



Private Partnerships and  
Fundraising (PPF)  
Division

# Private Sector Partnerships & Fundraising Strategy 2020-2025

Informal Session on WFP's Fundraising Programme from Individuals

2 November 2021





## PRESENTATION OUTLINE

- 2020 – Main trends from other UN agencies and INGOs
- 2021 Year-to-date results: highlights, achievements and challenges
- BYTE Project – Reimagining Fundraising from Individuals
- Governance – Individual Fundraising Advisory Group
- 2021 Key takeaways – Looking ahead at next year



A woman in a white hijab and a colorful patterned dress is kneeling on the ground, kneading dough in a wooden bowl. She is looking towards the camera. In the background, several other women are visible, some sitting on the ground and others standing. The scene appears to be outdoors in a rural or semi-rural setting. The entire image has a blue tint.

**2020**

MAIN TRENDS FROM OTHER UN AGENCIES AND INGOs

# Trends across other organizations

International Fundraising Leadership (IFL) Forum Benchmark 2020



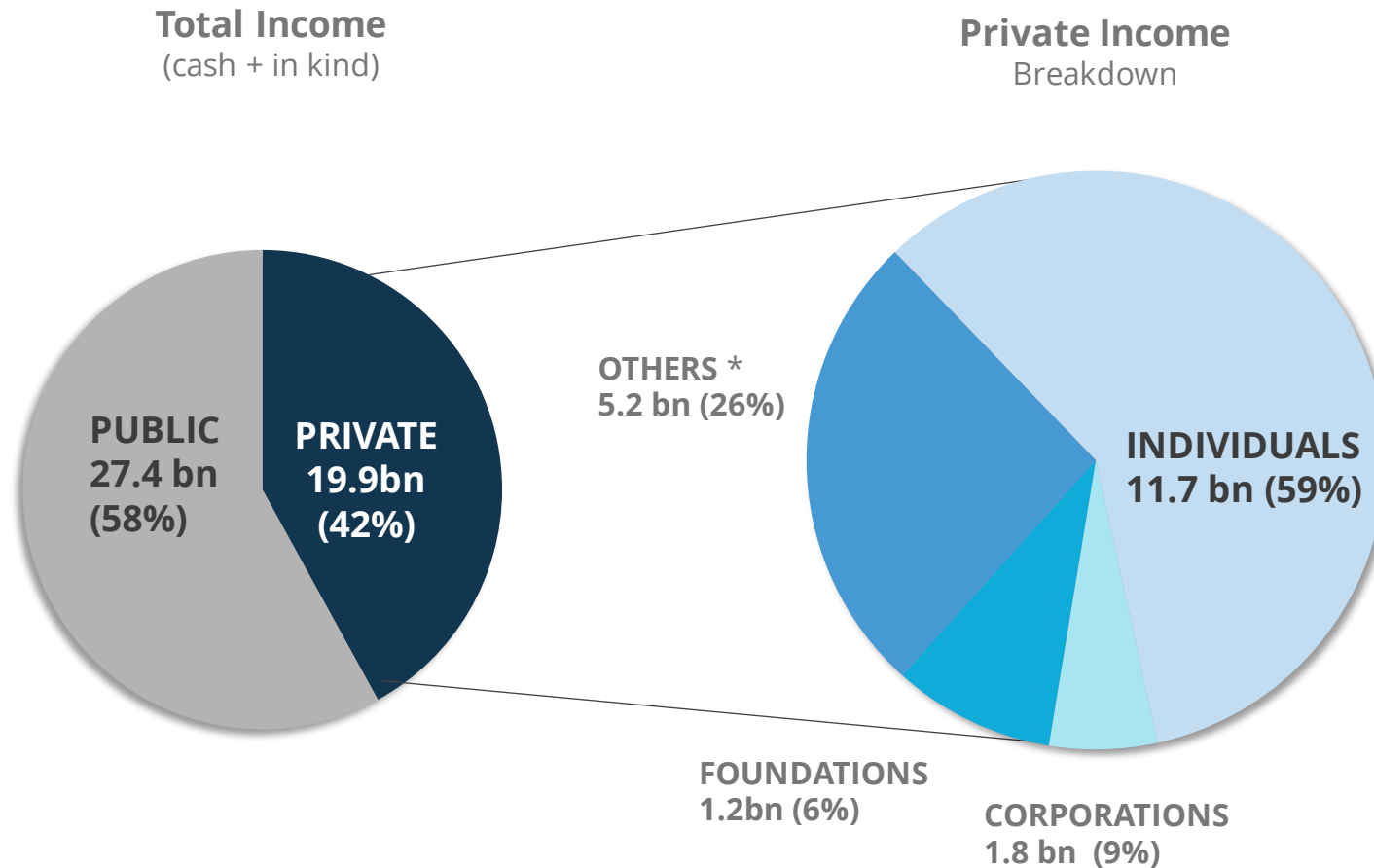
## In 2020 The World Food Programme:

- had the **highest income** at USD 8.4 billion of all IFL Forum member organizations but is one of the **lowest in private sector** income
- has the **highest concentration of public funds**, with the least diverse income portfolio and lowest unrestricted income
- had the **strongest growth in public funds** from 2015 – 2020 in both absolute and percentage terms
- lags significantly in Individual Giving - the largest source of private sector income - but from 2020 has become the **fastest grower in individual giving**.



# Private Sector share out of total income of our peers

Private Sector income is worth in total 42% of total income of our peers



2020 data collected from IFL Forum member organizations.

Total Income of **USD 47.3 bn** (cash + in kind).

**Total Public Income accounts for 58%.**

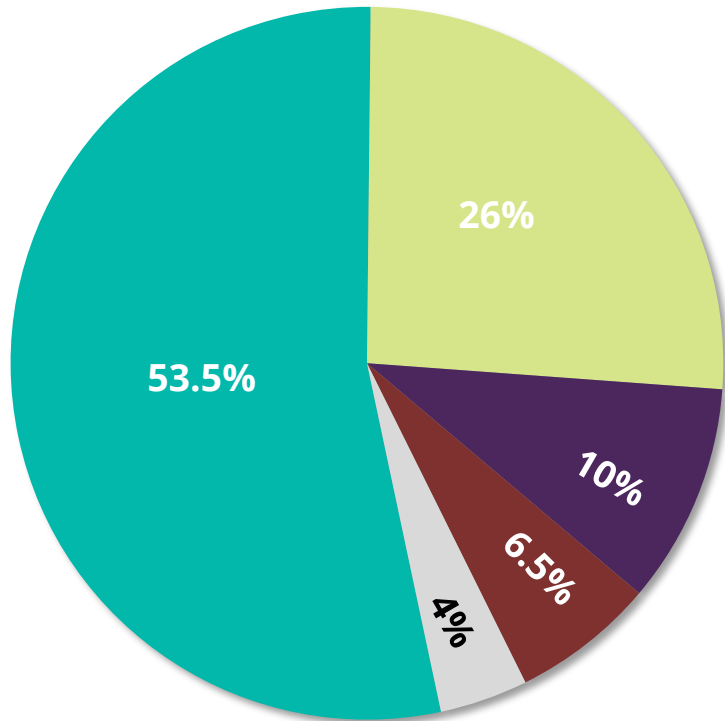
In the remaining 42% Private Income, **individuals account for almost 59%.**

*\*Others: this category includes NGO/ Charity income for some organizations, as well as events and community fundraising, sale of merchandise or sales through second-hand stores, sale of assets, investment income, royalties & licencing. Other category for IFRC and ICRC mainly refers to a unique source for this organisation, i.e. blood services.*



# Regular givers are the sustainable source of income

Regular givers make up for more than half of total individual income across peer organizations



Total Individual income 2020: **USD 11.7 bn**

<b>Regular Giving</b> USD 6.3 bn +5% YoY (2019-20) +5% CAGR (2016-20)	↑
<b>Single Giving</b> USD 3 bn +27% YoY (2019-20) +4% CAGR (2016-20)	↑
<b>Legacy</b> USD 1.2bn -2% YoY (2019-20) +7% CAGR (2016-20)	↓
<b>Major Donors</b> USD 767 m +10% YoY (2019-20) +8% CAGR (2016-20)	↑
<b>Unspecified</b> USD 0.5 bn	



