



Private Partnerships and  
Fundraising (PPF)  
Division

# Private Sector Partnerships & Fundraising Strategy 2020-2025

Q2 Presentation to the Executive Board

27 October 2020



## PRESENTATION OUTLINE

- Q2: Highlights and Key Achievements
- COVID-19 Response
- IMPACT: Strategy Pillar 1
- INCOME: Strategy Pillar 2
- INNOVATION: Strategy Pillar 3
- Q3 Update



A woman wearing a red hijab is looking through a blue-tinted grid of hands. The hands are arranged in a pattern that frames her face, creating a sense of being seen or supported. The overall image has a strong blue color cast.

## **Q2 RESULTS**

Highlights and key achievements

## Q2 Results

### Key achievements



#### IMPACT

- Impact measurement tool development – mapping completed confirming no industry standard. Now identifying external experts to support on creating a tool
- Increased capacity building with regional bureaux (RBs) and country offices (COs) – two new partnerships managers added to regions
- New technical partnerships team meeting with technical units for needs-based assessment to identify priority opportunities
- Significant WFP leadership presence at United Nations Global Compact (UNGC) Virtual Leaders' Summit and a Concordia business forum



#### INCOME

- USD 84 million raised of annual target USD 128 million
- Total Q2 contributions to the COVID-19 response from all partners amounted to USD 31.8 million
- Individual Giving (PPF IG) and ShareTheMeal (STM) teams have recruited 234,000 new supporters at the end of Q2 and achieved the strategy KPIs for Return on Investment. PPF IG and STM have raised USD 15.2 million in the first half of 2020 already exceeding the total raised in 2019 (USD 12.2 million)



#### INNOVATION

- COVID-19 opportunity for joint initiatives with sister United Nations agencies including a virtual benefit concert on Africa Day in May with UNICEF
- Joint Communications, Advocacy and Marketing (CAM) Division, Private Partnerships and Fundraising (PPF) Division and WFP USA solidarity campaign for COVID-19 #MissingThisMeal launched through social media with influencers on World Hunger Day
- ShareTheMeal negotiating initiatives – new partnership with food delivery platforms; and on Zakat to strengthen relevance of WFP donation platforms to Muslim users and Islamic financial institutions
- Country offices piloting diaspora appeals

# COVID-19 Response

## Monitoring and mitigation

### COVID-19 IMPACT MONITORING AND MITIGATION ACTIVITIES



#### **LEADERSHIP & TRENDS**

At the Director level, staying abreast of trends in the sector through coordinated regular discussions with other leaders

#### **INVESTMENT TRACKING**

Tracking the results of individual giving weekly to manage the portfolio and quickly identify changes to reallocate or course correct

#### **RESOURCE DIVERSIFICATION**

Increasing the options to invest including with Friends organizations

#### **PARTNERSHIP MANAGEMENT**

Holding regular discussions with partners on the impact of COVID-19 on their business, changes in their contributions to WFP and opportunities to develop the partnership

# COVID-19 Response

Engaging a wide and diverse range of partners to respond to the crisis

## CORPORATE RESPONSE TO COVID-19



Overall confirmed contributions  
**USD 31.8 M**

New global corporate partners



Existing global partners boosting their support to help WFP respond to COVID-19 crisis



New CO-led corporate partners, leveraging diaspora engagement



Existing CO-led corporate partners who increased their support to WFP because of COVID-19 crisis



# COVID-19 Response

## Engaging with WFP supporters

World Food Programme (Default)  
May 15 at 4:46 PM · 🌐

⚠️ URGENT: the coronavirus emergency threatens the delivery of vital food assistance to nearly 100 million hungry people. Help us continue our life-saving work.

**CORONAVIRUS EMERGENCY**

WFP.ORG/CORONAVIRUS  
NOT AFFILIATED WITH FACEBOOK  
**Send life-saving food**  
Hungry children cannot wait...

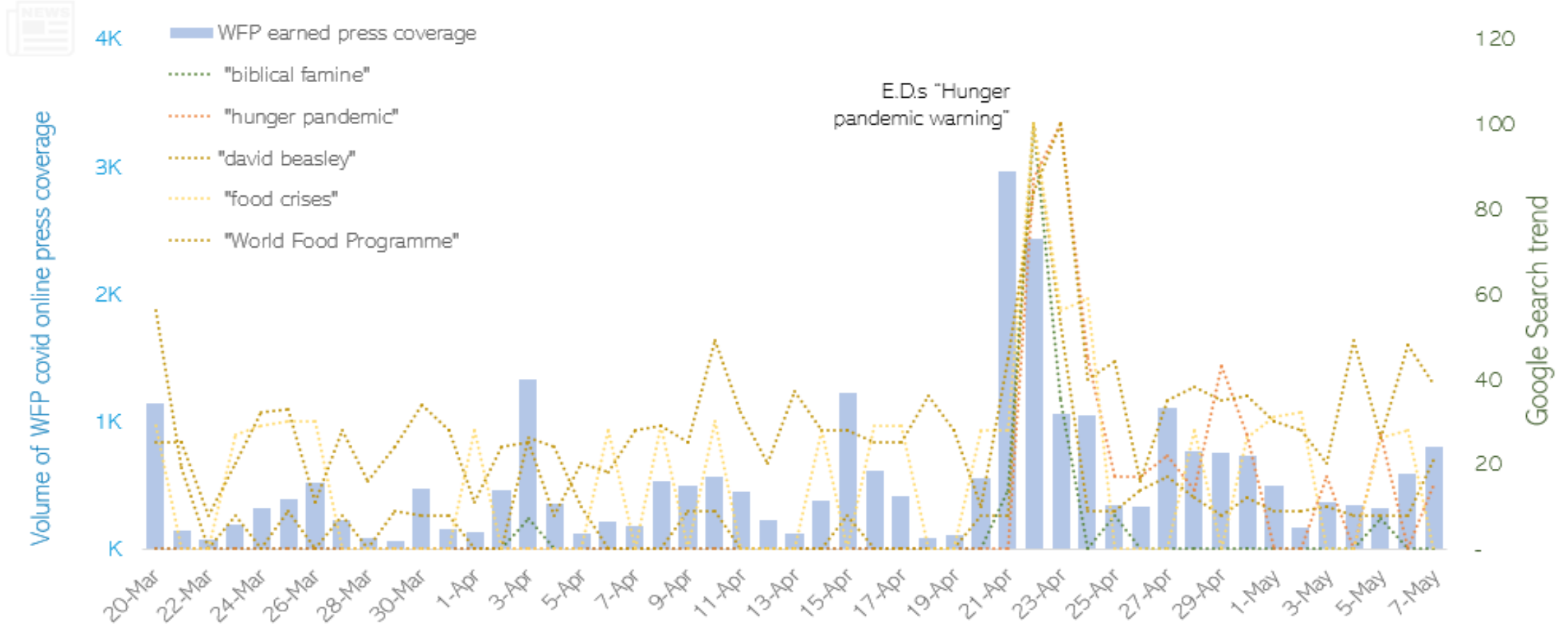
Donate Now

### Supporters responded generously to COVID-19 crisis:

- **WFP USA** mobilized audiences in the US to **raise USD 5 million**, nearly doubling the income of the same period in 2019 and garnering 14,000 new supporters
- **STM** raised **USD 2.2 million**. The individual giving team raised **USD 2 million** from paid COVID-19 related advertising at a higher-than-average return on investment, attracting **28,000 new supporters** and an additional **USD 350,000 from existing supporters** through email appeals
- Japan Association for WFP (**JAWFP**) has raised **USD 500,000** for the COVID-19 response – with 70 percent coming from companies and 30 percent from individuals – and has continued to successfully recruit new regular supporters through face-to-face-fundraising during this time despite social distancing
- Extensive media and social outreach was undertaken during this quarter. The outreach peaked in April (2.1 M reach) when the Executive Director (ED) referred to the 'hunger pandemic' and is till date the most recalled content with 36% respondents recalling it in October as per a recent survey undertaken by CAM
- **PPF, CAM and WFP USA teams** combined to launch an **integrated solidarity campaign** - #MissingThisMeal for World Hunger Day. The campaign reached an estimated **560 million people** through traditional media and influencer amplification

