaluation matrix. The main evaluation questions and sub questions are shown in Table xx below. The full matrix (Annex 6) elaborates sub-questions, indicators, data sources and methods of data collection.

Table II Main Evaluation Questions and Sub-Questions

Main Evaluation Questions	Evaluation Sub-Questions
1. How good were the PSPF strategy and its execution to date?	1.1. To what extent does the strategy provide clear conceptual and strategic guidance on WFP's vision for PSPF? 1.2. To what extent does the strategy set clear and measurable expectations to internal and external stakeholders? 1.3. To what extent have WFP investments in strategy implementation been relevant and coherent in relation to strategy objectives? 1.4. To what extent has strategy implementation contributed to strengthening support for, and ownership of, private sector partnerships and fundraising at regional and country levels?
2. Are the results of strategy implementation on track to meet 6-year targets?	2.1 To what extent has WFP used private sector partner expertise and skills to advance WFP objectives? (<i>Impact Pillar</i>) 2.2 To what extent has fundraising from individuals, corporate partners, and foundations contributed to a significant, sustainable stream of funds for WFP's programmes and operations? (<i>Income Pillar</i>) 2.3 To what extent has WFP explored new modes of engagement to find innovative and collaborative solutions to better deliver for beneficiaries through new technology or new ways of working? (<i>Innovation Pillar</i>) 2.4 How have partnerships and private sector funds been used to advance WFP gender and inclusion objectives and to ensure equitable results/access for vulnerable populations? (<i>Cross-cutting</i>)

⁸ See: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

⁹ Please note that in the context of the [OECD DAC](#) evaluation criteria, 'impact' refers to the 'extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects'. This definition slightly varies from how the term 'impact' is used in the PSPF strategy, as noted in section 1.3 above.

Main Evaluation Questions	Evaluation Sub-Questions
	2.5 What, if any, have been unanticipated, positive, or negative, results of strategy implementation? (<i>Cross-cutting</i>)
3. How have internal and external factors influenced strategy implementation and achievements to date?	<p>3.1 To what extent and how have PSPF strategy implementation and results been influenced by internal factors, including:</p> <ul style="list-style-type: none"> • The internal structure of the PPF division • WFP’s organizational architecture, normative and legal frameworks, and governance <p>3.2 To what extent and how have PSPF strategy implementation and results been influenced by external factors?</p>

CHANGES TO THE METHODOLOGY COMPARED TO THE TOR AND/OR THE IR

14. WFP (PPF) and the evaluation team agreed on the following methodological changes compared to the TOR:

- **The Evaluation questions** provided in the TOR were synthesized and reformulated by the evaluation team in collaboration with PPF during the inception phase in order to arrive at a manageable number of clear and easily understandable questions and sub-questions
- **Addition of a partnership typology** (no such typology had been requested in the TOR, but the evaluation team strongly suggested developing one, in collaboration with PPF, to allow the evaluation to provide as nuanced information to WFP as possible.
- **Addition of a review of comparator organizations** to benchmark WFP performance especially with regard to IF
- **Conduct of one survey to country offices**, different from the two possible surveys mentioned in the TOR (one for “all corporate and foundation partners” and another sent to “all service providers supporting IF and other cross-cutting areas of work”). The decision to conduct only one survey and target it to COs was based on (i) the emphasis that the PSPF strategy places on strengthening local partnerships, and the related interest by PPF leadership and staff to learn more about successes and challenges in this regard; (ii) the insight that for foundation corporate and foundation partners, in-depth qualitative interviews with a sample of partners will provide more relevant insights for answering the evaluation questions than a written survey could; and (iii) that in relation to WFP’s work around IF, the evaluation was prioritizing other data sources (i.e. databases, documents, and WFP staff) over consultations with external stakeholders
- **Modifications to the evaluation timeline** to reflect delays in evaluation contracting and start-up. The revised timeline reflected shorter inception, data collection and reporting periods than originally envisioned in the ToR. For the inception phase, this meant that the development of the theory of change for the PSPF strategy had to be led by the evaluation team rather than employing a process of full co-creation. During data collection, the timeline as outlined in inception report had to be further modified due to delays in data collection (see limitations below) and due to changes in PPF plans for when to present the report to the WFP executive board.

DATA COLLECTION METHODS AND SAMPLING

15. **The evaluation used the following methods of data collection:** (i) document and literature review; (ii) data review pertaining to PSPF performance; (iii) remotely conducted stakeholder interviews; (iv) a web-based survey of WFP country offices. Cross cutting to these methods were the review of nine partnership exemplars, a review of comparator organizations that combined document and literature review as well as interviews, and efforts by the evaluation team to explore the extent to which the Strategy and its implementation reflected and/or facilitated progress towards gender equality, equity and inclusion considerations and objectives.

16. **Document and Literature Review:** A preliminary review of relevant documents and literature was conducted as part of the inception phase. Additional documents were then systematically analysed to address the questions and sub-questions in the evaluation matrix. The types of documents and literature covered included:

- Documents relevant to the genesis of the PSPF strategy – e.g., relevant Board meeting minutes, the PSPF Strategy, WPF strategic plans, and WPF annual progress reports
- Relevant previous evaluations and assessments of WFP’s private sector engagement work
- Individual fundraising products, with a selective focus on STM products as an exemplary window into WPF foci and branding
- WFP PSPF-related internal guidance, information and communication materials generated since 2020.
- Other relevant WFP policies and strategies (e.g., Gender Policy, Policy on Country Strategic Plans (CSP), Nutrition Policy, School feeding Policy, School Feeding Strategy (2020-2030), Country Capacity Strengthening, South-South and Triangular Cooperation
- Country office-specific documents for the six sampled countries, including Country Strategic Plans, Partnership Action Plans, annual and project performance reports, CO websites, memos, partnership-supported project proposals, and CSPEs where available.
- Documents related to the establishment, activities, and results of the Partnership Lab
- Relevant documents of the three comparator organizations on PSPF strategies and practices
- Selected literature on good global/UN practices and emerging trends around private sector partnerships and individual fundraising.

17. **Data Review** included the analysis of data on IF (IG and STM) financial performance, private sector and foundation partnership pipelines, a review of the available impact data from the pilots of the impact assessment framework, data on the performance required for sustainable PSPF strategy financing, and IFL Forum data relevant for benchmarking WFP performance.

18. **Remotely conducted stakeholder interviews** were conducted with WFP staff at HQ/global levels, as well as at regional level and in five country offices; with representatives from WFP Friends organizations in Japan and the US; global (corporate and foundation) WFP partners, and with representatives from the three comparator organizations UNICEF, UNHRC and WWF. The selection of stakeholder groups and of specific individuals within these groups was based on consultations with, and advice from, PPF. The sampling approach reflected both strategic and pragmatic considerations by aiming to cover a wide range of stakeholder groups, geographic and thematic areas, while, at the same time, taking into consideration what is feasible within the evaluation’s tight timeline and its resource envelope. Interviewed were semi-structured and guided by the protocols included as Annex 11.

19. **Purposeful sampling of global partnerships** to select the nine reviewed exemplars was guided by the following considerations:

- Include partnerships along (parts of) the partnership continuum currently covered by existing WFP global partnerships: Philanthropic, Responsibility, and Technical;¹⁰
- Include both corporate and foundation partners.
- Include partnerships with different values (e.g., smaller – such as Mondi at around USD 1 million, to larger, such as Mastercard Foundation at around USD 145 million)¹¹
- Include different types of partnership management arrangements.
- Cover different thematic/programmatic areas.
- Include partnerships that were (likely) influenced by strategy implementation, i.e., that are either new or renewed since 2020, as well as established partners.
- Focus, to the extent possible, on ‘information rich’ examples that offer good opportunities for learning.

20. Table III shows the global partner organizations selected based on these criteria in consultation with, and based on recommendations from, PPF. The partnership types noted in the table reflect related evaluation team *assumptions* at the time of finalizing the inception report. As discussed in section 2.2.4 of the evaluation report and as illustrated in Annex 9, these categorizations were nuanced and adapted during data collection.

¹⁰ Consultations with PPF during the inception phase indicate that WFP currently does not have shared value or collective impact type global partnerships.

¹¹ Examples to be adjusted based on final selection.

Table III Global Partnership Exemplars

PARTNERSHIP DEVELOPMENT MANAGEMENT	PARTNERSHIP TYPES (Location along the Partnership Continuum)					
	PHILANTHROPIC	RESPONSIBILITY	TECHNICAL			
Corporate (PPF HQ)	LDS <i>Established</i> Various emergencies	Mastercard <i>Established</i> School Based Programs	Mondi <i>New</i> Food Safety and Quality	Palantir <i>Established</i> Technology for internal systems	DSM <i>Renewed</i> Nutrition (Support for SUN Network)	Mars <i>Renewed</i> Food Safety and Quality
Corporate (WFP Friends USA)	Cargill <i>Established</i> Supply Chain, School Based Programs WFP USA					
Foundation			B. & M. Gates Foundation <i>Renewed</i> Gender, Holistic	Mastercard Foundation <i>New</i> Food systems		

21. **Purposeful sampling of RBx and COs:** To complement the survey of country offices, the evaluation conducted interviews with senior staff (regional and country directors) and/or PSPF focal points in all regions, including in five (originally envisioned six) country offices. The selection of COs was driven by the intent to (i) focus on information rich cases with likely ability to provide information on key areas of interest to PPF, (ii) ensure geographic spread by covering three different regions (RBB, RBD and RBP), and (iii) including COs with different levels of internal capacity for PSPF. The table below shows the resulting sample of RBx and COs. For the selected COs, the evaluation also conducted a review of relevant country-specific documents (see below).

Table IV Sample of RBx and COs

Region	Proposed coverage
RBB	Philippines Country Director (CD) and India CD
RBD	Senegal CD and Ghana CD
RBP	Guatemala CD and Peru CD
RBC	Regional Director (and/or deputy director and PSPF focal point as deemed appropriate by the RD) in each of these three RBs
RBJ	
RBN	

22. **Selection of the three comparator organizations** was based on the following considerations:
- UNICEF and UNHCR, as fellow UN agencies that share WFP’s dual mandate of working at the humanitarian-development nexus and based on the fact that PPF has used both organizations for benchmarking its performance in the past. UNICEF especially has a long tradition of, and has been highly successful in, its individual fundraising work.¹² Like WFP, UNHCR started its IF work later than UNICEF and from a similarly low brand awareness position. As UN agencies, both organizations face similar restrictions as WFP such as in relation to entering shared value partnerships.¹³
 - WWF is widely regarded as a good practice example in terms of clearly defining and deliberately engaging in transformational partnerships.

¹² UNICEF’s first global strategy and investment in IF was in 2006.

¹³ See Typology of Partnerships in section 2.1, and, in there, footnote 52 on restrictions that UN agencies face.

OUTREACH TO AND SYNERGIES WITH OTHER ONGOING EVALUATIONS

23. Neither the evaluation ToR nor stakeholder consultations during the inception phase flagged any other evaluations ongoing in parallel that the evaluation team should or could have considered to engage with.

DATA ANALYSIS, CHECKING AND REPORTING

24. To maximize the quality of data and mitigate the risks and constraints inherent in each individual data collection tool, the evaluation team used several processes to check and clean the data. These included: (i) during remotely-conducted interviews, the leading evaluation team member reviewed written interview notes immediately after the conversation to identify areas requiring clarification or follow up; (ii) document/desk study data were excerpted as much as possible directly from the sources to ensure accuracy; (iii) data aggregation was guided by clear questions and criteria and will be quality controlled by the team leader.

25. The evaluation team conducted regular internal working sessions to discuss and cross-reference the results of each line of inquiry, identify patterns and outliers, and draft emerging findings, conclusions and recommendations in response to the evaluation questions and sub-questions.

26. To analyse data, the evaluation team employed descriptive, content, comparative, and quantitative techniques.

- **Descriptive analysis** was used as a first step, to understand the contexts in which WFP and its staff and managers work and operate.
- **Qualitative analysis** was included the following approaches:
 - Systematic content analysis across the different lines of inquiry and the different data sources to analyse and identify common trends, themes, and patterns in relation to the evaluation questions. Content analysis was also used to flag diverging views or evidence on certain issues and to map emerging insights against the reconstructed theory of change for the PSPF Strategy (see Annex 4)
 - Comparative analysis used to position the PSPF strategy and WFP's approach to private sector partnerships and fundraising in relation to global trends and good practice and the practices and performance of relevant other organizations.

27. **Quantitative analysis** was applied to (i) review relevant financial data related to funding/implementing the PSPF strategy as well as related to WFP performance in terms of resource mobilization through individual fundraising (STM, IG) and through private sector partnerships; and (ii) analysing data generated through the web-based survey of WFP COs.

28. **Triangulation:** to ensure the reliability of information and to increase the quality, integrity and credibility of the evaluation findings and conclusions, the evaluation team attempted – to the greatest extent possible– to base individual findings on several lines of inquiry and data sources. This process was facilitated by the Triangulation and Evidence Matrix. The evaluation report explicitly indicates cases where triangulation has not been possible due to data limitations.

29. **At the end of the data collection phase**, the shared an overview of emerging findings and areas for recommendations with evaluation stakeholders from PPF and OEV through a remotely conducted discussion (5 September 2023). Feedback obtained during and after the session informed the drafting of the evaluation report. Other approaches to ensuring stakeholder participation during the evaluation process included a working session with PPF towards the end of the inception phase, regular check-in meetings with the evaluation manager, as well as numerous working sessions with different PPF sub-teams to jointly interpret and ensure accuracy of relevant performance data, especially financial information.

QUALITY ASSURANCE

30. The robust internal quality assurance system that was presented and agreed to in the Long-Term Agreement between Universalis and WFP applied to this assignment. It specified that the evaluation team leader carries overall responsibility for quality assurance, ensuring rigorous data collection, analysis and synthesis that is based on triangulation and verification of data.

31. While internal measures are essential to assure quality, an external review is also necessary to provide outside expert quality assurance. This function was added to those set out in the Long-Term Agreement. Dr. Marie-Hélène Adrien assumed the function of an External Quality Assurance Reviewer. She did not contribute to data collection, analysis or report writing, but focused exclusively on independent quality assurance of key evaluation deliverables and directly advised and reported to the evaluation team leader.

32. The evaluation team systematically applied WFP’s Decentralized Evaluation Quality Assurance System (DEQAS) quality criteria, templates, and checklists. No evaluation team member had any potential conflict of interest with the evaluation object or WFP.

LIMITATIONS AND MITIGATION STRATEGIES

33. The table below lists the main limitations experienced by the evaluation and, where applicable, mitigation strategies applied to limit their effects on data collection or analysis.

Table V Limitations and Mitigation Strategies

Limitation and implications	Mitigation strategy
Delays in obtaining relevant documents and data, and scheduling stakeholder interviews	<ul style="list-style-type: none"> • Close collaboration with the PPF evaluation manager and PPF teams to identify and make accessible relevant data • Working sessions with PPF finance and IF teams to ensure accurate interpretation of financial data
Lack of data on performance under the ‘impact’ pillar	<ul style="list-style-type: none"> • Use of partnership exemplars (based on document review and interviews) to reconstruct likely partnership contributions to impact • Use of CO survey to identify types of non-financial benefits of partnerships
Limited data available on the Strategy’s ‘innovation’ pillars	<ul style="list-style-type: none"> • The team used document review and interviews to identify examples of innovation in or because of Strategy implementation
No systematic information available on gender equality and inclusion dimensions	<ul style="list-style-type: none"> • The team used a ‘goal’ free approach to capture existing evidence of how gender, equity or inclusion considerations were reflected in Strategy implementation
One of six contacted WFP country directors was unavailable for an interview	<ul style="list-style-type: none"> • The evaluation team conducted a systematic review of the CSP, ACR, and CSPE for all six sample of countries, which provided insights on planned engagement with PS, results, and factors affecting performance.
Turnover in PPF leadership during the evaluation process	Engagement of the interim PPF Director for sharing or preliminary findings <ul style="list-style-type: none"> • Expanding WFP stakeholder engagement and time for reviewing the draft evaluation report to ensure inputs from PPF and PA leadership
The evaluation timeline and scope allowed for only limited engagement with comparator organization representatives. As a result, the evaluation team was unable to collect data on examples of how comparator organizations integrate or address the notion of ‘innovation’ in their private sector partnerships work.	No suitable mitigation strategy. The discussion of ‘innovation’ did not include references to comparator organizations’ practices.

Annex 6. Evaluation Matrix¹⁴

Sub-questions	Indicators	Main sources of data	Data Collection Methods	Data analysis methods/ triangulation	Expected evidence availability and reliability ¹⁵
Evaluation Question 1: How good were the PSPF Strategy and its execution to date? <i>Evaluation criteria: relevance, coherence, effectiveness</i>					
1.1 To what extent does the strategy provide clear conceptual and strategic guidance on WFP's vision for PSPF?¹⁶	<p>Extent to which the strategy clearly articulates its rationale, priorities, and vision¹⁷</p> <p>Extent to which the strategy's priorities, approach and key underlying assumptions are informed by research and evidence</p> <p>Extent to which the strategy's goal and objectives were, and continue to be, aligned with WFP corporate priorities¹⁸ and normative frameworks</p> <p>Extent to which the strategy reflected considerations for aligning with partner and/or beneficiary needs and priorities, including those of marginalized populations</p> <p>Extent to which the strategy reflected gender equality and/or wider equity and inclusion considerations</p>	<p><u>Documents</u></p> <p>PSPF Strategy 2020-2025</p> <p>Previous WFP private sector strategies</p> <p>Documents/memos and EB meetings notes related to the process of strategy approval and related consultations</p> <p>WFP Strategic Plans</p> <p>Reports on WFP (flexible) funding</p> <p>WFP Gender Policy</p> <p>Equivalent strategies of comparator organizations</p> <p><u>People</u></p> <p>WFP staff and managers at HQ (PPF, PA, programmatic units)</p> <p>WFP regional and country directors</p>	<p>Document review</p> <p>Individual interviews</p> <p>Survey of country offices</p>	<p>Triangulation of data deriving from documents and interviews with different stakeholder groups</p>	<p>Strong</p>

¹⁴ Format of the matrix is based on an example provided in the WFP technical note on the Evaluation Matrix, June 2017.

¹⁵ The evaluation team expects to be able to fully answer sub-questions for which the expected evidence availability and reliability is marked as 'strong'. For those with 'fair' or 'weak' data availability/reliability, the extent to which the evaluation will be able to answer the respective sub-question will depend on the amount and quality of additional insights that can be gleaned from primary data collection and from the secondary data not yet reviewed in depth during the inception phase.

¹⁶ Several indicators for sub-questions 1.1 and 1.2 have been informed by the compilation of "Ten lessons for policy quality in WFP" (WFP 2018), several of which are also applicable to corporate strategies.

¹⁷ including how enhanced PSPF will maximize results for beneficiaries

¹⁸ Both programmatic priorities as well as priorities in terms of increasing and diversifying (overall, and especially flexible and multi-year) funding

Sub-questions	Indicators	Main sources of data	Data Collection Methods	Data analysis methods/ triangulation	Expected evidence availability and reliability ¹⁵
	Stakeholder perceptions on clarity, comprehensiveness, coherence, and relevance of the strategy				
1.2 To what extent does the strategy set clear and measurable expectations to internal and external stakeholders?	<p>Extent to which the strategy provides guidance on timelines, institutional arrangements, and accountabilities for its implementation</p> <p>Existence/quality of monitoring, risk management, and reporting frameworks for the strategy overall and for each of its three pillars</p> <p>Extent to which the strategy clearly outlines expectations for actual or potential private sector partners</p> <p>Perceptions regarding the clarity of expectations for stakeholders set forth in the strategy</p>	<p><u>Documents</u></p> <p>PSPF Strategy 2020-2025</p> <p>Quarterly EB reports on strategy implementation</p> <p>Internal PPF work planning, monitoring and reporting frameworks</p> <p><u>People</u></p> <p>WFP PPF staff at HQ, RB, and CO levels</p> <p>WFP Friends organizations</p>	<p>Document review</p> <p>Individual interviews</p>	<p>Triangulation of data deriving from documents and interviews with different stakeholder groups</p>	<p>Strong</p>
1.3 To what extent have WFP investments in strategy implementation been relevant and coherent in relation to strategy objectives?	<p>Size and types of financial investments made into strategy implementation (staff, infrastructure, marketing) at HQ/Global, RB and CO levels</p> <p>Changes in the PPF division's size, structure and capacity for partnerships and fundraising (at HQ, global offices, RB and CO levels)¹⁹</p> <p>Changes in the number and types of PPF engagement with other relevant WFP units (other divisions in PA, technical teams)</p> <p>Stakeholder perceptions of strengths/weaknesses or gaps in WFP investments in strategy implementation</p>	<p><u>Documents</u></p> <p>PSPF Strategy 2020-2025</p> <p>Quarterly EB reports on strategy implementation</p> <p>PPF financial data</p> <p>Internal PPF analyses on division structure, investments (e.g. BGC reports)</p> <p><u>People</u></p> <p>WFP PPF staff and managers at HQ, RB, GO, and CO levels</p> <p>WFP staff and managers from other departments within PA (e.g. CAM, PPR) and from technical units at HQ</p>	<p>Document review</p> <p>Individual interviews</p>	<p>Triangulation of data deriving from documents and interviews with different stakeholder groups</p>	<p>Strong</p>

¹⁹ Target as outlined in the PSPF Strategy was to double staff in RBx and strengthen CO capabilities.

Sub-questions	Indicators	Main sources of data	Data Collection Methods	Data analysis methods/ triangulation	Expected evidence availability and reliability ¹⁵
		WFP Friends organizations (USA and Japan)			
1.4 To what extent has strategy implementation contributed to strengthening support for, and ownership of, private sector partnerships and fundraising at regional and country levels?	Extent to which PSPF objectives are reflected in regional bureaux priorities and guidance Extent to which PSPF objectives and/or principles are reflected in new WFP CSPs and Partnership Action plans since 2020 Stakeholder perceptions on whether and how WFP HQ, RB and CO understanding of, commitment to, and actual practices around PSPF have evolved since 2020	<u>Documents</u> RBx guidance documents, partnership action plans/mappings/pipelines Country Strategic Plans developed since 2020 Selected CO Partnership Action Plans since 2020 <u>People</u> WFP RB Directors WFP PPF RB focal points/teams WFP Country Directors CO Partnership Officers	Document review Individual interviews Survey of COs	Triangulation of data deriving from documents, interviews, and CO survey	Strong
Evaluation Question 2: Are the results of strategy implementation on track to meet 6-year targets? <i>(Evaluation criteria: Effectiveness, Efficiency, Sustainability)</i>					
Impact Pillar²⁰					

²⁰ Note that for all pillars, data will be disaggregated by income stream (e.g., individual giving or STM for individual fundraising, and/or type of partner – such as businesses or foundations for global partnerships) where relevant and feasible.

Sub-questions	Indicators	Main sources of data	Data Collection Methods	Data analysis methods/ triangulation	Expected evidence availability and reliability ¹⁵
<p>2.1 To what extent has WFP used private sector partner expertise and skills to advance WFP objectives?²¹</p>	<p>Changes in the number of multi-year (global) partnerships created²²</p> <p>Changes in the number and/or quality of local partnerships (COs)²³</p> <p>Number/types of additional beneficiaries reached through private sector partnerships (segregated by sex if possible)</p> <p>Cost savings achieved through technical partnerships at global, regional, and country levels²⁴</p> <p>Evidence of private sector partner expertise and skills used to strengthen relevant WFP staff/local government capacity/skills at country level</p> <p>Stakeholder perceptions of the extent to which, and why, private sector partnerships are contributing to achieving WFP objectives better, faster, and/or more efficiently</p>	<p><u>Documents and Databases</u></p> <p>Quarterly EB reports on strategy implementation</p> <p>Global Partnership strategic/work planning documents 2021-2023</p> <p>PPF in the field publication</p> <p>PPF partnership pipeline, value propositions for different sectors, and other information on business development</p> <p>PPF partnership fact sheets, progress reports on individual partnerships, and other information on (global) partnership management</p> <p>RBx reports/documents on regional or country level partnership mappings, pipeline, and achievements</p> <p>Country level partnership agreements and progress reports</p> <p>Documents/reports by comparators organizations used to capture private sector partnership impact</p> <p>Literature on good partnership practices/transformational partnerships</p> <p><u>People</u></p>	<p>Document and database review</p> <p>Individual interviews</p> <p>Survey of COs</p>	<p>Triangulation of data deriving from documents, interviews, and CO survey, drawing upon partnership 'deep dives' and the review of comparator organizations</p>	<p>Fair to weak</p>

²¹ Including by: Expanding WFP's beneficiary reach, achieving efficiencies and cost savings, and contributing to capacity strengthening for WFP and local governments.

²² PSPF strategy target: Increase from 20 to 25 over the strategy period

²³ The PSPF strategy indicated that local partnerships would, primarily, focus on non-financial benefits for WFP/beneficiaries.