## COVID-19 Emergency

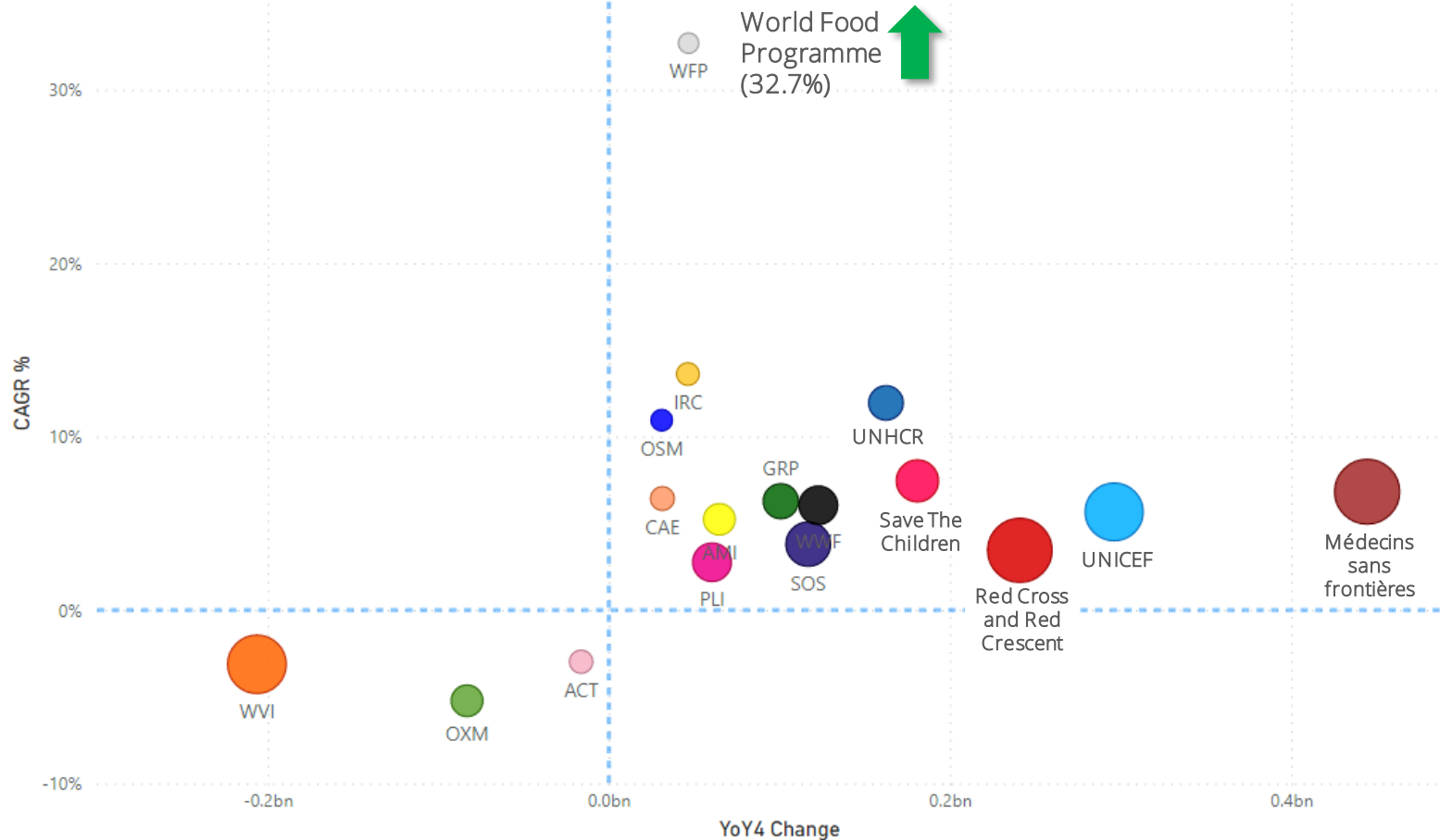
Single giving typically has a spike during emergencies. In 2020, SG increased by 27%.

# Individual Giving: 5-year growth trends for international organizations

Global income from individuals has been growing more than any other PS source (2016-2020)



### 2016-2020 Growth by organization



Most organizations participating in the benchmark have been growing over the past 5 years.

Total individual income **grew by USD 1.6bn** from USD 10.1bn (2016) to USD 11.7 bn (2020) – with a CAGR +3.8%

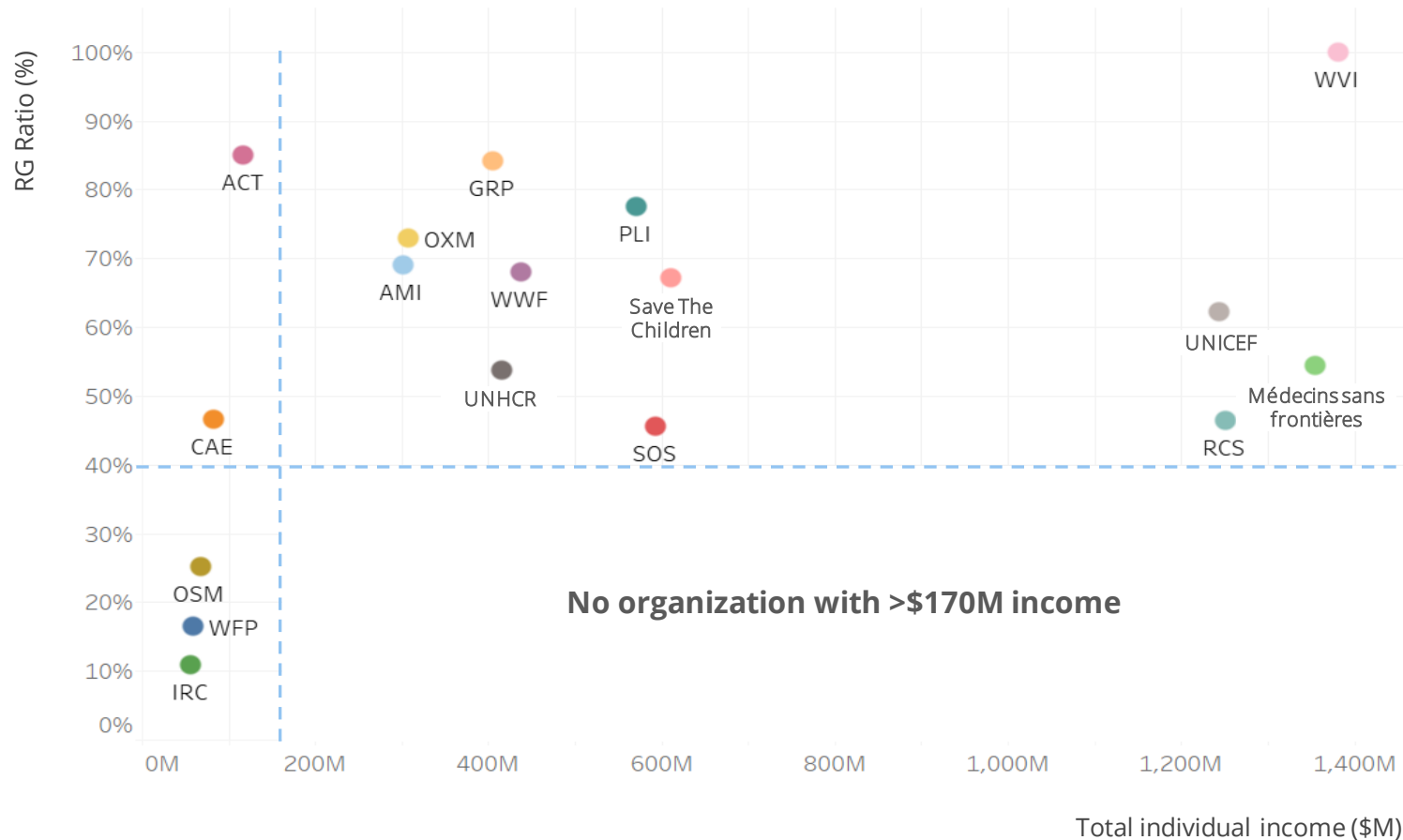
Although starting from a much lower base point, **WFP is now the fastest growing organization** among its peers for income from individuals

# Increase regular giving to achieve long-term growth

All high-income peers have relative high RG ratio of >40% compared to WFP



### Regular giving supporter ratio (%) and income from individuals by organization



No organization with >\$170M income

From 2016 to 2020, **Regular giving has increased by USD 1.2bn** (CAGR +5.4%) and **Single giving by USD 0.4bn** (CAGR +3.8%).