# Press Outcome: March to May 2020

A clear relationship between online press coverage and people searching for key campaign terms



Calendar icon Data from March 20<sup>th</sup> – May 7<sup>th</sup> (49 days)

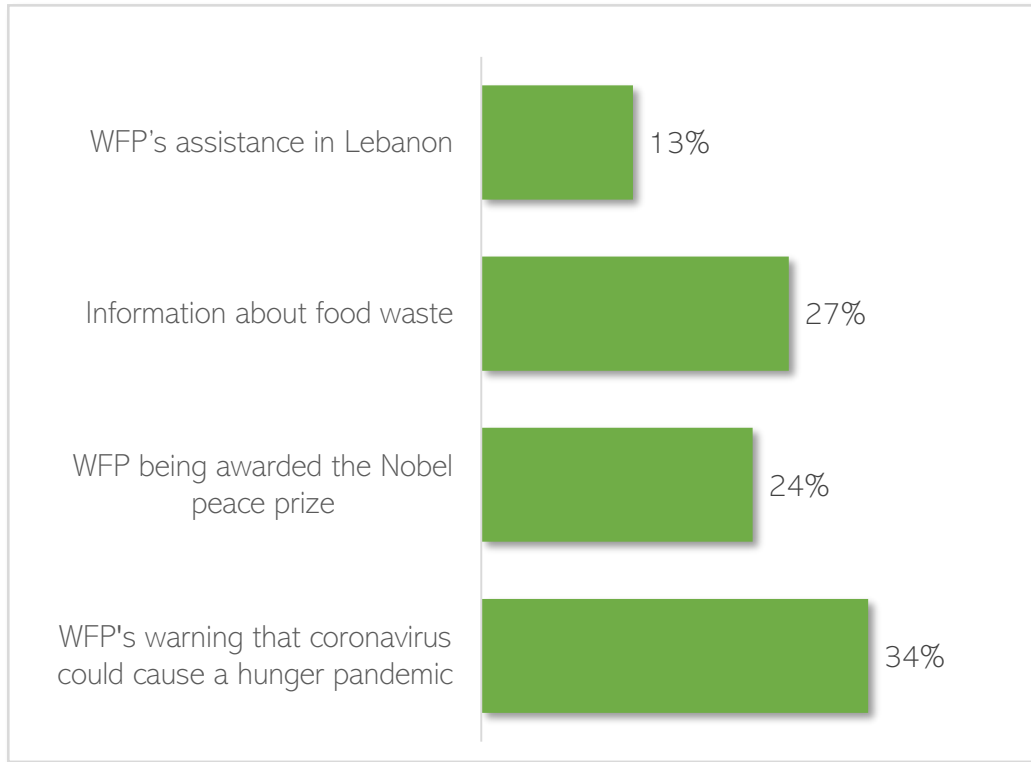


# Story Recall Across Key Moments

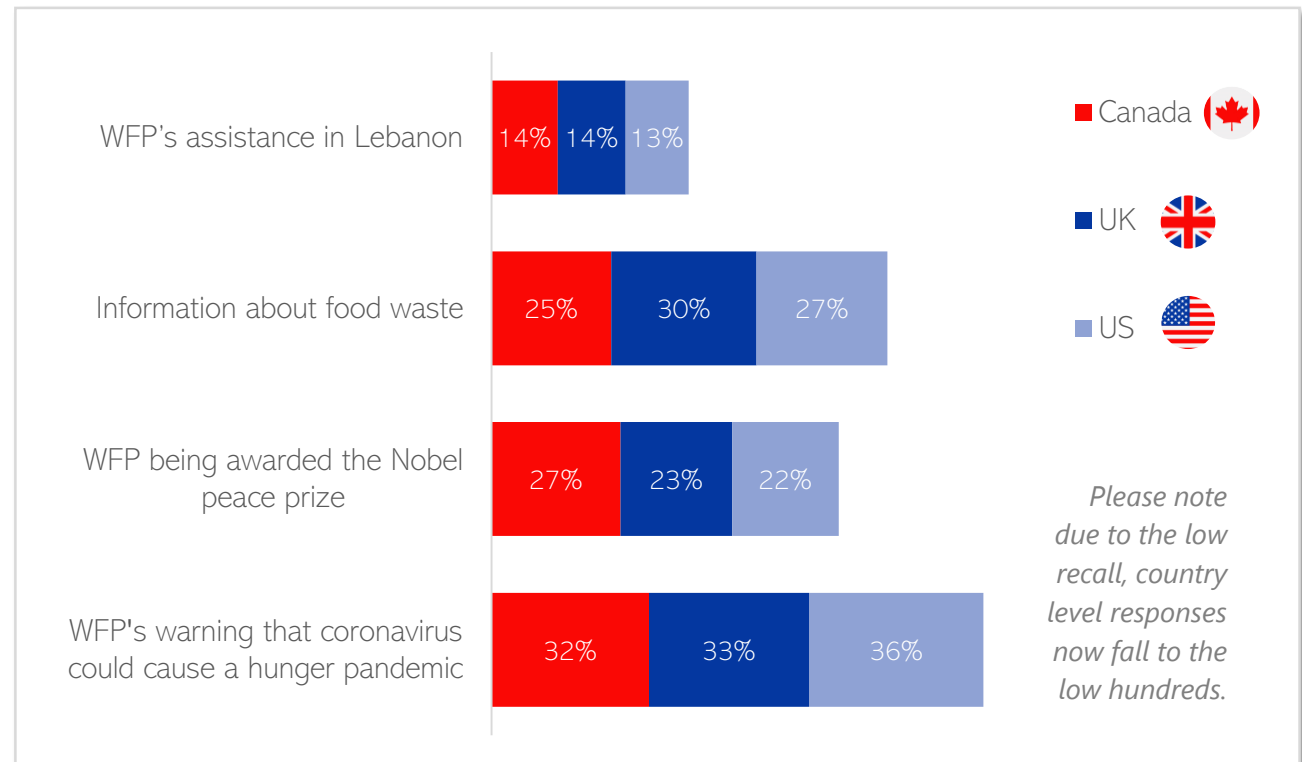
WFP's hunger pandemic warning (issued in April 2020) is still front of mind for this survey's respondents with 34% stating this is the WFP news/content they saw in the past 30 days



