

**OUTLINE OF CURRENT THINKING ON WFP'S  
FUNDRAISING AND COMMUNICATIONS  
STRATEGY**



**INFORMAL CONSULTATION ON  
FUNDRAISING STRATEGY**

26 July 2007

**World Food Programme**  
Rome, Italy



## **BACKGROUND**

1. At its 2007 First Regular Session, the membership requested a conversation about fundraising and communications in the context of the Management Plan update. At its 2007 Annual Session, the Board had before it a report from the External Auditor on the cost of profile raising, which touches on some of the same issues.
2. The Secretariat proposes that this conversation take place at an informal consultation scheduled for 26 July 2007, at which the content of our presentation would include the points set out below.

## **KEY GOAL**

3. Raising the resources to meet the assessed needs of the operations and programmes approved by the Executive Board.
  - Sustaining donations of more than US\$2.7 billion. This is a major task; meeting actual needs is an even greater one.
  - The changed external environment in which we work – food stocks are at a 20-year low, prices for basic commodities are high and rising, agriculture is affected by demand for biofuels and there is uncertainty as to the long-term implications of climate change – involves tougher market competition for scarce Euros and US dollars, which are mainly donated by governments.
  - Engaging constructively in United Nations reform – the Central Emergency Relief Fund (CERF), common humanitarian funds and prospective pooled funds at the country level for non-emergency countries – will offer challenges and opportunities.
  - The Secretariat needs to review its experience with strategies previously shared with and approved by the WFP membership.

## **GROWING THE PIE**

4. This will call for expansion of the donor base and decreased reliance on a few donors. It will involve:
  - the private sector;
  - emerging donors;
  - different funding categories from traditional donors;
  - new modalities such as twinning and debt swaps; and
  - innovative financing, for example from state lotteries.

### **IMPROVING THE QUALITY OF DONATIONS**

5. This means making the best use of what we receive through increased flexibility of funding and maximized efficiency; it involves the Immediate Response Account and issues such as broader support for the New Business Model, increased multilateral funding, up-front untied cash contributions given early and fewer restrictions on donations.

### **IMPROVING PREDICTABILITY OF FUNDING**

6. This implies multi-year funding and improved forecasting.

### **TURNING RECIPIENT COUNTRIES INTO DONOR COUNTRIES**

7. This involves modalities such as stand-by agreements and twinning.

### **GETTING WFP AND OUR ISSUES BETTER KNOWN**

8. As a voluntarily funded organization, WFP needs to raise every US dollar and Euro it spends, starting from zero. WFP
  - is currently falling behind in the hunger dimension of the Millennium Development Goals (MDGs);
  - is failing to meet the requirements of good humanitarian donorship of fully meeting assessed needs;
  - is operating in a tougher market for fundraising;
  - needs to give public recognition to its donors and partners, some of whom demand it as a condition of their donating; this is fundamental to building a domestic constituency to support official development assistance (ODA); and
  - should make hunger issues more prominent, as most say to us privately, and make WFP known as the lead agency that deals with them; WFP needs to make itself widely known in all countries.

### **REVIEW OF STRATEGIES IN COMMUNICATIONS**

9. WFP will need to tailor its outreach to stakeholders through:
  - press releases, press briefings and other media publicity;
  - use of celebrities and Special Ambassadors;
  - use of op-eds<sup>1</sup> and speeches;
  - increased use of the internet; and
  - field visits by decision-makers.

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<sup>1</sup> An op-ed is an article in a newspaper by an independent expert. The article is often placed on the page opposite the editorial – hence the abbreviation.

## **ORGANIZATIONAL CONSIDERATIONS**

10. WFP needs to consider organizational issues such as:

- decentralization;
- opening of “new” offices and the factors to be taken into account;
- the External Auditor's findings and recommendations, and WFP’s response; and
- the “scorecard” (internal ranking of total contributions per donor) including clarification of the impact of improved fundraising performance on country offices.

## **PRESENTATION OF A NEW PRIVATE-SECTOR STRATEGY**

11. The Secretariat will make a PowerPoint presentation on this issue and would welcome feedback from the WFP membership to help with the preparation and finalization of the paper to be presented to the Board’s 2007 Second Regular Session.