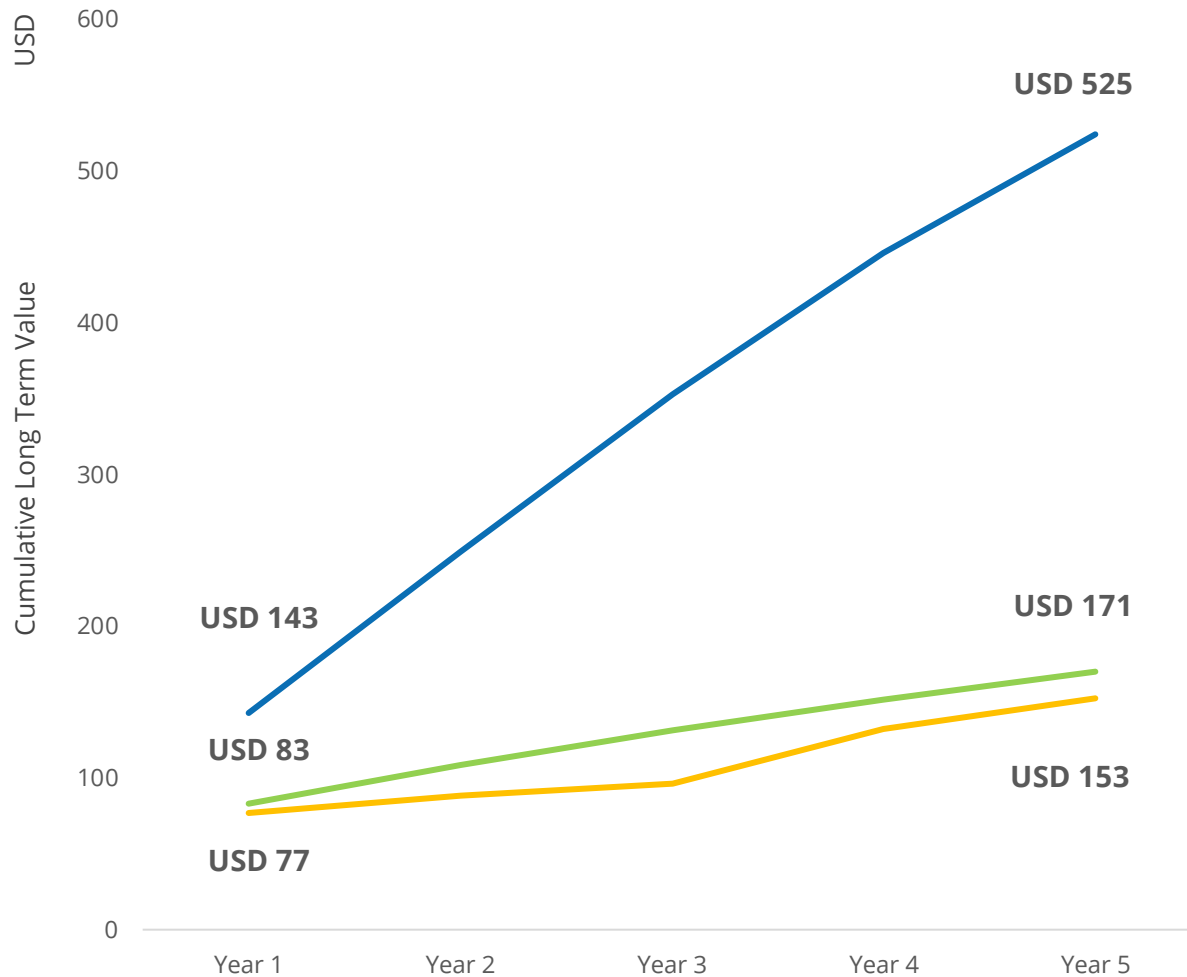
No IFL peer has income above USD 170m with a Regular Giving ratio below 40%.

Therefore, **WFP will refocus on increasing the RG ratio to above 40%** to drive RG total revenue towards to meet the USD 172 million goal in 2025.



# Difference between single and regular giving average value over 5 years

Global Lifetime Values for Regular and Single givers (emergency and non-emergency) from IFL Forum peers






**Regular Giver:** value in excess of USD 500



**Single Giver - Emergency:** value < USD 200



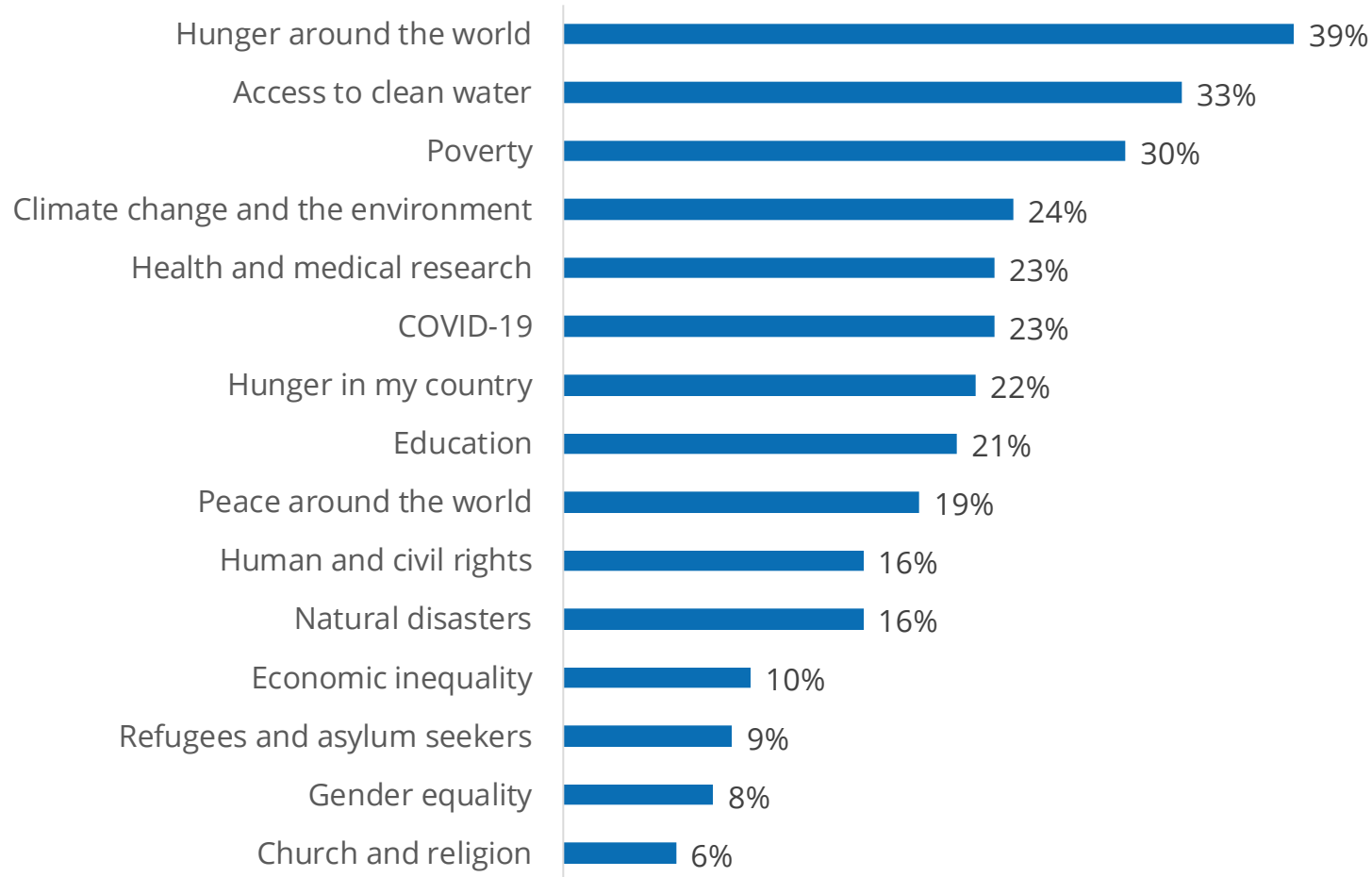
**Single Giver - non-Emergency:** value < USD 200

-  Regular Giver\*
-  Single Giver - Emergency
-  Single Giver - Non-emergency

\* Comparison with similar regular giving programmes in other organizations and excluding child sponsorship

# Preferred causes to donate

IPSOS MORI brand research highlighting world hunger as preferred cause to donate



**World hunger** is the main cause to donate to, **mentioned by two in five potential donors** across seven countries. Although most prefer to donate to local and national causes, 21% prefer to donate to **international causes** and an additional 36% don't think that the geographical location of the donation is important.