**QUESTION:** Do you recall what the story or content was about?  
644 respondents



## STORY RECALL BY COUNTRY



Source: Pollfish survey field work October 15<sup>th</sup> – 17<sup>th</sup> 2020. Base: 1,000 (US), 1000 (UK), 1,000 (CAN)



**IMPACT**  
STRATEGY PILLAR 1

# Positioning WFP

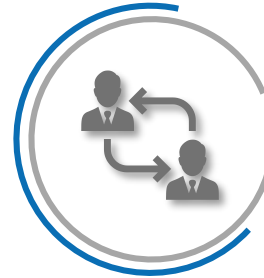
As a partner of choice in the development of long-term collaboration that delivers high impact



## ON GLOBAL STAGES

Participation in:

- United Nations Global Compact (**UNGC**) Virtual Leaders' Summit
- **Concordia business forum** event



## WITH PEERS

- COVID-19 humanitarian response and socio-economic recovery joint session with **UNICEF, UNAIDS** and **UNDP**
- WFP admitted to join the **International Fundraising Leadership (IFL)** Forum



## WITH PS PARTNERS

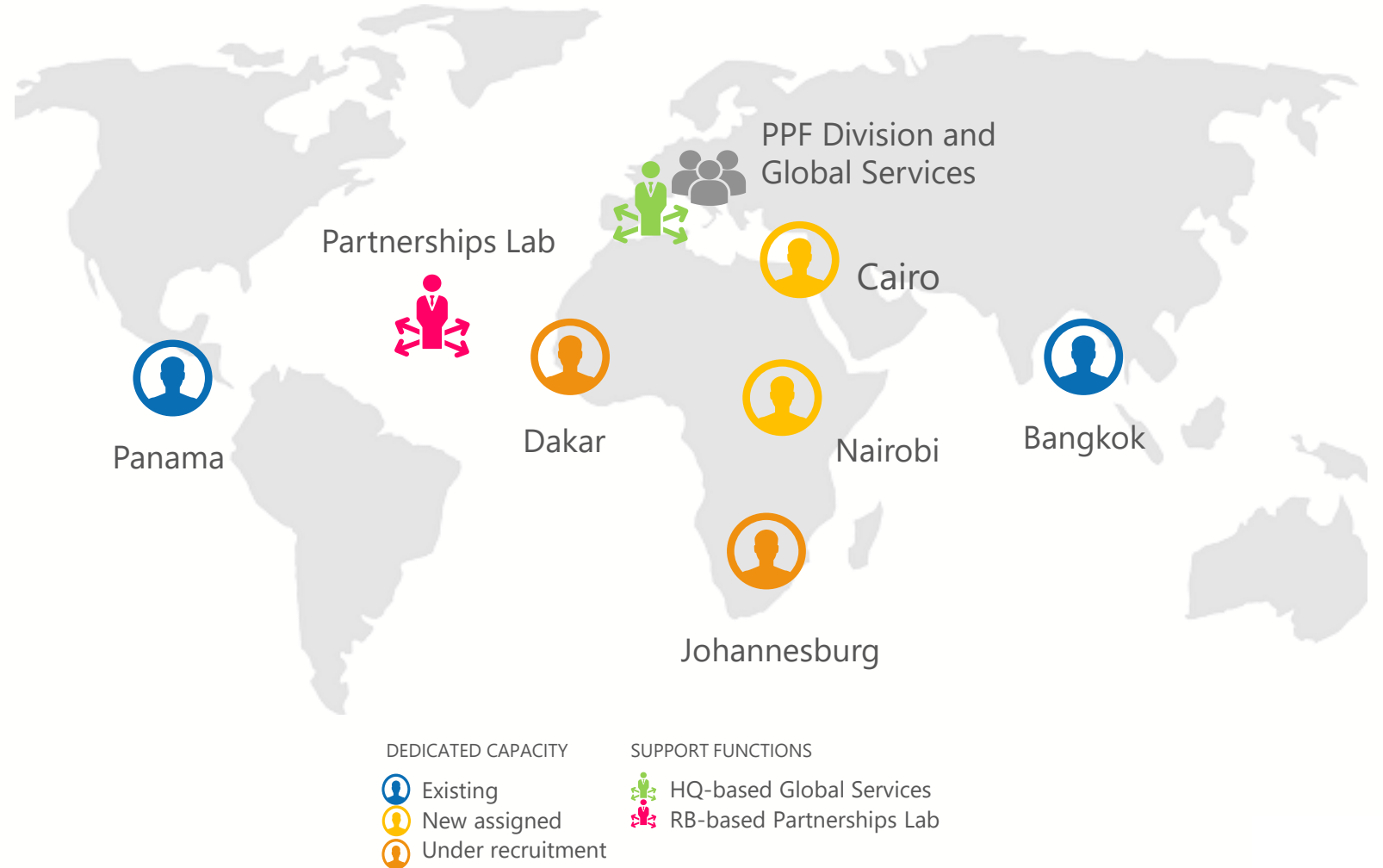
Panel discussions with:

- **Royal DSM and the Sodexo** endowment fund Stop Hunger on "Partnering for impact with the private sector,"
- Vice President, Corporate R&D and Chief Science Officer of **Mars Inc**

# RB Engagement and Enhanced Support

Partnerships Lab, RB focal points and HQ support functions

- **Senior engagement with regional bureaux and country offices** has continued with a virtual strategy briefing and discussion led by the Director of PPF for RBB in June (RBD and RBJ scheduled in July)
- **Partnership managers** assigned to the regional bureaux in Cairo and Nairobi. Recruitment of **dedicated staff** in all the regions in progress (RBJ and RBD under recruitment)
- Identification of **Partnerships Lab's Location** under way through a process open to all regional bureaux
- Head of **Global Services** identified through reassignment in Q2 and new capacity under recruitment



# Impact Partnership Case Study

## WFP & Mastercard: Building “shared value” together



Partners since 2012, WFP and Mastercard are helping local communities take important steps towards breaking the cycle of hunger and poverty while facilitating future benefits for business.

Following an initial collaboration on digital vouchers, the partnership has focused on raising funds through consumer marketing campaigns and exploring new shared value opportunities that solve societal challenges while delivering business benefit. Since 2017, Mastercard has been WFP’s top corporate supporter of school feeding and its top corporate donor overall.

