

Private sector partnerships and fundraising strategy (2018–2021)



Second informal consultation

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**World Food Programme
Rome, Italy**

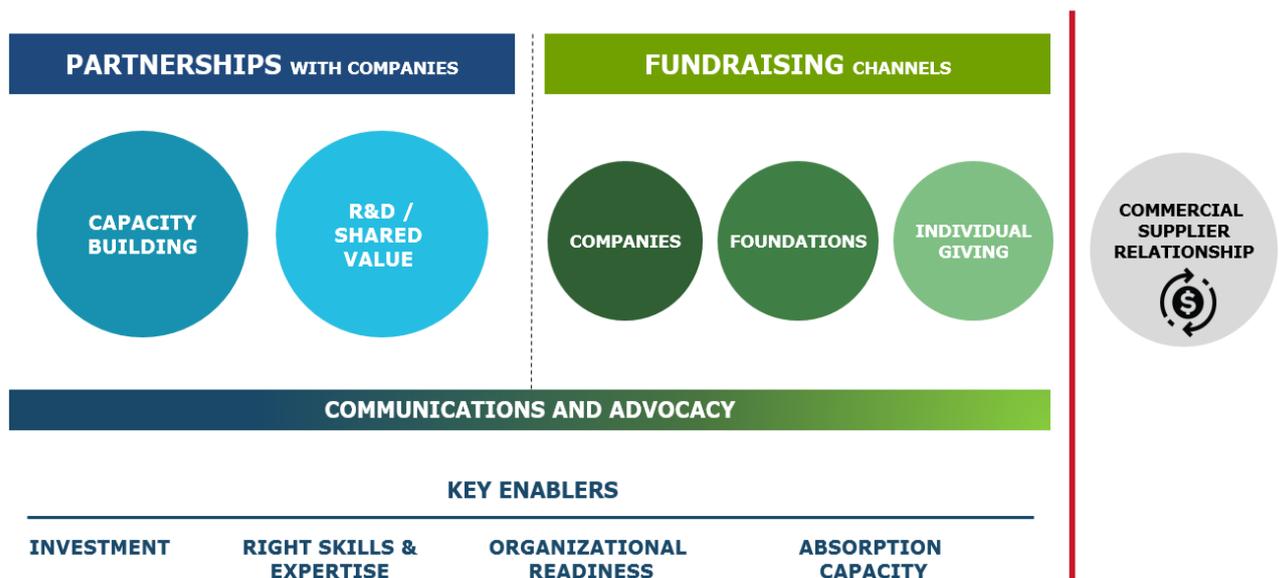
I. Introduction

1. Driven by conflict and climate change, hunger and food insecurity are on the rise for the first time in over a decade. While WFP reaches roughly 80 million men, women and children with life-saving development and emergency assistance, another 30 million people are still in need.
2. The 2030 Agenda for Sustainable Development sets forth an ambitious country-led framework of collective action for achieving sustainable development, including ending poverty and hunger. The 2030 Agenda emphasizes that sustainable development hinges on effective partnerships. The Addis Ababa Action Agenda points to the wide range of stakeholders, including the private sector, that are critical to the innovation and transformation that, together with humanitarian response, are necessary to achieve the 2030 Agenda. WFP embraces this imperative and aligns its food assistance capacities and programmes with the interventions and investments of governments, other United Nations agencies, the private sector and civil society.
3. This private sector partnerships and fundraising strategy for 2018–2021 builds on WFP’s private sector partnerships and fundraising strategy for 2013–2017 (see annex A) and will maximize the organization’s ability to secure private sector support and resources for achieving zero hunger. The strategy will help WFP to achieve its objectives as set out in its strategic plan for 2017–2021, with the recognition that no organization can address today’s complex food and security challenges alone. The strategy builds on the principles outlined in the Corporate Partnership Strategy, as aligned to the principles of good partnership in the UN’s Global Humanitarian Platform. Through this strategy, WFP will also amplify its efforts with the UN Global Compact.
4. The elevation of Sustainable Development Goal (SDG) 17 to one of WFP’s Strategic Goals, the multi-year timeframes of country strategic plans and the mainstreaming of the corporate partnership strategy through the Integrated Road Map have facilitated a significant and positive change in WFP’s partnership approach. At the same time, it is clear that the transformative potential of the country strategic plans can only be realized through partnerships that are broader and more collaborative than previous partnerships.
5. The Integrated Road Map, including the new approach to country strategic planning, establishes the basis for effective local partnerships, both through early stakeholder engagement in national zero hunger strategic reviews and the adoption of a new performance reporting and accountability framework. This provides a line of sight between resources deployed and results achieved, which is fundamental for all partner engagement including with the private sector.
6. Successful private sector engagement depends on certain conditions such as a vibrant local private sector with the necessary expertise, technology and infrastructure to deliver scalable SDG 2 solutions. WFP operates in many countries that meet such conditions and therefore represent untapped potential for partnerships. In countries where the private sector landscape holds less immediate opportunity, WFP will need to take a different approach by leveraging partnerships managed at the global level to facilitate the transfer of expertise and funding for SDG 2 solutions.
7. This strategy assumes that financial investment is required to achieve desired results. The strategy aligns with United Nations guidelines for engaging with businesses, but it does not cover commercial relationships, which are covered by WFP’s policies and practices relating to procurement.
8. WFP will continue to work with its current friends organizations located in the United States of America, Japan and Italy to engage with the private sectors in their respective markets. The friends organizations also support WFP’s programme of work through enhanced advocacy and communications initiatives.