Base: Potential donors, n. 7142  
Research conducted in early 2021

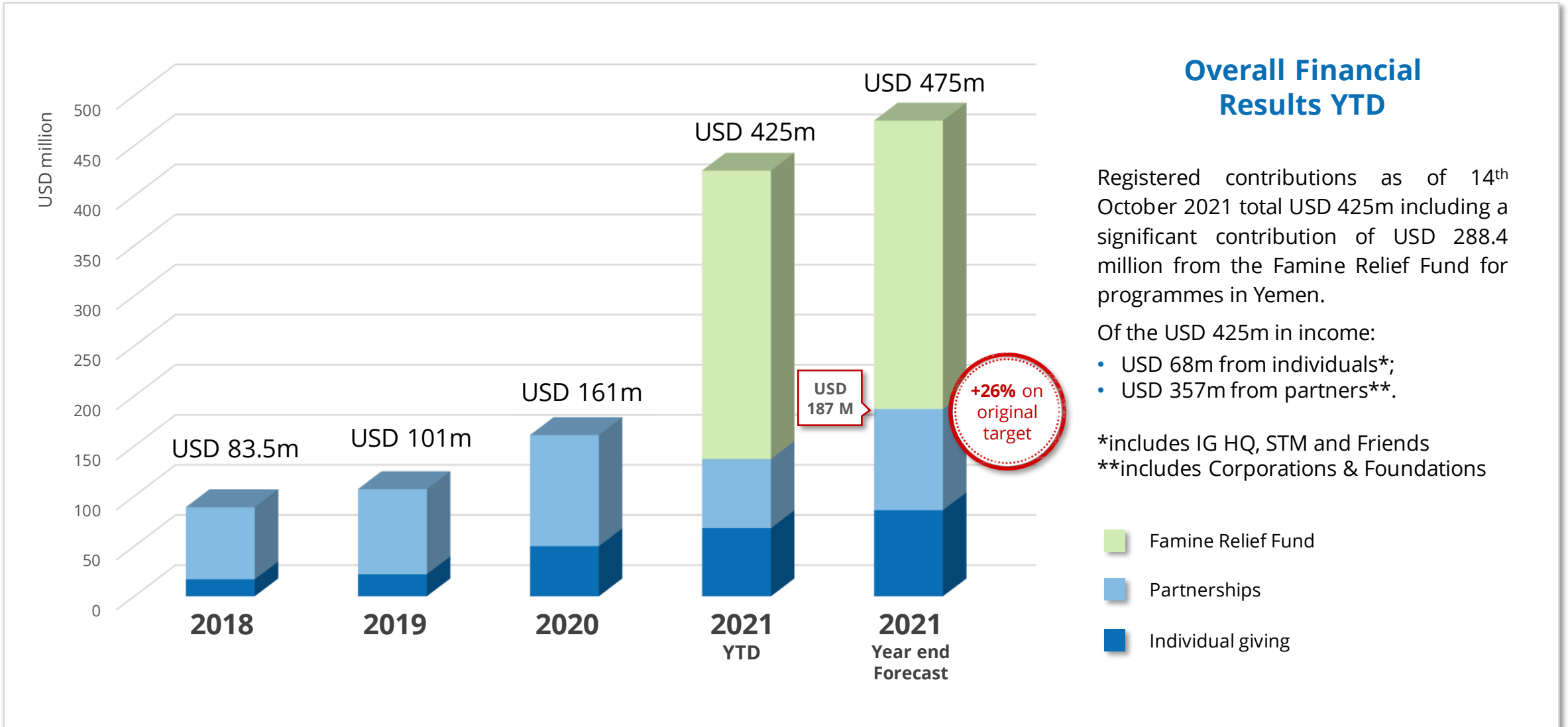




**2021 YEAR TO DATE RESULTS**  
HIGHLIGHTS, ACHIEVEMENTS AND CHALLENGES

# Overview of Private Sector financial results 2021 YTD

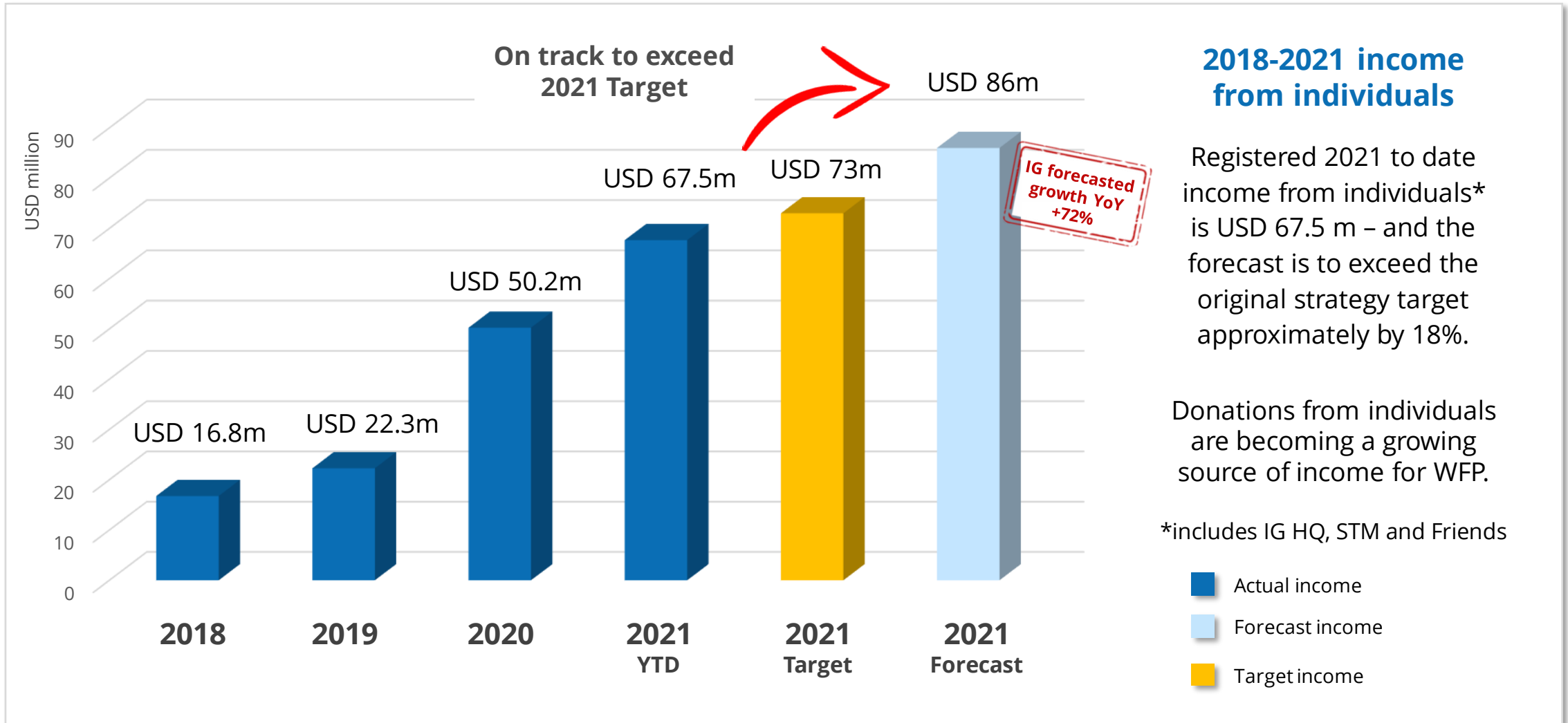
Income from individuals and partners year-on-year comparison