²⁴ PSPF strategy target: at least USD 60 million in cost savings over the strategy period

Sub-questions	Indicators	Main sources of data	Data Collection Methods	Data analysis methods/ triangulation	Expected evidence availability and reliability ¹⁵
		WFP PPF staff and managers at HQ (Senior leadership, Global partnership, Foundations, Global Philanthropy, RB engagement, Global Services teams) WFP RB Directors and RB as well as GO PPF focal points/teams WFP Country Directors and Partnership Officers Representatives of global and local partner organizations Representatives of comparator organizations			
Income pillar					
2.2 To what extent has fundraising from individuals, corporate partners, and foundations contributed to a significant, sustainable stream of funds for WFP's programmes and operations?	Changes in WFP overall private sector income, income growth, revenues (<i>absolute amounts/share of total WFP resources</i>) Changes in private sector contributions to/share of WFP flexible funding Income, income growth, revenues, and ROI from individual supporters, ²⁵ businesses, and foundations Individual fundraising quality (3-year value of supporters) and efficiency (ROAS) Changes in the number and types of private sector income sources	<u>Documents and Databases</u> Quarterly EB reports on strategy implementation Individual fundraising Mid-term progress presentation Individual Giving strategic/work planning documents 2021-2023; examples of operations promoted through IG STM internal planning documents, progress reports, and examples of campaigns/operations promoted through STM IFL Forum data	Document and database review Individual interviews	Triangulation of data deriving from documents, databases and interviews	Strong

²⁵ Targets as per PSPF strategy: increase yearly income from individual supporters to USD 170 million, from businesses to USD 50 million and from foundations to USD 25 million. All data on individual supporters will be disaggregated by income stream (IG, STM and Philanthropy if/where applicable)

Sub-questions	Indicators	Main sources of data	Data Collection Methods	Data analysis methods/ triangulation	Expected evidence availability and reliability ¹⁵
	<p>Characteristics of STM campaigns (type, geographic spread, relative focus on saving/changing lives, and representation of WFP and beneficiaries)</p> <p>Changes in WFP approaches to supporter engagement</p> <p>Comparator organization performance against the same/comparable indicators</p> <p>IF programme finances pre- and post loan</p> <p>Perceptions of high-level individual donors regarding their donor experience</p>	<p>Documents/data on individual/private sector fundraising results from comparator organizations</p> <p><u>People</u></p> <p>WFP PPF staff at HQ (Senior leadership, Individual Giving, STM, Business Intelligence Hub, Global Supporter Content Hub, Foundations, Finance & Business Analysis, Global Offices teams)</p> <p>WFP staff at RB and CO levels</p> <p>GO partnership managers</p> <p>WFP staff in other divisions/units (PPR, CAM, technical units)</p> <p>Representatives of comparator organizations</p>			
<i>Innovation Pillar</i>					
<p>2.3 To what extent has WFP explored new modes of engagement to find innovative and collaborative solutions to better deliver for beneficiaries through new technology or new ways of working?</p>	<p>Examples of WFP using/leveraging new technologies or ways of working to better deliver for beneficiaries, especially those in vulnerable/marginal situations, including women and persons with disabilities</p> <p>Evidence of innovation in</p> <ul style="list-style-type: none"> Global partnerships (particularly in the technology sector) Supporter engagement (individual fundraising) Leveraging the WFP Impact Accelerator 	<p><u>Documents</u></p> <p>Quarterly EB reports on strategy implementation</p> <p><u>People</u></p> <p>WFP PPF staff at HQ, RB levels</p> <p>WFP RB Directors and RB PPF focal points/teams</p> <p>WFP Country Directors and Partnership Officers</p> <p>WFP staff at the Innovation Accelerator</p>	<p>Document review</p> <p>Individual interviews</p> <p>Survey of COs</p>	<p>Triangulation of data deriving from documents, interviews, and survey</p>	<p>Weak</p>

Sub-questions	Indicators	Main sources of data	Data Collection Methods	Data analysis methods/ triangulation	Expected evidence availability and reliability ¹⁵
	<p>Need-based/principle-bound solutions locally in collaboration with the Partnerships and Advocacy Department</p> <p>Examples of how the comparator organizations' integrate/address the notion of 'innovation' in their private sector partnerships work</p> <p>Stakeholder perceptions of successes to date and areas for improvement with regards to the innovation pillar</p>	<p>WFP staff from other PA divisions (e.g. PPR)</p> <p>Representatives of comparator organizations</p>			
Cross-cutting					
<p>2.4 How have partnerships and private sector partnerships and funds been used to advance WFP gender and inclusion objectives and to ensure equitable results/access for vulnerable populations?</p>	<p>Evidence of private sector partnerships and funds contributing to advancing gender/inclusion objectives and/or to ensuring (more) equitable results and access for populations more likely to face situations of vulnerability (data disaggregated by sex and other relevant factors such as persons with disabilities, indigenous populations etc. if and as feasible)</p> <p>Evidence of WFP individual fundraising campaigns adhering to good practices around ethical use of beneficiary images and stories</p> <p>Stakeholder views on extent to which gender equality and/or broader inclusion issues have been taken into consideration during strategy implementation</p>	<p><u>Documents/Databases</u></p> <p>Same as for questions 2.1-2.3</p> <p>WFP Gender Policy</p> <p><u>People</u></p> <p>WFP PPF staff at HQ</p> <p>WFP RB Directors and RB PPF focal points/teams</p> <p>WFP Country Directors and Partnership Officers</p> <p>Representatives of comparator organizations</p>	<p>Document review</p> <p>Interviews</p>	<p>Triangulation of documents and interviews</p>	<p>Weak to fair</p>
<p>2.5 What, if any, have been unanticipated, positive or negative, results of</p>	<p>Types of unanticipated positive effects of strategy implementation</p> <p>Types of unanticipated negative effects of strategy implementation</p>	<p><u>Documents</u></p> <p>Same as for questions 2.1-2.3</p> <p><u>People</u></p> <p>WFP PPF staff at HQ</p>	<p>Document review</p> <p>Interviews</p>	<p>Triangulation of documents and interviews to the extent possible</p>	<p>Weak to fair (as unplanned results often not well)</p>

Sub-questions	Indicators	Main sources of data	Data Collection Methods	Data analysis methods/ triangulation	Expected evidence availability and reliability ¹⁵
strategy implementation?		WFP RB Directors and RB PPF focal points/teams WFP Country Directors and Partnership Officers WFP staff in other divisions/units (PPR, CAM, technical units)			documented, thus largely limited to perception data)
Evaluation question 3: How have internal and external factors influenced strategy implementation and achievements to date?					
<p><u>Internal factors</u></p> <p>3.1 To what extent and how have PSPF strategy implementation and results been influenced by internal factors, including</p> <p>i. WFP's organizational architecture, normative, legal and funding/financing frameworks, and governance</p> <p>ii. The internal structure of the PPF division</p>	<p><u>Internal Factors:</u></p> <p>Effects of selected characteristics of, or changes in, WFP's normative and legal frameworks²⁶</p> <p>Types of incentives for staff at HQ, RB, CO levels to engage in/support PS partnerships</p> <p>PPF team size and composition (disaggregated by duty station and sex)</p> <p>Extent to which the technical expertise/experience of existing WFP staff at different organizational levels supports or provides challenges for effective private sector partnership and fundraising work</p> <p>Effects of changes in the organizational structure of the PPF division</p> <p>Changes in the depth of relations with global partners (e.g., based on changes in partner retention, percentage of multi-year partnership agreements, value of existing partners)</p>	<p><u>Documents</u></p> <p>Same as for questions 2.1-2.3</p> <p><u>People</u></p> <p>WFP PPF staff at HQ</p> <p>WFP RB Directors and RB PPF focal points/teams</p> <p>WFP Country Directors and Partnership Officers</p> <p>WFP GO Partnership Manager</p> <p>WFP staff in other divisions/units (PPR, CAM, technical units)</p> <p>WFP Friends organizations in USA and Japan</p>	<p>Document review, interviews, survey of COs</p>	<p>Triangulation of documents, interviews and CO survey</p>	<p>Strong</p>

²⁶ This indicator is deliberately framed broadly to capture a range of – potential – effects that may be emerging from document review and stakeholder consultations. For example, interviews conducted during the inception phase already indicated that WFP's status as a UN organization has implications for the types of partnerships it can engage in, as well as implications for due diligence requirements that WFP has to consider when engaging with private sector partners.

Sub-questions	Indicators	Main sources of data	Data Collection Methods	Data analysis methods/ triangulation	Expected evidence availability and reliability ¹⁵
	<p>Extent and nature of collaboration between:</p> <ul style="list-style-type: none"> Different teams within PPF PPF, RBx and COs PPF and Technical/programmatic units at HQ PPF and other relevant entities, e.g. WFP global offices, WFP Innovation Accelerator, CAM and other Divisions in the Partnerships and Advocacy Department PPF and WFP Friends organizations <p>Stakeholder perceptions of how WFP internal factors supported or posed challenges to PSPF strategy relevance, implementation, and results</p>				
<p><u>External Factors</u></p> <p>3.2 To what extent and how have PSPF strategy implementation and results been influenced by external factors?</p>	<p>Effects of key political, social, economic, and other events or trends (e.g., the COVID-19 pandemic, the war in Ukraine, global inflation, the global climate crisis) on private sector partnerships and fundraising</p> <p>Effects of global contextual factors on the comparator organizations</p> <p>Perceptions of how external factors influenced PSPF work, including, but not limited, to WFP PSPF strategy implementation.</p>	<p><u>Documents</u></p> <p>Same as for questions 2.1-2.3</p> <p>Global, regional or country specific reports, articles or other documents illustrating relevant developments</p> <p><u>People</u></p> <p>WFP PPF staff at HQ</p> <p>WFP RB Directors and RB PPF focal points/teams</p> <p>WFP Country Directors and Partnership Officers</p> <p>WFP staff in other divisions/units (PPR, CAM, technical units)</p> <p>WFP Friends organizations</p> <p>Representatives of comparator organizations</p>		<p>Triangulation of documents and interviews</p>	<p>Strong</p>

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WFP 2019	Guatemala Annual Country Report 2020
WFP 2020a	Guatemala country strategic plan (2021–2024)
WFP 2021	Guatemala Annual Country Report 2021
WFP 2022	Guatemala Annual Country Report 2022
WFP Corporate Documents: CSPs and Annual reports (Peru)	

WFP 2017	Peru country strategic plan (2018-2022)
WFP 2019	Peru Annual Country Report 2019
WFP 2020	Peru Annual Country Report 2020
WFP 2021a	Peru evaluation report of CSP 2018-2022, 2021 WFP/EB.2/2022/6-H
WFP 2021b	Peru Annual Country Report 2021
WFP 2022a	Peru country strategic plan (2023-2026)
WFP 2022b	Peru Annual Country Report 2022
WFP Corporate Documents: CSPs and Annual reports (India)	
WFP 2018a	India country strategic plan (2019-2023)
WFP 2019	India Annual Country Report 2019
WFP 2020	India Annual Country Report 2020
WFP 2021	India Annual Country Report 2021
WFP 2022a	India Annual Country Report 2022
WFP 2022b	India country strategic plan (2023-2027)
WFP 2022c	India Centralised evaluation report of CSP 2019-2023, October 2022, OEV/2022/018
WFP Corporate Documents: CSPs and Annual reports (Philippines)	
WFP 2017	Philippines country strategic plan (2018-2023)
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WFP 2018b	Ghana Annual Country Report 2018
WFP 2019	Ghana Annual Country Report 2019
WFP 2020	Ghana Annual Country Report 2020
WFP 2021	Ghana Annual Country Report 2021
WFP 2022	Ghana Annual Country Report 2022
WFP Corporate Documents: CSPs and Annual reports (Senegal)	
WFP 2018a	Senegal country strategic plan (2019–2023)
WFP 2018b	Senegal Annual Country Report 2018
WFP 2018c	Revue Stratégique Nationale Pour l'Eradication Totale de La Faim (ODD 2) Au Sénégal. (in partnership with l'Alliance pour la Migration, le Leadership et le Développement)
WFP 2019	Senegal Annual Country Report 2019
WFP 2020	Senegal Annual Country Report 2020
WFP 2021	Senegal Annual Country Report 2021
WFP 2022a	Evaluation of Senegal WFP Country Strategic Plan 2019-2023 (Terms of Reference only)
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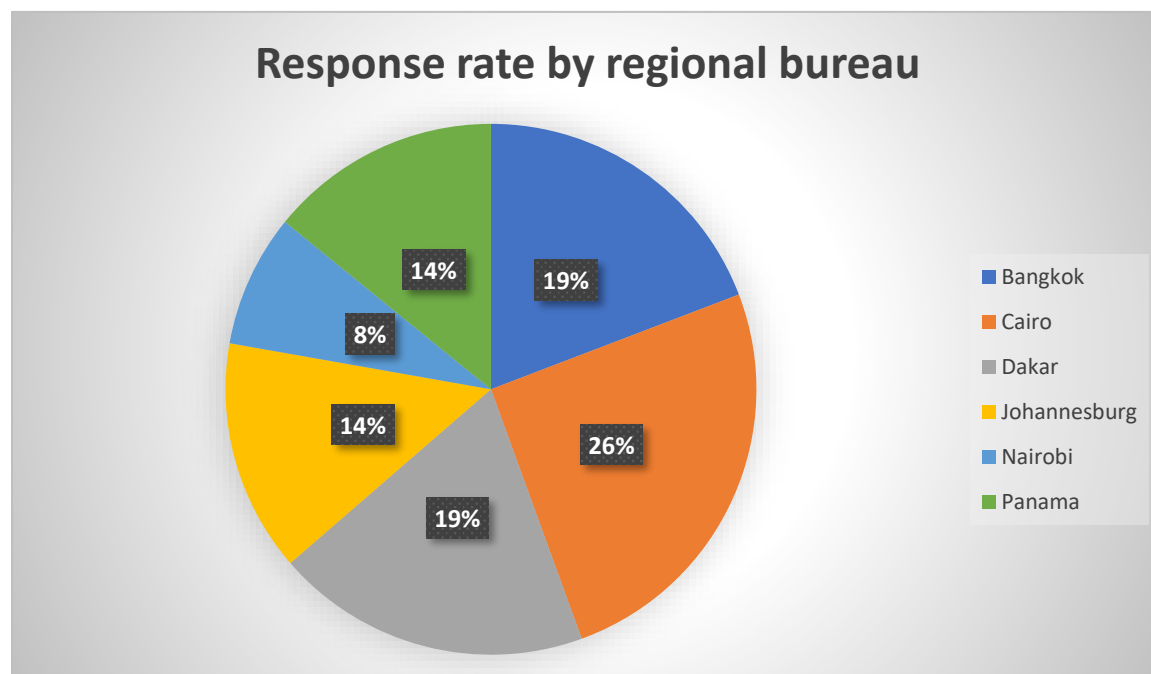
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PPF internal documents reviewed (types)
Boston Consulting Group (reports and materials) <ul style="list-style-type: none"> • Individual giving • Corporate workstream • BYTE (strategic review of PPF's IF work and teams in late 2021)
Director's Office and Strategy Team <ul style="list-style-type: none"> • Annual Plan 2023 • Onboarding/Induction session presentation and videos
Finance Team <ul style="list-style-type: none"> • Annual Plans 2021, 2022, 2023 • Financial and performance reports 2018, 2019, 2020, 2021 • Presentations and induction materials
Foundations <ul style="list-style-type: none"> • Annual Strategic Plans 2022, 2023 (draft) • Foundations factsheets • Onboarding/induction documents
Global Partnerships <ul style="list-style-type: none"> • Business Development Annual plans 2022, 2023 • Impact Assessment Framework documents • VPS examples • Partnership Management Annual Plan 2023, Partnership Factsheets • Team Inductions
Global Philanthropy <ul style="list-style-type: none"> • Annual Plan 2022 (template) and 2023 • Inductions and presentations
Global Services <ul style="list-style-type: none"> • Annual Plans 2022, 2023 • Induction/Onboarding presentations
Individual Fundraising Global Supporter Engagement

<ul style="list-style-type: none"> • Business Intelligence Hub Annual Plan 2023; Bi-monthly performance reports (May 2022-March 2023) • Individual Fundraising Annual Plans 2022, 2023; IFL Forum – Peer Review 2021; Midterm progress 2023 • Individual Giving Annual plans 2021, 2022, 2023; Induction documents • Share the Meal Annual plans 2021, 2022, 2023; Induction documents
<p>Operational Excellence</p> <ul style="list-style-type: none"> • Annual Plan 2023 • Induction presentation
<p>Other Divisions</p> <p>Communications, Advocacy and Marketing (CAM) end of year report 2022</p>
<p>PPF Executive Board reports 2020, 2021, 2022</p>
<p>Regional Bureaux Engagement & Global Offices</p> <ul style="list-style-type: none"> • 2023 Strategic Planning Presentations by RBx and GOs (RBB, RBC, RBD, RBJ, RBN, RBP, as well as GOs in Dubai and Tokyo) • Global Partnership Lab 2022 induction • PPF In the Field report
<p>WFP documents</p> <ul style="list-style-type: none"> • Organogram • Strategic Evaluation of Funding WFP Work Vol 1 & 2 2020 • Corporate Results Framework • WFP Strategic plan 2022-25 • PSPF Strategy

Annex 8. Summary of Survey Results

In June 2023, a survey was distributed to 78 WFP country offices across WFP's 6 regional bureaus based in Bangkok, Cairo, Dakar, Johannesburg, Nairobi, and Panama. The survey had a **46 percent** response rate, with 36 responses overall and 32 complete responses. Over half of survey respondents (58.06 percent) were country office directors or partnership officers. The remainder were deputy directors or private sector partnerships officers.

As part of the study's confidentiality policy, survey responses were anonymized and were not disaggregated at the country office level. All survey responses were associated with their respective regional bureaus.



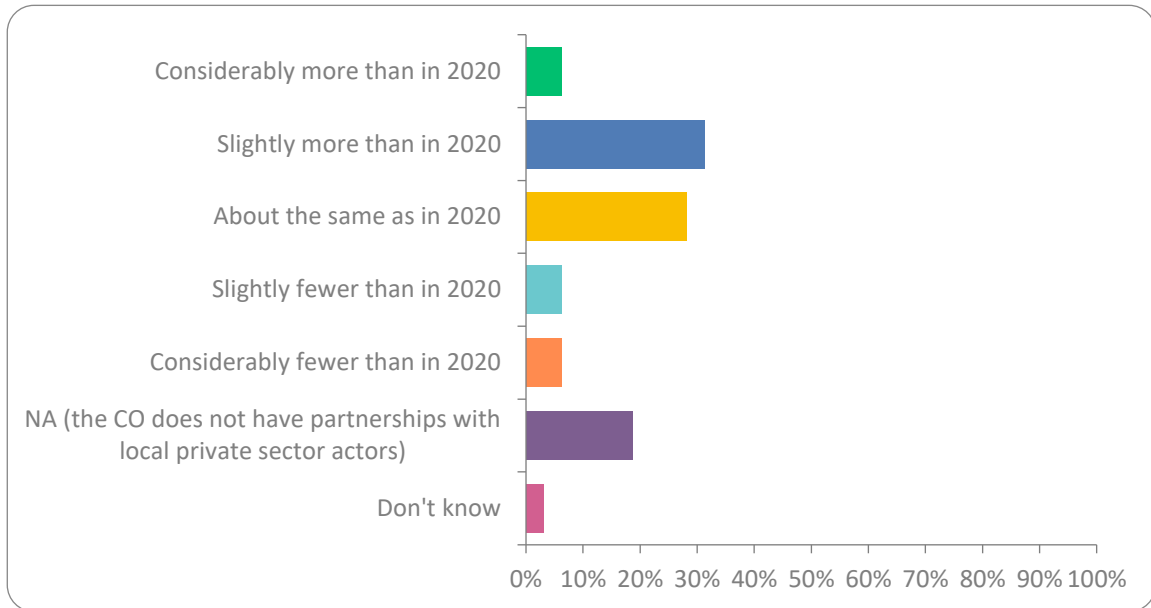
The survey *proportionally* received the greatest number of responses from country offices associated with the **Regional Bureau of Cairo** (9 responses out of 15 country offices from RBC). This is followed by the **Regional Bureau of Johannesburg** (5 responses out of 12 from RBJ) and the **Regional Bureau of Nairobi** (3 responses out of 10 CO from RBN); the **Regional Bureau of Bangkok** (7 responses out of 17 CO from RBB), the **Regional Bureau of Panama** (5 out of 13 CO in RBP), and the **Regional Bureau of Dakar** (7 out of 19 CO from RBD).

In broad strokes, the survey instrument aimed to explore country office perceptions of the relevance of WFP's Private sector partnership strategy at country-level and assess overall evolutions in WFP country offices' outreach to private sector actors since 2020 as well as the relative benefits of private sector engagement. The survey also sought to clarify the enabling factors and challenges to private sector engagement, including the support that country offices receive from regional bureaus and headquarters.

The survey instrument consisted of four main multiple-choice questions and 12 sub-questions. This was complemented by 5 open-ended questions that solicited feedback from country offices on the relevance of and factors influencing private sector engagement. Country offices were also asked to rank their top 3 priorities and recommendations in relation to WFP's overall private sector engagement strategies. A selection of pertinent open-ended narrative responses are included below.

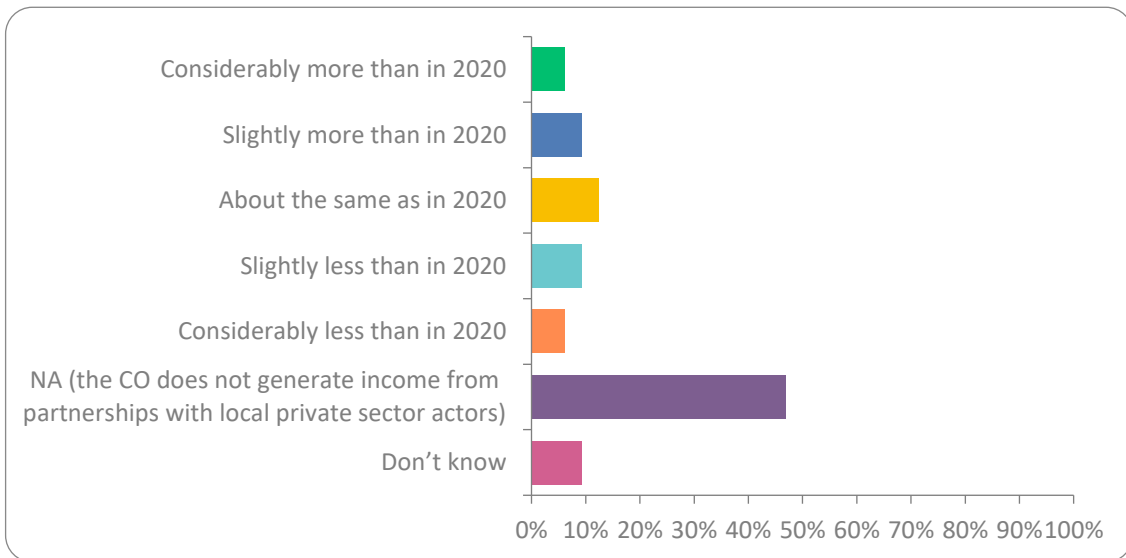
Survey responses (multiple-choice)

Q2: Since 2020, how has your CO's partnering with the private sector evolved in terms of:
2.a The number of local private sector partners that the CO engages with? Note: we are aware that you may not know the exact number of partners. Please base your answer on your

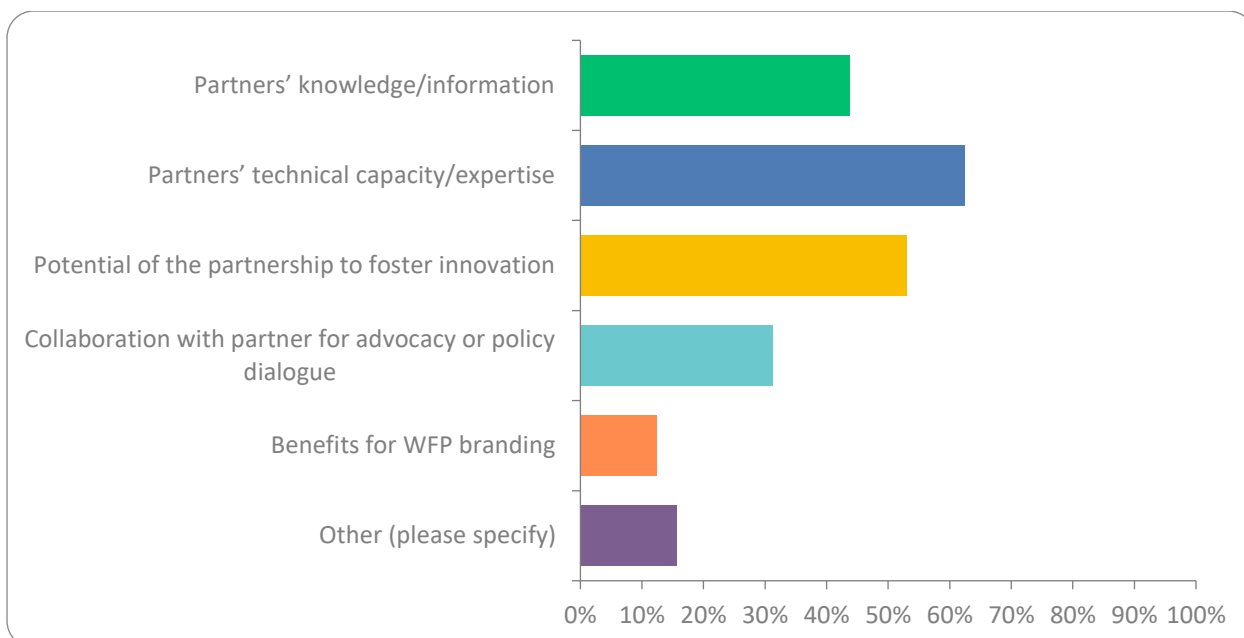


best estimate/perception of how numbers have evolved since 2020.

2.b Income generated from local private sector partners that has benefited the CO?



2.c : Non-financial benefits deriving from local private sector partnerships? Based on your recent experience, which, if any, are the most relevant non-financial benefits that derive from your engagement with local private sector partners? Please select up to 3 options as applicable.

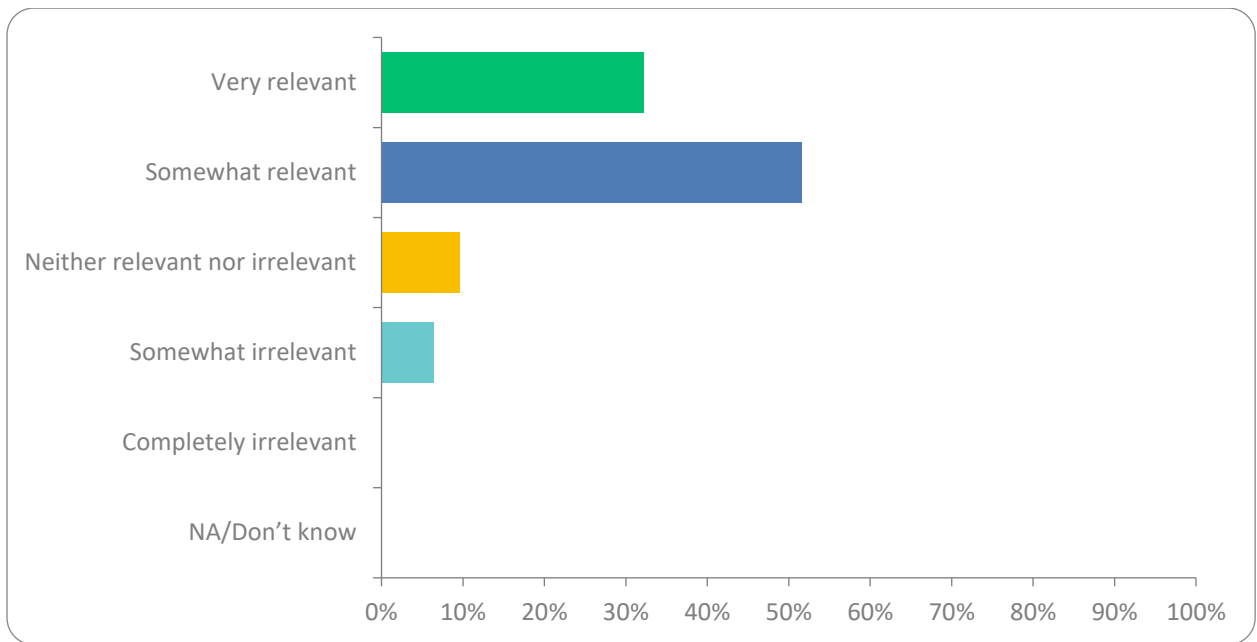


ANSWER CHOICES	RESPONSES	
Partners' knowledge/information	43.75%	14
Partners' technical capacity/expertise	62.50%	20
Potential of the partnership to foster innovation	53.12%	17
Collaboration with partner for advocacy or policy dialogue	31.25%	10
Benefits for WFP branding	12.50%	4
Other (please specify)	15.62%	5
TOTAL		70

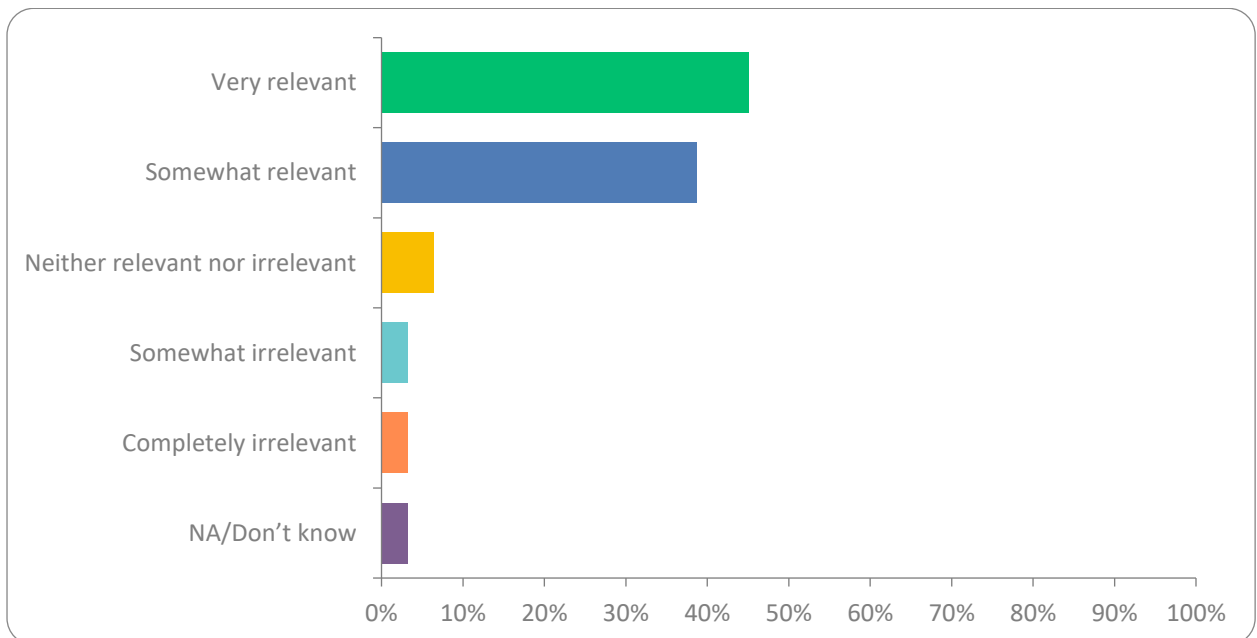
- Of the 5 who responded "Other", 3 country offices reported not having received any non-financial benefits from private sector partnerships.