9. Private sector opportunities will be evaluated based on WFP’s needs. Focusing on needs will enable WFP to enter into transformational partnerships which will generate positive impact for the people WFP serves. Needs must be defined and prioritized at the organizational level in order to identify relevant partners to meet requirements. In addition to meeting WFP’s needs, partnerships should be mutually beneficial for companies – providing a win-win opportunity for engagement.

II. Objective and WFP’s private sector framework

10. As stated in our Strategic Plan, WFP’s mandate articulates humanitarian and development responsibilities and allows WFP to apply development tools and perspectives to its humanitarian responses. In keeping with the 2030 Agenda, as WFP focuses on saving lives, it must do so in ways that contribute to outcomes that provide productive opportunities over the longer term, working collaboratively across institutional boundaries at the humanitarian–development and peace-building nexus, while ensuring that it does not deviate from the primacy of humanitarian principles.
11. The overarching goal of this strategy is to: contribute to the implementation of WFP’s strategic plan and its strategic objectives to support host governments in addressing SDGs (in particular SDG2 and SDG 17) through the implementation of country strategic plans (CSPs).
12. WFP will ensure that private sector partnerships work directly to strengthen WFP’s capacity and the capacities of people, communities and countries to manage underlying risks, save lives and livelihoods and ultimately end hunger.
13. The strategy includes two key areas of private sector engagement: partnerships and fundraising. These two key areas, which together constitute a new WFP private sector framework, are represented visually in the figure below:



14. WFP’s private sector strategy will build on “top-of-mind” cause awareness and brand trust among target giving audiences, thus creating an underlying foundation that supports efforts to engage companies, foundations and individuals while driving them to take specific, targeted actions.
15. To this extent WFP will:
 1. *Grow brand awareness and trust and strengthen brand attributes*
 2. *Increase public engagement*
 3. *Advocate and give a voice to the people it serves*

16. WFP will take a strategic and integrated approach to brand-building activities, leveraging digital platforms, traditional media, influencers (including celebrities) and retail or “live” activities to reinforce its efforts with its target audiences.

III. Partnerships with the private sector

17. WFP has been creating effective multi-year partnerships since it first began private sector engagement in 2004. Some of the largest and most respected companies in the world are helping to achieve zero hunger by facilitating WFP’s efforts to strengthen operations, fund life-saving programmes and build public support. They choose to partner with WFP because of its reach, scale and expertise in delivering results for beneficiaries.
18. Each partnership starts with WFP’s needs. The private sector team will continue to work closely with technical units, country offices and regional bureaux to identify priorities and needs and to ensure the most strategic approach to partnerships. See annex B for a mapping of companies addressing identified needs along WFP’s food supply chain.
19. This section identifies distinct partnership models (capacity building, shared value and research and development partnerships). It is important to recognize that a single partnership can have characteristics of more than one of these models.
20. Partners that bring funds, expertise and innovation to partnerships with WFP achieve the greatest impact for the organization. In return, WFP lends the strength of its brand to its partners, improving their reputations and their appeal to customers. The 2013 Cone Communications Social Impact Study states that 89 percent of Americans are likely to switch from their current brands to brands associated with causes, assuming comparable price and quality. Thus, the strength of WFP’s brand and other attributes are important to our corporate partners, who increasingly benefit from their association with WFP as our brand awareness and brand trust grows in the private sector among companies. This principle holds true for all private sector partnerships, but particularly for capacity building and shared value and research and development partnerships, whose core activities do not normally involve large-scale communication efforts. In these types of partnerships, WFP’s brand must be strong enough that a simple statement of association (“a partner of the World Food Programme”) has an impact on the partner’s customers and peers.