# Income from individuals from 2018 to date

Income from individuals is becoming a significant source of funding for WFP



# Summary of Critical Corporate Initiative (CCI) investment

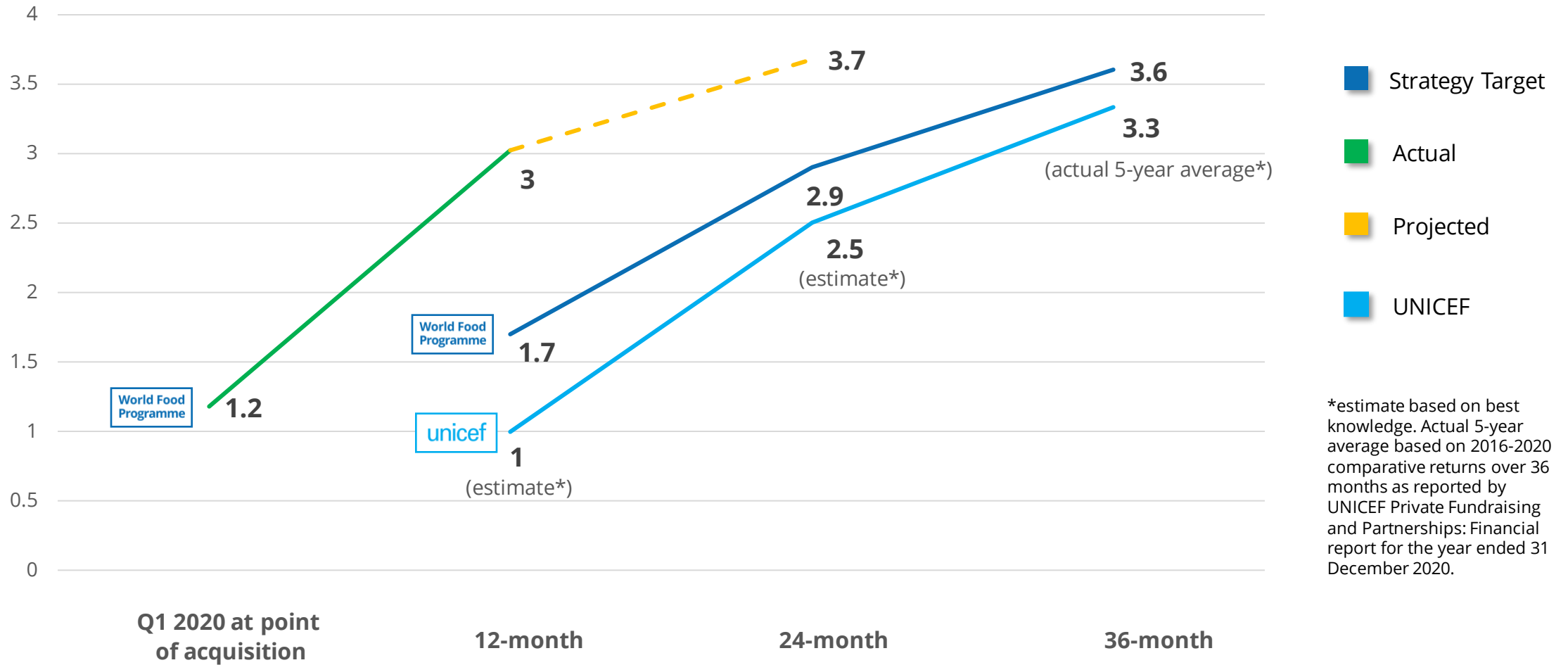
Investment's tranches & decision points





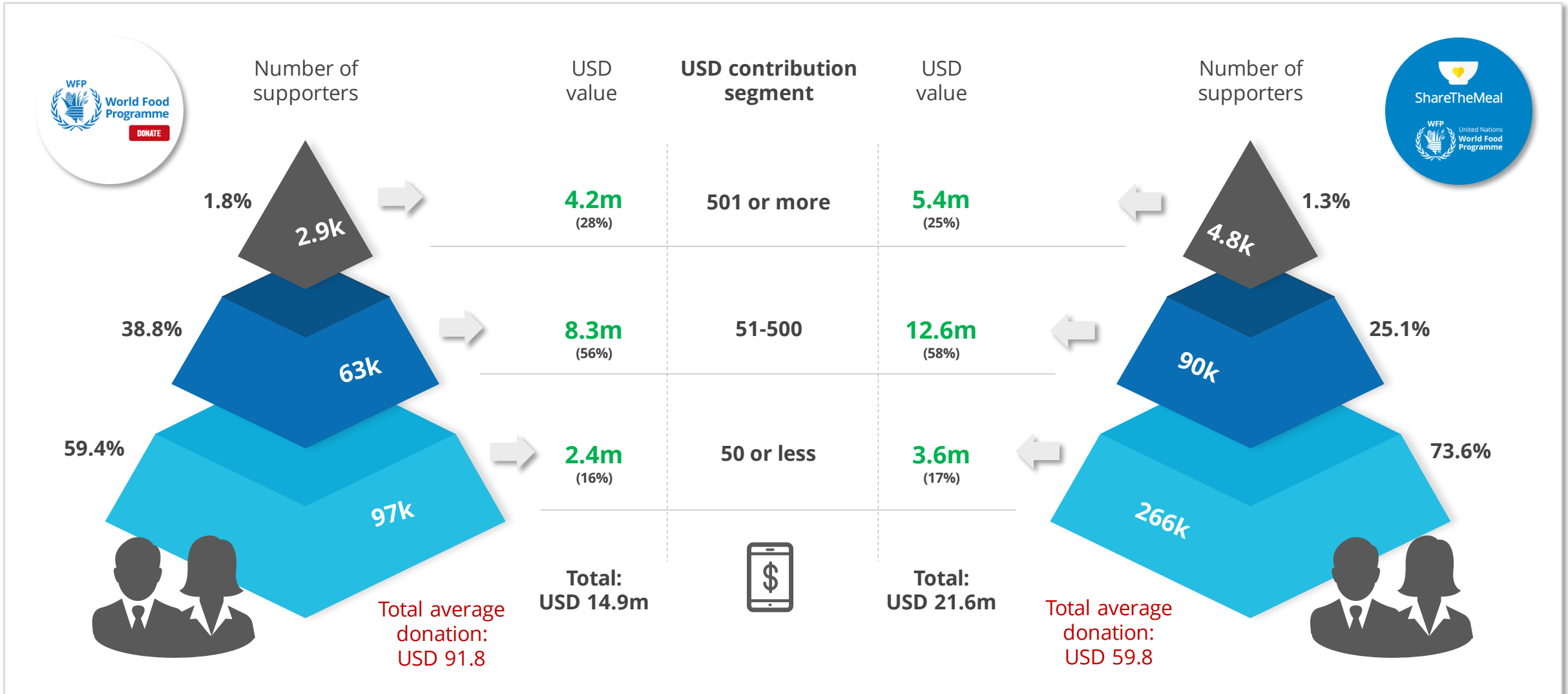
# Deep dive into comparative returns

WFP on track to exceed 24-month ROAS and hit 36-month target ahead of time



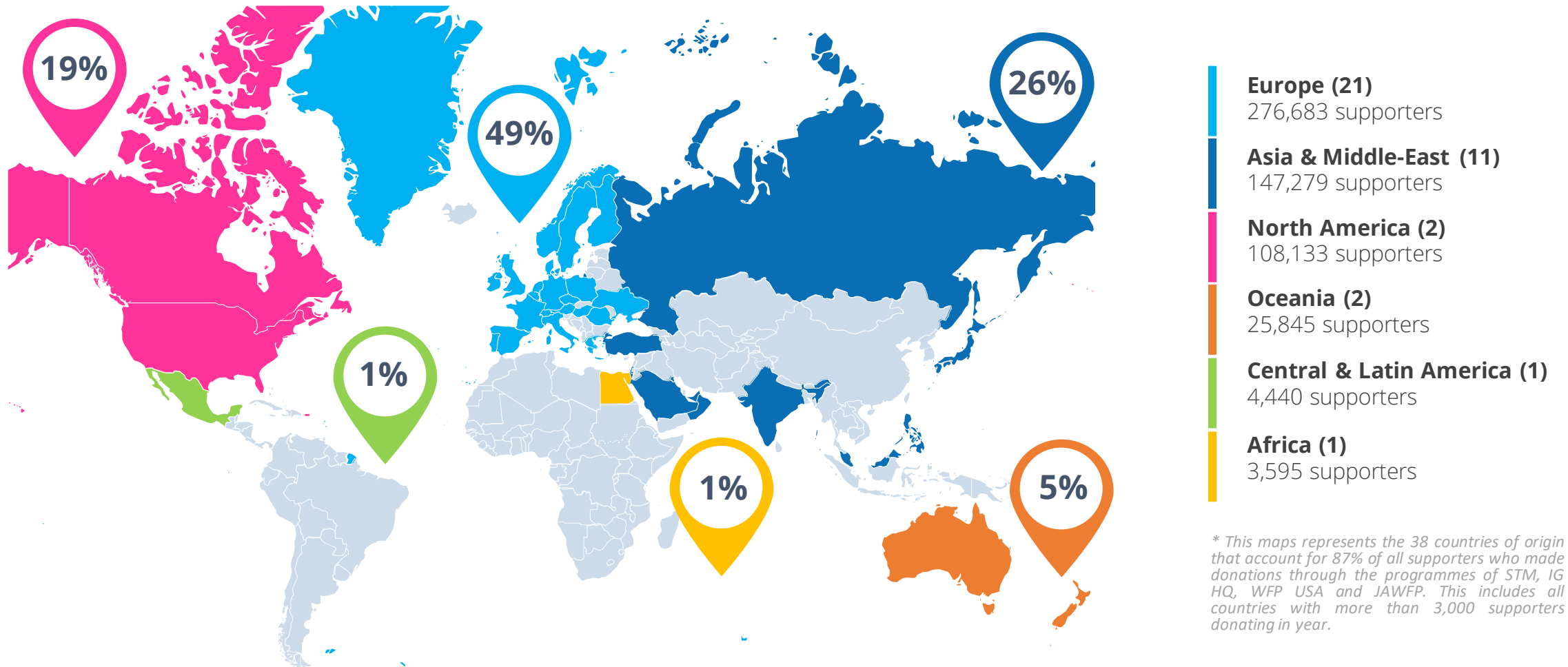
# Individual giving supporters' segmentation in 2021

