



World Food
Programme



Private Sector Partnerships and Fundraising Strategy

Informal Consultation

23 April 2019/Rome

SAVING
LIVES
CHANGING
LIVES

Private sector strategy
will generate...

USD 260M

in annual gross revenues
by 2025,

making private sector the
5th largest donor to WFP¹

...enabling WFP to significantly
grow beneficiary reach



Approx. 900,000 more
children can be fed per year²

or



USD 230M in net unrestricted
funding over the period of the
strategy to meet urgent funding
gaps³

1. Compared to 2018 revenues across all donors 2. Assumes USD 0.50 to feed one child per day. Based on 2025 net annual private sector revenues of ~USD 163M (net of ISC and revenues reinvested into individual giving strategy to make self-sustaining by 2025) 3. Source: Individual Giving Investment model 2020-2025.

Communications, Advocacy & Marketing – Key Role in the Success of WFP's Private Sector Partnerships and Fundraising Strategy

Fill the Gap



Fundraising and Impact

Content Creation

Sourcing and creating personalized content to engage key audiences throughout the donor journey

Advocacy Action

"Warming" audiences to optimize conversion to donate

Digital Expertise

Developing, testing and maintaining best-in-class user engagement through a disaggregated multi-platform digital strategy

Reputation Risk Assessment

Monitoring and mitigating all potential risk to WFP's reputation through its engagement with the private sector, including fundraising activities and donor reactions

Brand-Building and Marketing

Enabling the best possible environment for fundraising

Key risks need to be addressed to deliver on Strategy

Risk	Description	Mitigating actions
Investment	Insufficient investment reducing ability to achieve transformative impact and to support RBs and COs	<ul style="list-style-type: none"> • Develop self-financing mechanism or other financial tools, to be presented in WFP Management Plan (2019–2021) • Propose investment in 2 tranches over 4-year period, with second tranche contingent on meeting core KPIs
Reputation	Potential reputational risk to WFP across all private sector engagement	<ul style="list-style-type: none"> • Adherence to rigorous due diligence process • Careful stewardship of WFP's reputation • Experienced team within CAM working with PGP to manage reputation and risks
Conflict of interest	Potential misunderstanding of commercial relationships and partnerships	<ul style="list-style-type: none"> • Clear firewall / separation between commercial relationships and partnerships • Multiple measures in procurement process to ensure transparency and fairness
Internal capacity	Potential resource wastage & reputational risk if internal capacity used ineffectively in executing on strategy	<ul style="list-style-type: none"> • Assess potential value and all costs before a partnership agreement is signed • Ensure fully staffed, skilled private sector team is in place, including personnel to work with CAM team to proactively manage communications
WFP-wide commitment	Potential lack of collaboration with / among technical units, RBs, COs, CAM, and Legal Office, essential to support the strategy across all areas	<ul style="list-style-type: none"> • Provide adequate funding for partnership building to be fully resourced across teams • Participatory approach among all key WFP stakeholders to develop and implement strategy
Skills and knowledge	Potential gap in skills and knowledge to achieve partnership and fundraising targets	<ul style="list-style-type: none"> • Employ processes to attract and retain staff with specialized skills to develop partnerships and fundraising • Early implementation planning & identification of key capabilities needed to kick off strategy in 2020

SUSTAINABILITY: Global Growth in Individual Giving

Growth of Global Fundraising Market

1. Average donations are growing in mature markets
2. Number of donors are growing in other developed markets
3. Growing global middle class are becoming “givers”

“The large majority of nations report a rise in voluntary income over the last five years and predict continued growth throughout 2017. Increasing use of social media, technological developments, growing national economies and innovation are all cited as positive influencing factors for fundraising, together with growing professionalism.”

Fundraising in Europe report by the European Fundraising Association, December 2017

Local market development supported through WFP-wide initiatives



Significant opportunity to support most vulnerable actors in food systems

- Half of the 821 million hungry people in the world are farmers
- Farmers face significant challenges to livelihood due to challenges
 - Growing sufficient crops that are in demand in a specific season
 - Preventing food losses
 - Selling harvest at high enough price to support families



WFP developing range of tools to support smallholder farmers contributing to SDG 2

- Provides farmers with more consistent crop demand by connecting with WFP's local procurement and other markets
- Invests in innovative programmes to improve access to quality seeds, reliable markets, affordable financing and digital solutions (e.g., the Farm to Market Alliance)
- Develops scalable, market-based solutions to address post-harvest losses
- Supports home-grown school meals programmes that provide nutritious food for children in school, while boosting the local economy

WFP's Policy & Programme and Private Sector Partnerships Divisions collaborate to ensure corporate partners can provide necessary expertise, knowledge and support to maximize impact

Strategy will strengthen CO ability to reach more beneficiaries through partnership

Capacity building New RB-headquartered Center of Excellence to equip CO with resources, guidance, trainings to build long-term capacity in engaging with private sector

Strategy development & RBs to provide COs with guidance and expertise to incorporate PS strategy into CSPs

Partner identification RBs to support COs in systematically assessing partner's impact potential, i.e. whether effort to build partnership is justified by incremental beneficiary reach

Concept build Center of Excellence to equip CO with best practices and lessons learnt from global and CO partnerships across WFP

Diligence & contracting Central Global Services to provide more hands-on guidance on diligence and contracting process

Reporting RBs to develop templates and tools for COs to systematically measure impact and share lessons learnt

Evaluation & renewal RBs to coach COs in identifying new pockets of value in existing local partnerships (e.g., unlocking fundraising potential from capacity-building partners)