III.1 Capacity building partnerships

21. *Definition:* Capacity building partnerships are relationships in which companies provide expertise and knowledge to help WFP improve its practices and develop forward-looking zero hunger solutions. The companies do not typically see a direct business benefit as a result of working with WFP.
22. *Achieved:* The private sector strategy for 2013–2017 already recognizes the relevance of these types of partnerships to addressing the needs of the people that WFP serves. The organization’s strong track record in creating capacity building partnerships includes work with the life-sciences company Royal DSM to improve the quality of WFP’s food basket and assistance from cargo and shipping company UPS to provide logistics support during emergencies. Technology companies such as Ericsson provide expertise, technology and data to help WFP deliver effectively during emergencies.
23. In 2016, WFP developed a method for estimating the return on investment of capacity building partnerships and their impact on beneficiaries. The opportunity value assessment tool enables WFP staff at all levels to understand the costs involved in a partnership (i.e, the time and resources required to implement and absorb the expertise transferred), the optimal conditions under which a partnership should be established and how to align a partnership with WFP’s strategic priorities.
24. *Looking forward:* Recognizing the key role that capacity building partnerships will play in providing sustainable solutions, WFP will scale up these partnerships over the next four years, and will further refine the framework for measuring their impact by capturing cost savings, increased available resources and improved services to beneficiaries, including faster intervention, broader outreach and higher value.

25. WFP will focus on building transformational partnerships rather than ad hoc transactional relationships and will steer away from accepting unsolicited services and expertise by employing a proactive, strategic approach to partnerships based on clear pre-identified and prioritized needs.
26. Developing capacity building partnerships requires the involvement of multiple stakeholders, drawing on a variety of resources both within WFP and partner companies. In collaboration with technical units, regional bureaux and country offices, the private sector team will strategically survey industries that offer the know-how that is best suited to meeting WFP's prioritized needs. The team will also guide other units in the establishment of partnerships to ensure that WFP maximizes the value brought by each capacity building relationship.
27. *Note on difference between capacity building and shared value partnerships:* Capacity building partnerships are different to shared value partnerships, described in the section below, as the former involve a transfer of products or expertise from a company to WFP resulting in efficiencies and cost savings, rather than the co-creation of new products with the company available for commercial use.

III.2 Shared value and research and development partnerships

28. *Definition:* Shared value and research and development partnerships are relationships in which WFP works with partners to share experience, design and deliver solutions to social problems where existing solutions are not available or not appropriate. These types of partnerships may involve the co-creation by WFP and companies of new products and services that are commercially viable and designed to be more inclusive, address societal issues and meet the needs of diverse markets.
29. Companies see that they can benefit from efforts to achieve the SDGs and are actively seeking partners to help them do so. The UK Business and Sustainable Development Commission calculates that just four areas of the SDGs present business opportunities worth more than USD 12 trillion, including USD 2.3 trillion from food and agriculture.¹ This shared recognition and convergence of interests clearly paves the way for partnerships between actors that might normally be expected to come together through more transactional relationships.
30. *Achieved:* The closest example of a shared value-like partnership that WFP has is the work done with Royal DSM (see annex D) on the development of new products for enhancing nutrition outcomes for the most at-risk populations.
31. *Looking forward:* WFP will identify the organizational needs that shared value partnerships could effectively address and will fully appraise and address the opportunities and challenges presented by creating shared value partnerships, recognizing that they require time and capacity as well as the development of new skills and expertise.

IV. Fundraising with the private sector

32. Hunger is a compelling cause, if not the cause that most moves people to donate. Although many organizations address hunger as a social cause, WFP has the largest global footprint and is a recognized leader in the humanitarian community in efforts to achieve zero hunger. WFP will reinforce its position in the public sphere through engaging storytelling and brand-building activities, making it an organization of choice for raising funds from companies, foundations and individuals. Fundraising from these three sources will be prioritized based on the scale and value of the opportunity plus the potential return on investment.

¹ Better Business, Better World. UK Business and Sustainable Development Commission, 2017.