Q3: How relevant are private sector partners (both global and local ones) with regard to:

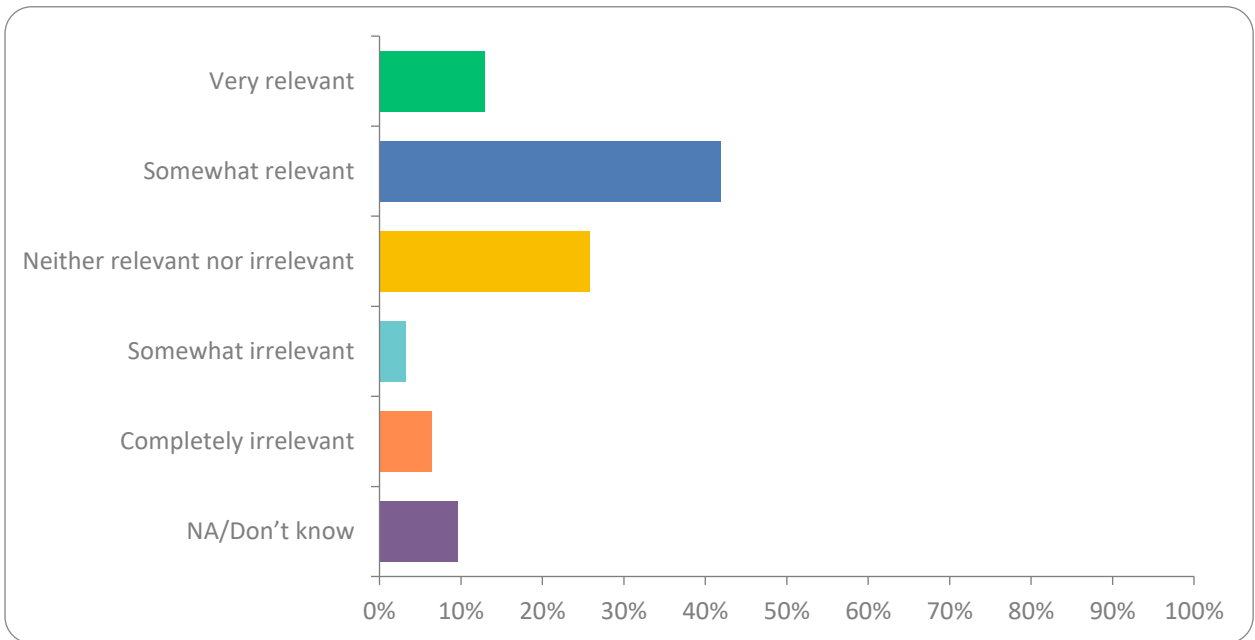
3.a Helping the Country Office achieve its Country Strategic Plan outcomes?



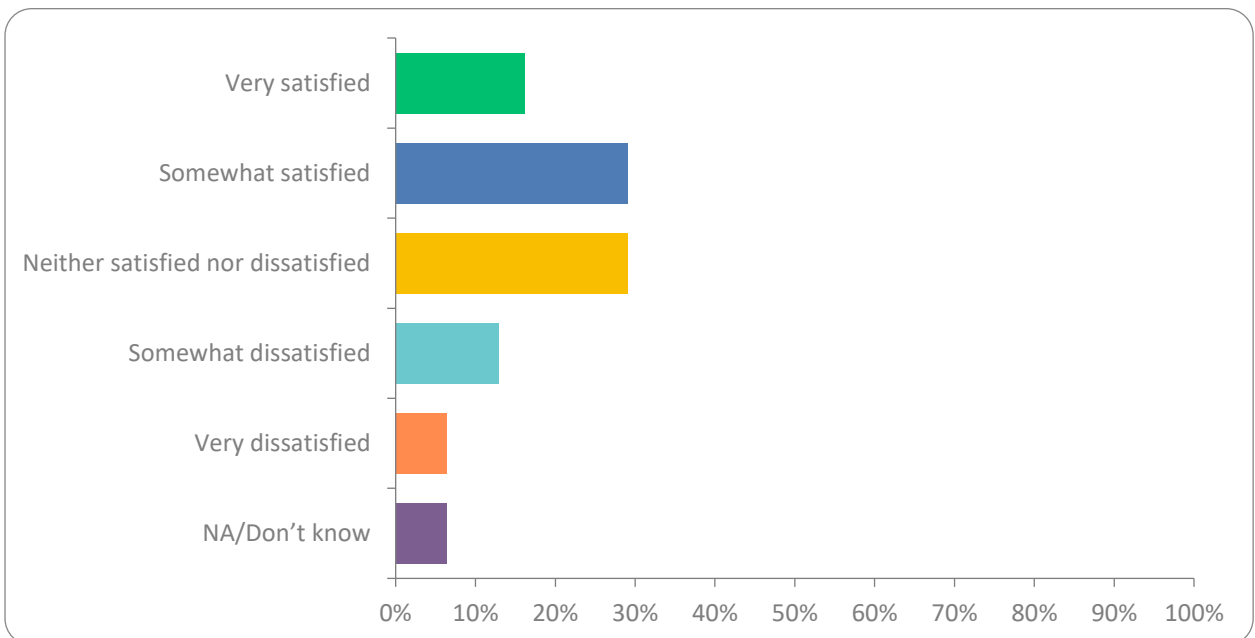
3.b Helping the Country Office test innovative technologies or ways of working to serve beneficiaries?



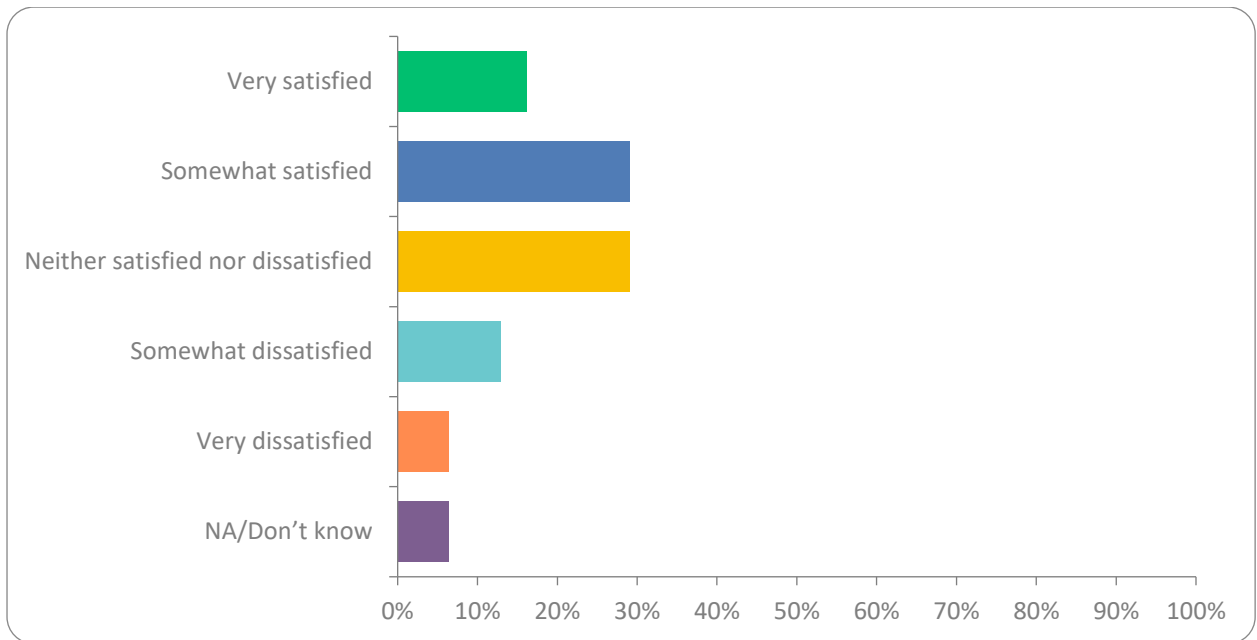
3.c Helping the Country Office make progress in relation to **gender equality, equity and/or inclusion** objectives?



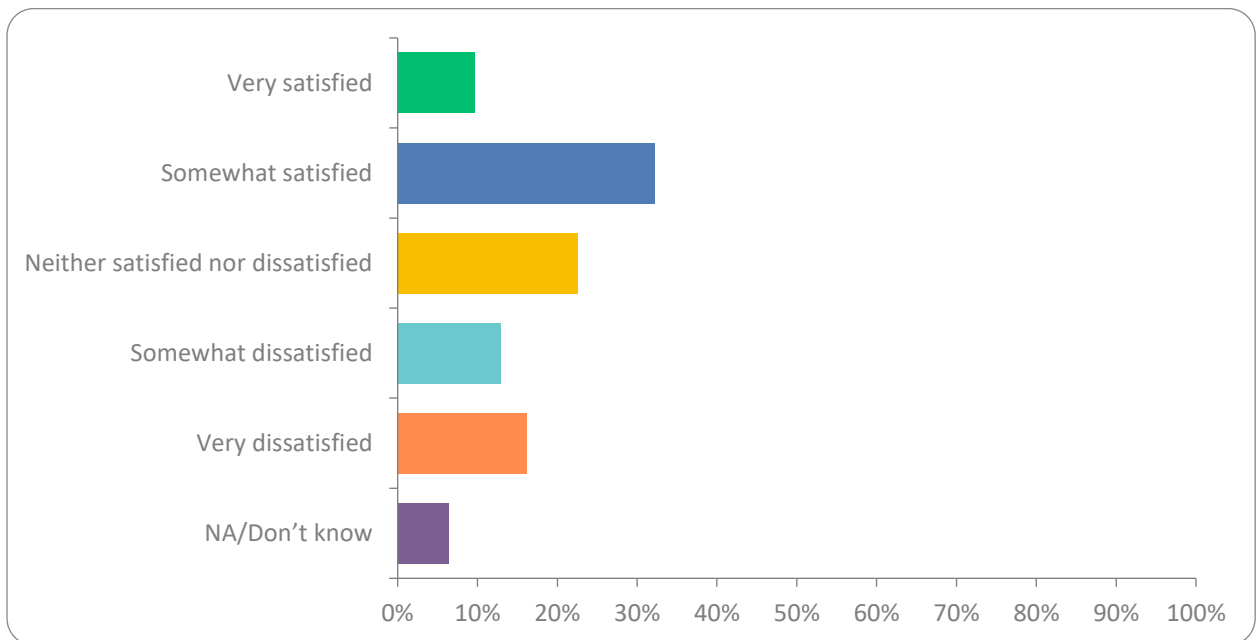
Q4: How satisfied are you with the support you receive from WFP Headquarters (HQ) and the Regional Bureau (RB) in terms of helping you expand or deepen partnerships with private sector actors?



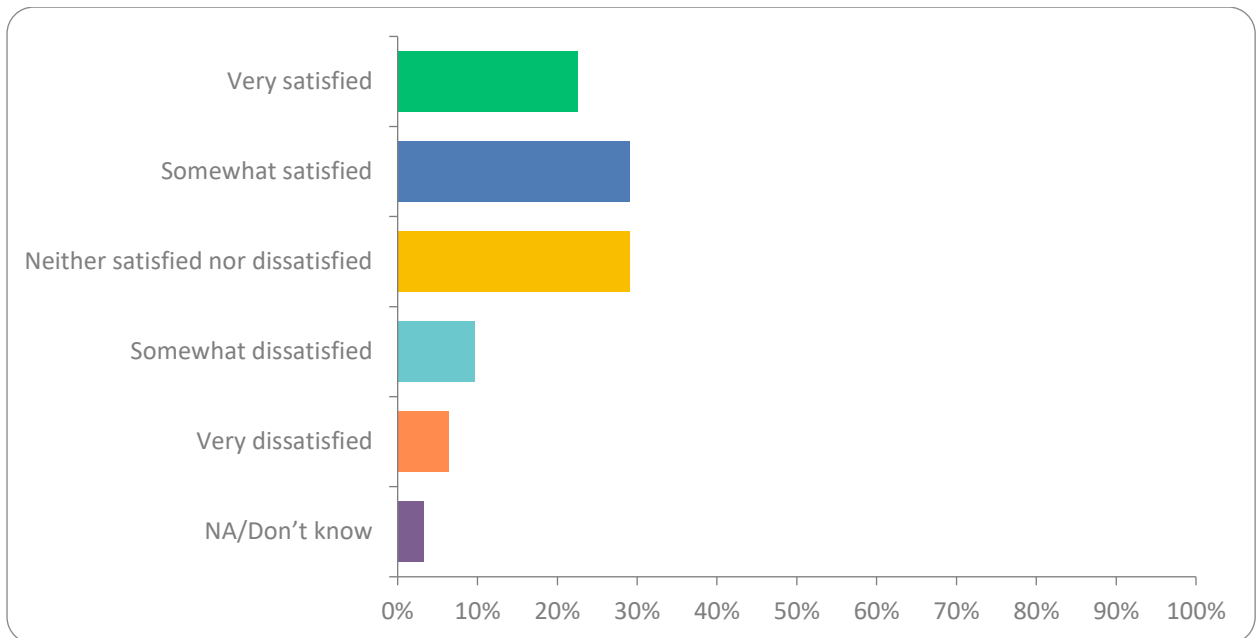
4.a HQ (PPF) strategic and operational guidance



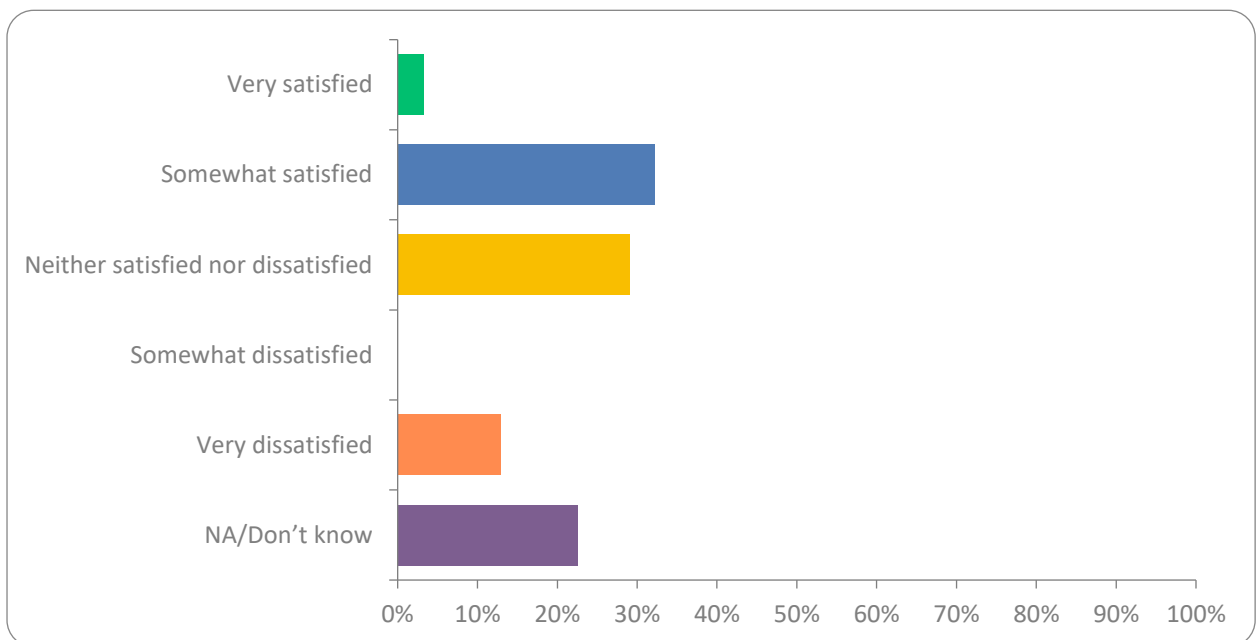
4.b Corporate processes around private sector partnership (e.g., contracting, due diligence)



4.c Regional Bureau strategic and operational guidance



4.d Technical unit (HQ) guidance and support²⁷



²⁷ For example, related to how to engage private sector partnering in the context of Nutrition, School Based Programming, Supply Chain etc.

Open-ended responses

A synthesis of main themes based on the open-ended narrative responses to the survey. A selection of relevant responses, edited to remove personally identifiable information, have been included for illustrative purposes.

*Question 2.d Please use this space to add any other relevant comments in relation to **how the COs' partnering with private sector actors has evolved since 2020.***

- 3 CO observe that country offices are becoming more sophisticated in engaging directly with private sector companies, **tapping the PS for non-financial benefits**. 2 mentioned this specifically in relation to support for programming with small holder farmers. 1 from RBJ mentioned evolving toward a “shared value approach” with small holders.
- 5 CO from different regions note **increasing engagement with the private sector**, and new partnerships with local and international actors that have helped country offices deliver on a range of programmatic areas: *ex. School feeding programmes, capacity building on food chain logistics, etc.*
- At least 2 CO from the Africa region (RBJ and RBD) mention recent efforts to reach out to the private sector at the regional level, as **private sector engagement is more challenging at the local/national level due to underdeveloped markets**. Similarly, 1 CO (RBB) has been prioritising partnerships with global partners for fund raising.
- 2 CO underscore the importance of support **from regional bureaus** to help country offices engage with larger, regional or multinational corporations.
- 3 CO mention that recent efforts to reinforce partnerships with the private sector slowed down by WFP **due diligence processes** and that more support is needed from WFP to help country offices engage with the private sector. 1 CO (RBB) mentions delicate nature of engagement with the extractive sector that is likely to slow down the process.
- Funding as well as engagement with private sector actors like local food processes have been key to **success of WFP school feeding programmes**, according to 3 CO (RBB, RBN, RBP)

*Question 3.d Please use this space to add further comments **on relevance of private sector partnerships for the CO's work**, including, if applicable, to differentiate between the relevance of global versus local partnerships, and/or to provide information on any (positive or negative) unplanned results deriving from such partnerships.*

- 2 CO (RBD, RBJ) have been benefiting from partnerships with both local and global private sector actors. Both mention benefits of **global partnerships in terms of resource mobilisation, while benefits of engagement with local actors are often of a non-financial nature**: *ex. “While global partnerships with private sector may provide significant funding, local companies may not be able to do similar donations but are able to support on ground with services” (RBJ CO).*
- 2 CO (RBC) have been able to tap **private sector funding in refugee support programming**; with 1 underscoring, however, the challenges of working with the local private sector which “shows little/no interest given increasing anti-refugee narratives and fear of public (backlash)”.
- 2 CO mentioned local/national market factors (i.e. underdeveloped private sector) as a limiting factor; they consequently rely **more on partnerships with regional and global companies**.
- 2 CO (RBC, RBJ) also mentioned limits to working with national and local private sector actors – even in contexts where market factors are favourable -- due to the **latter's lack of familiarity with cooperating with UN agencies**.
- By contrast, 1 CO (RBC) notes **benefits of partnering with local private sector actors** as “local businesses know the context and have efficient distribution channels”. Similarly, another CO (RBB) **has been partnering with government to support local private sector actors** working in the agro-industry; such partnerships have also allowed the CO to better reach targeted beneficiaries.
- 2 CO mention **not having sufficient frameworks** to explore potential engagement with international partners.
- 2 CO (RBD, RBP) underscore the non-financial benefits of private sector engagement in CO efforts to strengthen food resilience interventions, with one describing **the private sector as “an effective partner for development**, food security and resilience for the people of we assist and

can serve as the potential market for farmer's products as well as human capital we support.”
(RBP)

*Question 4.e Please use this space to add any other **relevant comments in relation to HQ and RB support for your private sector partnerships work**, including (if applicable) if this support varies in relation to global and local partnerships respectively .*

- Overall, most country offices mention having received support from regional bureaus in their private sector engagement efforts through mapping exercises and technical guidance. By contrast, **support from HQ has been more limited**, with one CO noting that the role of HQ is unclear.
- 3 CO appreciate **proactive support through technical guidance especially from Regional Bureaux**, as well as other, larger Country Offices.
- 2 CO note **need for regional bureaus to mobilise more resources** to support CO engagement with the private sector.
- 4 CO note not receiving timely support from either RB or HQ and mention time-consuming due diligence processes in addition to other **administrative and reporting burdens that limit effectiveness of potential private sector partnerships**.
- 1 CO thinks that **high dependence of COs on regional bureaus and HQ** is problematic.
- 2 CO recommend that HQ **improve communications with country offices**; recommend clarifying corporate guidelines and standardising processes,
- 1 CO recommends that HQ conduct regular **country-level missions to support CO outreach to private sector actors**.
- Two CO note that RB and HQ colleagues are not always familiar with country-level context and that **operational and logistical support is not tailored to CO needs and expectations**:
 - *“HQ and RB sometimes take steps without any local consultation and not understanding the country context. I think communication should be better for any activity led by HQ/RB and CO needs to be involved at every step”* .
- 2 CO note that HQ should allow for more flexibility, reward innovation, and **give country offices more leeway** to engage directly with new or emerging private sector partners.

Question 5.c Please use this space to add any other relevant comments in relation to **factors that, positively or negatively, influence the degree to which the CO overall, and individual CO staff members, engage in private sector partnerships work.**

ENABLING FACTORS

- 3 CO: **investments in human resources** necessary to engage meaningfully with the private sector, including partnership officers specialised in the private sector.
- 2 CO: **strong management support and engagement** and incentives within the WFP system to diversify resources.
- 2 CO: **capacity strengthening of CO staff** essential to help understand particularities of the private sector. But more hands-on support from HQ and regional bureaus on mapping and engagement of private sector actors is necessary.

LIMITING FACTORS

- 3 CO: **country contexts**, including sociopolitical and market factors, often vary and limit potential benefits of engagement with the private sector; approaches need to be adapted to local context.
 - WFP sometimes works in politically sensitive environments, deterring private sector actors from collaborating with CO.
 - Legal frameworks and fundraising environments hinder CO efforts to partner with the private sector.
- 2 CO: willingness and **capacity of private sector actors to collaborate with WFP** can be variable.
- 3 CO: **lack of human resources, including dedicated staff with expertise in the private**, is a major limiting factor, especially in challenging country contexts.
- 2 CO: lack of **adequate communication and coordination** between HQ, regional bureaus, and CO.
- 2 CO: **administrative burdens and slow processes particular to the WFP system**, including the due diligence process.
- 2 CO: **reputational and other potential risks** stemming from private sector partnerships sometime greater than the relative benefits.

CO priorities and recommendations for private sector engagement

Country Offices were asked to rank their top priorities and recommendations for WFP's private sector engagement strategy moving forward. Key themes are highlighted below.

Question 6. Looking ahead: What, if anything, would **help your CO to expand or deepen its engagement with private sector actors?**

On human resources

- **11 out of 36 CO survey respondents** ²⁸**mentioned HR issues**, including the need to build internal staff capacity and hire staff with experience with the private sector as priorities (6 mentioned this a top priority).

On support with outreach and engagement

- **14 country offices mentioned importance of support to conduct scoping/mapping exercises of potential private sector partners at local/national, regional, and global levels**
 - 3 mentioned need for WFP/HQ to support country offices to conduct business intelligence or studies of the private sector at country level through regional networks or regular sessions.

²⁸ Out of 30 respondents who left (coherent) comments.

- 4 CO recommended support with **leveraging potential local/national and regional private sector partners**. On the other hand, 3 CO mentioned need for support with **reaching out to global WFP partners**, especially in countries where perspectives for engagement with the local private sector are weaker.
- One CO (RBC) mentioned interest in becoming “part of a regional PS partnerships agreement and set up”.

On administrative burden

- **12** survey respondents underscored the need **for more flexibility in HQ regulations to reduce the administrative burden around the (due diligence process and to expedite processes involved in securing funds from the private sector**
 - 2 mentioned need to introduce more flexibility into the WFP system to allow country offices to reach out directly to potential private sector partners beyond WFP global partners.
 - One mentioned need for “standardised and regular support” from regional bureaus and HQ.


On clearer guidance from HQ and regional bureaus

- **5 recommended that HQ** and regional bureaus provide more technical expertise and “clearer, action-oriented guidance” around PS partnerships for country offices.

On knowledge exchange and communications

- 6 recommended **that WFP provide a platform or structures to promote knowledge sharing or mutual learning around PS partnerships between country offices** (on good practices and lessons learned from successful cross sector partnerships).
- **Advocacy and communications:** 5 country offices underscored need to improve communications around private sector partnerships; and for WFP to improve its brand visibility by featuring successful case studies of private sector partnerships through **private sector-focused and CO-tailored advocacy material**.