### **2018–2019**

- Explored opportunities presented by Mastercard solutions that overlap with WFP operations
- Shifted approach to one driven by WFP needs and based on Mastercard’s goals, expertise and shared value expectations
- WFP identified priorities related to digital needs and negotiated and agreed on three areas

### **2019–2020**

- Workstreams established to clarify goals, challenges to overcome and expertise needed
- WFP worked with its Legal Office to establish the agreement structure and workplans
- Secured leadership and stakeholder support as well as the required resources

### **Q2/Q3 2020**

Two shared value agreements under negotiation - WFP’s first formal foray pursuing this type of partnership model:

1. Digitizing the home-grown school feeding financial ecosystem in order to support governments and smallholder farmers;
2. Researching and analysing digital traceability for farmers, to create solutions which improve fairness and transparency in the value chain

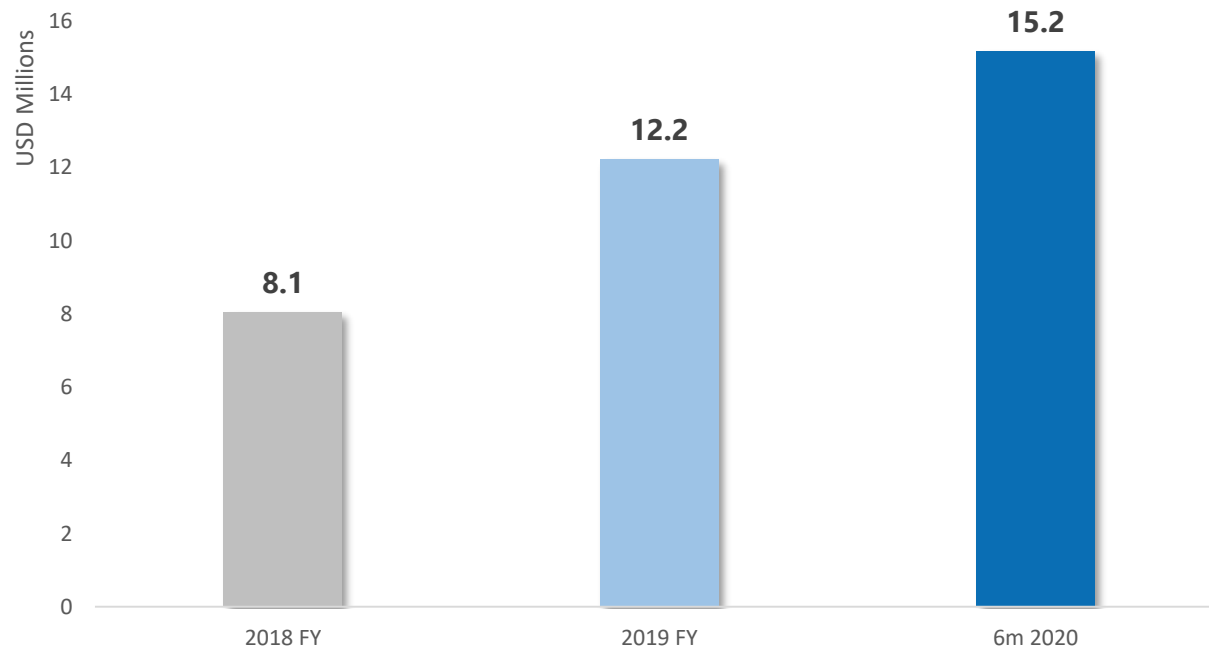


**INCOME**  
STRATEGY PILLAR 2

# Overview of fundraising results

Individual Giving (IG and STM) income year-on-year cumulative comparison

### Comparison FY 2018, 2019 vs 6m 2020

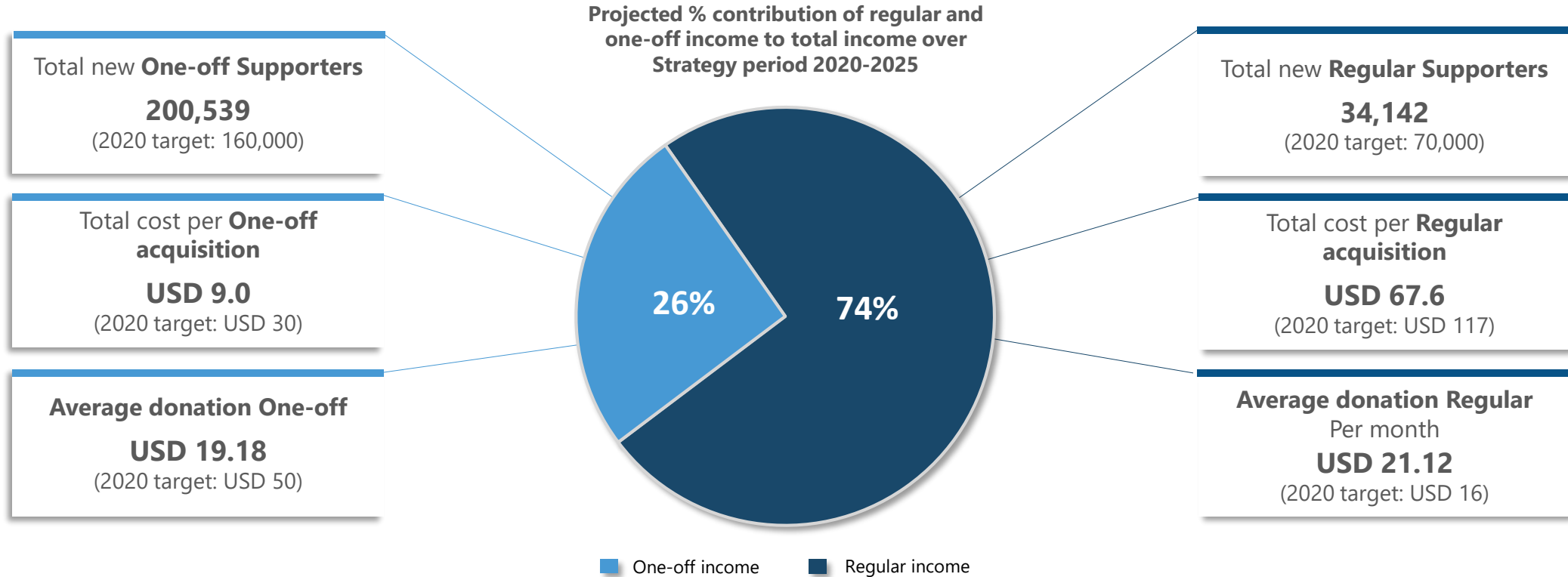


Thanks to increased investments in 2020, STM raised **22.5 percent more income in the first six months of this year than it did for 2019** as a whole, with strong contributions from a very successful Ramadan campaign and ongoing advertising for COVID-19. The individual giving team has raised **27 percent more in six months compared with 2019**, with strong results for the COVID-19 response from new and existing supporters.

# Year-to-date KPIs

Results in paid digital acquisition of supporters at the end of Q2

Variation of KPIs for regular and one-off supporters in Q1 & Q2



**Return on Investment (ROAS):** projected 12-month – average digital **2.70** (2020 target: 2.1)

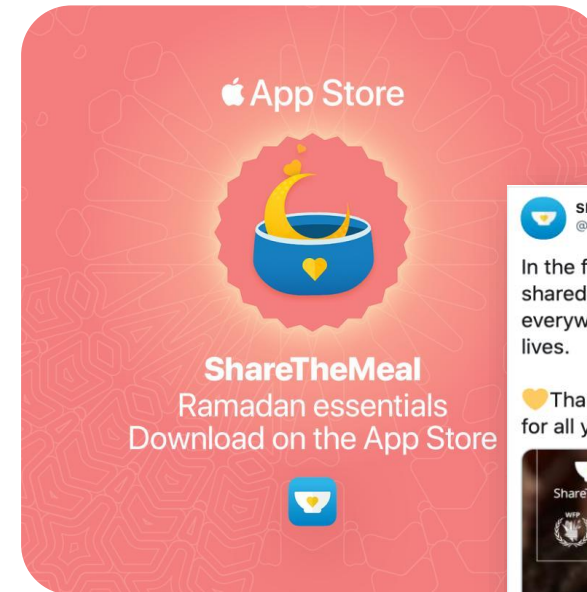
[RG 12-month retention rate: **64% IG & STM**, conservative assumptions v strategy]