IV.1 Companies

33. *Definition:* WFP receives funding from companies that it uses to deliver on its mission. Funding may come through direct support from a company for example through funds earmarked for corporate social responsibility or philanthropy; through donations from a company's employees; or through donations from a company's consumers via cause-related marketing campaigns.
34. The impact of fundraising partnerships with companies goes far beyond the contribution of funds to WFP; they deliver additional benefits, including access to new markets and audiences (namely, customers and employees). These relationships are a gateway to acquiring new supporters and take the communications, brand building and advocacy objectives of WFP to scale.
35. *Achieved:* The focus in the past was on securing and maintaining significant, multi-year relationships with leading companies across North America and Europe. WFP has a strong history of working with companies such as YUM! Brands and Mastercard to develop partnerships that help fund operations, with a portfolio that includes cause-related marketing campaigns, employee giving and targeted company contributions to address specific programmatic needs. WFP's proven track record forms a solid basis from which to expand activities in core markets with the right partners.
36. *Looking forward:* Thanks to WFP's proven track record of successful partnerships with companies, WFP will expand activities in core markets with the right partners. Future growth will be achieved through the strategic selection of partners as WFP implements a new dedicated business development team for the first time. It is also anticipated that the account management team will be expanded so that each partner experiences excellent stewardship and communications support, promoting loyalty and growth of the partnership.

IV.2 Foundations

37. *Definition:* A foundation is a charitable organization with independent and sustainable financial means that it uses to fulfil the charitable purposes set out in its governing documents.
38. Global foundations continue to align their grant making focus with the 2030 Agenda, providing WFP with a major opportunity for partnership. Acting as thought leaders and long-term development partners, foundations represent key collaborators with which WFP can work to achieve SDG 2. In 2016, the 20 largest international non-governmental organizations and selected United Nations agencies raised nearly USD 1 billion from foundations.² WFP can obtain from foundations the resources necessary to implement innovative development initiatives working with influential global actors to create systemic change.
39. *Achieved:* Since 2015, WFP's engagement with foundations has been strengthened, and currently accounts for 15 percent of total private sector contributions. An example of this is WFP's 2017 agreement with the Bill and Melinda Gates Foundation (BMGF) committing USD 29 million through multi-year grants. BMGF considers WFP to be a key partner for delivering solutions at scale in focus areas such as supply chains and nutrition.
40. *Looking forward:* In the next years, WFP will scale up its partnerships with foundations. This strategy focuses on prioritizing foundations whose activities align with WFP's Strategic Objectives. Foundations will provide catalytic funding that enables WFP to test new concepts as well as support the scaling up of proven solutions. Foundation engagement work will focus on three geographic areas with the greatest proven potential for funding growth: the United States of America, Europe and the Middle East. The United States is the leading market for global private foundations, and foundation giving there is expected to increase by six percent in 2018.

² International Fundraising Leadership (IFL) Forum data, 2017.

IV.3 Individual giving

41. *Definition:* Individual giving is charitable support provided by the general public through one-time or recurring donations solicited through donation appeals. Such appeals can make use of digital fundraising, which involves requesting donations through websites; paid/placed/earned media; influencers; social media and smartphone apps. Offline fundraising uses non-digital media, including print media, television and telephones.
42. *Achieved:* WFP has already achieved success in the individual fundraising domain through its ShareTheMeal app, through which it has raised USD 11 million since 2015, and other online platforms and email campaigns that have generated USD 36 million in the same period.
43. *Looking forward:* With further investment and an integrated approach that combines communications and advocacy support, WFP will create an enabling environment that achieves a significant expansion of the organization’s fundraising base that allows it to build brand awareness and further optimize the opportunities for individual engagement.
44. Digital audiences will be guided through “engagement funnels” that take them from awareness to action, across platforms, products and moments in time, using novel and targeted content.
45. WFP’s individual fundraising programme will be digital-led, with a focus on harnessing platforms and social media channels to target people with an interest in WFP’s work and asking for regular monthly donations, thus creating a sustainable income stream. It also provides an efficient means for mass outreach unconstrained by borders and so avoids the high cost of creating multiple national fundraising teams. Alongside digital outreach, WFP will maintain support for its “friends organizations” in Italy, Japan and the United States of America.
46. The digital strategy calls for a database of anonymized information on various demographic groups, which will be used to target online donation appeals to specific audiences. Success with key audiences will be rapidly followed by offline direct appeals seeking recurring contributions of larger amounts. Once individual donors are acquired, WFP will work to ensure that they stay engaged, building a stewardship programme that generates loyalty and more and larger contributions. WFP messaging will be carefully tested, showing the reality of WFP’s work and using emotion to engage the hearts of the public while respecting the dignity of beneficiaries.
47. The aim of this approach will be to increase fundraising by increasing awareness, including through donation and emergency pages on WFP’s website (wfp.org), support to specific campaigns on ShareTheMeal, and wider donation appeals online and offline.
48. A key demographic group that ShareTheMeal will target is the “millennial” generation, consisting of those born between 1980 and 2000. The largest generation in history, it represents an emerging opportunity for WFP to engage donors, advocates and partners in the fight for zero hunger. The millennial generation is the first truly digital generation, is heavily cause-driven, demands transparency in the use of donations and has faith in “the crowd”.
49. Once the individual giving programme is established, WFP will explore outreach to a new individual giving channel – the world’s ultra-wealthy private citizens – and will develop a bespoke philanthropy programme from 2020.