Annex 9. Partnership Exemplars

		WFP Private Sector Partnership Exemplar			
		Global Partnership Started: 2007 Current Agreement: USD 16.2m 2020 -2023			
Partnership Overview An established and long-term partnership contributing almost USD 140 million since 2007. Initially, BMGF funded an innovative yet challenging local sourcing Purchase for Progress (P4P) initiative from 2007 to 2018, with mixed results plus learning to evolve the partnership over time. The partnership has included the WFP Innovation Accelerator since 2018, fostering innovation and incubating ideas through boot-camp programs. The partnership envisions leveraging existing areas like digital financial inclusion (DFI) and nutrition while extending into new realms such as agriculture development, climate adaptation, and addressing the Global Food Crisis's impact.					
The primary goals include increasing cooperation in agriculture development and positioning WFP as a key partner in mitigating the Global Food Crisis. The partnership seeks to support vulnerable populations through a comprehensive approach that spans innovation, humanitarian services, and longer-term development efforts. Programmes develop through relationship building and exchange of ideas/opportunities to identify areas of alignment of partners interests, rather than requests for proposals. There is an explicit interest in gender equity and policy and advocacy work.					
Partnership Type²⁹: A large-scale, long-term philanthropic partnership that works as Shared Value, bringing the agendas and technical expertise of partners together via multiple grants on a range of technical issues with WFP USA and WFP (as de-facto service deliverer).					
Philanthropic	Responsibility	Technical	Shared Value	Collective Impact	
Value exchanged					
Funding	Finance	Brand & profile	Technical capacity & expertise	Advocacy & policy dialogue	Knowledge & information
Country Programs: Afghanistan, Bangladesh, Pakistan, Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Dominica, Caribbean, Haiti, India, Jordan, Niger, Nigeria, Zambia, Somalia, Tanzania, Uganda, W. Africa		Strategic Focus areas:			
		- Cash-based Transfers	- Technical Assistance, Country Capacity Strengthening	- Innovation	
		- Small-holder farmers	- Supply Chain	- Nutrition	
		- Gender			
Impact Measurement: Mandatory results framework for each grant/project	Impact Data: Reach and other project specific data disaggregated by gender	Achievements <ul style="list-style-type: none"> - WFP identified as a core technical and innovation partner (NUT, INKA) under BMGF strategy to advance nutrition for women and children working on Large-Scale Food Fortification. - INKA, SCOHS/BSP and CO Somalia selected for polio vaccine delivery in hard-to- reach areas of Somalia, under WFP's commitment to SDG 17, Partnerships for the goals. 			

^{29 29} In all partnership exemplars, primary partnership type is highlighted in "blue." "Green" indicates (elements of) additional partnership types.

Stories of Impact

Strategic partnership on Enabling Digital Financial Inclusion (DFI) and Women's Economic Empowerment through Cash-based Transfers (CBT) since 2020 is recognized by BMGF leadership for its impact on people's lives. This has enabled further investments to scale activity. Almost 1 million women (from a total of 1.8 million people- 52%) received money from WFP on their own account to support them and their households, 48% of these were mobile money accounts, closely followed by bank accounts (with the remaining 5% going to other financial institution accounts). This means that 114 million USD was transferred directly into accounts held by women.

Sources:

- FactSheet
- Salesforce Account Page
- Investment Document: Gender Responsive mechanisms for disease and epidemics in ECOWAS
- Investment Document: Enabling Digital Financial Inclusion Through Cash-Based Transfers
- Investment Document: Improving Rice value chain efficiency in Western Africa
- Investment Document: Strengthening the Nutrition Sensitivity of Social Protection in Ethiopia
- Investment Document: Integrated Supplementary Feeding Program for children and PLW in Sindh
- Investment Document: Food and Nutrition Crisis Response – LSFF+
- 2021-2024 BMGF Income and Forecast
- BMGF Workshop Agenda May 2023
- BMGF 2022 Lessons Learned
- BMGF WFP Strategy
- Guidelines BMGF Project Managers
- WFP BMGF Internal Workshop PPT
- WFP BMGF Internal Workshop Transcript
- WFP BMGF Internal Workshop recording
- Budget Proposal: Innovation services for greater impact in vaccine delivery
- Grant Proposal Narrative: Innovation services for greater impact in vaccine delivery
- Grant Agreement: Innovation Accelerator Support
- Report: Enabling Digital Financial Inclusion Through Cash-Based Transfers (Period 2)
- Budget Proposal: Health Camps in inaccessible areas of Somalia – WFP
- Grant Agreement: Improving Rice value chain efficiency in Western Africa
- Investment Document: Innovation For LSFF Ecosystem
- Decision Memorandum: Review and acceptance of risks associates with a Gates Foundation funding to WFP Somalia for the provision of supply chain services to humanitarian partners
- Financial Summary and Report: Nutrition for Women and Children in Pakistan (2022/2023)
- Financial Summary and Report: Gender responsive mechanisms for disease and epidemics in ECOWAS (2022/2023)
- Action Plan Jordan: Enabling Digital Financial Inclusion Through Cash-Based Transfers
- Investment Document: Digitizing Fortification Quality to Address COVID and Beyond
- Email: NCE (No Cost Extension) Digitizing Fortification Quality to Address COVID and Beyond
- Budget Proposal: Enabling DFI and WEE- Global Normative Change Support
- Investment Document: Enabling Digital Financial Inclusion
- Gender Integration Marker: Enabling Digital Financial Inclusion
- Results Framework: Enabling Digital Financial Inclusion
- Agreement: Enabling Digital Financial Inclusion (signed)
- Budget: World Food Program China Office (2022/2024)
- Investment Document: Strengthening metrics for LSFF programs, including delivery platforms
- Budget Proposal: Strengthening metrics for LSFF programs, including delivery platforms
- Grant Agreement: Gender Responsive mechanisms for disease and epidemics in ECOWAS (signed)
- Grant Agreement: Strengthening the Nutrition Sensitivity of Social Protection in Ethiopia (signed)
- Budget Proposal: Strengthening the Nutrition Sensitivity of Social Protection in Ethiopia
- Results Framework: Strengthening the Nutrition Sensitivity of Social Protection in Ethiopia
- Grant Agreement: Innovation For LSFF Ecosystem (signed)
- Budget Proposal: Innovation For LSFF Ecosystem
- Grant Agreement: Enabling DFI and WEE- Global Normative Change Support (signed)
- Investment Document: Enabling DFI and WEE - Global Normative Change Support

- Grant Agreement: Ecosystem Innovation Facilitation - WFP Innovation Accelerator (signed)
- Investment Document: Ecosystem Innovation Facilitation - WFP Innovation Accelerator
- Budget Proposal: Ecosystem Innovation Facilitation - WFP Innovation Accelerator
- Grant Agreement: Integrated Immunization and Nutrition Promotion (signed)
- Interim Progress Report: Integrated Immunization and Nutrition Promotion
- Interim Financial Report: Integrated Immunization and Nutrition Promotion
- Budget Proposal: Integrated Immunization and Nutrition Promotion
- Grant Agreement: Food and Nutrition Crisis Response – LSFF+ (signed)
- Investment Document: Food and Nutrition Crisis Response - LSFF+
- Results Framework: Food and Nutrition Crisis Response - LSFF+
- Grant Agreement: Strengthening metrics for LSFF programs, including delivery platforms (signed)
- Grant Agreement: Health camps in inaccessible areas of Somalia – WFP
- Grant Agreement: Integrated Supplementary Feeding Program for children and PLW in Sindh
- Investment Document: Health camps in inaccessible areas of Somalia- WFP



WFP Private Sector Partnership Exemplar

Global Partnership with WFP USA

Started: 2011

Current Agreement: 2020-2023

Contributions 2020 – 2022: USD 8.72m

Pledged additional contributions: USD 10m

Partnership Overview

WFP and Cargill have a longstanding partnership dating back to 2011. The initial focus of a philanthropic partnership contributing to emergency response has evolved towards the “Changing Lives” agenda and includes connections to Cargill’s supply chains. The partnership is highlighted in the WFP Strategy, as an example of public-private partnerships (and system change), with its work with USAID and the government of Honduras to link smallholder farmers and school feeding. Prior to the strategy, Cargill was co-creating system change programmes, e.g., engaging government in scaling school meals, plus health and nutrition initiatives in Indonesia, and engaging employees in this and also the WFP Innovation Accelerator “bootcamps”.

Since 2020, the partnership has continued to grow with matched funding to celebrate WFP being awarded the 2020 Nobel Peace Prize and an innovative Corn Farmer Livelihoods Project in China.

Support for emergency food assistance and disaster response remains significant. COVID funding supported WFP general operations and countries linked to existing programmes, for example - addressing impact of Covid-19 on school meals in Indonesia. Similarly, hurricane response in Central America, included support for school meals programs in Guatemala, Honduras, and Nicaragua.

Financial support towards WFPs work in Ukraine and the region is significant and complemented by the exchange of insight and expertise to help mitigate impacts on global food security and the European Initiative Food and Agriculture Resilience Mission (FARM) to support access to agricultural commodities and inputs for the most vulnerable countries.

Partnership Type: Primarily philanthropic partnership, with staff engagement and expertise for shared value at a local level.

Philanthropic	Responsibility	Technical	Shared value	Collective Impact
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Value exchanged

Funding	Finance	Brand & profile	Technical capacity & expertise	Advocacy & policy dialogue	Knowledge & information
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Country Programs:

Guatemala, Honduras, Nicaragua, India, Indonesia, Kenya, Horn of Africa

Strategic Focus areas:

school meals	farmer livelihoods	emergency food assistance & disaster response
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Impact Framework:

Project-based measures

Impact Data:

Reach: Direct and indirect beneficiaries for projects

Achievements

In celebration of WFP being awarded the 2020 Nobel Peace Prize, Cargill matched the USD 1M prize to support school meals programs -local farmers and school children - in Guatemala, Honduras, and Nicaragua.

Cargill worked with WFP to deliver 10,000 MT of rice to alleviate famine in the Horn of Africa – reaching 1 million people.


Stories of Impact

The Corn Farmer Livelihoods Project in Northeastern China aims to improve the livelihoods of 5,000 corn farmers directly and impact 20,000 indirectly. It is an innovative WFP project which combines raising awareness of risk and insurance with sustainable agriculture practices and the application of fertigation technology to increase productivity to increase the resilience of corn farmers to market shocks, and better serve corn industry development.

Sources:

- Sales Force Account Page
- Cargill and WFP: Thriving in Honduras and Nicaragua

THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS		WFP Private Sector Partnership Exemplar									
		Global Partnership Started: 2014 Current Agreement: 2021 – 2023 Contributions 2021 – 2022: USD 46,6m									
Partnership Overview The Church of Jesus Christ and the Latter-Day Saints has partnered with WFP since 2014, donating over USD 36 million to date. Their contributions focus on L3/L2 emergencies like Syria and Yemen, alongside USD 9.5 million for School Meals programs. Their support covers emergencies, school meals, smallholder farmers, and nutrition. Notably, the Church contributes early and in support of fragile, hard to reach (and fundraise for) contexts, with regional funds supporting response. Their 2021 donation was the largest ever from the Church to a single organization.											
Partnership Type: The partnership is largely a technical partnership with aspirations for joint advocacy and engagement to develop collective impact. Impact going beyond partnership through work with smallholder farmers in Africa, leading to increased resilience in global and local supply chains.											
Philanthropic		Responsibility	Technical	Shared Value	Collective Impact						
Value exchanged											
Funding	Finance	Brand & profile	Technical capacity & expertise	Advocacy & policy dialogue	Knowledge & information						
Country Programs: Multiple countries, incl.: Syria, DRC, Yemen, Gambia, Sierra Leone, Venezuela, Cambodia, Ivory Coast, Madagascar, Ukraine			Strategic Focus areas: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Emergencies & Disasters</td> <td style="width: 25%;">Home Grown School Meals</td> <td style="width: 25%;">resilience</td> </tr> <tr> <td>Food Security & Nutrition</td> <td>Post-Harvest Loss</td> <td></td> </tr> </table>			Emergencies & Disasters	Home Grown School Meals	resilience	Food Security & Nutrition	Post-Harvest Loss	
Emergencies & Disasters	Home Grown School Meals	resilience									
Food Security & Nutrition	Post-Harvest Loss										
Impact Framework: Objective is to contribute to increasing access to food by meeting emergency food, nutrition and essential needs. IAF includes: Increase school feeding; access to adequate food maintained/enhanced		Impact Data: Number of project beneficiaries disaggregated by gender	Achievements 1. USD 32 million donated to-date to L3/L2 emergencies worldwide, incl. Syria, DRC & Yemen. 2. USD 4.3 million donated to-date to home-grown school meal programmes across 5 countries and for a post-harvest loss programme in Madagascar. 3. Support for COVID response included USD 2 million per year (2020-2021) in support of logistics with total support over USD 9 million in 2021.								
Stories of Impact WFP and The Church of the Latter-Day Saints have deepened their partnership since 2020. Following the significant donation to WFP in 2021, the scale of partnership has continued to grow. WFP has a unique breadth and depth of programmes which align to The Church’s mission. The Church has a localised network of representatives, and WFP works closely with them locally and globally to design and implement programmes for Changing Lives and Saving Lives. With the contribution of USD 700k from Latter-day Saint Charities and in line with the project plan, WFP was able to provide school meals to 7,479 migrant children adolescents in the Departments of La Guajira, Norte de Santander, Magdalena, and Cesar, Colombia in 2021. The support from Latter-day Saint Charities combined with other pooled resources enabled WFP to provide school meals to some 50,000 children and adolescents in 2021. Local government engaged to identify and prioritise participants based on an established vulnerability criterion, and ensuring an equal targeting by gender.											
Sources: <ul style="list-style-type: none"> • Salesforce Account Page • Account Plan PPT • Executive Director Event Brief • Partner OnePager • Welfare: Caring for those in need (2022 organizational annual report) • Tigry Ethiopia Final Project Report • Colombia Venezuela Migrants Final Project Report • Partnership Agreement (unsigned) 											

		WFP Private Sector Partnership Exemplar									
		Global Partnership Started: 2007 Current Agreement: USD 7.5m 2022-2024									
Partnership Overview Since 2007, DSM and WFP have partnered under the theme "Improving Nutrition, Improving Lives" to combat global 'hidden hunger,' a lack of essential micronutrients affecting 2 billion people. The 2022-2024 MoU amounts to USD 7.5 million, involving DSM and the Brighter Living Foundation. The partnership's vision aims to bolster sustainable food systems, improve resilience, and increase access, demand, and consumption of nutritious foods. Key objectives encompass programme delivery, communication, capacity-building, and impact measurement. The partnership operates through two co-created workstreams: Rice Fortification , which develops and advocates for fortified rice including with governments, and Improving Nutrition through Retail , focusing on enhancing consumer dietary choices at retail points-of-sale through cash-based transfers. Cross-cutting areas involve partnership communications, employee engagement, and impact measurement. The partnership provides crucial "research & development" funding for innovative areas, aiding WFP's capacity-building and attracting external funding. The complexity of partnership requires significant engagement, but it has proven catalytic, enabling growth and impacting vulnerable communities, exemplified by the successful rice fortification efforts in Bangladesh.											
Partnership Type: Both financial contributions and extensive in-kind programme (exchanges and secondments of DSM employees). Strong emphasis on commercial sustainability of partnership, both for the corporate partner, and for the cause through the retail workstream.											
Philanthropic	Responsibility	Technical	Shared Value	Collective Impact							
Value exchanged											
Funding	Finance	Brand & profile	Technical capacity & expertise	Advocacy & policy dialogue	Knowledge & information						
Country Programs: Multiple countries (n=31) e.g.: Dominican Republic, Nigeria, The Gambia, Senegal, Kenya, Cameroon, Indonesia, Peru, Cote d'Ivoire, Ghana, Bangladesh, The Philippines, Colombia			Strategic Focus areas: <table border="1"> <tr> <td>Nutrition</td> <td>Knowledge Management</td> <td>Retail</td> </tr> <tr> <td>WFP Capacity building</td> <td>Communications & advocacy</td> <td>School Feeding / Social Protection</td> </tr> </table>			Nutrition	Knowledge Management	Retail	WFP Capacity building	Communications & advocacy	School Feeding / Social Protection
Nutrition	Knowledge Management	Retail									
WFP Capacity building	Communications & advocacy	School Feeding / Social Protection									
Impact Framework: Partnership aims to contribute to eliminating malnutrition. IAF aims to measure: consumption of sustainable and healthy diets, behaviour change communications; system changes; policy reforms identified/advocated; Quality of WFP response, services and capacity; access to services		Impact Data gathered: <ul style="list-style-type: none"> Countries active Country offices engaged Amount of fortified rice kernels distributed Reach (school feedings & social protection programmes) Virtual reach (website and webinars) 		Achievements <ul style="list-style-type: none"> Created foundational evidence & studies to show the benefits of fortification following improvement in nutritional value of 10 food products used in WFP's global operations, e.g. Super Cereal Plus (benefitting 35.4 million people in 2018). Expansion in the production, availability and consumption of fortified rice in 19 countries. 							
Stories of Impact The WFP DSM partnership helped 75+ blending units (rice mills) in Bangladesh build capacity to produce more nutritious foods : <ul style="list-style-type: none"> 7+ million consumers were reached with fortified rice; 7 FRK production factories are operational; 280 retail outlets make fortified rice available; 1 national lab has the ability to test all six micronutrients to ensure a safe product is available in the local market. 											
Sources: <ul style="list-style-type: none"> Fact Sheet Account Page 											

- DSM-Firmenich Merger Announcement
- Brighter Living Foundation Partnership: 2022-2024 MoU (Renewal) Vision
- WFP-DSM Partnership Presentation PPT
- Final Agreement (signed)
- 2021 Impact Report
- 2022 Impact Report



WFP Private Sector Partnership Exemplar

Global Partnership

Started: 2015

Current Agreement: USD 65k Cash/ USD 1m IK 2021-2025

Partnership Overview

Partnered since 2015 with a focus on food safety and resilience in supply chain in the Changing Lives agenda, through in-kind (technical) support and financial contributions, with support for emergencies such as Ukraine and COVID.

Key topics under the Food Safety and Quality Assurance (FSQA) banner, as well as additional workstreams of Food Systems & Traceability, Strategic Engagement and Communications, with plans for an ambassador/associate programme. In 2022 WFP and Mars collaborated on a food safety campaign, with communications globally.

Partnership Type:

This technical partnership leverages MARS' extensive skills and experience in food safety and quality to improve the performance of WFP. Impact extends beyond WFPs operations as the partnership works with smallholder farmers in Africa, to enable an increase resilience in global and local supply chains.

Philanthropic	Responsibility	Technical	Shared Value	Collective Impact
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Value exchanged

Funding	Finance	Brand & profile	Technical capacity & expertise	Advocacy & policy	Knowledge & information
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Country Programs:

Multiple Countries, plus emergencies

Strategic Focus areas:

- Supply Chain | - Traceability | - Food Quality & Safety

Impact Framework:

Aiming to contribute to sustainability of food systems: strengthen WFP capacity, systems and enhance technical support to operations and programmes. IAF aims to measure estimated skills/capacity gaps remaining.

Impact Data:

No impact data; reporting via activity narrative.

Achievements:

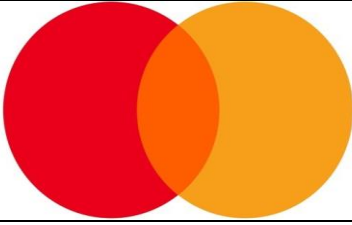
-Supported the establishment of new WFP worldwide food safety guidelines for suppliers (incl. quality assurance management committee). Training to hundreds of food safety officers and technologists.
-Additional USD 2 million cash donation to WFP's COVID-19 response.

Stories of Impact

Over the period of the partnership, WFP's capacity for food safety has grown, with regional roles and audit capability, and the partners are now collaborating on traceability in food supply chains and sharing learning. MARS made a significant contribution to WFP In sharing years of experience in their Food Safety and Quality Guidance – the value of which is hard to measure. There are many instances of impact, from supporting WFP to tackle food safety and quality challenges, including a technical visit to MARS' facility in Columbus, to learn about their canning process and resolve some issues with unstable canned food. Also, working through urgent issues in emergency response, such as helping to reduce risks from toxins in super cereals, and testing through MARS' laboratories. These enable WFP to resolve issues but also improve measures for the future.

Sources:

- WFP Partnership Fact Sheet
- Salesforce Account
- Mars and WFP Partnership Renewal Proposition
- Mars Partnership Presentation
- Ukraine Emergency Operations Agreement
- Agreement Extension/Amendment



WFP Private Sector Partnership Exemplar

Global Partnership
Started: 2012
Current Agreement: USD 9m 2022 - 2024

Partnership Overview

Since 2012, the partnership between Mastercard and WFP has been centred on two pillars: providing pre-paid cards for Syrian refugees and conducting marketing campaigns that trigger donations for school meals through Mastercard usage. The partnership was elevated with the "100 million meals" initiative in 2017, resulting in WFP's top corporate supporter for school meals. Mastercard employees have engaged in the partnership through analysis missions, contributing expertise to WFP's efforts. A shared value agreement was signed in 2019 to explore ways Mastercard's expertise could benefit WFP's mission.

The partnership aims to break the cycle of hunger and poverty by engaging Mastercard, cardholders, and customers through high-value consumer campaigns. The key objectives include implementing the partnership plan, securing substantial annual contributions, and updating the campaign strategy for a commercially sustainable partnership.

The partnership's renewal emphasizes CRM campaigns with minimum contributions of USD250k/campaign, striving for yearly goals of up to USD 5 million, and focusing on consumer fundraising (goal: 65%).

Partnership Type: Historically WFP's biggest partnership, encompassing commercial CRM campaigns and in-kind contributions of staff expertise. Brand-raising for WFP through contributions with every transaction (responsibility partnership). Increased focus on commercial sustainability and CRM on part of Mastercard.

Philanthropic	Responsibility	Technical	Shared Value	Collective Impact
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Value exchanged

Funding	Finance	Brand & profile	Technical capacity & expertise	Advocacy & policy dialogue	Knowledge & information
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Country Programs:

Over 33 countries in Africa, the Middle East, Asia, and Latin America; e.g. Sri Lanka, Kenya, Armenia, Zambia, Republic of Congo, Bhutan, Cambodia, Rwanda, Niger, Nepal, Ethiopia, Bolivia, Laos, Benin, Uganda, Malawi, Indonesia, Ghana	Strategic Focus areas:		
	- School Meals	- Emergency Support	- Employee Engagement

Impact Framework: Aims to measure contributions and % generated via consumer fundraising campaigns	Impact Data: <ul style="list-style-type: none"> Income generated ROI Activities: Campaigns, school meals, in-kind support 	Achievements <ol style="list-style-type: none"> Over USD 40M in contributions since 2012; school meals funding has helped prevent pipeline breaks, expand programmes to new locations; and transition programmes to national governments. School Meals Cost-Benefit Analyses with Mastercard have been presented to and positively received by national governments in 21 countries, helping WFP make the case for increased investment. Increased visibility of the WFP-Mastercard partnership and WFP, engaging millions of consumers through over 100 marketing campaigns since 2017.
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Stories of Impact [pre-strategy]

- "SHARED VALUE": In 2019, Mastercard and WFP entered into a collaboration agreement for an expertise-sharing project to improve the lives and incomes of smallholder farmers through digital traceability solutions.
- "DIGITAL FOOD": In 2015, Mastercard helped WFP establish a pioneering system to provide pre-paid cards for Syrian refugees in Lebanon and Jordan – leveraging WFP's cash and vouchers programmes. 2 million+ Syrian refugees have used these cards since 2012, empowering them to choose and purchase food for their families from local markets.

Sources:

- Partnership FactSheet
- Salesforce Account Page

- Global Agreement (2012)
- Amendment to Global Agreement (2017)
- Amendment to Global Agreement (2019)
- Amendment to Global Agreement (2022)
- Contributions Summary 2012-2022
- Post-Pilot Review Meeting Presentation
- PPF Partnership Management presents – About Mastercard
- Financial Report 2021
- Financial Report 2022
- Impact Report 2020
- Impact Report 2021

 <p>mastercard foundation</p>	WFP Private Sector Partnership Exemplar													
	<p>Global Partnership Started: 2022 Current Agreement: USD 154.3m 2022 -2027</p>													
<p>Partnership Overview</p>														
<p>The new partnership between WFP and Mastercard Foundation developed through the pandemic in 2020 with concerns about food security in Africa. Mastercard Foundation works on the challenges of youth unemployment in Africa, and the partners explored the intersection of their missions in the design of a partnership launched in 2022. The partners are collaborated on pilot initiatives, "Strengthening Food Systems" and "Saving Lives and Livelihood". Both have been developed through co-creation.</p>														
<p>Core of the partnership is in "Changing Lives" of young people by creating work and value in the agricultural sector where the partners have a mutual interest. The partners conducted a value chain assessment in each country of activity to understand the system and young people in the context. The "Strengthening Food Systems" initiative focuses on post-harvest loss, access to market and access to finance, including improving employment opportunities for young people with an explicit focus on gender. The partnership is focused on increasing income for smallholder farmers (especially youth and women) through increasing sales, reducing post-harvest losses, enhancing inclusiveness of marginalized groups in agricultural value chains, and improving value chain efficiency.</p>														
<p>The "Saving Lives and Livelihood" partnership aims to support the African Centre for Disease Control in addressing the COVID-19 pandemic by delivering COVID-19 vaccine doses across Africa.</p>														
<p>Partnership Type: Primarily philanthropic partnership, with elements of collective impact through work on food systems and collaboration with governments and other governmental agencies.</p>														
Philanthropic	Responsibility	Technical	Shared Value	Collective Impact										
Value exchanged														
Funding	Finance	Brand & profile	Technical capacity & expertise	Advocacy & policy dialogue	Knowledge & information									
<p>Country Programs: Ethiopia; Ghana; Kenya; Nigeria; Rwanda; Senegal (West Africa union countries); Uganda; Mozambique; Tanzania. African Union Member States (upon request)</p>			<p>Strategic Focus areas:</p> <table border="1" data-bbox="783 1196 1497 1339"> <tr> <td>Agriculture</td> <td>Manufacturing</td> <td>Digital Economy/Inclusion</td> </tr> <tr> <td>MSMEs</td> <td>Tourism</td> <td>Education/skills</td> </tr> <tr> <td>Gender</td> <td>Youth</td> <td>Workforce Devt</td> </tr> </table>			Agriculture	Manufacturing	Digital Economy/Inclusion	MSMEs	Tourism	Education/skills	Gender	Youth	Workforce Devt
Agriculture	Manufacturing	Digital Economy/Inclusion												
MSMEs	Tourism	Education/skills												
Gender	Youth	Workforce Devt												
<p>Impact Measurement: No indicators listed; project ToC and planned objectives available.</p>	<p>Impact Data: Some reach numbers on specific countries (i.e. Kenya); narrative reports on preparatory and planning phase. Vaccine project: No reporting against KPIs pending alignment with Africa CDC (Centre for disease control) M&E department and WFP</p>		<p>Achievements</p> <ol style="list-style-type: none"> 1. Successful two-year co-creation process led to first ever partnership with Mastercard Foundation. 2. Four-tier strategic Foundation/WFP coordination structure set up to guide <i>Strengthening Food Systems</i>. 3. Country-level planning workshops underway to prepare for delivery under <i>Saving Lives and Livelihoods</i> initiative. 											
<p>Stories of Impact</p> <p>The co-creation process between WFP and Mastercard Foundation is an example of an openness to learn, share and collaborate. There is clear shared value in the area of agriculture in Africa, and through dialogue, the partners have developed a strong focus on young people and gender. Young people are not an explicit target focus for WFP, and the investment and focus on value chain assessments and collaboration has the potential to provide deep insight to WFP into the lives of young people, particularly young women. It is an example of WFP being open to learning and innovating with others.</p>														
<p>Sources:</p> <ul style="list-style-type: none"> • Sources: • Mastercard Foundation WFP Strategy 														

- [SalesForce Account Page](#)
- [MCF Factsheet](#)
- [Strengthening Foodsystems Fact Sheet Overview](#)
- [Strengthening Foodsystems Fact Sheet Overview Ghana](#)
- [Strengthening Foodsystems Fact Sheet Overview Senegal](#)
- [Contribution Statement Ghana](#)
- [Contribution Statement Senegal](#)
- [2022 annual Report MCF&WFP](#)
- [Global Inception Meeting Report](#)
- [MCF/WFP Monthly Brief \(April 2023\)](#)
- [MCF/WFP Monthly Brief \(May 2023\)](#)
- [Strengthening Food Systems Proposals readjustment- Summary Notes](#)
- [ToR Coordination and Technical Support Structure Programme Coordination Team](#)
- [ToR Programme Steering Committee](#)
- [ToR of the WFP-MCF CO-level Working Group](#)
- [Terms of Reference of the Mastercard Foundation-World Food Programme Partnership Council](#)
- [WFP/MCF Agreement](#)



WFP Private Sector Partnership Exemplar

Global Partnership

Started: 2021

Current Agreement: 2021-2024

Contributions 2021-2022: USD 2.3m

Partnership Overview

The partnership between Mondi and WFP was launched in February 2021, following a year of discussion and development. The primary driver of the partnership is to leverage Mondi's leading expertise in sustainable packaging to enhance WFP's packaging solutions. The partnership envisions improving packaging effectiveness to reduce food loss and waste, ensure food safety and quality, aiding local suppliers, and minimize environmental impact.