# ShareTheMeal Ramadan Campaign

216% growth year over year

- **9,977,158** meals shared  
+216.63% (2019: 3,064,820)
- **420,913** installs  
+436.19% (2019: 78,500)
- **10,956** new subscriptions  
+235.76% (2019: 3,263)
- Average Basket Size: **USD 12.60**  
+13% (2019: USD 11)
- Featured in **17 countries** under Apple App Store **Ramadan Essential** collection
- Working with scholars and think tanks to allow donors to **give their Zakat in an innovative way via STM** in 2021





**INNOVATION**  
STRATEGY PILLAR 3

# Innovative Partnerships

Partnership ShareTheMeal – Delivery Hero

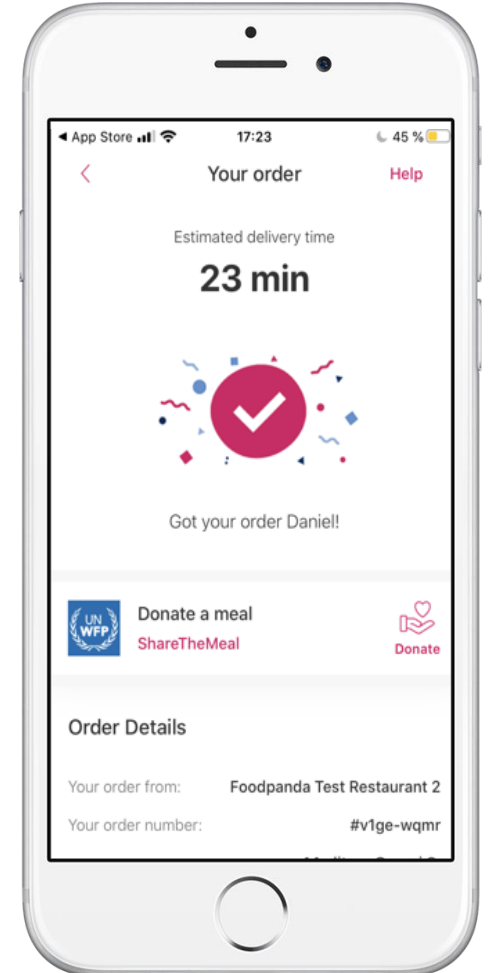


During Q2 ShareTheMeal preparing to launch an innovative partnership with Delivery Hero, the world's largest global food network (outside of China), part of Germany's DAX.

**Users of Delivery Hero will be able to add a donation to their food order via ShareTheMeal's API** (Application Programming Interface).

After the sale, users will be pushed to **download ShareTheMeal and learn about WFP's work.**

Once signed, the partnership will grow to cover **20+ markets across three continents**, support over 10 WFP operations and have the potential to reach up to four **million orders per day - 36 orders per second.**



## Innovative Partnerships

### Africa Day Benefit Concert at Home



WFP and UNICEF joined forces with ViacomCBS to organize, on Africa Day, the continent's first ever virtual benefit event, the **Africa Day Benefit Concert #atHome**: a unique visibility, brand awareness as well as fundraising opportunity, allowing WFP to raise its profile among a predominantly young, African audience.



The event combined **visibility** and **fundraising**, two key tenets of the new Private Sector Strategy 2020-2025



**Inter-agency collaboration** with UNICEF showcasing our integrated school health & nutrition packages, and joint response to COVID-19



**Integrated effort** between PPF, CAM and RBJ with support from RBN, RBD and Legal office



# QUESTIONS & ANSWERS

Session

A young girl with dark hair, smiling broadly, holding a character-shaped ice cream cone. The cone is white with red and yellow patterns, resembling a character with a large eye. The background is a soft, out-of-focus outdoor setting. The entire image has a blue overlay.

## Q3 UPDATE

Key highlights and results

# Year-to-date Results

## Key achievements in Q3

### IMPACT

- Increased capacity building with regional bureaux and country offices – Partnerships Lab’s location identified and development of Knowledge Management Centre for practitioners underway
- Impact assessment framework development – Project plan and terms of reference developed and now identifying external experts to create the framework/tool
- New technical partnerships team meeting with technical units for needs-based assessment to identify priority opportunities
- Significant WFP leadership presence at United Nations Global Compact (UNGC) Virtual Leaders’ Summit, Concordia business forum and UNGA private sector events

### INCOME

- USD 117 million raised of initial annual target USD 128 million
- Individual Giving and ShareTheMeal teams have recruited 317,000 new supporters in 2020 and are achieving the strategy KPIs for Return on Investment. IG and STM have both doubled income year-on-year
- 10 income contracts were signed with partners in Q3 in traditional markets, as well as Korea, China, Japan and the Middle East
- WFP fundraising teams raised collectively USD 2.5 million to respond to the Lebanon emergency. USD 1.32 million raised from WFP corporate partners and in the US

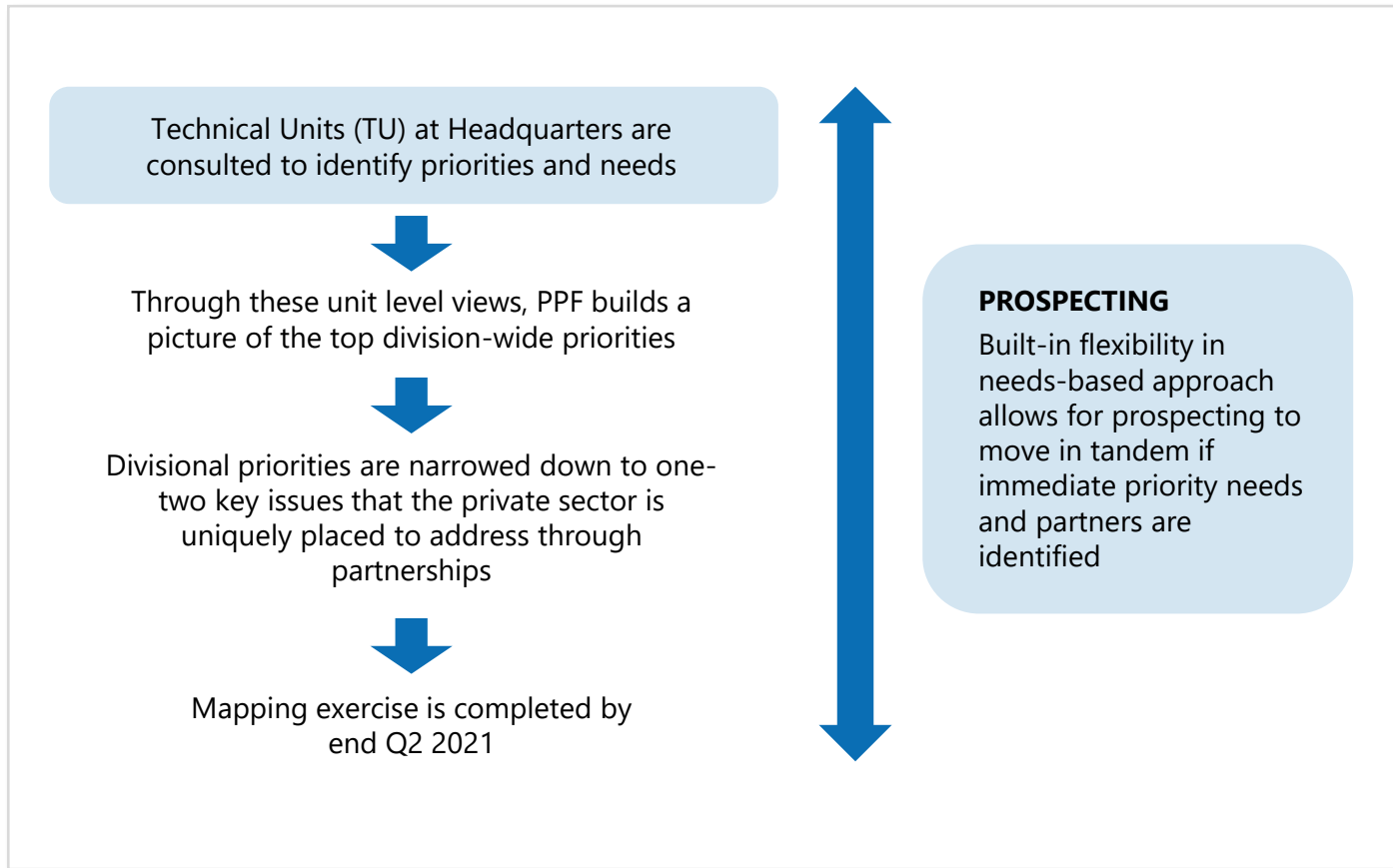
### INNOV.