V. Delivering CSPs with private sector engagement

50. Private sector support for CSPs encompasses relationships that country offices build locally with companies and foundations to raise funds, secure expertise, innovate and advocate for zero hunger. Fundraising from the general public (individual giving) is not part of the scope of local private sector support for CSPs, as fundraising from individuals will be a mainly digital and globally managed program.
51. Colombia is an interesting example of how the private sector has supported CSPs in Latin America. WFP’s global partnership with Mastercard has contributed to Colombia’s country strategic plan by raising much-needed funding to improve access to food in the

department of La Guajira. Funds were raised through a cause marketing campaign executed by Mastercard and Bancolombia – the country’s largest bank. In addition to contributing vital funds for programmes, this partnership is helping improve WFP’s brand awareness in the market.

52. Not only in Latin America but across many regions the private sector have been invited to country strategic reviews, ensuring buy-in and collaboration from the very first phase of CSP formulation. For the Laos PDR country office in particular, the strategic review highlighted that the absence of private sector engagement in past discourse on food and nutrition security was a major failing which required immediate rectification. With a more consultative process in place, open dialogue has paved the way for partnership – critical as Laos PDR has started the implementation of the CSP.
53. In 2017, PGP and regional partnerships teams developed tools and guidance to help country offices identify strategic partnership opportunities with the private sector using CSPs as a platform. Trainings were delivered to all regional bureaux and the toolkit developed was shared with all country offices. Feedback has been systematically provided to country teams on their Partnership Action Plans.
54. Focus will shift from disseminating tools to providing tailored support to selected country offices with high potential for local private sector engagement. Local private sector potential will be assessed based on criteria that will be developed jointly with regional bureaux.
55. In practice, country offices will be invited to submit a business case, and those demonstrating potential for private sector engagement will receive dedicated and proactive support to ensure that the private sector partnerships built maximize impact and return on investment for the people we serve. A country office support team will be put in place at the regional bureaux level to guide, coach and equip high-potential countries with the right tools to build further solutions for zero hunger. Emphasis will be put on connecting with local private sector associations, especially those formed to address the SDGs, as a way of identifying potential partners. Country offices with limited local private sector potential will have access to tools developed by the Private Sector Partnerships unit and to benefit from private sector funding and expertise brokered globally.
56. WFP recognizes that building long-term, multi-stakeholder partnerships with the private sector is key to the successful implementation of the zero hunger agenda, and its ability to do so will depend on the level of investment allocated to build and maintain the Private Sector Partnerships country office support team.

VI. Risk management

57. There are several risks associated with this strategy that WFP must mitigate:
 - *Lack of adequate investment:* Insufficient investment in partnerships will affect WFP’s ability both to achieve transformative impact and to support the regional bureaux and country offices in connecting the private sector with country strategic plans. In individual giving, insufficient investment will result in a failure to raise funds needed to feed more people. The way to mitigate this risk is look into a self-financing mechanism or other financial tools to be presented within the Management Plan.
 - *Lack of a fully staffed, skilled team:* The right skills and knowledge must be deployed consistently over time to achieve partnership and fundraising targets. Developing public-private partnerships and fundraising require specialized skills, and WFP should put processes in place to attract and retain staff that have them.
 - *Lack of organization-wide commitment:* Enhanced collaboration by technical units, regional bureaux, country offices, the communications team, the private sector team and the legal team is essential to support the strategy. The possible lack of such collaboration poses a risk. The means of mitigating that risk is to provide adequate funding for partnership building to be fully resourced across these teams.