Total income by contribution segment as of end of August 2021



# Where 566,000 individual supporters come from

87% of supporters donating from 38 countries in 2021 YTD





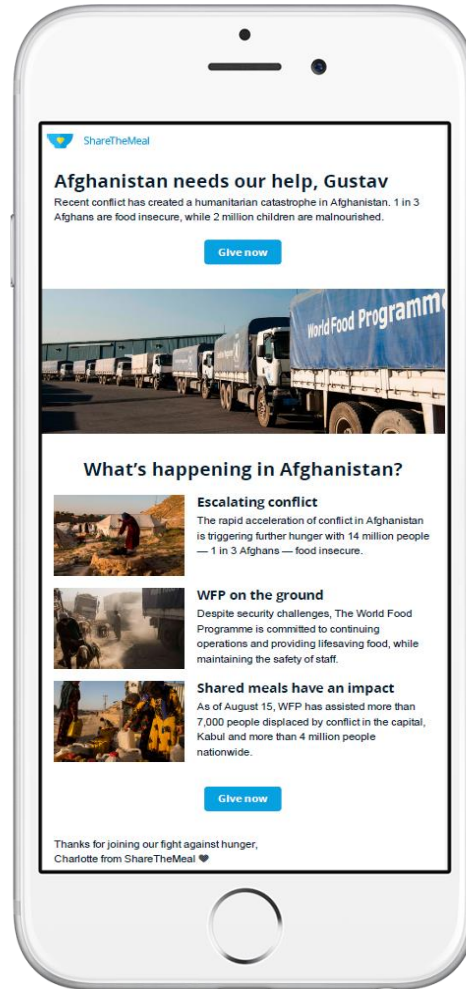
# Communication to acquire and engage individual supporters

Examples of email and social media appeals run in 2021

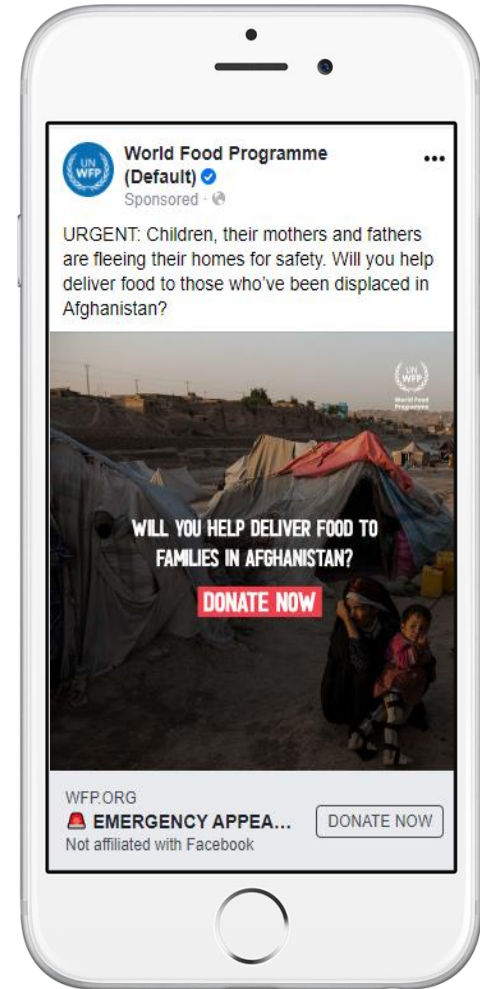
David Beasley & Fuad – Yemen Facebook appeal



Afghanistan email appeal



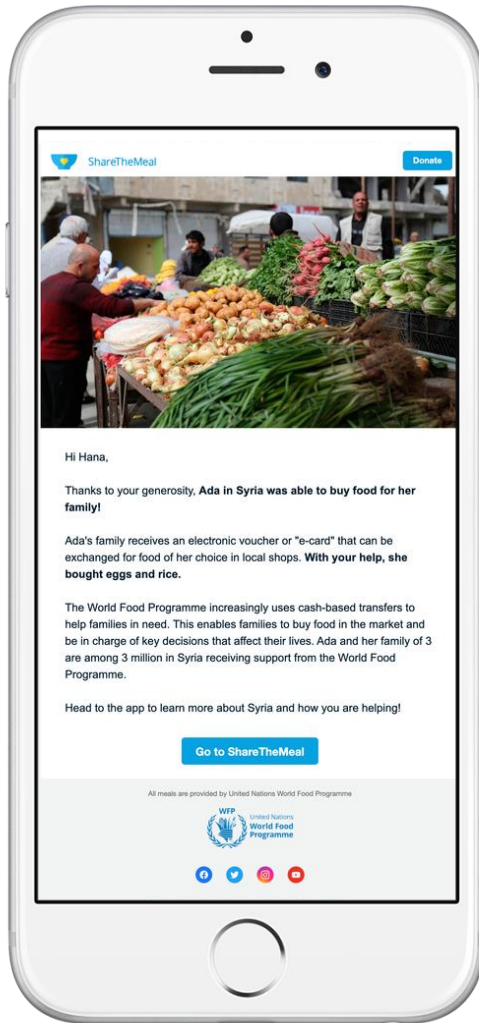
Afghanistan Facebook appeal



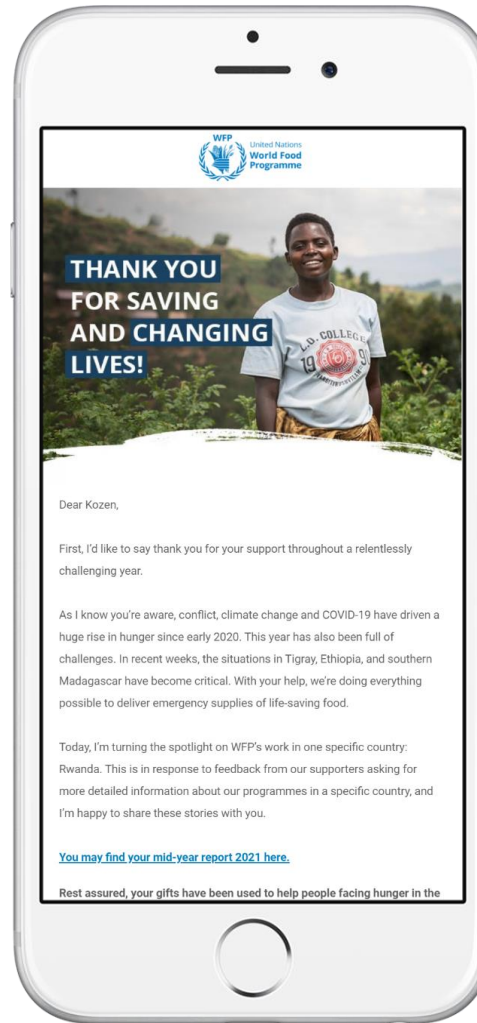
# Nurturing the relation with regular and high-value supporters

Examples of 'thank you' email and impact report used in 2021

Share The Meal

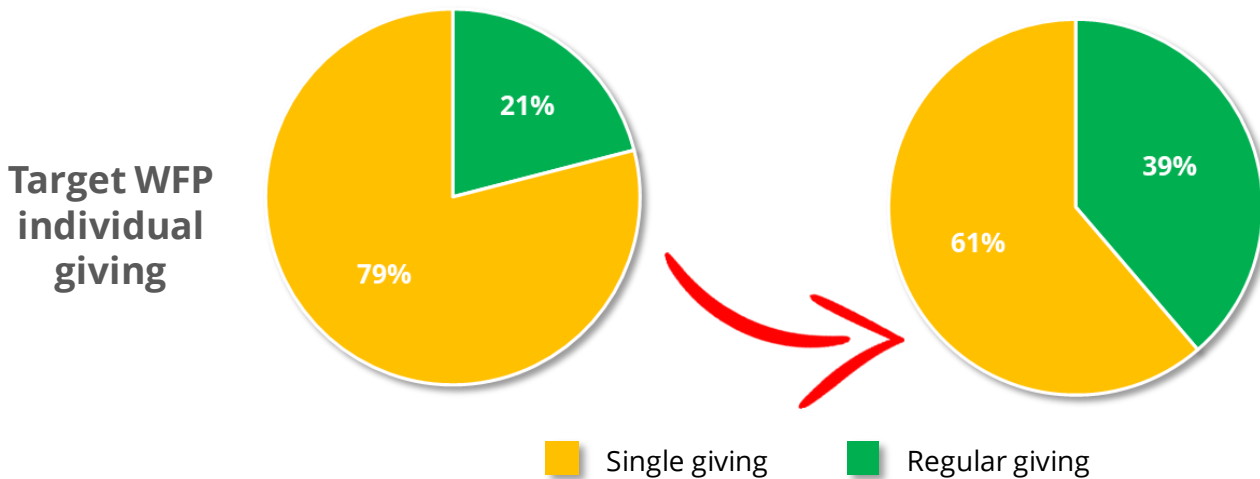
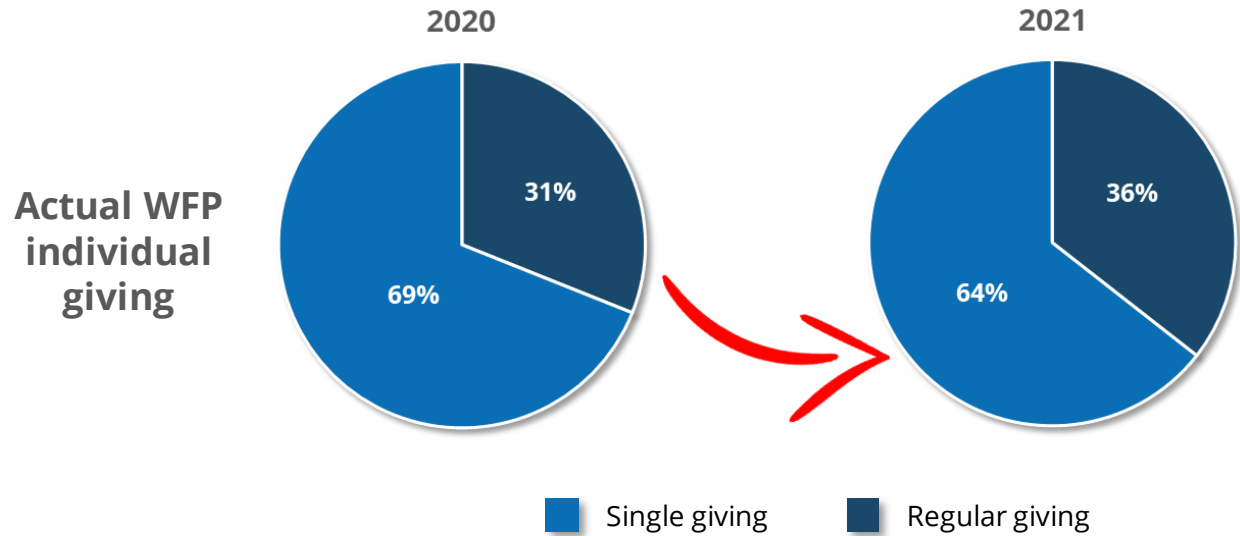