Key priorities include addressing primary packaging issues for Lipid-based nutrient supplements (LNS), finding eco-friendly alternatives to metallized flexible material, conducting life cycle assessments for main packaging, combating pest infestations in staple food bags, and enhancing carton box quality.

Mondi made two additional and extraordinary contributions to WFP's efforts in conflict-affected Ukraine (EUR2million) and following the Turkiye earthquake. Both emergencies are in countries close to Mondi's operations.

Partnership Type: Partnership consists of both philanthropic (programmatic and emergency) and in-kind (technical expertise, research, product development) contributions. Long-term impact and shared value via new packaging solutions.

Philanthropic	Responsibility	Technical	Shared Value	Collective Impact
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Value exchanged

Funding	Finance	Brand & profile	Technical capacity & expertise	Advocacy & policy dialogue	Knowledge & information
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Country Programs:

N/A; global partner

Strategic Focus areas:

- Supply chain	- Food Safety and Quality Assurance
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Impact Framework:

The partnership leverages technical contribution to WFPs operations and programs to strengthen institutional capacity and systems. Measures would include: Improved skills and access to expertise; Reduced food fraud/waste; Improved quality and innovation

Impact Data:

Research and communication activities are measured. USD equivalent of time donated, but not the real value of in-kind

Achievements

- Pest infestation:** Performed **feasibility study of packaging options to reduce pest infestation** of staple food within WFP operations.
- Corrugated box:** Provided a technical training on corrugated board material to WFP employees. Mondi and WFP will work together to improve relevant specifications and to look at solutions to standardize box dimensions per type of food.
- Sustainability:** Initiated discussions to find the most suitable method to assess the impact of existing and new packaging solutions on the environment.

Stories of Impact

High energy biscuits: Mondi, working with WFP, have tested the properties and integrity of **2 alternative packaging** options that can extend shelf life of biscuits up to 18 months. This has led to the development of a best-in-class specification for supply to WFP. WFP has a significant influence through its procurement and the specification is now with suppliers. WFP are working with suppliers to support them to meet WFP's new requirements, which aims to reduce food waste and improve food safety and quality.

Sources:

- Partnership Factsheet
- Account Page
- Final MoU signed
- PPF Presents Mondi (March 2023)
- PPF Presents Mondi (March 2023) – Meeting Recording

- Contribution agreement Turkiye
- Contribution agreement Ukraine
- Contribution agreement Ukraine second donations
- Mondi Group Sustainability report 2021
- Mondi Group Sustainability report 2022
- Selection of Key Partnership moments
- Mondi and WFP – 2022 review
- Face2Face Mondi and WFP Meeting PPT (Projects updates June 2022)
- World Food Day Mediaplanet article 2022



WFP Private Sector Partnership Exemplar

Global Partnership

Started: 2017

Current Agreement: USD 45m in-kind 2019 -2023

Partnership Overview

The technical partnership between Palantir and WFP has been operating since 2017, with a focus on enabling WFP's digital transformation and data-informed approach. The partnership aims to enhance operational planning, address data integration challenges, and support domains including supply chain, resource management, and finance. Palantir contributes its information technology tools and expertise to develop operational solutions.

Collaborating on data integration and visualization enables WFP to make informed decisions in its supply chain and delivery. The Optimus web application, powered by Foundry, streamlines data for operational planning. WFP and Palantir launched DOTS (dots.wfp.org), a new enterprise data platform powered by Foundry, and the Supply Chain Management Dashboard in November 2019 to provide a global common operating picture for supply chain operations and cash-based transfers. DOTS offers near-real time visibility for WFP staff members on supply chain data, and rich and integrated views of our global operations. A new suite of digital applications that are connected to DOTS have been developed, such as a new application for smallholder farmers and a digitized school feeding platform.

Palantir contributes engineering and management expertise, strengthening WFP's data management, privacy, and cybersecurity capabilities.

Partnership Type: In-kind contributions in the form of a data platform (DOTS) and its hosting.

Philanthropic	Responsibility	Technical	Shared Value	Collective Impact
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Value exchanged

Funding	Finance	Brand & profile	Technical capacity & expertise	Advocacy & policy dialogue	Knowledge & information
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Country Programs:

Global IT operations

Strategic Focus areas:

Data integration & management

Privacy & security

Supply chain management

Resource management & finance

Impact

Framework:
Impact measures and approach is in development.

Impact Data:

Data being drafted on key impact measures. Estimated savings have been calculated. In-kind contribution measured in \$time equivalent, which can underestimate value.

Achievements

1. An estimated USD 100 million in annual savings for the 5-year duration of the partnership through the expansion of Optimus. Optimus has been used in 44 WFP operations, resulting in more than USD 50 million in cost savings to date across WFP's operations globally.
2. In 2021, Optimus and other tools powered by DOTS led WFP to win the Franz Edelman Award, the world's most prestigious award in the area of analytics and optimization. In 2022, Optimus was announced as one of the five winning innovations at the 2022 WFP Innovation Awards.
3. To date, 1,348 people have been trained on DOTS and the platform has recorded a high of 1,897 unique monthly active users; and 287 corporate data object types have been published from 53 data sources.

Stories of Impact

During the COVID-19 response, WFP used DOTS to develop the Control Tower, supporting the Common Services for emergency responders, managing the dispatch of 150,000+ m3 of health supplies to 173 countries for 72 organizations.

Sources:

- Salesforce Account Page
- FactSheet
- Partnership Agreement (signed)
- Partnership Video
- Amnesty International Response Letter
- PPF Presents Palantir 2 PPT

Annex 10. Key Informants Overview

Name	Men	Women
WFP Headquarters	25	41
Regional and Global Offices	3	3
Country Offices	1	9
Global Offices and WFP Friends	3	5
Partner and Comparator Organizations	4	8
Total	36	66

Annex 11. Data Collection Tools

Interview Protocols

Interview Questions for Regional Directors

Background

Thank you agreeing to this interview with the evaluation team. The interview should take 30-45- minutes and will be facilitated by [name of evaluation team member]. The interview will remain entirely confidential and only aggregated data will inform the evaluation report.

Introduction

- Within the Regional Bureau, how are responsibilities for private sector partnerships distributed (both formally and informally)?
 - Who in the RB engages with private sector partners and/or PPF staff in what ways?

Changes in private sector partnerships

Since 2020:

- What, if anything, has changed in terms of WFP's approach to partnering with private sector actors at HQ, RB, and CO levels?
 - *E.g., related to why and how WFP seeks out partnerships; how WFP works with private sector partners; how WFP monitors and reports on private sector partnerships*
- What do you consider the RB's main achievements in terms of private sector partnerships?
 - *Partnership practices, e.g., changes in the numbers, types of partners; pipeline development*
 - *Results, e.g., income generated/received from private sector & how it was used; impact deriving from use of private sector partner expertise or technology; innovative approaches/use of technology supported by partners; resulting benefits for WFP programming and beneficiaries including related to gender equality, inclusion and equity*
- What, if any, have been areas where the RB's and WFP's overall progress have been more limited than you had hoped for?

Influencing factors

What contextual factors have either supported or posted challenges to your work?

- How have internal factors affected your work? For example:
 - *Support and guidance from HQ (including strengths/gaps of the PSPF strategy and the extent to which it outlined clear expectations for RBx and COs)*
 - *Support received from the partnership lab in Nairobi*
 - *Technical capacity of RB staff (focal point, technical units)*
 - *Country office demand, interest, understanding of PS partnerships*
- How have external factors affected your work? For example:
 - *Changes in the regional context, e.g., conflict, emergencies*
 - *Types or numbers of suitable private sector partners in the region/in countries*

Going forward

- How could WFP further strengthen its engagement with private sector actors at regional and country levels?
- What, if any, internal or external changes are needed to make this happen? (e.g., guidance, reporting, finances, staffing...)
- Is there any additional information that you would like to share?

Interview Questions for Private Sector Partnerships Officers based at RBx³⁰

Background

Thank you agreeing to this interview with the evaluation team. The interview should take 45-60 minutes and will be facilitated by [name of evaluation team member]. The interview will remain entirely confidential and only aggregated data will inform the evaluation report.

Introduction

Please briefly introduce yourself:

- How long have you been with WFP and in what positions/functions or offices? How long have you been in your current position? What are your main responsibilities? Who are your main contacts at HQ, in the RB, at country level? Who do you report to?

Changes in partnership work

Since 2020³¹...

- What has characterized WFP's approach to partnering with private sector actors? What, if anything, has changed in this regard at RB and CO levels?
 - *E.g., related to why and how WFP seeks out private sector partnerships; how WFP works with private sector partners;*
 - *How WFP manages, monitors and reports on private sector partnerships*
- What do you consider the RB's main achievements in terms of private sector partnerships?
 - *Partnership practices, e.g., changes in the numbers, types of partners; pipeline development;*
 - *Results, e.g., income generated/received from private sector & how it was used; impact deriving from use of private sector partner expertise or technology; innovative approaches/use of technology supported by partners; resulting benefits for WFP programming and beneficiaries including related to gender equality, inclusion and equity*
- What, if any, have been areas where the RB's and WFP's overall progress have been more limited than you had hoped for?

Influencing factors

What contextual factors have either supported or posed challenges to your work?

- How have internal factors affected your work? For example:
 - *Number/profiles of PPF staff at HQ, RB, CO levels*
 - *Support and guidance from HQ; extent to which the PSPF strategy outlined clear expectations for RBx/COs*
 - *Support received from the partnership lab in Nairobi; relationships with thematic units*
 - *Multiple reporting lines/expectations*
 - *Demand, interest, understanding of PS partnerships within the RB units/within COs*
- How have external factors affected your work? For example:
 - *Changes in the regional context, e.g. conflict, emergencies; types or numbers of suitable private sector partners in the region/in countries*

Going forward

- How could WFP further strengthen its engagement with private sector actors at regional and country levels? What, if any, internal or external changes are needed to make this happen?
- Is there any additional information that you would like to share?

³⁰ PPF RB Focal Points

³¹ Or: since you have been in this position, if later than 2020.

Interview Questions for Country Directors

Background

Thank you agreeing to this interview with the evaluation team. The interview should take 30-45 minutes and will be facilitated by [*name of evaluation team member*]. The interview will remain entirely confidential and only aggregated data will inform the evaluation report.

Introduction

- Within the Country Office, how are responsibilities for private sector partnerships distributed (both formally and informally)
 - Who are your main contacts/go to points at the Regional Bureau and in HQ in relation to engaging with, and managing, private sector partners?

Changes in private sector partnerships

Since 2020:

- What has characterized WFP's approach to partnering with private sector actors at HQ, RB, and CO levels? What, if anything, has changed/is changing in this regard?
 - *E.g., related to why and how WFP seeks out partnerships; how WFP works with private sector partners; how WFP monitors and reports on private sector partnerships.*
- What do you consider the CO's main achievements in terms of private sector partnerships?
 - *Partnership practices, e.g., changes in the numbers or types of partners; pipeline development*
 - *Results, e.g., income generated/received from private sector & how it was used; impact deriving from use of private sector partner expertise or technology; innovative approaches/use of technology supported by partners; resulting benefits for WFP programming and beneficiaries including related to gender equality, inclusion and equity.*
- What, if any, have been areas of the CO's private sector partnering where you had hoped for more or faster progress?

Influencing factors

What contextual factors have either supported or posted challenges to your work?

- How have internal factors affected your work? For example:
 - *Support and guidance from HQ (including strengths/gaps of the PSPF strategy, and extent to which the PSPF strategy outlined clear expectations for RBx/COs)*
 - *Support received from the partnership lab in Nairobi*
 - *Technical capacity of RB and/or CO staff (focal point, technical units)*
 - *Country office demand, interest, understanding of PS partnerships*
- How have external factors affected your work? For example:
 - *Changes in the regional context, e.g. conflict, emergencies*
 - *Types or numbers of suitable private sector partners in the region/in countries*

Going forward

- How could WFP further strengthen its private sector partnerships at the country level? (both with global and with local private sector actors)
- What, if any, internal or external changes are needed to make this happen? (e.g. guidance, reporting, finances, staffing...)
- Is there any additional information that you would like to share?

Interview Questions for WFP Staff³² engaged in Global Partnerships selected as Exemplars

Background

Thank you agreeing to this interview with the evaluation team. The interview should take 45-60 minutes and will be facilitated by [name of evaluation team member]. The interview will remain entirely confidential and only aggregated data will inform the evaluation report.

Introduction

- What is your role/what are your main responsibilities within the partnership with [PARTNER]?

Evolution of the partnership

- How did the partnership come about?
- How, if at all, has the partnership evolved since 2020 (or since it began, if later than 2020)
- What are the partnership's (actual/envisioned) main benefits (for WFP, for beneficiaries, for the partner) in terms of:
 - income (funding) -if applicable
 - non-financial values (e.g. knowledge/information, brand, advocacy, shared-values, networks, innovative approaches or use of technology)
- What results for beneficiaries have derived, or are likely to derive, from the partnership?
 - *Are there specific (sub-)groups of beneficiaries that are (likely to) benefit more or less than others?*
 - *To what extent does the partnership contribute to progress towards gender equality, equity and/or inclusion objectives?*
- What, if any, have been challenges, limitations, or drawbacks of the partnership?

Influencing factors

What factors have either supported or posted challenges to your work?

- Characteristics of the partnership or the partner itself
 - *E.g., the partnership 'culture' (e.g. counterparts, nature and frequency of engagement, 'tone', ways of collaborating)*
- WFP-internal factors, e.g.:
 - *Human resources/counterparts for the partner*
 - *Support and guidance from HQ, the partnership lab in Nairobi*
 - *Interest in/demand for, understanding of, and support for private sector partnerships within RBs and/or COs (senior leadership, technical units)*
- External factors, e.g., changes in global, regional or country contexts

Going forward

- How, if at all, could the existing partnership be further improved to benefit both WFP and your partner and effectively support zero hunger and/or food security objectives?
- What, if any, internal or external changes are needed to make this happen?
- Is there any additional information that you would like to share?

³² PPF and/or technical units at HQ, RB, or CO levels as applicable

Interview Questions for Selected Global Private Sector Partners (businesses and foundations)

Background

Thank you agreeing to this interview with the evaluation team. The interview should take 45-60 minutes and will be facilitated by [*name of evaluation team member*]. The interview will remain entirely confidential and only aggregated data will inform the evaluation report.

Introduction

- What is your role/what are your main responsibilities within the partnership with WFP?
- How long have you been engaged in this partnership and how, if at all, has your engagement evolved over time?

Evolution of the partnership

- How did the partnership come about?
- How, if at all, has the partnership evolved since 2020 (or since it began, if later than 2020)?
- What have been the partnership's main benefits for your organization? For WFP? For beneficiaries?
- What, if any, have been challenges of the partnership? In what, if any, are areas where you had hoped to see more progress than has been achieved to date?

Influencing factors

What factors have either supported or posed challenges to your work?

- Internal factors in your organization (e.g., *changes in priorities, changes in financial resources; changes in staffing*)
- WFP-specific factors, e.g.:
 - *WFP mandate and technical capacity/reputation*
 - *Partnership management (e.g. legal or due diligence requirements; availability/capacity of WFP counterparts; communication structures)*
 - *Monitoring and reporting on the partnership*
- External factors, e.g. *changes in global, regional or country contexts*

Going forward

- How, if at all, could the existing partnership be further improved to benefit both WFP and your organization and effectively support zero hunger and/or food security objectives?
- What, if any, internal or external changes are needed to make this happen?
- Is there any additional information that you would like to share?

Interview Questions for Representatives of WFP Friends Organizations

Background

Thank you agreeing to this interview with the evaluation team. The interview should take 45-60 minutes and will be facilitated by [name of evaluation team member]. The interview will remain entirely confidential and only aggregated data will inform the evaluation report.

Introduction

- What is the overall role of [Japan Association for the WFP/WFP USA] with regard to private sector partnerships and fundraising?
- What is your specific role/what are your main responsibilities in this regard?

Evolution of your organization's private sector partnership and fundraising work since 2020

Since 2020³³...

- What characterized [Japan Association for the WFP/WFP USA]'s work around private sector partnerships and fundraising? What, if anything, changed during the 2020-2023 period?
 - *Individual fundraising: e.g., the extent to which, and how, you are engaged in individual fundraising efforts*
 - *Partnerships, e.g., why and how you seek out private sector partnerships; which partners you aim to engage; how you work with private sector partners; or how you manage, monitor and report on private sector partnerships*
- What do you consider your organization's main areas of progress made or achievements in relation to private sector partnerships and fundraising?
 - *E.g. changes in the amounts and/or quality of resources mobilized, changes in the number of types of partners and/or individual contributors engaged;*
- What, if any, have been areas where your progress has been more limited than you had hoped for?

Influencing factors

What factors have either supported or posed challenges to your work?

- How have internal factors (within your organization) influenced your work?
- How has the relationship with WFP (HQ) influenced your work? For example:
 - *Overall corporate guidance; strategic vision*
 - *Clarity of roles and responsibilities; communication*
 - *Complementarity/competition; mutual expectations*
- How have external factors affected your work? For example:
 - *E.g., changes in the global and national contexts and their implications for private sector (corporate, foundation, individuals) priorities*

Going forward

- What are your organization's priorities for the next three years in terms of private sector partnerships and fundraising?
- How could WFP further strengthen its engagement with your organization (and/or with WFP "Friends" organizations in general)? What, if any, internal or external changes are needed to make this happen?
- Is there any additional information that you would like to share?

³³ Or: since you have been in this position, if later than 2020.

Interview Questions for Representatives of the Comparator Organizations (UNICEF, UNHCR, WWF global network)

Broad questions, which will be tailored for each respondent within the comparator organizations depending on their role in relation to Individual Fundraising or Private Sector Partnerships, include:

Introduction

- What is your role/what are your main responsibilities in relation to [INDIVIDUAL FUNDRAISING/PRIVATE SECTOR PARTNERSHIPS]?

Key characteristics of, and changes in, PSPF in your organization

- Over the past 5 years, how has your organization's work around Private Sector Partnerships and/or Fundraising evolved? E.g. what have been changes in relation to:
 - The guiding policy/strategy framework and other internal guidance
 - Organizational structures and arrangements at HQ, regional and country levels
 - Resources (human, financial)
 - Priorities/foci
 - Approaches, products
 - Performance/Successes
 - Results monitoring and reporting
- What internal and external factors have, positively or negatively, affected your organization's work around PSPF?
- In terms of PSPF, how does your organization compare to WFP? What are similarities, what are differences? What are the respective strengths of the two organizations?

Survey for WFP Country Offices

Introduction

The survey aims to elicit your **perceptions on the extent to which WFP country offices' engagement with (local) private sector actors has changed since 2020, and what factors** have been supporting or posing challenges to country offices' private sector engagement.

The term "*local* private sector partners" refers to national or regional businesses and foundations, with the CO (rather than HQ or the RB) being responsible for designing and managing the partnership.

QUESTIONS	ANSWER OPTIONS
1. Background	
a. What region is the CO located in?	<ul style="list-style-type: none"> <input type="radio"/> Regional Bureau Bangkok <input type="radio"/> Regional Bureau Cairo <input type="radio"/> Regional Bureau Dakar <input type="radio"/> Regional Bureau Johannesburg <input type="radio"/> Regional Bureau Nairobi <input type="radio"/> Regional Bureau Panama
2. Since 2020, how has your CO's partnering with the private sector evolved in terms of:	
a. The number of <u>local</u> private sector partners³⁴ that the CO engages with? <i>Note: we are aware that you may not know the exact number of partners. Please base your answer on your best estimate/perception of how numbers have evolved since 2020.</i>	<ul style="list-style-type: none"> <input type="radio"/> Considerably more than in 2020 <input type="radio"/> Slightly more than in 2020 <input type="radio"/> About the same as in 2020 <input type="radio"/> Slightly fewer than in 2020 <input type="radio"/> Considerably fewer than in 2020 <input type="radio"/> NA (the CO does not have partnerships with local private sector actors) <input type="radio"/> Don't know
b. Income generated from <u>local</u> private sector partners that has benefited the CO?	<ul style="list-style-type: none"> <input type="radio"/> Considerably more than in 2020 <input type="radio"/> Slightly more than in 2020 <input type="radio"/> About the same as in 2020 <input type="radio"/> Slightly less than in 2020 <input type="radio"/> Considerably less than in 2020 <input type="radio"/> NA (the CO does not generate income from partnerships with local private sector actors) <input type="radio"/> Don't know
c. Non-financial benefits deriving from <u>local</u> private sector partnerships?	Based on your recent experience, which, if any, are the most relevant non-financial benefits that derive from your engagement with local private sector partners? Please select up to 3 options as applicable <ul style="list-style-type: none"> <input type="checkbox"/> Partners' knowledge/information <input type="checkbox"/> Partners' technical capacity/expertise <input type="checkbox"/> Potential of the partnership to foster innovation <input type="checkbox"/> Collaboration with partner for advocacy or policy dialogue <input type="checkbox"/> Benefits for WFP branding, profile and visibility <input type="checkbox"/> Other (<u>please specify</u>)
d. Additional comments	Please use this space to add any other relevant comments in relation to how the COs' partnering

³⁴ National or regional businesses and foundations, with the CO (rather than HQ or the RB) being responsible for designing and managing the partnership.

QUESTIONS	ANSWER OPTIONS
	with private sector actors has evolved since 2020. [Open ended narrative response]
3. How relevant are private sector partners (both global and local ones) with regard to:	
a. Helping the Country Office achieve its Country Strategic Plan outcomes?	<ul style="list-style-type: none"> • Very relevant • Somewhat relevant • Neither relevant nor irrelevant • Somewhat irrelevant • Completely irrelevant • NA/Don't know
b. Helping the Country Office test innovative technologies or ways of working to serve beneficiaries?	<ul style="list-style-type: none"> • Very relevant • Somewhat relevant • Neither relevant nor irrelevant • Somewhat irrelevant • Completely irrelevant • NA/Don't know
c. Helping the Country Office make progress in relation to gender equality, equity and/or inclusion objectives?	<ul style="list-style-type: none"> • Very relevant • Somewhat relevant • Neither relevant nor irrelevant • Somewhat irrelevant • Completely irrelevant • NA/Don't know
d. Additional comments	Please use this space to add further comments on relevance of private sector partnerships for the CO's work, including, if applicable, to differentiate between the relevance of global versus local partnerships, and/or to provide information on any (positive or negative) unplanned results deriving from such partnerships. [Open ended narrative response]
4. How satisfied are you with the support you receive from WFP Headquarters (HQ) and the Regional Bureau (RB) in terms of helping you expand or deepen partnerships with private sector actors?	
a. HQ (PPF) strategic and operational guidance	<ul style="list-style-type: none"> • Very satisfied • Somewhat satisfied • Neither satisfied nor dissatisfied • Somewhat dissatisfied • Very dissatisfied • NA/Don't know
b. Corporate processes around private sector partnership (e.g., contracting, due diligence)	<ul style="list-style-type: none"> • Very satisfied • Somewhat satisfied • Neither satisfied nor dissatisfied • Somewhat dissatisfied • Very dissatisfied • NA/Don't know
c. Regional Bureau strategic and operational guidance	<ul style="list-style-type: none"> • Very satisfied • Somewhat satisfied • Neither satisfied nor dissatisfied • Somewhat dissatisfied • Very dissatisfied • NA/Don't know
d. Technical unit (HQ) guidance and support ³⁵	<ul style="list-style-type: none"> • Very satisfied • Somewhat satisfied

³⁵ For example, related to how to engage private sector partnering in the context of Nutrition, School Based Programming, Supply Chain etc.

QUESTIONS	ANSWER OPTIONS
	<ul style="list-style-type: none"> • Neither satisfied nor dissatisfied • Somewhat dissatisfied • Very dissatisfied • NA/Don't know
e. Additional comments	<ul style="list-style-type: none"> • Please use this space to add any other relevant comments in relation to HQ and RB support for your private sector partnerships work, including (if applicable) if this support varies in relation to global and local partnerships respectively [<i>Open ended narrative response</i>]
5. To what extent do you agree or disagree with the following statements related to different factors that may influence your country office's engagement in private sector partnerships have the capacity to expand and deepen?	
a. "CO staff have appropriate technical expertise related to developing and managing private sector partnerships"	<ul style="list-style-type: none"> • Strongly agree • Agree • Neither agree nor disagree • Disagree • Strongly disagree • NA/don't know
b. "There are clear incentives for CO staff to engage in private sector partnerships" ³⁶	<ul style="list-style-type: none"> • Strongly agree • Agree • Neither agree nor disagree • Disagree • Strongly disagree • NA/don't know NA/don't know
c. Additional comments	<ul style="list-style-type: none"> • Please use this space to add any other relevant comments in relation to factors that, positively or negatively, influence the degree to which the CO overall, and individual CO staff members, engage in private sector partnerships work. [<i>Open ended narrative response</i>]
6. Looking ahead: What, if anything, would help your CO to expand or deepen its engagement with private sector actors?	
Please note your top 3 priorities: [<i>Open ended narrative response</i>] 1. 2. 3.	
7. Who contributed to the answers in the survey? <ul style="list-style-type: none"> • Country Director • Deputy Director • Partnerships officer • Other: (<i>Include SPACE so that they can write in</i>) 	

Thank you for participating in the survey!