- *Lack of ability to execute and absorb partnerships:* All partnerships, whether they provide cash, expertise or shared value, require internal capacity to operate effectively. Without this capacity to absorb, resources may be wasted and WFP's reputation put at risk. The way to mitigate this risk is to assess the potential value and all associated costs before a partnership agreement is signed in order to ensure compliance with WFP's full-cost recovery principle.
58. Given that this strategy's success is contingent upon deep private sector engagement, it is important to note that WFP has a very robust due diligence process³ in place that was formalized through the 2013–2017 private sector partnerships strategy. In addition to this, WFP has specific guidelines for engaging with the private sector that are aligned with the United Nations Secretary-General's guidelines on cooperation between the United Nations and businesses. Due diligence reports on prospective donors and partners who intend to give over USD 50,000 and/or to use the WFP name and emblem are required before any collaboration can go ahead. The reports are produced by the WFP due diligence team, which is located within WFP's Legal Office. Oversight for private sector donors and partnerships is provided by a senior committee,⁴ chaired by WFP's Deputy Executive Director. This committee provides approval for engagement with those donors and partners that are deemed to pose relatively high risk.

³ See OED2013/025 – Guidelines for private sector partnerships.

⁴ The Due Diligence Committee is comprised of: the Deputy Executive Director (DED); the Assistant Executive Director (AED), Resource Management and Chief Financial Officer; the AED, Operations Services; the AED, Partnerships and Governance; the Chief of Staff, and the Director, Office of the Executive Director (OED). The Directors of Communications and Advocacy, and Private Sector Partnerships hold observer status.

Model of collaboration	Risk	Mitigation action
All private sector engagement	The management of potential reputational risk to WFP is essential and must be an important factor in fielding new private sector partnerships. Reputational risk is particularly a threat when corporate partners or individual fundraising supporters are involved as careful stewardship of WFP's reputation is essential to create a positive enabling environment for fundraising and to manage any potential negative impact on fundraising due to external factors outside WFP's control.	WFP will ensure that the due diligence process is fully complied with for corporate partnerships in all their forms and that appropriate due diligence processes are developed in relation to high profile/value individual supporters.
Capacity building partnerships	Lack of capacity to operate partnerships effectively. Once established, partnerships need to be continuously managed and mainstreamed into WFP's operations if they are to achieve their intended impact.	Every donation of expertise or services must be accompanied by a financial contribution that enables WFP to manage the partnership effectively within its technical units, regional bureaux or country offices.
Capacity building partnerships Corporation fundraising	Potential misunderstanding between commercial relationships and partnerships.	There must be a clear firewall between commercial relationships and partnerships. WFP maintains a strict separation between its partnership and commercial (procurement) activities, ensuring transparency and fairness in its dealings with the private sector. From a procurement perspective this is done through a number of measures: <ul style="list-style-type: none"> - ensuring competitive, fair and transparent tenders; - discouraging requests for direct purchases from partners unless clearly justifiable; - determining whether partners can use WFP's logos and, if so, under what conditions. (This also entails that partners should be informed at the initiation of any partnership agreement that the more visible they are as partners the more likely it is that there may be a perceived conflict of interest.
Shared value and R&D partnerships	Lack of adequate time and capacity, as well as ability to develop new skills and expertise, required to implement partnerships.	Boost the private sector team.

Model of collaboration	Risk	Mitigation action
	Potential misunderstanding between commercial relationships and partnerships.	There must be a clear firewall between commercial relationships and partnerships. Partnering with the private sector for shared value purposes is distinct from procurement activities; however, the possibility does exist that such partnerships may eventually lead to a partner and WFP developing a commercially viable product or service. In such instances, it must be made clear who maintains the intellectual property of the product or service. In the event that commercial viability leads to a procurement activity, the rules of WFP's procurement relating to competition – ensuring efficiency, transparency, fairness and best value for money – shall apply.