WFP Donate



# Long-term value of regular giving

Breakdown of regular and single giving for total individual income in 2020 and 2021



Regular giving is the **most sustainable form of income** from individuals as it creates long-term value for the organization.

In 2021, both **WFP's individual giving programmes increased the share of regular supporters** out of the total income.

The challenge remains as – on average – the share of regular giving income for **WFP's peers is above 50%**.







# Best in class supporter care to drive long-term value

Channels, Functions and Languages offered by WFP







## Channels

-  Email
-  Voice
-  SMS
-  Message App
-  Social



## Functions

-  Supporter enquiry inbox
-  Chat bot
-  24/7 international phone line
-  Social listening, monitoring & management tools



## Language voice options

-  English
-  Spanish
-  Arabic
-  German
-  French

A high-angle, blue-tinted photograph of a person from behind, wearing a white t-shirt with the WFP logo. They are sitting at a desk with a laptop. The background shows a busy office environment with other people working at desks, some with laptops and papers. The floor has a geometric pattern.

# BYTE PROJECT

REIMAGINING FUNDRAISING FROM INDIVIDUALS



# BYTE Project with Boston Consulting Group (BCG)

The ambition of the project

BYTE.

## The ambition



Building on the success of IG and STM teams and investments in 2020 and 2021 to reach \$172M or more sustainable revenue p.a. by 2025

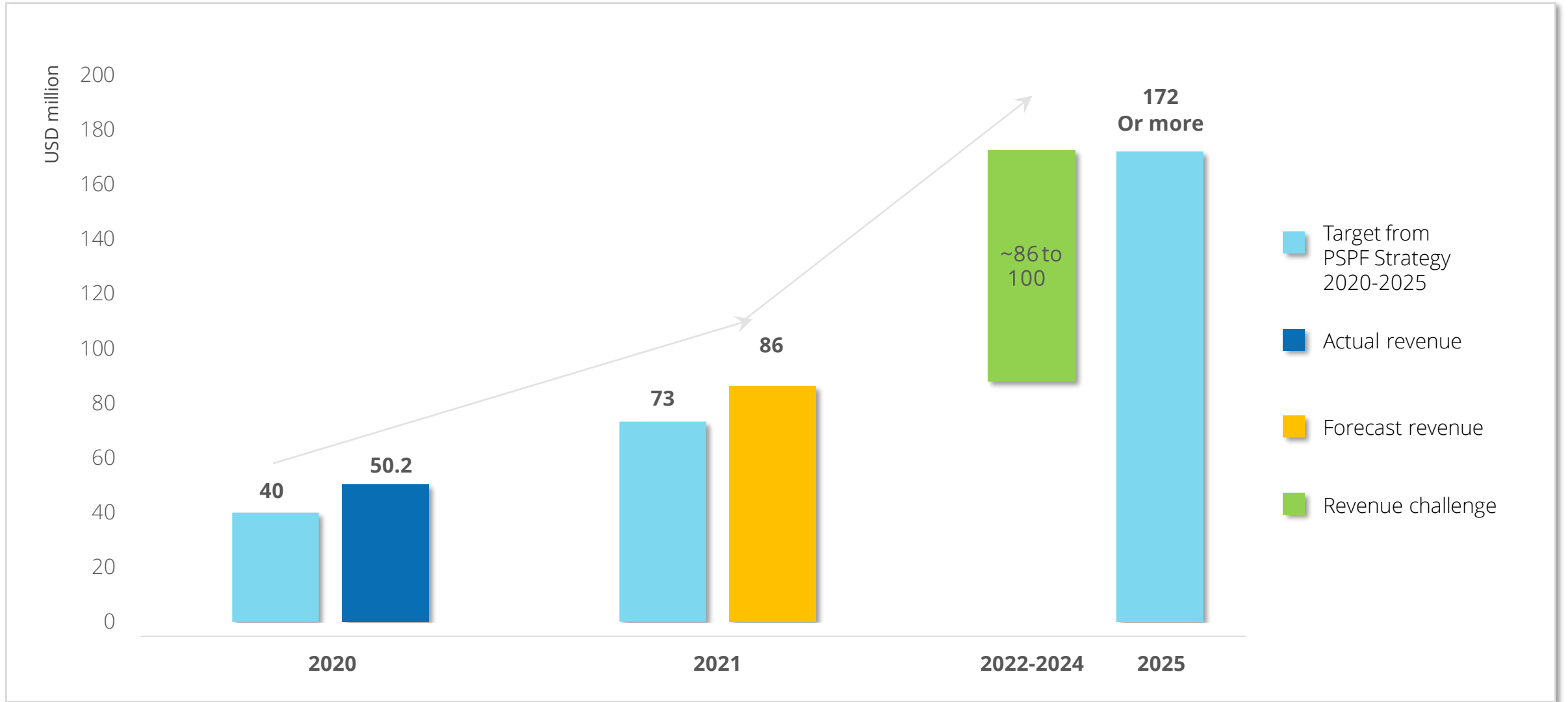




# Meeting the revenue challenge by 2025



Annual income actuals and targets from individuals in the PSPF's Strategy period 2020-2025



# Scope of the BYTE project

Three focus areas help us assess and drive performance optimization

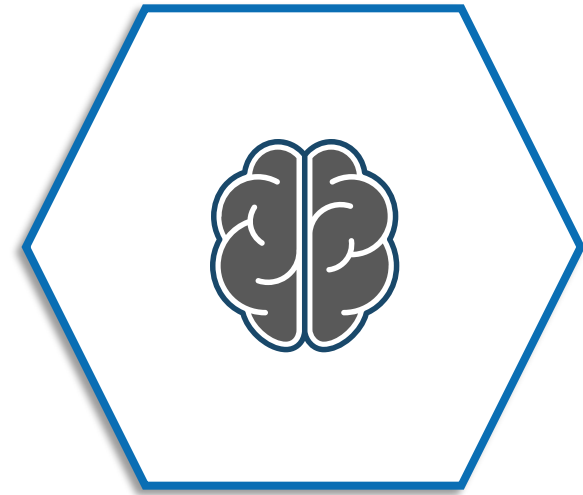


## Business performance

How is WFP performing? What is the challenge to the US\$172M sustainability target? What are key opportunity areas?

## Target audience

Who are the target audience(s) and how best to engage them to donate?



## Operating Model

How to organize to optimally serve supporters and scale?