³⁶ Examples of positive incentives include: private sector partnership work is encouraged by senior WFP leaders; efforts related to private sector partnerships are considered as an asset in individual performance reviews; corporate reporting requirements include questions around private sector partnerships. Example of a negative incentive: Time/resources spent on private sector partnerships take away from other work that is more valued or rewarded within WFP.

Annex 12. Triangulation & Evidence Matrix

The table below constitutes an updated version of the triangulation and evidence matrix that had been included in the evaluation inception report.

Evaluation questions and Sub-Questions	Methods of data collection and analysis				Cross-cutting lenses			Data quality
	Document & literature review	Data(base) review	Remotely conducted interviews	Survey of Country Offices	Compa-rator Review	Partner-ship Exemplars	Gender equality	Strong
								Fair
								Weak
Evaluation question 1: How good were the PSPF strategy and its execution to date?								
1.1 To what extent does the strategy provide clear conceptual and strategic guidance on WFP's vision for PSPF?	✓		✓	✓	✓		✓	Strong
1.2 To what extent does the strategy set clear and measurable expectations to internal and external stakeholders?	✓		✓	✓	✓		✓	Strong
1.3 To what extent have WFP investments in strategy implementation been relevant and coherent in relation to strategy objectives?	✓			✓	✓			Strong
1.4 To what extent has strategy implementation contributed to strengthening support for, and ownership of, private sector partnerships and fundraising at regional and country levels?	✓		✓	✓	✓		✓	Fair
Evaluation question 2: Are the results of strategy implementation on track to meet 6-year targets?								
2.1 To what extent has WFP used private sector partner expertise and skills to advance WFP (CO) objectives? (<i>Impact Pillar</i>)	✓	✓	✓	✓	✓	✓	✓	Fair
2.2 To what extent has fundraising from individuals, corporate partners, and foundations contributed to a significant, sustainable stream of funds for WFP's programmes and operations? (<i>Income Pillar</i>)	✓	✓	✓	✓	✓	✓	✓	Strong

Evaluation questions and Sub-Questions	Methods of data collection and analysis				Cross-cutting lenses			Data quality
	Document & literature review	Data(base) review	Remotely conducted interviews	Survey of Country Offices	Compa-rator Review	Partner-ship Exemplars	Gender equality	Strong
								Fair
								Weak
2.3 To what extent has WFP been able to use or leverage new technologies or new ways of working to better deliver for beneficiaries? (<i>Innovation Pillar</i>)	✓		✓	✓	✓	✓	✓	
2.4 How have partnerships and private sector funds been used to advance WFP gender and inclusion objectives and to ensure equitable results/access for vulnerable populations? (<i>Cross-cutting</i>)	✓		✓	✓		✓	✓	
2.5 What, if any, have been unanticipated, positive, or negative, results of strategy implementation? (<i>Cross-cutting</i>)	✓		✓	✓			✓	
Evaluation question 3: How have internal and external factors influenced strategy implementation and achievements to date?								
3.1 To what extent and how have PSPF strategy implementation and results ben influenced by internal factors, including: <ul style="list-style-type: none"> The internal structure of the PPF division WFP's organizational architecture, normative and legal frameworks, and governance 	✓		✓	✓		✓		✓
3.2 To what extent and how have PSPF strategy implementation and results ben influenced by external factors?	✓		✓	✓	✓	✓	✓	✓

Annex 13. Assessment of PSPF Strategy Quality

The criteria used by the evaluation team to assess strategy quality drew upon the “Top 10 Lessons for Policy Quality in WFP” study (2018), several of which also apply to corporate strategies. The assessment of whether a criterion was met, partly met or not met was based on the evaluation team’s assessment of the significance of strengths and weaknesses in terms of making the Strategy a relevant and useful document for serving its intended purpose of transforming “how WFP works with businesses and other actors, particularly at the local level, to save more lives and change more lives”.

Quality Criteria	Criterion met/partly met/not met?	PSPF Strategy Strengths	PSPF Strategy Weaknesses/Gaps
1. Strategy clearly articulates its rationale, priorities, and vision	Partly Met	<p><u>Rationale:</u> The Strategy</p> <ul style="list-style-type: none"> Notes both strengths and gaps/weaknesses in WFP’s past private sector partnership and fundraising engagement Highlights the growing gap between WFP’s resources/reach and global needs, and notes the need for WFP to expand its resource base Makes an evidence-based case for significantly expanding WFP’s individual fundraising efforts, and for making the required upfront investments to facilitate this expansion Emphasizes the potential of private sector partners to contribute progress towards the SDGs not only as WFP donors but also (or even primarily) as technical partners who can provide know how, expertise, and advocacy support <p><u>Priorities:</u></p> <ul style="list-style-type: none"> Structures the Strategy around the easily memorisable pillars of impact, income, and innovation, thereby emphasizing that PSPF includes but goes beyond fundraising 	<p><u>Rationale</u> NA</p> <p><u>Priorities</u> The Strategy</p> <ul style="list-style-type: none"> Provides examples of WFP programmatic needs that technical PS partnerships can help meet, for example in relation to cash-based transfers, supply chain, nutrition, emergency preparedness, resilience, and technology. It does <u>not</u>, however, state whether and how WFP will prioritize certain sectors and/or types of partners in certain sectors, or indicate related ‘red lines’ Provides good practice examples of existing private sector partnerships in different geographic areas/contexts but does <u>not</u> state whether and how WFP priorities for strengthening private sector engagement vary by geographic (country) context (e.g. humanitarian versus development scenarios) Does not mention Philanthropy as an approach or income stream to be pursued (through it

Quality Criteria	Criterion met/partly met/not met?	PSPF Strategy Strengths	PSPF Strategy Weaknesses/Gaps
		<ul style="list-style-type: none"> • Notes that, within these pillars, WFP will focus on individuals, foundations and businesses, ranging from large global corporations to local small and medium-sized enterprises • For the 'Impact' pillar, notes that <ul style="list-style-type: none"> ○ It is aiming at impact at the local level by empowering RBx to prioritize support for CO engagement with the private sector in furthering CSPs • For the 'Income' pillar, notes that WFP: <ul style="list-style-type: none"> ○ strives to <i>'provide a 'best in class supporter experience' in order to create a sustainable, self funded programme and ultimately to generate a quantum leap in revenue.'</i> ○ Will pursue a <i>'digital-based approach, augmented by targeted offline activity'</i> ○ Would focus on <i>'securing monthly supporters of WFP's work who give on a long term basis and transparently demonstrated to supporters how their funds are used'.</i> • For the Innovation pillar, notes the intention to explore new modes of engagement with actors to find innovative and collaborative solutions for accelerating WFP's progress towards zero hunger for the people it serves • Formulates some overarching priorities in relation to envisioned approaches (e.g. use of a 'digital led'-based approach for IF), geographic foci (e.g., intent to focus foundation-related efforts on North 	<p>does mention Islamic Social Finance as an approach)</p> <p><u>Vision</u></p> <p>The Strategy does <u>not</u> articulate:</p> <ul style="list-style-type: none"> • An overarching theory of change that would 'unpack' how its three pillars are envisioned to mutually support each other to support the overarching vision • A conceptual framework to distinguish between different (sub-)types of 'technical' and 'income' partnerships and/or of the specific values exchanged in/benefits derived especially from technical partnerships • A framework to clearly distinguish 'global' from 'local' partnerships and clarify 'grey' areas (e.g. global partnerships that are implemented in selected countries where WFP is present) • What 'success' of strategy implementation will look like at the regional and country levels • Targets or indicators of 'success' related to engaging with medium sized partner, and with local partners • A clear indication of what effective use of 'innovation' in the context of PSPF looks like or how exactly 'innovation' will help achieve targets under the impact and income pillars

Quality Criteria	Criterion met/partly met/not met?	PSPF Strategy Strengths	PSPF Strategy Weaknesses/Gaps
		<p>America and Europe), and partnership characteristics (e.g., intent to focus on long-term and sustainable relationships)</p> <ul style="list-style-type: none"> Notes that WFP will increasingly play the role of convener and facilitator of partnership networks at the national and local levels <p><u>Vision:</u></p> <ul style="list-style-type: none"> The Strategy' explicitly notes its vision to "transform how WFP works with businesses and other actors - - particularly at the local level - to save more lives and change more lives. » The Strategy provides various narrative examples of 'good' partnerships 	
2. Strategy sets clear and measurable expectations to internal and external stakeholders	Partly met	<p>The Strategy</p> <ul style="list-style-type: none"> Outlines a set of overarching partnership principles related to co-creation, co-implementation and co-management as well as to exploring other modes of engagement Notes that, wherever possible, WFP will partner in joint initiatives with other United Nations agencies Notes that WFP will aim to focus on long-term partnerships 	<p>The Strategy</p> <ul style="list-style-type: none"> Did not spell out what 'success' would look like at regional and country levels, and what would be expected from RBx and COs in terms of pursuing and engaging in partnerships with global and/or local private sector actors Reflect on the existing roles and responsibilities of WFP technical units as owners/facilitators of private sector partnerships and whether strategy implementation (and changes within PPF) may have implications for these teams' financial and/or human resource needs
3. Strategy was informed by evidence	Met	<p>The Strategy:</p> <ul style="list-style-type: none"> References relevant findings and recommendations from previous evaluations and studies, including: 	<ul style="list-style-type: none"> While not a major gap, the Strategy might have benefited from further elaborating on the specific PSPF-related challenges and needs of WFP RB and COs, including on the extent to

Quality Criteria	Criterion met/partly met/not met?	PSPF Strategy Strengths	PSPF Strategy Weaknesses/Gaps
		<ul style="list-style-type: none"> ○ the Multilateral Organization Performance Assessment Network, which concluded that WFP's approach to partnership "with the private sector lack[ed] a coherent approach and strategy" ○ Recommendations from a 2012 evaluation of WFP's 2008 private-sector partnership and fundraising strategy ○ extensive internal and external data analyses, confidential interviews with private sector partners and consultations with the Executive Board, key headquarters-based functions, all regional bureaux and a range of WFP country offices ○ Consultations with leading experts who have held senior positions in United Nations agencies and non-governmental organizations (NGOs) ○ Findings of a study showing that WFP derives more value from businesses through technical partnerships with them rather than through a focus on generating funds ● Draws upon relevant comparative data from fellow UN agencies and large INGOs that help put WFP past performance (especially in relation to IF) into perspective 	<p>which needs/ challenges vary by context, e.g. depending on where countries are located on the humanitarian-peace-development continuum</p>
4. Strategy was, and continues to be, aligned with WFP	Met	<p>The Strategy:</p> <ul style="list-style-type: none"> ● Situates WFP's effort to expand partnerships and engagement within the context of collaboration within the United Nation system in support of SDG 	No noted weaknesses

Quality Criteria	Criterion met/partly met/not met?	PSPF Strategy Strengths	PSPF Strategy Weaknesses/Gaps
corporate priorities		<p>2 and related goals and supports the Addis Ababa Action Agenda, which underlines the importance of diversifying funding and unlocking the “transformative potential of people and the private sector</p> <ul style="list-style-type: none"> • Explicitly references its aim to advance the WFP Strategic Plan (2017–2021), specifically Strategic Objective 5, “Partner for SDG Results”, and Strategic Results 7 and 8, which address the need for diversified resourcing and partnerships that share knowledge, expertise and technology • Builds on the WFP Corporate Partnership Strategy (2014–2017) • Acknowledges Country Strategic Plans as key reference frameworks that private sector partnerships need to support and relate to • Remained relevant in the context of the WFP Strategic Plan 2022-2025, which reiterated WFP interest in PSPF and acknowledged, for the first time, individuals as a significant source of funding for WFP • Remains highly relevant in the context of findings and recommendations deriving from recent corporate evaluations, such as the Evaluations of Funding WFP’s work (2020), WFP’s Policy on Country Strategic Plans (2023), WFP’s Policy on Building Resilience for Food Security and Nutrition (2023) and WFP’s Disaster Risk Reduction and Management & Climate Change Policies (2023) • Remains highly relevant given the new WFP Executive Director’s focus on further 	

Quality Criteria	Criterion met/partly met/not met?	PSPF Strategy Strengths	PSPF Strategy Weaknesses/Gaps
		strengthening WFP collaboration with the private sector ³⁷	
5. Strategy reflected considerations for aligning with partner and/or beneficiary needs and priorities including those of marginalized populations	Partly Met	<p>The Strategy notes that:</p> <ul style="list-style-type: none"> • WFP’s engagement with private sector actors will be needs-based, focusing on beneficiaries and maximizing local-level impact • In countries where WFP has operations, private sector partners can be engaged to support the development of rural economies while collaborating in long-term efforts to foster sustainable, inclusive supply chains • Working with and through local markets in inclusive and equitable ways can enable WFP to improve the lives of rural smallholder farmers and improve food security and nutrition • By collaboratively leveraging the local private sector to foster resilient, equitable and inclusive value chains, WFP supports the most vulnerable actors 	<p>The Strategy does not:</p> <ul style="list-style-type: none"> • “Unpack” the concept of ‘needs driven’/‘needs-based’ partnerships • Reflect on the different roles that private sector actors can play in terms of addressing the needs of vulnerable and/or marginalized populations in different contexts that WFP works in (e.g. based on where a country is positioned on the humanitarian-peace-development nexus)
6. Strategy reflected gender equality and/or wider equity and inclusion considerations	Partly met	<p>The Strategy notes that :</p> <ul style="list-style-type: none"> • In keeping with other WFP policies, such as the Gender Policy (2015-2020), working with and through local markets in inclusive and equitable ways can enable WFP to improve the lives of rural smallholder farmers and improve food security and nutrition 	<p>The Strategy does not</p> <ul style="list-style-type: none"> • Articulate specific objectives, priorities or opportunities and approaches for whether and how WFP’s private sector partnering and/or fundraising work will inform or contribute to achieving WFP’s corporate commitment to gender equality, equity and inclusion objectives (e.g. by explicitly highlighting philanthropic

³⁷ The new ED’s priorities are: efficiency, innovation, scaling up private sector engagement, and workplace culture.

Quality Criteria	Criterion met/partly met/not met?	PSPF Strategy Strengths	PSPF Strategy Weaknesses/Gaps
		<ul style="list-style-type: none"> Inequalities based on gender or disability often underpin vulnerabilities and experiences of hunger, food insecurity and malnutrition By leveraging the innovative power of businesses, WFP can do more to reach those furthest behind and develop sustainable solutions to long-term challenges Outcome data regarding individuals will be disaggregated by sex and age and include disability data where feasible 	<p>foundations as likely relevant partners in this regard)</p> <ul style="list-style-type: none"> Assign responsibility for advancing and tracking achievements in relation to gender equality Comment on the potential relevance of private sector funding and technical expertise for WFP's gender, equity and/or inclusion-specific objectives beyond supply chains Reflect on potential opportunities for, and benefits deriving from, WFP partnering with women-led private sector organizations at global, regional or especially local levels Articulate the aim to collaborate with the WFP Gender Office on exploring, pursuing, and capturing insights on the role and contributions of PSPF in relation to WFP gender objectives
7. Strategy provides guidance on timelines, institutional arrangements, accountabilities for its implementation	Partly Met	<p>The Strategy</p> <ul style="list-style-type: none"> Identifies the AED PPA and PPF Director as Strategy focal points Highlights that enhanced collaboration among PPF, technical units, regional bureaux, country offices, CAM and the Legal Office is essential to the success of the strategy, and provides some information on the specific areas of responsibility of these teams States intent to deepen/improve relationships with existing partners, engage in long-term partnerships 	<p>The Strategy does not</p> <ul style="list-style-type: none"> Define the scope, nature, and boundaries of PPF's role and responsibilities in relation to RBx, COs, and technical teams at HQ Include an explicit overarching implementation plan (beyond a plan for roll-out of the investment)

Quality Criteria	Criterion met/partly met/not met?	PSPF Strategy Strengths	PSPF Strategy Weaknesses/Gaps
8. Strategy included/was accompanied by clear and appropriate monitoring, risk management, and reporting frameworks	Partly Met	<p>The Strategy</p> <ul style="list-style-type: none"> • Outlines a gradual phasing of the CCI-type investment to allow for close monitoring of performance and careful risk management, with each phase of investment disbursement being dependent on agreed KPIs being achieved at 80% or more • Emphasizes the need for new infrastructure, including a robust customer relationship management system to ensure that WFP's approach to data capture and consent is consistent with European Union General Data Protection Regulation and to deepen the level of performance monitoring and reporting • Includes a section on risk management for transparency and accountability, which includes a table with key risks and related mitigation actions • Notes that WFP would develop a methodology for consistently assessing the impact of partnerships against pillar 1 goals • For the Impact pillar, articulates baseline values and targets for the number of global partnerships and a target for cost savings to be achieved through global partnerships • For the Income pillar, defines targets for increases in yearly income from individual supporters, businesses, and foundations 	<p>The Strategy does not :</p> <ul style="list-style-type: none"> • Articulate explicit, measurable expectations for RBx and COs (beyond the generic intent e.g. to <i>"prioritize support for country office engagement with the private sector in furthering country strategic plans"</i> and to <i>"achieve a comprehensive, regional-bureau-supported approach to increasing country office engagement with the private sector"</i> • Articulate targets or KPIs in relation to the Innovation pillar • Include baseline data for cost-savings achieved through private sector partnerships • Explain how/in what ways the (proxy) indicator related to the number of large-scale global partnerships was relevant for capturing progress in terms of furthering partnership contributions to 'impact'

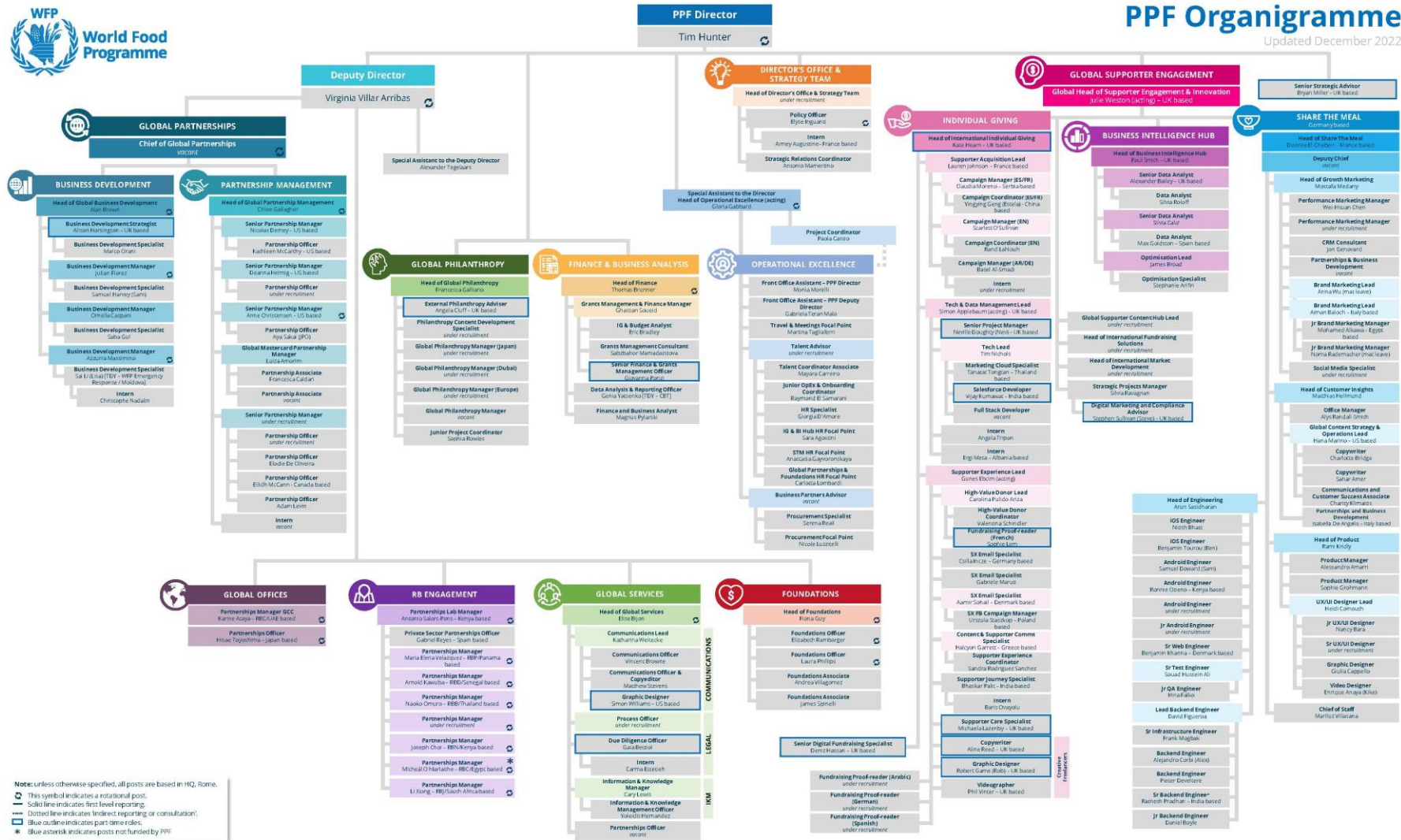
Quality Criteria	Criterion met/partly met/not met?	PSPF Strategy Strengths	PSPF Strategy Weaknesses/Gaps
		<ul style="list-style-type: none"> Was accompanied by a reporting framework that mandated regular³⁸ financial and narrative reports to the WFP Executive Board 	
9. Strategy identified the financial and human resources required for its implementation	Met	<ul style="list-style-type: none"> Provides clear and detailed information on the financial resources required for strategy implementation and the rationale for the noted investments. Announces intention to augment capacity of the IF team, strengthen capacity of CAM and of Legal team 	<p>The Strategy does not</p> <ul style="list-style-type: none"> Provide an overview of existing PSPF staff/positions at RBx and CO levels
10. Strategy uses clear and consistent terminology	Partly Met	<p>The Strategy</p> <ul style="list-style-type: none"> Defines the use of the term 'private sector' as focusing on «three areas that have the most potential to improve WFP's impact and increase funding: individuals, foundations and businesses, ranging from large global corporations to local small and medium-sized enterprises, regardless of operational context, ownership or structure» Notes that current UN guidance defines the private sector slightly different, i.e. in terms of businesses, and that the term can also be used to include NGOs and other organizations 	<p>The Strategy does not:</p> <ul style="list-style-type: none"> Provide definitions of key terms such as 'technical partnership', 'shared value partnerships', 'needs based partnership', 'local' versus 'global' partnerships Explain the difference between 'technical expertise' and 'knowledge transfer'

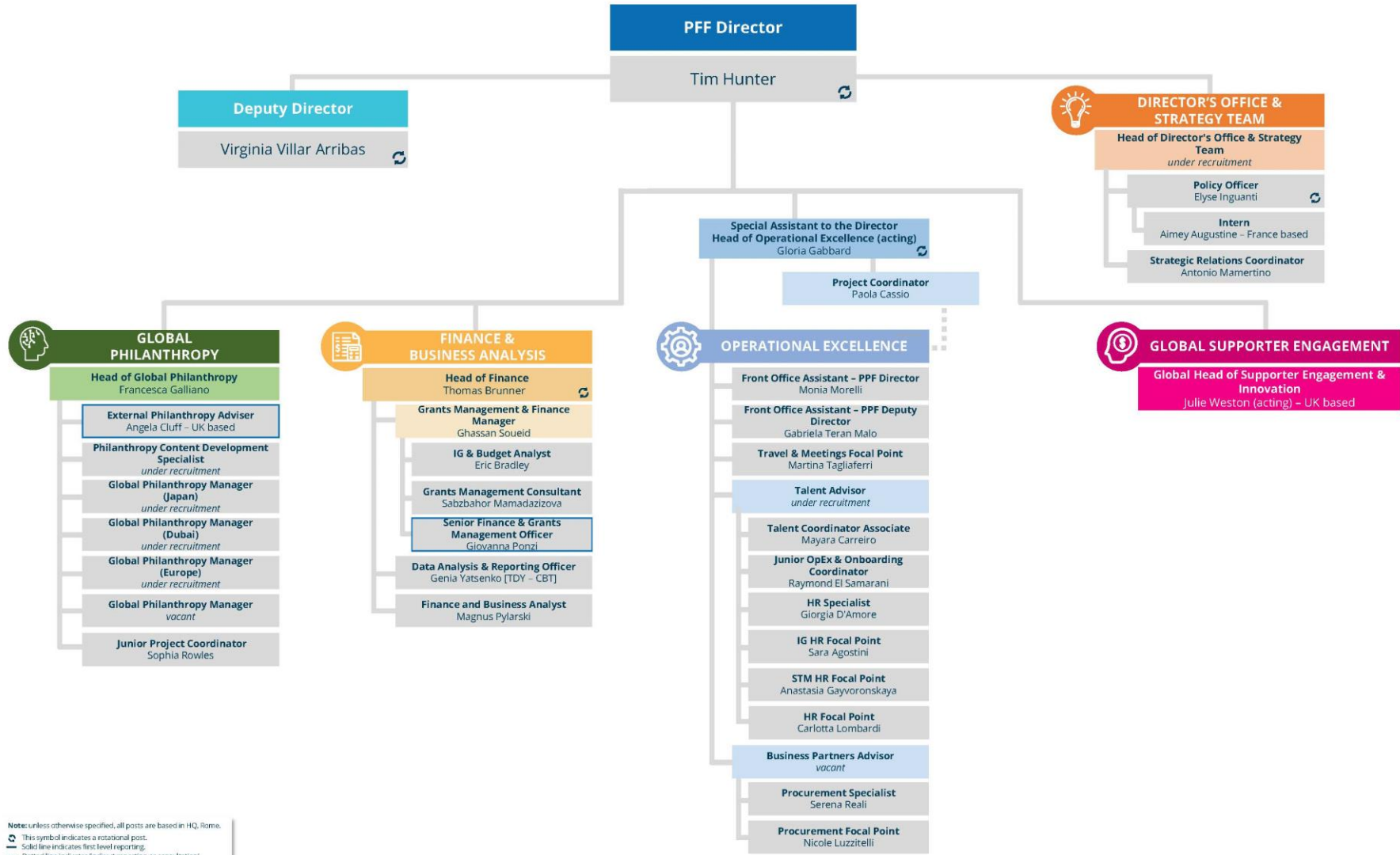
³⁸ Quarterly, for the first two years of Strategy implementation.

