



World Food Programme

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# Decentralized Mid-Term Evaluation of WFP's Private Sector Partnerships and Fundraising Strategy 2020-2025

## Factsheet

The formative mid-term evaluation of the WFP Private Sector Partnerships and Fundraising (PSPF) Strategy (2020-2025), commissioned by the Private Partnerships Division (PSP)<sup>1</sup>, served the dual objective of accountability and learning. Gender equality and broader inclusion issues were included in these objectives.

The PSPF Strategy was approved in November 2019, building on the three mutually supporting pillars of *impact*, *income*, and *innovation*.

The evaluation was timed to allow for reviewing the results achieved at mid-term of the six-year Strategy and inform adjustments during the

remaining implementation period. It covered all activities, interventions, and processes under the Strategy from 2020-2022.

### Three main evaluation questions

**EQ 1:** How good were the Private Sector Partnerships and Fundraising Strategy and its execution to date?

**EQ 2:** Are the results of strategy implementation on track to meet the six-year targets?

**EQ 3:** How have internal and external factors influenced strategy implementation and achievements to date?

<sup>1</sup> Former Private Partnerships and Fundraising Division (PPF)

# MAIN FINDINGS

## EQ 1: STRATEGY QUALITY IMPLEMENTATION INVESTMENTS

- The PSPF Strategy is relevant to WFP's corporate priorities of diversifying income sources, expanding access to flexible funding, and working in partnership with other actors.
- Though it reinforced WFP's Individual Fundraising ambition, the Strategy provided limited direction for partnerships and implementation at the regional and country levels.
- The upfront investment into Individual Fundraising, based on a solid business case, enabled WFP to effectively tap into the global individual fundraising market.
- To facilitate Strategy implementation, PSP increased its human resource capacity.

## EQ 2: RESULTS OF STRATEGY IMPLEMENTATION

- At mid-term, WFP was on track to meet or exceed several high-level six-year targets.
- Total WFP private sector revenue increased by over 400% between 2019-2022, considerably more than in peer organizations.
- PSP's contribution to WFP in Indirect Support Costs increased by over 500% since 2019, making it a strong net contributor to operational costs.
- In only three years, WFP succeeded in establishing and achieving sector leading growth of its Individual Fundraising programme.
- WFP's digital channels were the main contributors to the growth of the Individual Fundraising programme during the 2020-2022 period, evidencing our global, digital-led approach.
- The Strategy will benefit from ensuring the Individual Fundraising programme's long-term revenue sustainability.
- Global philanthropy emerged as a promising additional Individual Fundraising stream in 2021.
- Income generated from corporate partnerships regularly exceeded the Strategy's target of raising USD 50 M annually, achieving USD 198 M in 2022.
- Current organizational ambitions will allow to refocus on further leveraging corporate

partnerships for Zero Hunger.

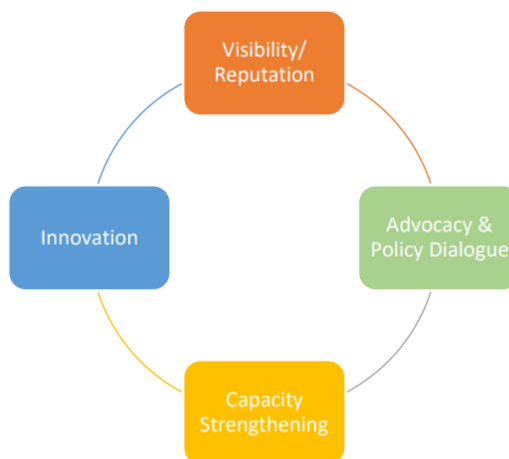
- Fundraising from foundations exceeded the USD 25 M annual target by more than tenfold.
- The spectrum of existing WFP corporate and foundation partnerships is broader and more diverse than indicated in the Strategy.
- There is growing interest and diverse experience in private sector partnerships and fundraising among WFP Regional Bureaux (RBx) and Country Offices (COs). This can be leveraged with strategic direction for local level partnerships.
- Numerous elements of Strategy implementation to date have been innovative or have fostered innovation. More can be done moving forward, to ensure WFP captures innovation-related successes in implementation.
- Overall, private sector partnerships helped advance WFP gender equity and inclusion objectives, ensuring more equitable results for vulnerable populations.

## EQ 3: FACTORS AFFECTING STRATEGY IMPLEMENTATION

- PSP's evolving internal structure, with growth in human resources, greatly facilitated Strategy implementation.
- PSP made laudable efforts to strengthen its collaboration with other WFP divisions, offices, and with Friends Organizations to develop value propositions and proposals in a more systematic approach to business development.
- WFP's comprehensive mandate, global reputation, and reach are valuable assets for private sector engagement; however, WFP's organizational culture and processes will need to improve to flexibly engage with the private sector long-term, an endeavour that requires significant organizational investment.
- Unexpected and extraordinary developments in the global context both benefited and challenged Strategy implementation. The conflict in Ukraine, for instance, generated considerable growth, while also evidencing the need of further investment in human resource capacity.