# Unified vision and strategic pillars

Building impact from a unified vision



## Unified vision



To **end world hunger**, we **connect** individuals with people in need through **frictionless fundraising solutions**

## Strategic pillars



Nurture **quality long-term supporter relationships**



Be an integral part of **daily life**



Build connections through **digital communities**

## Impact

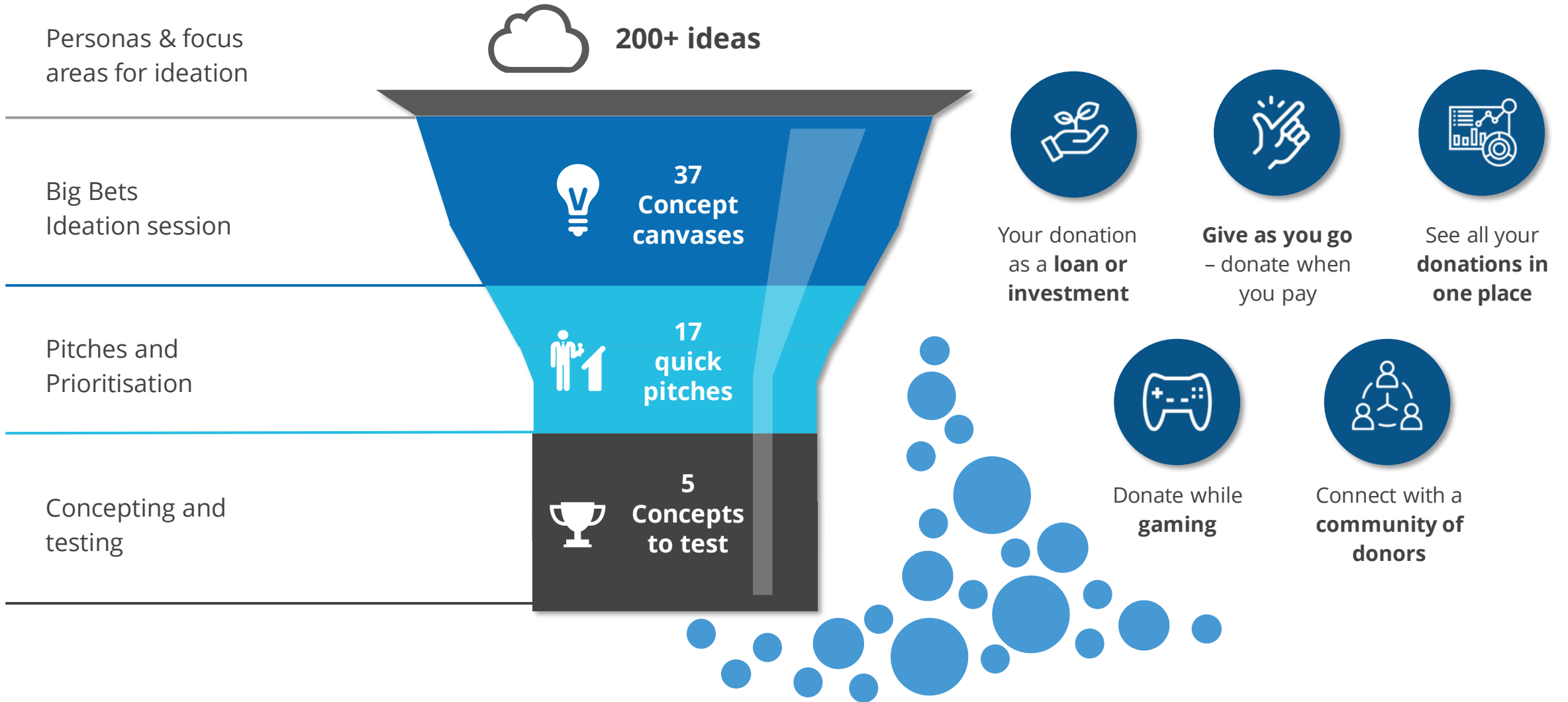
Ensure a sustainable & growing income base

Unlock new target audiences and quantum leap revenue

Step-change engagement and virality, and scale value

# Innovation

Looking for innovative ways to meet the fundraising challenge







**GOVERNANCE**

INDIVIDUAL FUNDRAISING ADVISORY GROUP

# Goals and composition of the Individual Fundraising Advisory Group

Supporting WFP's development of a sustainable, global and digital-led individual fundraising programme

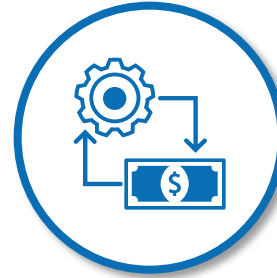
Three strategic goals



**Best in class donor experience**



**Sustainable, self-funded programme**



**Quantum leap in revenue**

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## Members of the Group



PPF Director (Chair) & IG/STM reps



Communications, Advocacy and Marketing



Innovation and Knowledge Management



Technology



Corporate Finance



Office of the AED Partnerships & Advocacy



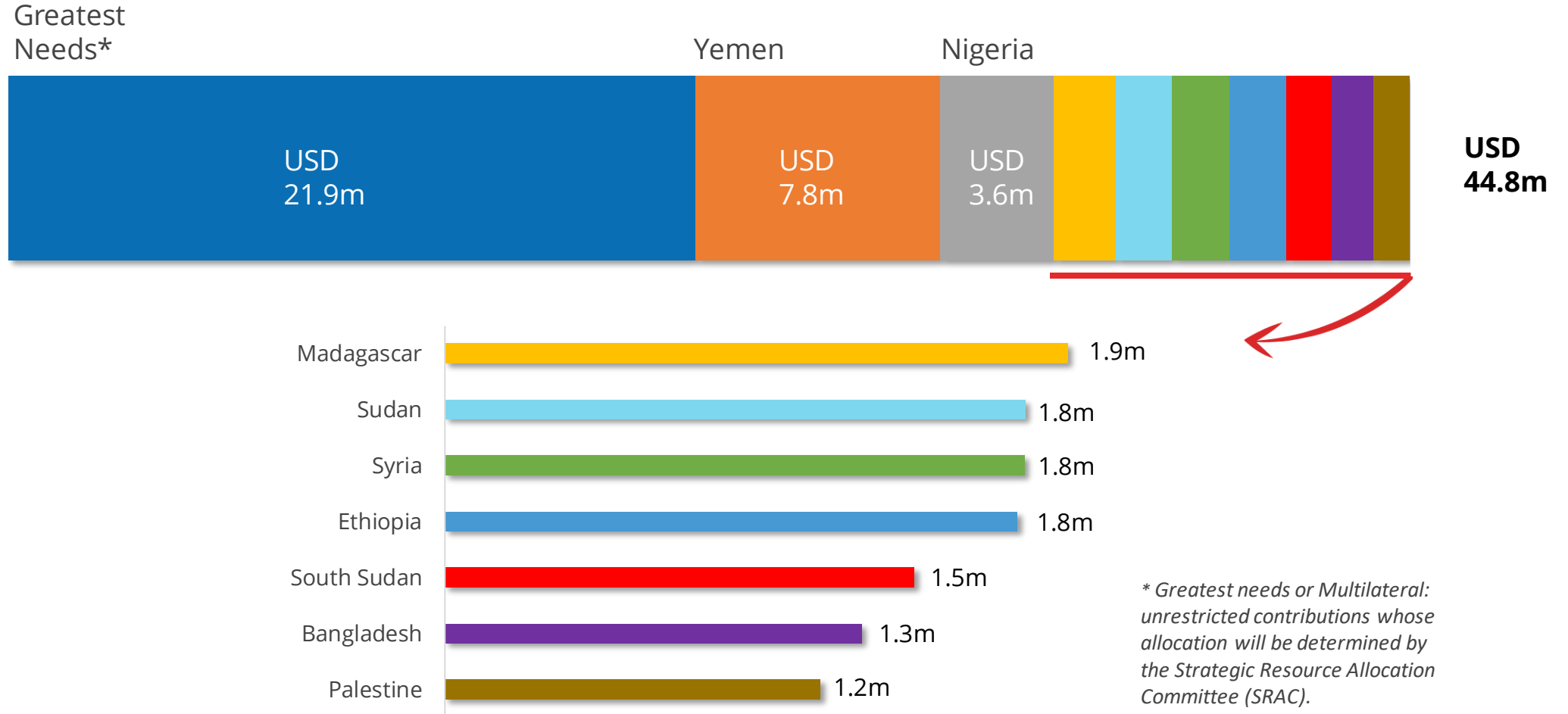
Programmes (Nutrition and School-based programme)



Country Offices (Zambia and Peru)

# How income from individuals has been allocated

2021 allocation as of end of August, including extra contributions registered in September







**2021 KEY TAKEAWAYS**  
LOOKING AHEAD AT NEXT YEAR



## Looking ahead at next year

Key takeaways from 2021

- WFP is on track to meet the strategy target of raising **USD 112 million from individuals in 2022** and continue on the trajectory to reach **USD 172 million p.a. in 2025**.
- WFP's fundraising programme from individuals is being **scaled up while becoming more sustainable**, with a renewed focus on recruiting and retaining more regular supporters with the ambition to provide a best-in-class supporter experience.
- Funds raised from individuals continue to increase for other UN agencies and INGOs, and WFP is now accessing **this ever-growing sector**.
- This is generating vital funds for hungry people and responding to the interest of individuals to donate to end hunger around the world. It is a **source of both restricted and unrestricted funds**.
- PPF division is continuing to challenge itself and make **innovation a core component of its programmes and ensure there is solid governance** across the organization, particularly on fund allocation.