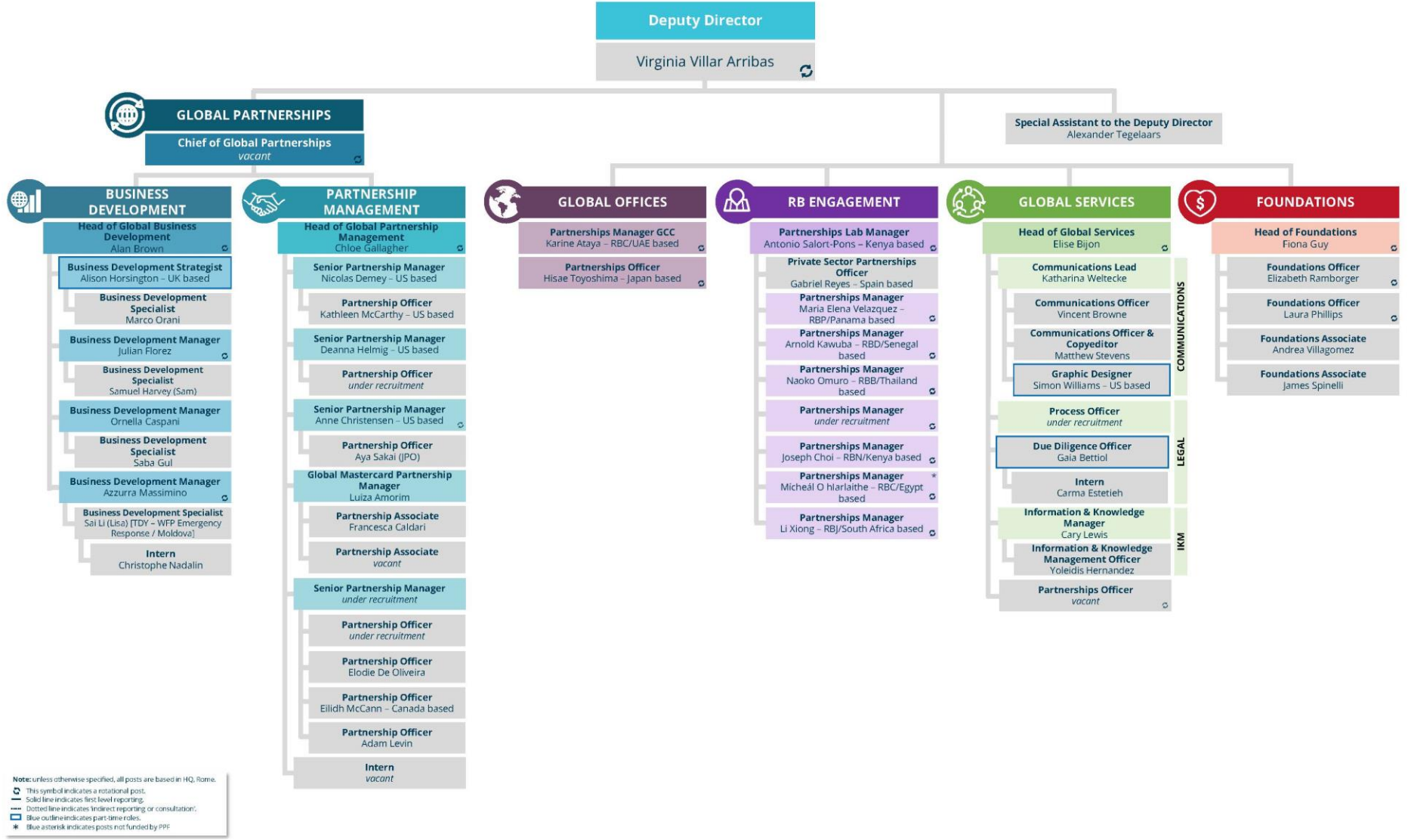
Annex 14. PPF Organigramme (December 2022)

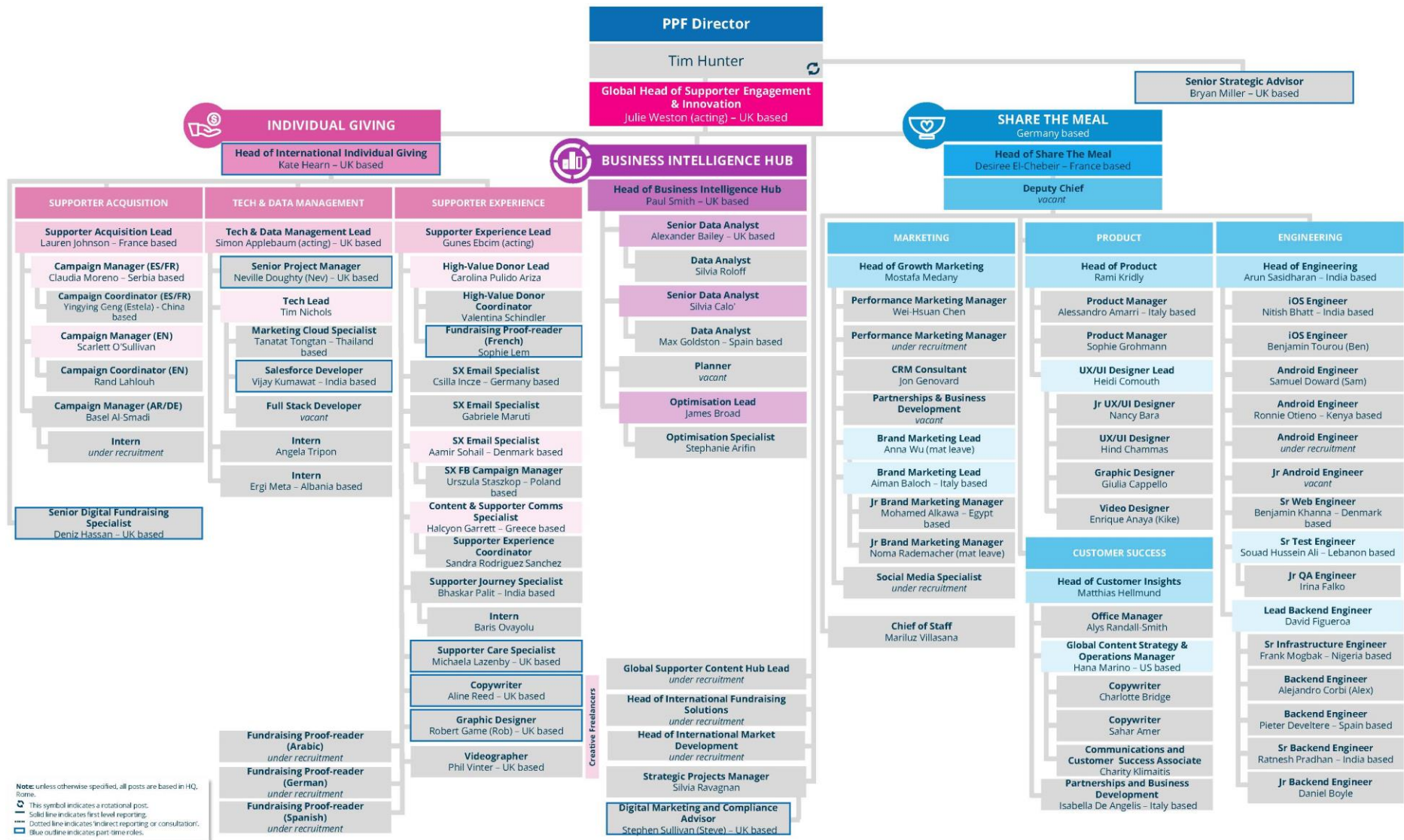


PPF Organigramme
Updated December 2022









Annex 15. Additional Figures illustrating Progress

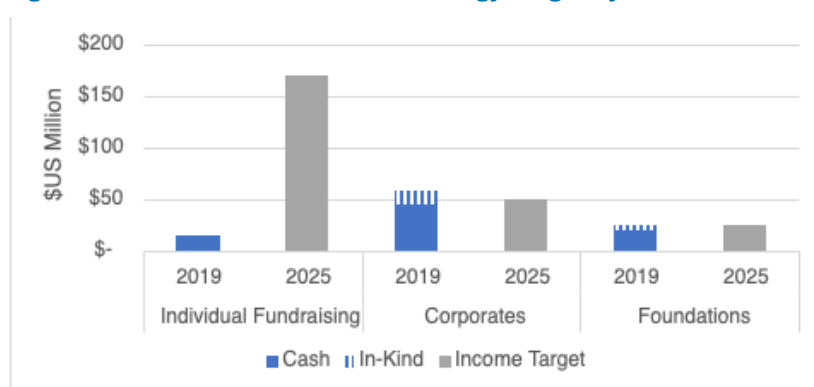
Introduction

This annex provides selected additional figures and charts to complement the information provided in section 2 of the main evaluation report. It is structured according to the respective sub-sections of the report that made explicit reference to this Annex.

Section 2.2.1 of the evaluation report (Introduction to section 2.2.)

[Figure II](#) illustrates that Strategy targets for foundations and corporate partnerships were cautious when compared to those for individual fundraising.

Figure II 2019 Actual vs. 2025 Strategy Target by Income Stream



Source: PPF

Section 2.2.2 (Overarching Achievements)

[Table VI](#) below provides an overview of progress made in relation to the Strategy's high-level 6-year targets while also noting some gaps in related evidence.

Table VI Progress towards Strategy Targets 2020-2022

Pillar	Key Strategy Target (by 2025)	Status as of end of 2022
Impact	25 multi-year global partnerships by 2025	Likely to exceed. However, indicator not systematically tracked/reported on
	At least USD 60m in efficiencies/cost savings	Not systematically tracked
Income	USD 170m annually from Individuals	Exceeded targets for 2020 & 2022. Achieved 94% of 2022 target
	USD 50m annually from corporate partnerships	Exceeded each year 2020-2022
	USD 25m annually from foundations	Exceeded each year 2020-2022
	12% increase in WFP brand familiarity	2021 research indicated positive trends but contribution of Strategy implementation unclear
Innovation	No targets articulated	NA

Source: Evaluation team

The figure below illustrates that resources generated by the IF programme benefited WFP across regions and countries.

Figure III Geographic Areas benefiting from Private Sector Funds raised by PPF (2022)

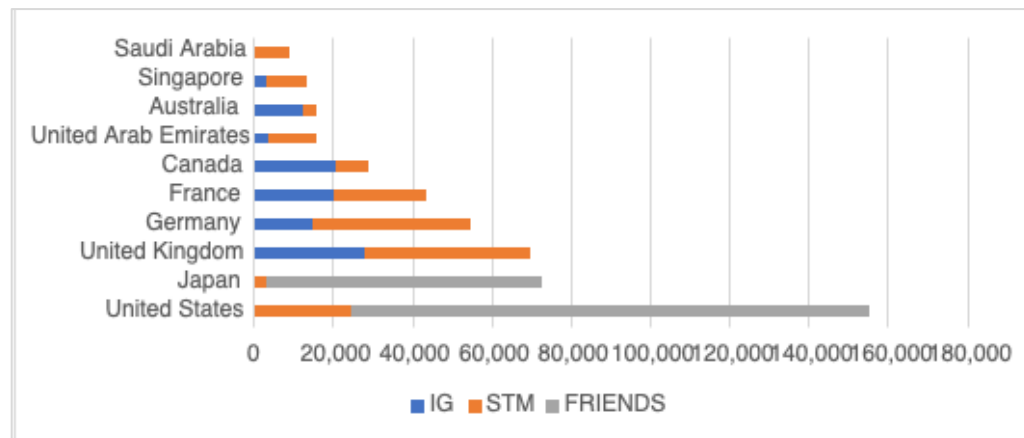
Source: PPF



Section 2.2.3 (Individual Fundraising)

In 2022, WFP received donations from 655,120 supporters based in 235 countries. Most IF supporters were based in the US, Japan, the UK and Germany.

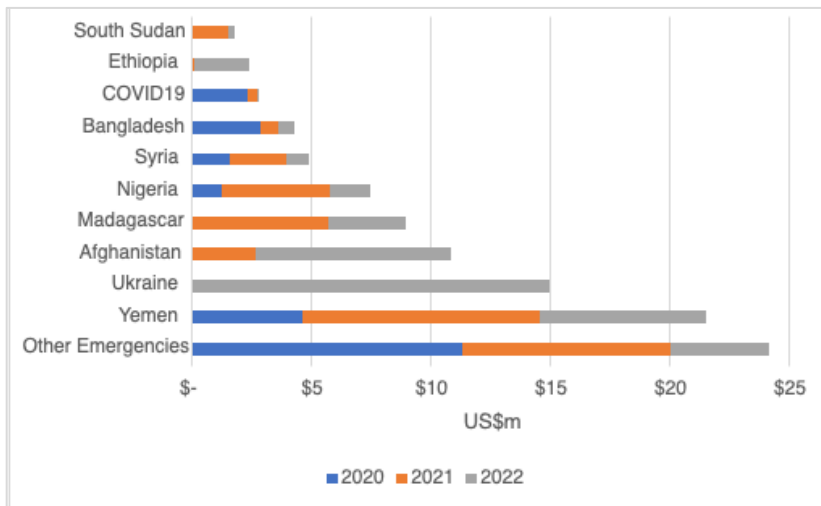
Figure IV Top-10 Countries of Origin of IF Supporters in 2022



Source: PPF (BIH)

Figure V reflects that Individual Fundraising made significant contributions to a range of global emergency appeals.

Figure V IF Emergency Contribution 2020-2022

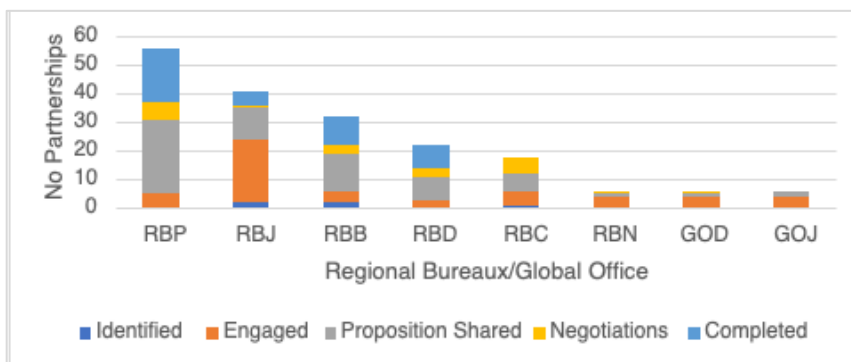


Source: PPF

Section 2.2.5 (RB and CO support for, and ownership of, PSPF)

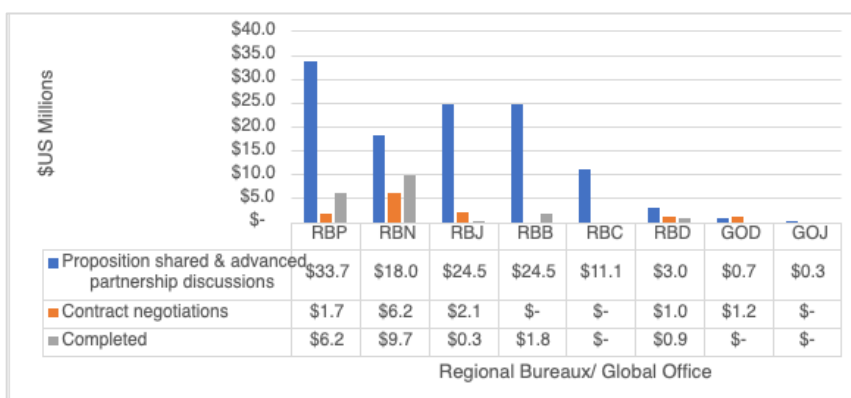
Figure VI and Figure VII illustrate existing partnership potential across RBx and Global Offices (GOs), as well as related differences by region both in terms of number of emerging/potential partnerships and their value.

Figure VI RB/GO Partnership Pipeline (June 2023 Snapshot)



Source: PPF

Figure VII Pipeline Value by RB (June 2023 Snapshot)



Source: PPF

Annex 16. Summary of Document Review on Country Offices

TABLE 1: OVERALL TRENDS

This table is based off a document review of WFP Country Strategic Plans, CSP evaluations. And annual country reports. The examples provided below are for illustrative purposes and are not exhaustive.

	Senegal	Ghana	India	Philippines	Guatemala	Peru
<i>Country income status (World Bank)</i>	Lower-middle	Lower-middle	Lower-middle	Upper-middle	Upper-middle	Upper-middle
<i>CSPs Reviewed</i>	CSP 2019-2023	CSP 2019-2023	CSP 2019-2022 CSP 2023-2027	CSP 2020-2023	CSP 2018-2021 CSP 2021-2024	CSP 2018-2022 CSP 2023-2026
<i>Budget allocation in latest CSP:</i>	USD 74, 798, 493 (2019-2023)	USD 72,047,570 (2019-2023)	USD 27,606,713 (2023-2027)	USD 33,015 920 (2018-2023)	USD 154, 601, 501 (2021-2024)	USD 73,821,586 (2023-2026)
Increasing engagement with PS actors over time? ³⁹ (2020-2025)	YES *2020 pivotal year, with WFP reporting that it was diversifying its partnership portfolio to better integrate the private sector	YES * Between 2020 and 2021, an expansion of private sector partnerships with companies involved in e-commerce or telecommunications sector. 'Explosion' of new partnerships with the private sector in 2022.	YES * Clear turn toward private sector financing for the CO for the period 2023-2027; turn toward private foundations and philanthropies, in particular, between 2021-2022	YES *Especially since 2020, and 2020 in the wake of Typhoon Rai	YES * Clear turn toward private sector as a source of funding for the CO in 2020	YES * Financial contributions of the private sector foregrounded in 2022 country report

³⁹ Note differences between CSP implementation periods and/or years of major shifts (for most countries, around the pandemic: 2020).

	Senegal	Ghana	India	Philippines	Guatemala	Peru
Private sector partnerships and fundraising explicitly mentioned in CSP(s)?⁴⁰ (Yes/No)	YES, generically	YES with high degree of specificity *Emphasis on partnerships with private sector actors, esp local and national agrobusinesses .	YES, with some degree of specificity *Emphasis on private sector as source of income	YES, with some degree of specificity *Emphasis on private sector as source of income, especially in relation to humanitarian response disaster-related interventions.	YES, with some degree of specificity *Emphasis on private sector as source of income	YES with high degree of specificity *Private sector very strongly emphasized in both CSPs. Mobilisation of PS explicitly referenced as strategic outcome in CSP 2018-2022
Private sector in WFP Exit, transition or handover strategy (Yes/No)⁴¹	N/A (Unclear)	YES, with considerable detail *CSP aims at fostering national ownership or autonomy over food systems. WFP's strategy is to support private sector	N/A	YES, generically *Encouraging multisectoral collaboration is part of WFP's transition or exit strategy	NO	N/A

⁴⁰ **Note for reviewer:** Is the private sector explicitly mentioned in the CSP? (Yes/No). If yes, how is it mentioned or identified? (generically as 'partner', specifically as a source of funding, specifically as a source of expertise/skills/technical know how?)

- *Generically*, e.g. as one among several groups of actors that the CO aims to partner with/aims to expand its partnerships with
- *With some degree of specificity*, e.g. by explicitly referring to the private sector as a source of income/donor and/or as a technical partner, OR by highlighting one or more sectors where the CO seeks to collaborate with the private sector
- *With high degree of specificity*, e.g. by explicitly referring BOTH to a) what role(s) the CO envisages the private sector to play in terms of donor and/or technical partner AND b) in what thematic/programmatic areas private sector partners are envisioned to play a key role.

⁴¹ **Rubric:** '**Yes, with considerable detail**' (e.g. where the handover strategy really says what role the PS is envisioned to play in terms of handover), or '**yes, generically**' (e.g. if the handover strategy merely mentions the PS as one of the partners), or **No** (if they have a handover strategy but it doesn't mention the PS), or **N/A** (if they don't have a handover strategy/if we have not seen one).

	Senegal	Ghana	India	Philippines	Guatemala	Peru
		capacity in (1) producing and (2) marketing quality, nutritious food				
Types of partners (private sector actors by sector)	Agroindustry, Logistics/supply chain management	Agroindustry, Logistics/supply chain management, Financial sector	Agroindustry, Telecommunications, Finance sector, Logistics/supply chain management, High-tech industry, Private philanthropies	Telecommunications	Microinsurance sector (financial sector), Private philanthropies, Agroindustry, Energy sector	Private media, Energy sector, Mining industry
Overlap with WFP programmatic priorities: projects involving private sector actors overlap with WFP main areas of work ⁴²	Humanitarian-Development-Peace agenda ; Food systems & Smallholder farmer support	Food systems & Smallholder farmer support ; Social Protection systems	Food systems & Smallholder farmer support ; Social Protection systems	Climate Change and Disaster Risk Reduction ; Food systems & Smallholder farmer support ; Humanitarian-Development-Peace agenda	Livelihoods & Food for Assets ; Food systems & Smallholder farmer support	Livelihoods & Food for Assets ; Climate Change and Disaster Risk Reduction ; Food systems & Smallholder farmer support
Types of private sector partners ⁴³ (Foundations, Transnational corporations, Regional/national businesses)	Foundations* *Primarily WFP global private sector partners (ex. Sodexo, Mastercard)	Regional/national businesses	Regional/national businesses, Foundations*, Transnational corporations	Regional/national businesses	Regional, Foundations* *Primarily WFP global private sector partners (ex. Sodexo,	National, regional, Foundations* *Primarily WFP global private

⁴² **WFP Main areas of work:** Humanitarian-Development-Peace agenda, Resilience & Integrated Programming, Food systems & Smallholder farmer support, Climate Change and Disaster Risk Reduction, Social Protection systems, Country Capacity Strengthening/South-South Triangular Cooperation, Livelihoods & Food for Assets (See: "WFP, Introduction to Programme and Policy: Induction session for new board members, September 2022 https://executiveboard.wfp.org/document_download/WFP-0000132607)

⁴³ **Multinationals**- transnational corporations ; **Foundations or private philanthropies** - including global foundations and major partners of WFP at global level (MasterCard Foundation, Gates Foundation); **Regional** -ex SUN ; **National/local** - ex. Agroindustry processors)

	Senegal	Ghana	India	Philippines	Guatemala	Peru
			*Primarily WFP global private sector partners (ex. Sodexo, Mastercard), some local/national		Mastercard), some local/national	sector partners (ex. Sodexo, Mastercard), some local/national
Types of CO partnerships with private sector actors (Impact, Income) ⁴⁴	Income partner	Impact partner, Income partner	Income partner	Income partner	Impact partner, Income partner	Income partner, Impact partner
Reported relevance of private sector fund-raising⁴⁵ to WFP CO	Medium/Low * 2020: WFP launched the SUN Business Network ⁴⁶ mobilizing local and regional agribusiness actors to reinforce the resilience of national food ecosystems. WFP also mentions tapping SUN pooled funds, in partnership with	Medium * In 2019, WFP notes a drop in donor funding owing to Ghana's lower-middle income status and the government's strategy to wean the country off international aid, pushing CO to adopt innovative fund raising strategies	High * Private sector financing is explicitly integrated into the CO budget in both CSPs, although the exact proportions are not specified in the CSPs. * Over the next five years, WFP expects a	Medium/Low * Private sector donors are not named in the country reports – with the exception of 2022 -- but private individuals and foundations likely contributed to the CO's operational budget. Private sector partners are also mentioned repeatedly across the	High * Benefits from private sector partners are primarily financial, providing budgetary support to the CO especially since 2019.	Very High *Corporate social responsibility. Since 2019, private sector companies (especially from the mining sector) have been financing WFP small-scale, local

⁴⁴ If both, or all three, organise in order of importance.

***Impact partner:** PS actors directly collaborate with WFP in the implementation of activities or projects, e.g. in terms of capacity building, technical expertise, etc)

***Income partner:** for WFP CO, PS involved primarily in fund-raising or resource mobilisation (including in-kind donations)

* **Unclear:** where it is unclear or unspecified based on the documents including private sector engagement in WFP in-country or regional procurement policies

⁴⁵ In both the CSPs and country reports, assess **how or the extent to which private sector actors are highlighted as donors**, i.e. to specific projects/programmes or the country office's overall operation budget. Given lack of consistent or coherent data, *avoid specific figures around donations (mention particular examples, for programmes or projects. Mention key examples, e.g. PS resource mobilisation or support during the Covid pandemic or climate-related disasters – limit to one phrase for each country.*

⁴⁶ <https://scalingupnutrition.org/about-us/our-governance/our-networks/sun-business-network>

	Senegal	Ghana	India	Philippines	Guatemala	Peru
	<p>the National Agency against Malnutrition</p> <p>* 2021: WFP noted that the mix of funding received from private sector and government donors allowed for flexibility in response to crisis situations. WFP received 1 million in 2021 through the Immediate Response Request (IR-R) account (World Food Programme, 2021, p. 11)</p>	<p>from non-traditional sources including the private sector (Ghana Country Report 2019, p. 7)</p>	<p>growing trend in contributions from private donors, especially for programmes like rice fortification in line with strategic outcomes 1 and 2</p> <p>*Impacts of the Covid pandemic and turn to individual donors. In 2020, CO noted that it was “intensifying its efforts to maximize private sector fund raising”, partly owing to lack of funding from corporate HQ (CR 2020, p. 8).</p> <p>*Individual donors were also a source of support providing “flexible funds for programme work” (CR 2020, p. 8). In 2021, WFP continued crowdfunding from individual donors through WFP’s website (CR 2021, p. 9).</p>	<p>reports as providing financial support to provide emergency relief and assistance</p>	<p>* 2020: WFP reports efforts to diversify its donor portfolio to include the private sector: “With the confirmation of two private sector contributions for nutrition activities and school feeding, private sector contributions for Guatemala in 2020 amounted to over USD 1.1 million.” (CR 2020, P. 9)</p> <p>*WFP intends to coordinate with local and national authorities to ensure that local public budgets are used “to create synergies with private investments</p>	<p>projects to combat anemia and malnutrition as part of their CSR portfolios.</p> <p>*Private sector donors have provided continuous budgetary support to the CO, especially for its crisis response efforts through Cash based transfers (ex. CR 2021, p. 10)</p> <p>*Since 2019, funding for CO’s programmes has come from companies linked to the energy and mining sectors, principally Fospibay, Antamina, and</p>

	Senegal	Ghana	India	Philippines	Guatemala	Peru
					and transfers from national authorities.” (CSP 2021-2024, p. 15)	Respol Foundation *Financial contributions of the private sector foregrounded in CR 2022
<i>Internal contextual factors affecting engagement with PS</i>	Unclear/Unspecified	<p>*From 2021 onward, WFP CO appears to be more intentional about directly leveraging private sector partnerships to secure funding for its programmes.</p> <p>* 2022: the Ghana CO started engaging in a number of regional and international strategic partnerships and processes, with the aim of reinforcing private sector partnerships: “strategic engagements were initiated with the UN Global Compact, the UN Capital Development Fund, the International</p>	<p>*Diminished traditional donor base owing to India’s rising economic status mentioned as a <u>major programmatic risk</u> (CSP 2019-2023, p. 21): the turn to private sector financing is intended to cover potential shortfalls over the long-term.</p> <p>*Impacts of the Covid pandemic and turn to individual donors. In 2020, CO noted that it was “intensifying its efforts to maximize private sector fund raising”, partly owing to lack of funding</p>	<p>* WFP reports serious funding shortfalls from traditional donors in 2019: “Lack of funding led to a nine-month pipeline break which resulted in reduced implementation of planned activities and distribution of specialized nutritious food” (CR 2019, p. 8)</p>	<p>*WFP CO reports funding constraints between 2018 and 2020, CO – “adversely impacted by a sharp decrease in contributions” - reported donor funding shortfalls affecting the implementation of the CSP and inspiring CO to explore joint initiatives with the private sector” (see CR 2018, p. 7)</p>	<p>*Shrinking traditional donor base owing to Peru’s upper middle-income status is considered a risk (CSP 2018-2022, p. 17): WFP intends to turn increasingly to private sector financing to diversify its donor base (CSP 2023-2026, p. 22)</p> <p>*Major restructuring and staffing changes in 2020: CO hired new staff with private sector</p>