- Set up and onboarding of an external service provider to deliver a “best in class” supporter experience and maximise supporter satisfaction and value
- New multi-year planning grant received from the Bill & Melinda Gates Foundation on Enabling Digital Financial Inclusion and finalization underway of a proposal for a grant on Digitizing Fortification Quality to address COVID and beyond

# Technical Unit Engagement

## Process and progress

### OVERARCHING PROCESS



By the end of Q3, more than **20 consultations have taken place with technical units**

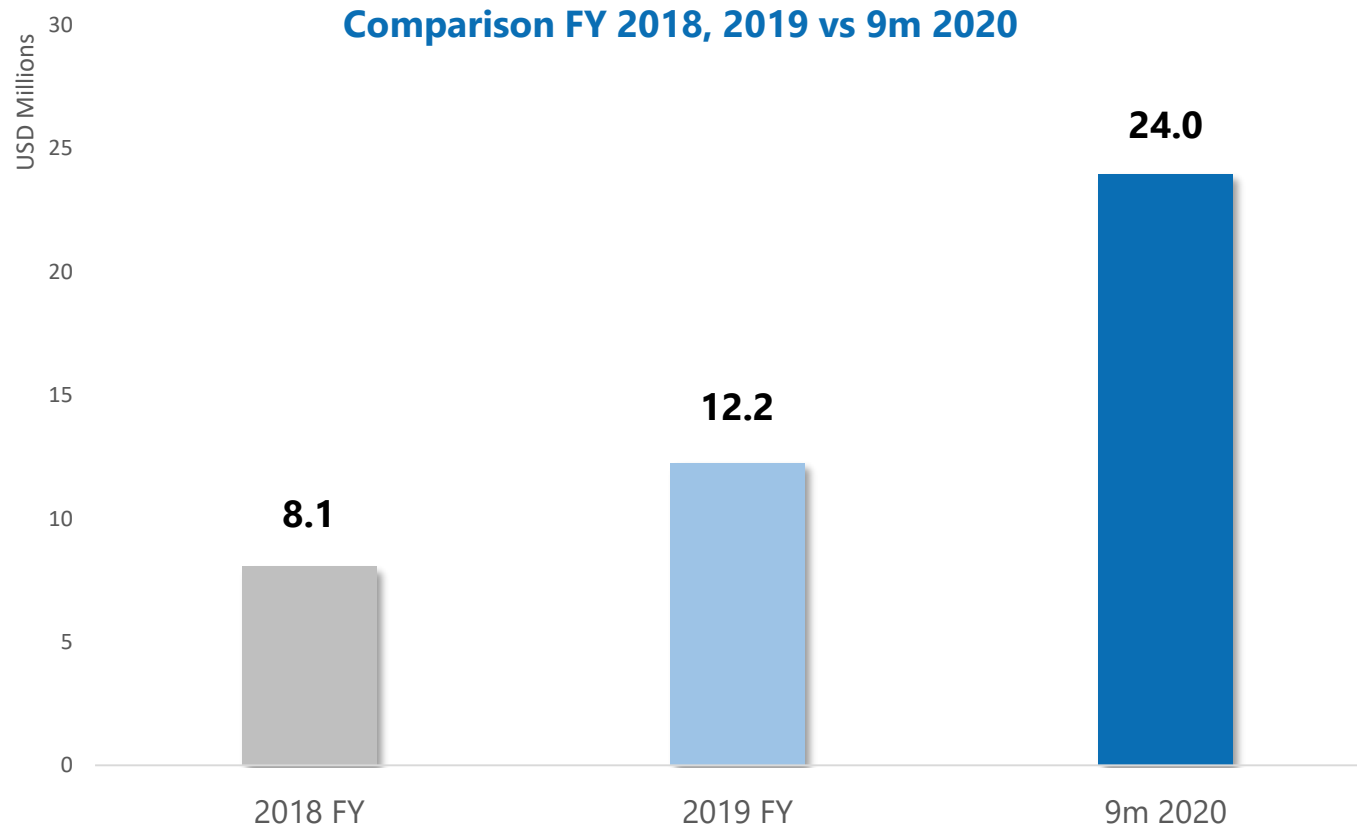
Examples of prospecting include:

- **Food Safety and Quality Assurance Unit and UNHRD** → partnership with one of the world's largest global packaging companies is currently under negotiation
- **Supply Chain Division** → PPF is currently identifying suitable private sector partners to address supply chain's need to develop capabilities and expertise around cold chains



## Overview of fundraising results

Individual Giving (IG and STM) income year-on-year cumulative comparison



With the increased investments in 2020, **in the first nine months of this year both STM and IG teams have together already raised double the income they raised in 12 months in 2019** with strong contributions from a very successful STM Ramadan campaign and results related to the COVID-19 and Lebanon responses from new and existing supporters. **40% of the total year-to-date income** raised by IG and STM in 2020 is **unrestricted**.