# CONCLUSIONS

- Over the first two years of Strategy implementation, WFP demonstrated its potential for generating large-scale, diverse, and flexible funding from the private sector, leveraging partner contributions towards Zero Hunger. The remainder of the Strategy period offers opportunities to consolidate and build on the success achieved to date, continuing to optimize performance and secure organizational commitment to private sector partnerships.
- The PSPF Strategy presented a bold organizational ambition to grow individual fundraising, which achieved remarkable sector-leading growth and demonstrated its potential for self-sustainability.
- Strategy implementation is on track to meet targets for income generation from corporations and foundations, having exceeded expectations in the last two years. Income from corporate partnerships in 2020-2022 exceeded the PSPF Strategy target of USD 50 M annually, and income from foundations exceeded the target of USD 25 M annually by more than tenfold.
- WFP established an innovative individual fundraising programme that evidenced the sector's leading growth in percentage terms, potential for financial self-sufficiency, and sustainability. Continued success and further growth in private sector revenue generation require long-term organizational commitment and investment.
- WFP Regional Bureaux and Country Offices are increasingly pursuing partnerships with global and local private sector actors. Local engagement offers growth opportunities to PSP, including to expand impact investment initiatives at the regional and country level.



Private sector collaboration offers several opportunities to COs, including in innovation, visibility, advocacy & policy dialogue, and capacity strengthening.

- Since 2020, PSP has made deliberate and successful efforts to strengthen its collaboration with other WFP divisions, offices, and Friends Organizations. There remains room for furthering such relationships and improving capacities and collaboration across the organization. Investment in human resource capacity will be vital to ensure continued growth across all channels.



# RECOMMENDATIONS

Based on the findings and conclusions outlined, the main recommendations to the Private Partnerships Division are the following:

## 1. PREPARE A NEW STRATEGIC VISION FOR PRIVATE SECTOR PARTNERSHIPS AND FUNDRAISING FOR THE REMAINDER OF THE STRATEGY PERIOD TO FILL STRATEGIC GAPS AND LAY FOUNDATIONS FOR DEVELOPING A NEW OR REVISED STRATEGY IN 2025.

- Advocate for clear organizational commitment to growth and self-sustainability of the Individual Fundraising programme.
- Articulate WFP's organizational direction and ambition for private sector partnerships towards Zero Hunger, including key priorities for the remainder of the Strategy period.
- Clarify the nature and extent of WFP's ambition for pursuing Global Philanthropy during the remainder of the Strategy (and beyond).
- Articulate the role(s) of private sector actors, and of the PSPF Strategy, furthering objectives around gender equality and inclusion.

## 2. OPTIMIZE INDIVIDUAL FUNDRAISING PROGRAMME PERFORMANCE FOR CONTINUED GROWTH AND SUSTAINABILITY.

- Undertake a full reforecast of Individual Fundraising targets, including Friends Organizations, adjusting targets to reflect context and organizational ambition.
- Continue diversifying and innovating Individual Fundraising products, channels, and markets.

## 3. PROVIDE FURTHER DIRECTION FOR PRIVATE SECTOR PARTNERSHIPS THAT CONTRIBUTE TO ZERO HUNGER THROUGH SHARED VALUE AND COLLECTIVE IMPACT.

- Provide guidance on the strategic prioritisation for partnerships to deliver a shared vision for increasing collective impact.
- Accompany the strategic vision with operational guidance to relevant WFP divisions/offices, RBx,

COs, and Friends Organizations.

- Continue to invest in Foundation partnerships' growth, diversifying partners, building a global network, and agreeing the scope for development of the US market.

## 4. AS PART OF THE PARTNERSHIPS AND INNOVATION'S (FORMER PARTNERSHIPS AND ADVOCACY) 'FIT FOR FUTURE' INITIATIVE, WORK TOWARDS A 'ONE WFP' APPROACH TO PRIVATE SECTOR PARTNERSHIPS AND FUNDRAISING SHARED AMONG PSP, UNITS, TEAMS, AND FRIENDS ORGANIZATIONS.

- Develop a global approach to market opportunities with Friends Organizations to optimise private sector partnerships and fundraising.
- Continue to strengthen the WFP environment in support of a coherent, integrated, and results-oriented approach to partnerships.

## 5. STRENGTHEN LOCALIZATION AND PROFESSIONALIZATION OF PRIVATE SECTOR PARTNERSHIPS AND FUNDRAISING IN COLLABORATION WITH WFP'S GLOBAL OFFICES (GOs), REGIONAL BUREAUX, AND COUNTRY OFFICES.

- Build a vibrant Private Sector Partnerships Community of Practice throughout WFP, leveraging the existing network of PSPF Strategy regional focal points and including relevant actors in Technical and Functional units at HQ, GOs, COs, and Friends Organizations.
- Ensure that GOs, RBx, and COs have access to professionalized support for strategic private sector partnering and fundraising.
- Advocate for the establishment of a partnership and fundraising investment fund for WFP teams, RBx, and COs and Friends Organizations.

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