	Senegal	Ghana	India	Philippines	Guatemala	Peru
		Chamber of Commerce, and the African Continental Free Trade Area among others. As these agencies work extensively with the private sector, WFP pursued a close relationship largely to enhance understanding of private sector priorities and funding opportunities." (CR 2022, p. 21)	from corporate HQ (CR 2020, p. 8).			experience, especially to strengthen its emergency response efforts. CO reports that staffing changes have sometimes led to coordination problems ("Summary report on the evaluation of the Peru country strategic plan (2018–2022)", p. 13)
External ⁴⁷ <i>contextual factors (including crises) affecting engagement with PS</i>	*The Covid-19 pandemic and successive food or humanitarian crises pushed the WFP CO to strategize around diversifying revenue streams at both the operational and country levels, as	* Covid-19 pandemic: WFP reports that funding from the private sector and other "non-traditional donors" is essential to securing "predictable funding ... to sustain moment and take to	* Covid-19 pandemic: pushed WFP to expand the focus of its country capacity strengthening strategy to engage with the private sector through the Multi-Partner Trust	* Regional and local market factors affect WFP's rice procurement from local private sector. WFP principally procures rice from international markets, but intends to transition to sourcing from the local private	*Guatemala remains one of the most food insecure countries in Latin America with an underdeveloped national/local private sector	* Climate Change. WFP's renewed focus on climate resilience projects "opens funding possibilities not previously explored by the

⁴⁷ Ex. Covid, declining traditional donor base, Climate Change

	Senegal	Ghana	India	Philippines	Guatemala	Peru
	<p>noted in the CSP and various country reports (see, esp. reports from 2021 and 2020).</p> <p>* The 2022 Country Report notes disruptions to agricultural and fertiliser markets due to the war in Ukraine (WFP, 2022, p. 3) which will have long-lasting repercussions in West Africa: Globally, the supply chain became slower and more complex. Further, the food price increase in the local markets meant WFP's cash-based transfer assistance should ideally increase its transfer value to maintain the purchasing power of its beneficiaries" (World Food Programme, 2022, p. 8)</p>	<p>scale opportunities to build households' resilience" (Ghana Country Report, 2020, p. 9)</p>	<p>Fund (MPTF), aiming to expand "private sector capacity to produce fortified rice for use in the public distribution systems." CR 2020, p. 3)</p> <p>*Climate change: mentioned frequently as a problem area for India and for the agricultural sector, CSP 2023-2027 recognizes the potential role of the private sector in this area (p. 15)</p> <p>* WFP attributes recent increases from private sector donations to the Indian government's CSR policy⁴⁸ which "requires qualifying businesses to allocate 2% of net profits to social causes"(CSP 2023-</p>	<p>sector in future. WFP seems reticent to procure locally as locally produced rice due to concerns over pricing and quality (CSP, p. 19)</p> <p>*Climate Change. WFP country objectives appear fully aligned with the Philippine government's DRRM Plan 2011-2028, which seeks to harness the resources and capacities of the private sector. WFP has repeatedly turned to private donor support in its emergency relief operations (see Section C above)</p> <p>*Armed conflict: the CSP 2018-2023 was drafted in the context of armed tensions in the Southern Philippines (Marawi in 2017)– a region of persistent poverty and food insecurity. It's not surprising that this was specifically identified as</p>	<p>(CR 2018, Context)</p> <p>*Climate change: pushed WFP to encourage integration of private sector partners in gov't's disaster risk management efforts and development of protocols around handling donations from the private sector during weather-related crises (see above; CR 2021, p. 23)</p> <p>*Covid-19 pandemic: allowed WFP to consolidate position as a technical partner of the</p>	<p>country office." (CSP 2023-2026, p. 22). Private sector donors account for growing share of CO budget.</p> <p>*Covid pandemic. WFP reports serious funding shortfalls from private sector donors especially for Strat Outcome 1 in 2020 because of the economic downturn (CR 2020, P. 10)</p> <p>*Refugee crisis from Venezuela (2021): CO turned to private sector donors to finance cash-based transfers</p>

⁴⁸ Law passed in 2013. See: <https://knowledge.wharton.upenn.edu/article/how-indias-csr-experience-can-shape-esg-strategies/>

	Senegal	Ghana	India	Philippines	Guatemala	Peru
			2027, p. 20). WFP notes an increase in contributions from the private sector, both in amount and in share of total funds raised (this is especially apparent for work under CSP outcomes 1 and 2)", for the next five-year period.	a problem area for WFP's interventions	Guatemalan government, while catalysing partnerships with the private sector in the provision of school meals (see above; CR 2021)	(CBT) for Venezuelan migrants and refugees. CBTs to refugees accounted for 71% of the total funding allocated during the year." (CR 2021, P. 10)
Gender considerations mentioned in relation to PS?	* In the CSP and across the various country reports, gender concerns come up repeatedly, but are not directly linked to the private sector per se (or only indirectly, i.e. support for microbusinesses run by women)	* Gender sensitive approaches to SBCC (Social and Behavioural Change) campaigns: since 2018, gender considerations have been central to WFP's campaigns to promote healthy diets and consumption patterns (see ex. CR, 2022, p. 17)	* In 2022, new projects centred around women's empowerment, i.e. support to women's self-help groups and cooperatives, has generated interest from the private sector, esp private foundations (CR 2022, p. 6)	* In the CSP and across the various country reports, gender concerns come up repeatedly, but are not directly linked to the private sector per se *In emergency relief operations, the CSP emphasizes that WFP should leverage private sector resources capabilities "in a socially just manner that promotes equality of outcome" (CSP, p. 15)	* Both CSPs mention gender equality in relation to the private sector: (1) PS partnerships are a way to mobilise funding for gender-related projects (2) WFP also intends to work with the private sector to encourage decent working conditions for women; (3) also	* Over the next four years, WFP promises to integrate a gender-sensitive approach in its risk mitigation strategy to public-private partnerships to ensure alignment with gender considerations (CSP 2023-2026, p. 21)

	Senegal	Ghana	India	Philippines	Guatemala	Peru
					<p>an opportunity to encourage collaborations between WFP, the private sector and other international orgs like ILO and UN-Women</p> <p>* As part of Strategic Outcome 3, CO to integrate gender considerations into its approach to private sector investments to foster resilient and gender sensitive food systems, ((CSP 2021-2024, p. 15)</p>	
Other observations (including quality of evidence from document reviews)	*Evidence on private sector partnerships from document reviews is rather thin. The private sector is left undefined in the CSP ; for example, no distinctions are	*When discussing the private sector, documents from the Ghana CO devote particular attention to procurement relations with the agro-industry that	* In WFP documents, the exact figures of resources mobilized from the private sector are unclear or undisclosed or inconsistent across reporting periods.	* In WFP documents, the exact figures of resources mobilized from the private sector are unclear or undisclosed or inconsistent across reporting periods.	* In WFP documents, the exact figures of resources mobilized from the private sector are	* In WFP documents, the exact figures of resources mobilized from the private sector are unclear or

	Senegal	Ghana	India	Philippines	Guatemala	Peru
	<p>made between the full range of private sector actors – i.e. from multinational companies to agricultural or credit cooperatives and philanthropies – that the WFP could identify as potential partners.</p> <p>*Country reports do not specify whether or how much money (grants, loans, donations) has been received from private sector actors that might allow for a clear break-down of resources mobilized from the private sector to the CO's annual budget</p>	<p>sometimes make it challenging to assess the precise nature of the partnership (see below)</p> <p>* "WFP's public-private partnership strategy rests on investment by food processors in improved food safety and quality and the establishment of supply chains in intervention areas. The public sector, mainly the Ghana Health Service, will provide the relevant social and behaviour change communication ("Ghana CSP (2019–2023)", p. 16)</p> <p>* WFP calls on the government to support the private sector through education, thereby fostering a consumer</p>	<p>* Risks: WFP's centralised evaluation report of the CSP 2019-2023 warns against an overreliance on resources mobilized from the private sector which could prove unreliable and selective: "most of the funds mobilized from the private sector were through one-off agreements with the possibility of continued funding, but without any guarantees" (p. 51, see also Section C, below).</p>	<p>*Private sector is not yet fully integrated into WFP's budgetary or programmatic agenda: "Engaging private-sector actors is not yet a line-item budget for WFP" (Tango International et WFP Philippines, 2022, p. 38)</p>	<p>unclear or undisclosed</p>	<p>undisclosed or inconsistent across reporting periods.</p> <p>* The latest CSP (2023-2026) recognizes potential reputational risks stemming from partnerships with the private sector: "To prevent a risk of misalignment between private sector partners and WFP and the United Nations system, WFP has introduced external relation strategies and due diligence</p>

	Senegal	Ghana	India	Philippines	Guatemala	Peru
		market for quality, nutritious food:				processes that are conducted in respect of prospective private sector partners and allies. A crisis management committee monitors the impact of partnerships on WFP's reputation and ensure the implementation of WFP's standard ethics guidelines." (p. 21)

TABLE 2: Non-financial/technical benefits⁴⁹

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
Private sector engagement allows for Efficiencies in WFP programming	<p>YES – moderate benefit</p> <p>* In 2021, WFP partnered with financial institutions and IT companies to digitalise cash-based transfers as part of its school feeding programmes. The goal was to “reduce delays by integrating electronic money into the distribution channel.” (World Food Programme, 2021, p. 20)</p>	<p>YES – moderate benefit</p> <p>* Partnership with mobile telecoms company MTN facilitated the use of SMS messaging, enabling vulnerable groups to receive food assistance during the pandemic. Also facilitated CBTs to mobile money accounts (Country Report 2020, p. 24)</p> <p>*Manufacture and export of nutrition supplements across West Africa: WFP has been supporting national industrial agro-processors in producing supplements that are then exported to WFP operations elsewhere</p>	<p>UNCLEAR/UNSPECIFIED</p>	<p>YES, moderate benefit</p> <p>*2019: WFP partnered with the financial service in the Southern Philippines in the delivery of conditional cash transfers to conflict-affected communities across the Southern Philippines: “Cash distribution was carried out by Western Union, through an activated corporate agreement as WFP’s financial partner in the country.” (CR 2019, p. 9)</p>	<p>YES – moderate benefit</p> <p>* WFP partnered with Guatemalan banking company Banrura to provide emergency cash transfers: “During most of the year, WFP and Banrural adjusted distribution periods to ensure the Government sanctioned social distancing measures were respected” (World Food Programme, p. 9)</p> <p>*In 2018, an earlier partnership with Sodexo allowed for a national evaluation of existing school feeding programmes and supply chains to identify problem areas in WFP procurement and delivery of</p>	<p>YES - low benefit</p> <p>* Partnerships with mining companies have allowed CO to more efficiently target communities at local level through “territorial interventions that support nutrition and food security policies and programmes” (CR 2021, p. 9)</p>

⁴⁹ Yes/No + mention 1-2 key examples based on major trends for each country. **Rubric:** YES – Significant, Moderate, Low benefit; NO ; UNCLEAR or UNSPECIFIED.

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
		in the region. WFP has been using these locally produced products in its regional procurement strategies (WFP, Ghana Country Report 2019)			nutrient-dense food (CR 2018, p. 9)	
Outreach: WFP reaches more/diverse beneficiaries through private sector networks (SUN)	YES – low benefit * WFP facilitated coordination between the Senegalese government and the private sector, notably through its partnership with the SUN business network . This collaboration was seen as a “a major step in boosting the private sector’s engagement in the nutrition field in Senegal, while contributing to the Government’s multisectoral approach to fight all forms of malnutrition.” (World	YES – moderate benefit *WFP supported dialogue between the National Development Planning Commission and the SUN Business Network to promote production of nutritious foods. Helped promote visibility of WFP programming (Country Report, 2021, p. 9)	YES – significant benefit * Collaboration with private sector networks reinforces rice fortification programmes, ex. Poshtik (a rice fortification platform), and the Coalition for Food and Nutrition Security in India	YES – moderate benefit * 2021: WFP led efforts to encourage collaboration between international financial institutions, national gov’t (through the Inter-Agency Task force for Zero Hunger ⁵⁰) and the private sector, through the SUN Business network, to scale up smallholder production of iron-	YES – significant benefit * Private sector and SDGs. In 2022, WFP participated in an SDG forum hosted by an unidentified business association, “recognizing the importance of the private sector, foundations, and individuals to bring meaningful investments and solutions to end hunger. The forum enabled WFP to advocate for SDGs 2 and 17, raising	YES - significant benefit * WFP facilitates coordination between actors through zero-hunger committee. WFP supported the establishment of the Zero Hunger Peru Advisory Council under Strategic Outcome 1,

⁵⁰ <https://www.officialgazette.gov.ph/downloads/2020/01jan/20200110-EO-101-RRD.pdf>

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
	<p>Food Programme, Country Report 2020, p. 17). This partnership also contributed to the WFP's wider efforts to connect smallholders to markets to strengthen national food ecosystems</p>			<p>fortified rice (IFR)⁵¹: “As a result of this initiative led by WFP, the (International Finance Corporation) agreed to explore how the private sector can fill gaps in the funding of production machinery and blending machines.” (Tango International et WFP Philippines, 2022, p. 156)</p> <p>*2022: WFP encouraged the adoption of iron-fortified rice (IFR) by the local private sector through the SUN Business Network (SBN), building on an earlier programme that offers locally-sourced IFR in workplace cafeterias.</p>	<p>awareness on the importance of joining efforts to tackle food insecurity. » (CR 2022, p. 10)</p>	<p>generating strong visibility of food insecurity issues in the public agenda. This allowed CO to position itself as a trusted interlocutor and partner of the government vis a vis the private sector.</p> <p>* On SDGs. Private sector executives in the Zero Hunger Committee (see above), played “a fundamental role for WFP because it promotes</p>

⁵¹ <https://reliefweb.int/report/philippines/recipe-success-implementing-iron-fortified-rice-philippines>

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
						contact and raises visibility (on the SDGs) among private sector stakeholders" ("Peru CR 2019.pdf", p. 9)
<p>Capacity-building for WFP CO: staff gain new skills/knowledge or access networks thanks to engagement with PS</p>	<p>UNCLEAR/UNSPECIFIED</p>	<p>UNCLEAR/UNSPECIFIED</p>	<p>YES, low benefit * Collaborations with the private sector, especially through CSR initiatives" support "WFP to position staff within government ministries and departments to work directly with their counterparts, strengthening trust, facilitating communication, and leading to joint work and results" (CR 2022, p. 8)</p>	<p>UNCLEAR/UNSPECIFIED</p>	<p>UNCLEAR/UNSPECIFIED</p>	<p>YES, low benefit * Emergency response coordination. In 2021, to conduct workshops on emergency logistics coordination, WFP called on representatives of "the private sector-led initiative Hombro a Hombro in the subregional workshop on logistics emergency</p>

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
						preparedness. " (CR 2021, p. 18)
Capacity-building for government or public sector partners: projects with PS promote knowledge transfer or expanding networks ⁵²	UNCLEAR/UNSPECIFIED	YES, significant benefit *WFP's support to Yedent and Premium Foods aligns with the national gov's "One District, One Factory" strategy, supporting the development of modern food processing facilities inaugurated in June 2021 (Country Report, 2021 p. 15)	YES, moderate benefit * 2019: WFP worked with Ericsson India Global Services to evaluate the procurement and supply chain system with the goal of reducing transport costs. The Indian government adjusted its supply chain and paddy procurement systems accordingly (CR 2019, p. 8) * 2020: WFP partnered with the Foundation For Innovation and Technology Transfer (FITT), Ericsson India, Sodexo and Automatic Data Processing to establish the Public	YES, low benefit * Information management systems. Since 2018, WFP has been supporting local government agencies to partner with IT consulting firms and micro-finance institutions (unspecified) to potentially develop electronic systems like SCOPE ⁵⁴ to better target beneficiaries. As of 2022, such efforts appear to still be at latent stage (Tango International et WFP Philippines, 2022, pp 144-145; pp. 176-177).	YES, moderate benefit * Ensuring nutrition in school feeding programmes. Sodexo and WFP partnered in 2019 to develop a "tool to assist school management committees in planning food demand and supply for the implementation of school feeding." (CR 2019, p. 10) *In 2021, expertise of private sector actors were tapped in projects to develop more efficient logistics management systems to reinforce national emergency	YES, moderate benefit * Food Security Programme to Reduce Anaemia. WFP CO and the Repsol Foundation continued a long-term partnership (started in 2011) to build capacity in the local health sector

⁵² Examples where WFP private sector partners *directly* contributed to government capacity strengthening, e.g. by providing training, tools, technology for government use

⁵⁴ <https://documents.wfp.org/stellent/groups/public/documents/communications/wfp272586.pdf>

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
			<p>Systems Laboratory⁵³ to introduce efficiencies in gov service delivery and in food grain supply chain management (see CR 2020, p. 11)</p> <p>*WFP engaged with the private sector through the Multi-Partner Trust Fund (MPTF), aiming to expand “private sector capacity to produce fortified rice for use in the public distribution systems.” CR 2020, p. 3)</p>		preparedness efforts (CR 2021, p. 23).	
Capacity-building or other benefits for direct beneficiaries ⁵⁵	<p>YES, low benefit</p> <p>* 2021: in collaboration with Senegal’s National Agency of Civil Aviation and</p>	<p>YES, moderate benefit</p> <p>* Partnership with local tech company Sesi technologies introduced modern</p>	<p>YES, moderate benefit</p> <p>*Covid-19 Academy and Multi-sector Handbook: WFP supported the</p>	<p>YES, low benefit</p> <p>*On combatting malnutrition: “WFP worked with the Nutridense Food Corporation, a</p>	<p>YES, low benefit</p> <p>*Since 2019, WFP partnered with a national microinsurance company to develop a</p>	<p>YES, moderate benefit</p> <p>*Partnerships with mining companies</p>

⁵³ <https://publicsystemslab.in/about/> ; <https://publicsystemslab.in/project/>

⁵⁵ Ex. Smallholders learning climate resilience strategies, use of iron-fortified rice

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
	<p>Meteorology (ANACIM) and private sector partner Jokalante, WFP carried out training workshops on climate change and early warning systems: “WFP enhanced farmers’ direct access to information on climate and weather risks, and capacity strengthening sessions to facilitate their decision-making on the type of seeds to use, sowing dates, crop disease treatment and fertilizers based on agro-meteorological information” (World Food Programme, 2021, p. 20).</p>	<p>post-harvest technologies to enhance storage capacities and reduce post-harvest losses for smallholders. (CR, 2021 p. 15)</p>	<p>development of a “collaborative virtual capacity strengthening platform” with private sector partners (CR 2020, p. 19) as well as a Multi-sector Handbook. Both tools allowed WFP to provide training sessions to civil society organizations on responding to food insecurity issues during the pandemic.</p>	<p>member of the Sun Business Network, to improve the quality and micronutrient contents of <i>Momsie</i>, a ready-to-eat nutrient-dense and protein-rich supplementary food designed to prevent stunting in children aged 6 to 36 months... As a result of WFP’s initiative, today, the Nutridense Food Corporation is licensed by the Food and Drug Administration to commercially produce the Filipino-made supplementary food</p>	<p>microinsurance product for smallholders in line with climate adaptation efforts. (CR 2021, p. 10)</p> <p>* 2022: WFP collaborated with Agexport and Aseguradora Rural in the development of climate finance solutions for small holders (CR 2022, p. 31 in footnote)</p>	<p>improve nutrition outcomes in marginalised communities, ex. Wiñantsik project (Antamina-financed) (CR 2022, p. 29)</p>
<p>Visibility or reputation-building for</p>	<p>YES, moderate benefit</p> <p>*Ex. 2020: advocacy efforts to continue school feeding programmes during pandemic supported by Group of Friends</p>	<p>YES, moderate benefit</p> <p>* WFP notes that new partnerships with the private sector “helped to position WFP as a thought leader and facilitator in providing</p>	<p>YES, significant benefit</p> <p>* “WFP has worked to establish itself as a trusted and credible partner over many years, providing strong opportunities for</p>	<p>UNCLEAR/UNSPECIFIED</p>	<p>YES, significant benefit</p> <p>*Credibility. Quality of partnerships with the private sector as a “non-traditional stakeholder” seen as</p>	<p>YES, significant benefit</p> <p>*Private media in comms strategy</p>

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
<p>WFP⁵⁶: PS actors support WFP advocacy or communication s initiatives (ex. around malnutrition or food security)</p>	<p>of School Feeding in Senegal, alliance of PS companies</p>	<p>food security solutions, beyond aid, that are relevant to the country's efforts to achieve food and nutrition security." (CR 2020, p. 9)</p>	<p>visibility and collaboration, that have led to increased private sector contributions" (CR 2022, p. 12).</p> <p>* WFP leveraged its relationship with WFP Trust for India, making it "more approachable to the private sector, thereby securing confidence from private sector donors who previously shared legal and compliance concerns with respect to the Indian corporate social responsibility law (CR 2022 pp. 6-7)</p>		<p>evidence of WFP's role as a credible actor in the area of climate resilience building (CR 2021, p. 10)</p>	<p>around Zero Hunger agenda: WFP leads a private sector advisory committee" that has fostered solid relations with the media, creating comms materials to encourage nutritious diets (CSP 2023-2026, p. 8)</p> <p>* Media training. In 2019: WFP supported workshops in Lambayeque and San Martin with journalists from major media outlets.</p>

⁵⁶ Ex. participation in private sector-aligned networks like SUN allow WFP to build its reputation.

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
						<p>Project aimed at raising awareness of fortified rice.</p> <p>* Covid response. Partnerships with the private media were critical to WFP's advocacy and communications strategy to secure visibility for nutrition agenda during the pandemic (CR 2020, p. 3)</p>
Norm or standard-setting ⁵⁷	UNSPECIFIED/UNCLEAR	<p>YES, moderate benefit</p> <p>* CSP 2019–2023 recommends adopting the norms and quality standards of the private sector to smallholder agriculture, and in storage or warehouse management</p>	<p>YES, low benefit</p> <p>* WFP sees the private sector as complementary to state efforts to reinforce food-based social protection systems in India in line with WFP's "whole-of-society" approach in India (CSP 2019-2022, p. 12).</p>	UNSPECIFIED/UNCLEAR	UNSPECIFIED/UNCLEAR	<p>YES, significant benefit</p> <p>*Pilot projects with the mining industry on nutrition programmes allows CO to spotlight "the impact of private social investments</p>

⁵⁷ Documents clearly state where WFP or public sector partners are drawing on best practices from the private sector.

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
		<p>*2020: WFP facilitated a partnership between Farm Radio International and the Ghana standards commission to raise awareness among smallholders around issues to do with post-harvest management, quality standards, and market access</p>	<p>*CO seeks to build on and strengthen CSR values focus of national private sector actors</p> <p>* WFP's works with private sector stakeholders to encourage production and consumption of iron-fortified rice in school feeding programmes managed by government</p>			<p>and promotes an integrated public-private approach to reduce food insecurity and malnutrition" ("Peru CR 202)</p>
<p>Research and innovation: PS actors contribute to tech/knowledge transfer, improving WFP programming or supporting beneficiaries</p>	<p>YES, significant benefit</p> <p>* 2021: WFP partnered with financial institutions and IT companies to digitalise cash-based transfers (see also above)</p>	<p>YES, significant benefit</p> <p>* Partnership with local tech company Sesi technologies introduced modern post-harvest technologies to enhance storage capacities and reduce post-harvest losses. (CR, 2021 p. 15)</p>	<p>YES, low benefit</p> <p>* Reinforcing the Government's Targeted Public Distribution System (TPDS)⁵⁸ and social welfare schemes</p>	<p>YES, low benefit</p> <p>* Information management systems. Since 2018, WFP has been supporting local government agencies to partner with IT consulting firms and micro-finance institutions (unspecified) to potentially develop electronic systems like</p>	<p>YES, moderate benefit</p> <p>*Climate finance innovation: "To implement the parametric insurance and climate financing activities, WFP partnered with Germany, the private sector and non-governmental organizations (NGO) specialized in anticipatory action, risk</p>	<p>YES, low benefit</p> <p>*private sector identified as strategic partner in developing a national research agenda for nutrition in CSPs</p>

⁵⁸ The programme distributes rice and food grains at subsidized rates to an estimated 800 million people across India per month, according to CO.

Types of benefits	Senegal	Ghana	India	Philippines	Guatemala	Peru
				SCOPE ⁵⁹ to better target beneficiaries. As of 2022, such efforts appear to still be at latent stage (see also above)	insurance and climate services. These partnerships were essential for implementing the climate risk management strategy to improve the risk mitigation linked to climate-related shocks and natural hazards” (CSP 2022, p. 10) (see also above)	

⁵⁹ <https://documents.wfp.org/stellent/groups/public/documents/communications/wfp272586.pdf>

Annex 17. Recommendations, Conclusions, and Findings Mapping

The table below illustrates how the recommendations derive from, and are linked to, the evaluation conclusions and findings.

RECOMMENDATION	Conclusions informing the Recommendation	Findings informing the relevant Conclusions
Recommendation 1: Prepare a fresh strategic vision and direction for PSFP, aligned with WFP ED priorities, for the remainder of the strategy period (to 2025) to fill existing strategic gaps for the time being and lay foundations for developing a new or revised PSPF Strategy in 2025	Conclusion 1	4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 23, 24
	Conclusion 2	1, 2, 4, 7, 13, 15, 16, 18, 19, 20
	Conclusion 3	3, 4, 7, 8, 9, 10, 11, 12, 14, 24
	Conclusion 4	13, 17, 18
	Conclusion 5	17, 18, 19, 21, 22
Recommendation 2: Optimize Individual Fundraising programme performance for continued growth and self-sustainability	Conclusion 1	7, 8, 9, 10, 11, 12, 14, 23, 24
	Conclusion 2	1, 2, 4, 7, 13, 15, 16, 18, 19, 20
	Conclusion 3	3, 4, 7, 8, 9, 10, 11, 12, 14, 24
	Conclusion 5	17, 18, 19, 21, 22
Recommendation 3: Provide additional direction for pursuing private sector partnership contributions towards zero hunger by increasingly moving in the direction of shared value and collective impact partnerships	Conclusion 1	4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 23, 24
	Conclusion 2	1, 2, 4, 7, 13, 15, 16, 18, 19, 20
	Conclusion 4	13, 17, 18
	Conclusion 5	17, 18, 19, 21, 22
Recommendation 4: Work towards a 'One WFP' approach to private sector partnerships and fundraising that is shared among, and owned by PPF and all relevant units and teams in WFP as well as Friends organizations	Conclusion 1	4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 23, 24
	Conclusion 2	1, 2, 4, 7, 13, 15, 16, 18, 19, 20
	Conclusion 3	3, 4, 7, 8, 9, 10, 11, 12, 14, 24
	Conclusion 4	13, 17, 18
	Conclusion 5	17, 18, 19, 21, 22
Recommendation 5: Further strengthen localization and professionalization of PSPF in collaboration with GOs, RBx, and COs	Conclusion 2	4, 7, 13, 15, 16, 18, 19, 20
	Conclusion 4	13, 17, 18
	Conclusion 5	17, 18, 19, 21, 22

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