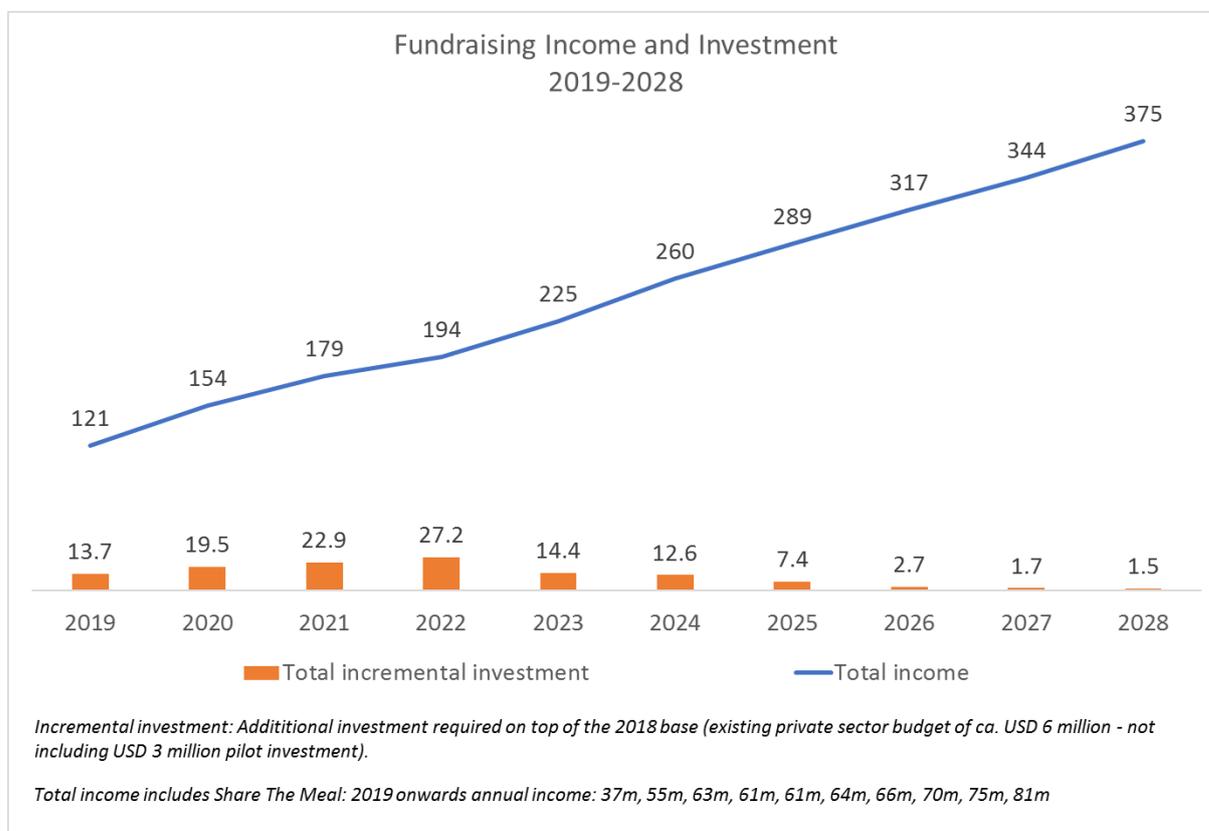
VII. Implementation

59. Provided that adequate funding is received, initial steps towards the implementation of this strategy will be undertaken as follows:
- *Leveraging country strategic plans:* Working with the regional bureaux in year 1, WFP will identify those countries where private sector engagement has the most potential to contribute to addressing zero hunger. A newly formed country office support team will be put in place by the end of year 2 to guide chosen countries and equip them with the tools required to develop local solutions for zero hunger, while all country offices will have access to new tools developed by the team and benefit from global partnerships.
 - *Capacity building:* Throughout year 1, WFP will map and prioritize the organizational needs that capacity building partnerships can address across technical units, regional bureaux and country offices. From year 2, with a new business team in place, WFP will move forward with actively surveying various industries, developing strategies in consultation with key internal stakeholders and building a prospect pipeline. It should be noted that complex partnerships typically take 18 to 24 months to develop and negotiate.
 - *Research and development/shared value:* In the first two years, WFP will work with an external expert to identify organizational needs best addressed through shared value partnerships, map considerations and challenges that must be addressed (e.g., United Nations rules regarding partnership/supplier relationships) and develop approach plans for prioritized companies to be taken forward from year 3, contingent on findings from the first two years.
 - *Fundraising from companies and foundations:* To drive active outreach, the new business team will research, map and build a pipeline in year 1 with a strong focus on targeting and attracting new partnerships. Existing partnerships will be continuously stewarded and evaluated, with a focus on growing the partnership when possible.
 - *Fundraising from individuals:* A test programme will commence in mid-2018, starting with digital outreach. Success with key digital audiences will be followed by offline direct appeals targeting higher levels of giving. Test results will be evaluated and campaigns implemented continuously in the years ahead, with a focus on building a strong base of regular monthly donors. Overall, WFP will monitor gross and net income, return on investment, the number of regular donors, supporter satisfaction and experience and donor acquisition and retention.
 - *Branding:* Market studies will be undertaken to complete a baseline measurement of branding in key fundraising markets. Every 1–2 years thereafter a new measurement will be taken to assess progress at key points.