# Lebanon Blast

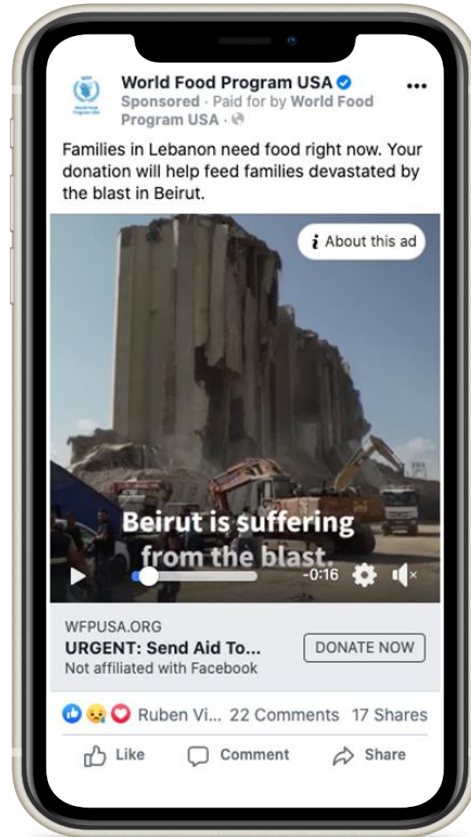
WFP fundraising teams raised collectively USD 2.5 Million



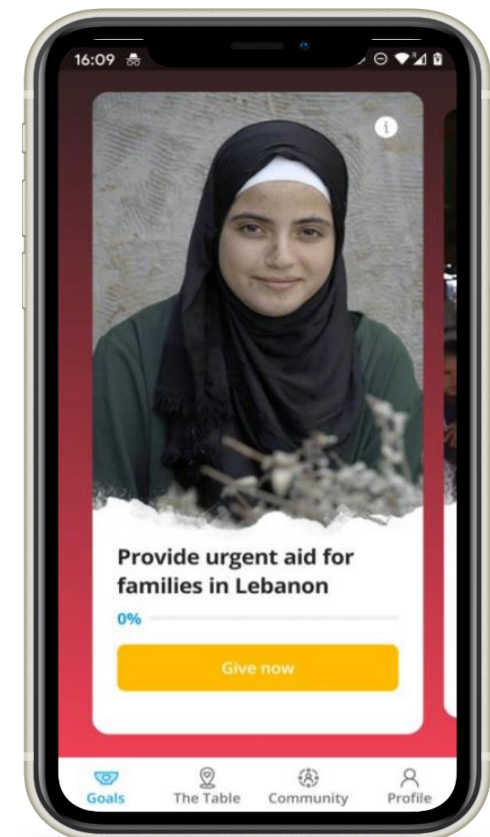
**USD 823K**  
**& 10k new supporters**  
Individual Giving HQ



**USD 1.2M**  
**& 5k new supporters**  
WFP USA

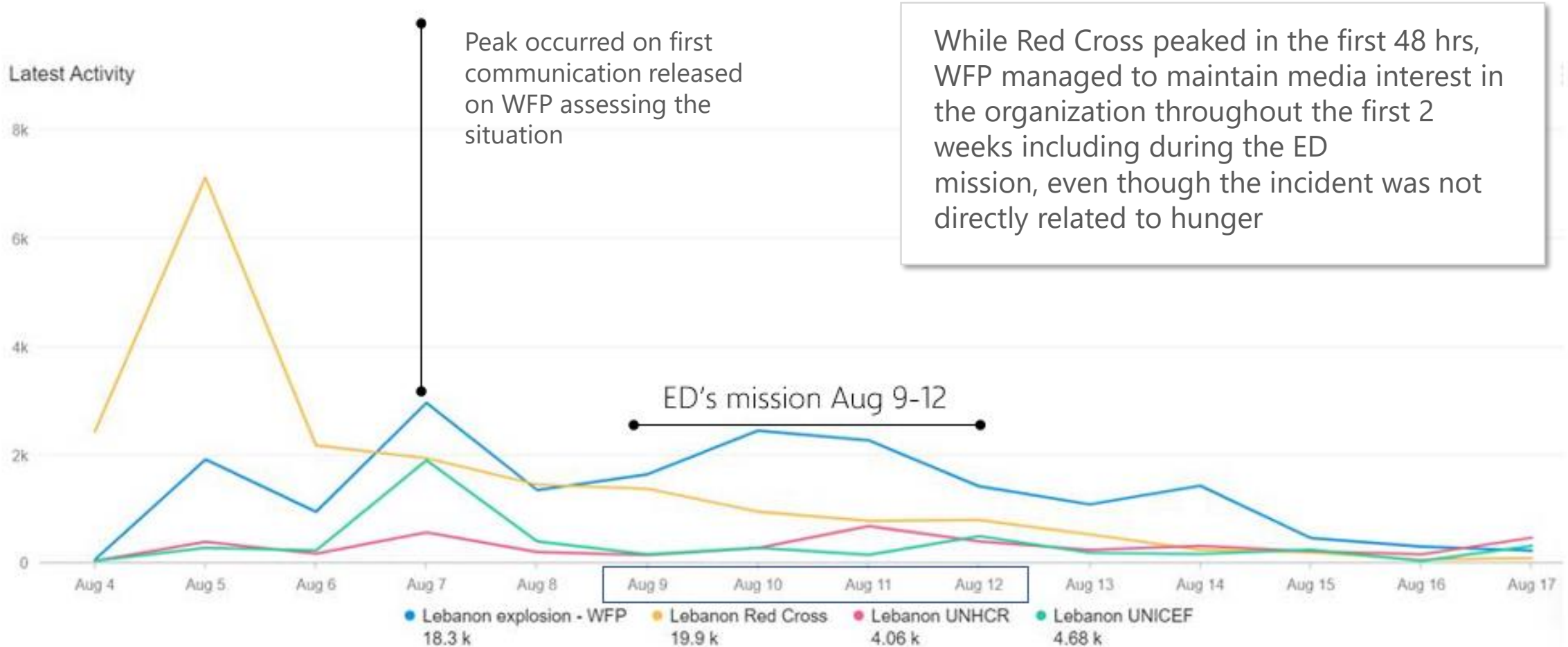


**USD 512K**  
**& 13k new supporters**  
ShareTheMeal



# Lebanon Blast

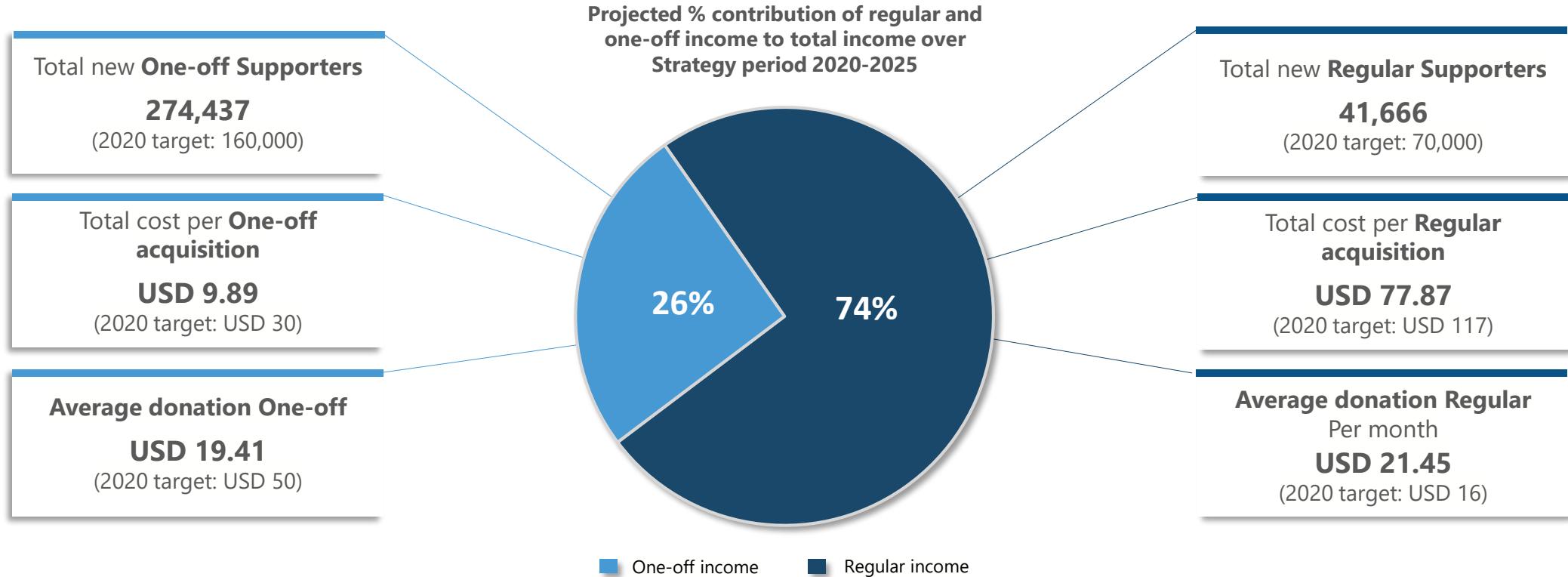
WFP+Lebanon online mentions in comparison to similar agencies



