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
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

Total Income (cash + in kind)
- PUBLIC 27.4 bn (58%)
- PRIVATE 19.9 bn (42%)
- OTHERS * 5.2 bn (26%)
- FOUNDATIONS 1.2 bn (6%)
- CORPORATIONS 1.8 bn (9%)
- INDIVIDUALS 11.7 bn (59%)

Private Income Breakdown

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 & licensing. 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**

- **Regular Giving**: USD 6.3 bn, +5% YoY (2019-20), +5% CAGR (2016-20)
- **Single Giving**: USD 3 bn, +27% YoY (2019-20), +4% CAGR (2016-20)
- **Legacy**: USD 1.2 bn, -2% YoY (2019-20), +7% CAGR (2016-20)
- **Major Donors**: USD 767 m, +10% YoY (2019-20), +8% CAGR (2016-20)
- **Unspecified**: 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)

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 11.7bn (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

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

*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

<table>
<thead>
<tr>
<th>Cause</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hunger around the world</td>
<td>39%</td>
</tr>
<tr>
<td>Access to clean water</td>
<td>33%</td>
</tr>
<tr>
<td>Poverty</td>
<td>30%</td>
</tr>
<tr>
<td>Climate change and the environment</td>
<td>24%</td>
</tr>
<tr>
<td>Health and medical research</td>
<td>23%</td>
</tr>
<tr>
<td>COVID-19</td>
<td>23%</td>
</tr>
<tr>
<td>Hunger in my country</td>
<td>22%</td>
</tr>
<tr>
<td>Education</td>
<td>21%</td>
</tr>
<tr>
<td>Peace around the world</td>
<td>19%</td>
</tr>
<tr>
<td>Human and civil rights</td>
<td>16%</td>
</tr>
<tr>
<td>Natural disasters</td>
<td>16%</td>
</tr>
<tr>
<td>Economic inequality</td>
<td>10%</td>
</tr>
<tr>
<td>Refugees and asylum seekers</td>
<td>9%</td>
</tr>
<tr>
<td>Gender equality</td>
<td>8%</td>
</tr>
<tr>
<td>Church and religion</td>
<td>6%</td>
</tr>
</tbody>
</table>

*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

Registered contributions as of 14th October 2021 total USD 425m including a significant contribution of USD 288.4 million from the Famine Relief Fund for programmes in Yemen.

Of the USD 425m in income:
- USD 68m from individuals*;
- USD 357m from partners**.

*includes IG HQ, STM and Friends
**includes Corporations & Foundations
Income from individuals from 2018 to date
Income from individuals is becoming a significant source of funding for WFP

Donations from individuals are becoming a growing source of income for WFP.

*Registered 2021 to date income from individuals* is USD 67.5 m - and the forecast is to exceed the original strategy target approximately by 18%.

Donations from individuals are becoming a growing source of income for WFP.

*includes IG HQ, STM and Friends
Summary of Critical Corporate Initiative (CCI) investment
Investment’s tranches & decision points

The CCI-funded investment is allocated across IG, STM and Friends organizations in USA and Japan.

In 2021, USD 18.25m were provisionally allocated to PPF (IG HQ & STM) and USD 3.9m to Friends organizations (WFP USA & JAWFP).
Deep dive into comparative returns
WFP on track to exceed 24-month ROAS and hit 36-month target ahead of time

Q1 2020 at point of acquisition | 12-month | 24-month | 36-month
---|---|---|---
World Food Programme | 1.2 | 1.7 | 3.7
UNICEF | 1 | (estimate*) | 3.6