# Year-to-date KPIs

Results in paid digital acquisition of supporters to date

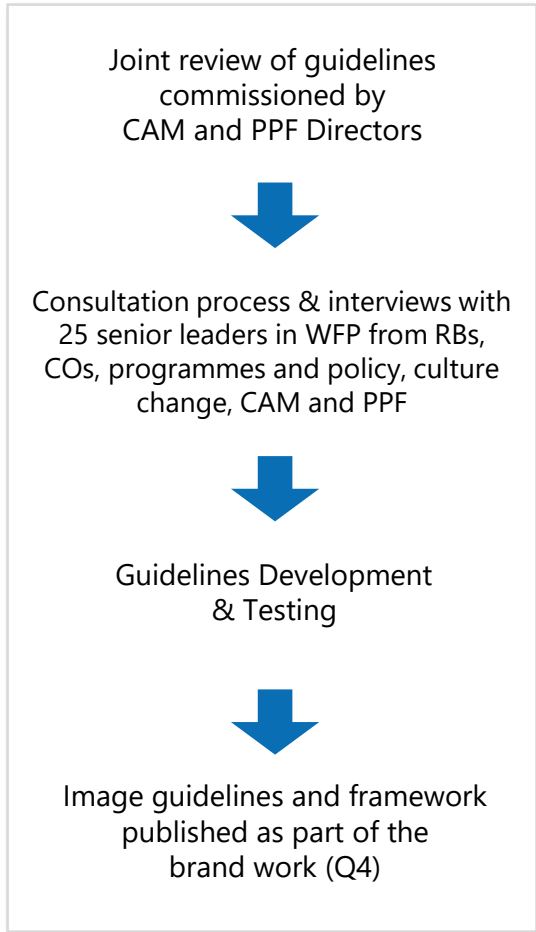
## Variation of KPIs for regular and one-off supporters at the end of Q3



**Return on Investment (ROAS):** projected 12-month – average digital **2.47** (2020 target: 2.1)

# New Image Guidelines

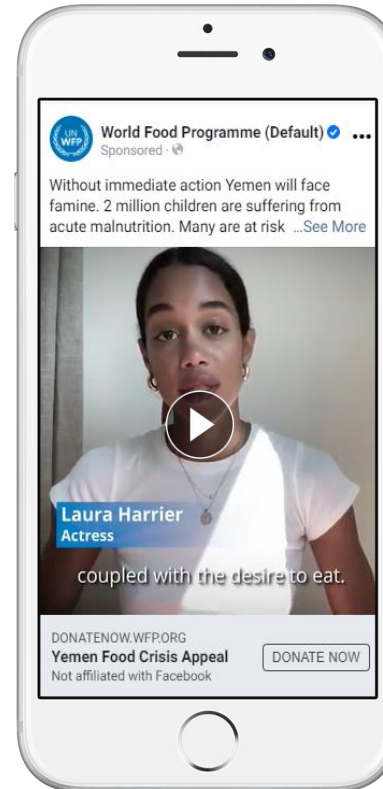
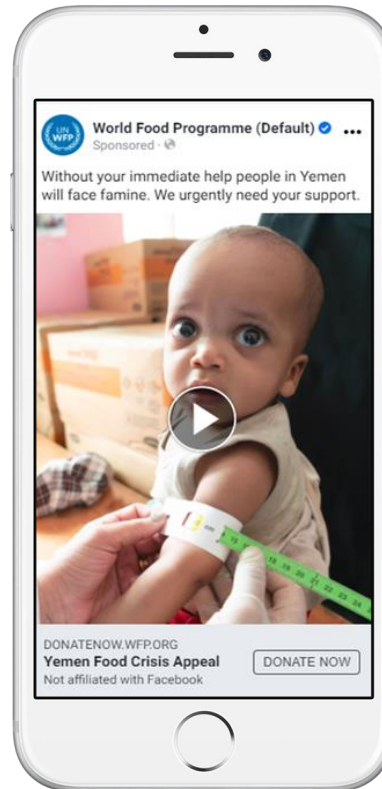
On use of images for fundraising and marketing



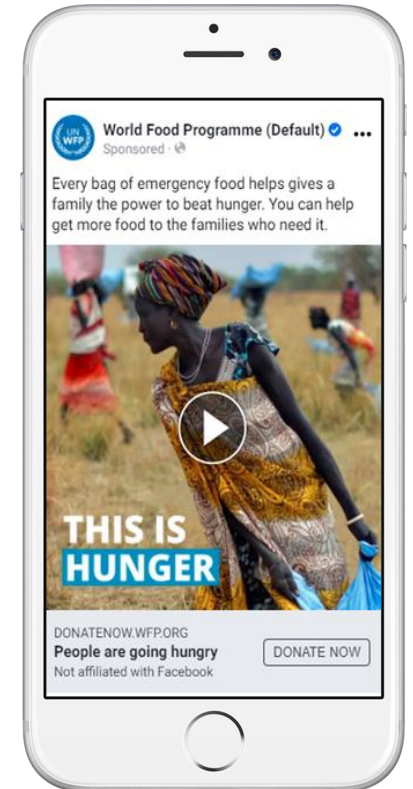
## MEDIA MOMENT



## HUMANITARIAN CRISIS



## NEW CREATIVE



# Supporter Experience Centre

Current offer vs new



Email only



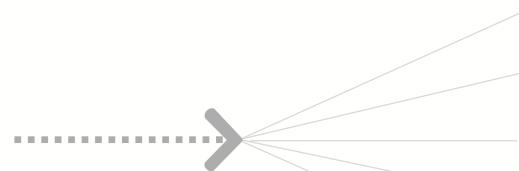
Supporter enquiry  
inbox 9am-5pm CET



Facebook ad comment  
management



English only



## NEW OFFER



Email



Voice



SMS



Message App



Social



Supporter enquiry Inbox



Chat bot



24/7 international phone line



Social listening, monitoring &  
management tools



English



Spanish



Arabic



German



French