Strategy Target
Actual
Projected
UNICEF

### Individual giving supporters’ segmentation in 2021

Total income by contribution segment as of end of August 2021

<table>
<thead>
<tr>
<th>Contribution Segment</th>
<th>Number of Supporters</th>
<th>USD Value</th>
<th>USD Contribution Segment</th>
<th>USD Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>501 or more</td>
<td>2.9k</td>
<td>4.2m (28%)</td>
<td>501 or more</td>
<td>5.4m (25%)</td>
</tr>
<tr>
<td>51-500</td>
<td>63k</td>
<td>8.3m (56%)</td>
<td>51-500</td>
<td>12.6m (58%)</td>
</tr>
<tr>
<td>50 or less</td>
<td>97k</td>
<td>2.4m (16%)</td>
<td>50 or less</td>
<td>3.6m (17%)</td>
</tr>
<tr>
<td>Total</td>
<td>266k</td>
<td>Total: USD 14.9m</td>
<td>Total: USD 21.6m</td>
<td>Total average donation: USD 91.8</td>
</tr>
</tbody>
</table>

Total average donation: USD 91.8

<table>
<thead>
<tr>
<th>Number of Supporters</th>
<th>USD Contribution Segment</th>
<th>USD Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.8k</td>
<td>1.3%</td>
<td>1.3%</td>
</tr>
<tr>
<td>90k</td>
<td>25.1%</td>
<td>25.1%</td>
</tr>
<tr>
<td>266k</td>
<td>73.6%</td>
<td>73.6%</td>
</tr>
</tbody>
</table>
Where 566,000 individual supporters come from
87% of supporters donating from 38 countries in 2021 YTD

North America (2) 108,133 supporters
Central & Latin America (1) 4,440 supporters
Europe (21) 276,683 supporters
Africa (1) 3,595 supporters
Asia & Middle-East (11) 147,279 supporters
Oceania (2) 25,845 supporters

Europe
26%
Asia & Middle-East
49%
North America
19%
Oceania
5%
Africa
1%
Central & Latin America
1%

* This map represents the 38 countries of origin that account for 87% of all supporters who made donations through the programmes of STM, IG HQ, WFP USA and JAWFP. This includes all countries with more than 3,000 supporters donating in year.
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
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
BYTE Project with Boston Consulting Group (BCG)

The ambition of the project

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Revenue</th>
<th>Target from PSPF Strategy 2020-2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>40</td>
<td>50.2</td>
</tr>
<tr>
<td>2021</td>
<td>73</td>
<td>86</td>
</tr>
<tr>
<td>2022-2024</td>
<td>~86 to 100</td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>172 Or more</td>
<td></td>
</tr>
</tbody>
</table>

USD million

Legend:
- Blue: Actual revenue
- Yellow: Forecast revenue
- Green: Revenue challenge
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**

<table>
<thead>
<tr>
<th>Unified vision</th>
<th>Strategic pillars</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To end world hunger, we connect individuals with people in need through frictionless fundraising solutions</strong></td>
<td><strong>Nurture quality long-term supporter relationships</strong></td>
<td>Ensure a sustainable &amp; growing income base</td>
</tr>
<tr>
<td></td>
<td><strong>Be an integral part of daily life</strong></td>
<td>Unlock new target audiences and quantum leap revenue</td>
</tr>
<tr>
<td></td>
<td><strong>Build connections through digital communities</strong></td>
<td>Step-change engagement and virality, and scale value</td>
</tr>
</tbody>
</table>
Innovation
Looking for innovative ways to meet the fundraising challenge

Personas & focus areas for ideation

Big Bets Ideation session

Pitches and Prioritisation

Concepting and testing

200+ ideas

37 Concept canvases

17 quick pitches

5 Concepts to test

Your donation as a loan or investment

Give as you go – donate when you pay

See all your donations in one place

Donate while gaming

Connect with a community of donors
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

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

Greatest Needs*

Yemen
USD 21.9m
USD 7.8m
USD 3.6m

Nigeria
USD 44.8m

Madagascar
USD 1.9m

Sudan
USD 1.8m

Syria
USD 1.8m

Ethiopia
USD 1.8m

South Sudan
USD 1.5m

Bangladesh
USD 1.3m

Palestine
USD 1.2m

* Greatest needs or Multilateral: unrestricted contributions whose allocation will be determined by the Strategic Resource Allocation Committee (SRAC).
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.