Estimated investment

60. The investment plan to support this four-year strategy is set out over a ten-year horizon because achieving success with private sector partnerships and fundraising can only be achieved over the long term. The sustainability of the investment will be achieved by developing a self-financing mechanism so that incremental investment reduces over time.
61. *Partnerships:* The implementation of this strategy will require investment to achieve the potential impact of capacity building and shared value partnerships. Partnership costs will average USD 6 million per year in the first four years, primarily for staff and enabling both the private sector team and technical units to manage and realize the benefits of these partnerships. This investment ensures that WFP can continue to identify potential partners and to build world class partnerships.

62. *Fundraising:* Raising funds from companies, foundations and individuals requires investment. For WFP’s peer organizations, every dollar raised from individuals requires the expenditure of on average 35 cents.⁵ Investment in individual giving will be primarily focused on services procured, including paid media, appeal development and offline stewardship of individual donors. Projected income and investment for fundraising from companies, foundations and individuals are presented in the following figure.



63. This income and investment projection was built using current market plus insights and research from successful comparator organizations.⁶⁷ Funds raised in support of high-level emergencies will be in addition to these figures.

Reporting

64. Under this strategy, reporting will feed into WFP’s annual performance report and its audited statements of accounts, with clear indicators for measuring actual financial resources raised and the impact value generated by private sector partnerships. Overall, the performance of the various partnerships and fundraising modalities will be measured as follows:

- Capacity building partnerships will be evaluated through an impact evaluation framework. A framework was developed internally in 2017 (see annex C for an overview of the capacity building impact evaluation framework) and will be validated and further developed by an external expert in year 1 of the strategy.

⁵ Sustainable Outreach, 2017.

⁶ THINK Consulting and THINK Digital, 2018.

⁷ Although the data provided herein has been obtained from sources believed to be reliable, no warranty, expressed or implied, is made regarding accuracy, adequacy, completeness, legality, reliability or usefulness of any information. The information is provided on an “as is” basis. The data is subject to change according to revised projections, estimates and new data generated by or provided to WFP.

- Performance indicators for shared value and research and development partnerships will be defined as WFP operationalizes its approach to shared value.
- All fundraising modalities will be evaluated in terms of their financial returns.

Lessons learned from the previous strategy

1. Between 2013 and 2017 WFP raised USD 461 million from the private sector, including USD 429 million in sustainable, non-emergency funding – 6 percent more than the target of USD 391 million. In addition, approximately USD 110 million of in-kind services and capacity-building were provided through partnerships during the same time period.
2. Lessons learned from implementation of the 2013–2017 private sector partnerships and fundraising strategy will hone WFP’s approach to private sector partnerships and fundraising:
 - *Return on investment must be prioritized:* Identifying, negotiating and managing relationships requires significant time and resources. Maximizing return on investment will be a guiding aim for both financial partnerships and fundraising activities.
 - *The right skills and expertise are needed at all levels to further unlock private sector opportunities:* Country strategic plans in many countries offer excellent opportunities to engage the private sector in market-specific solutions to hunger and malnutrition; WFP must invest in local skilled professionals to evaluate market potential and develop strategic approaches.
 - *Growth in flexible funding requires investment in individual giving:* A recommendation resulting from the 2012 evaluation of WFP’s private-sector partnerships and fundraising strategy stressed that WFP should give “more emphasis to, and make the essential up-front investment for, repeat giving from the general public, to mobilize unrestricted contributions.”¹ The organization’s approval of a USD 3 million investment case for individual giving in 2018 is a positive first step on which this strategy builds.
 - *Emergency resource mobilization requires preparedness and a focus on cash:* Private sector funds often come in quickly when an emergency arises. WFP has developed protocols for quickly and seamlessly accepting cash donations and must build on stewardship programmes aimed at convincing the individuals, companies and foundations that donate during emergencies to become regular donors.
 - *Opportunities must be evaluated in light of United Nations rules:* A more enabling environment is required to enable companies and organizations like WFP to come together on innovative solutions to global problems. An examination of United Nations rules and processes will be fundamental to this.
3. Three external trends reveal a need for a new strategy. First, the world is more giving: Between 2012 and 2016, private sector giving to WFP’s comparators rose 7 percent.² Second, the world is more connected: Digital technologies hold the power to increasingly connect individuals and prompt them to make financial contributions to humanitarian causes. In 2017, there were more than 10 billion connected devices owned by individuals worldwide, with around 50 billion anticipated by 2020.³ In an age where people can connect easily to others all over the world, WFP can become the leading public voice building solidarity for zero hunger among those who can help. Third, the world is more integrated and engaged: The SDGs represent the magnitude of the world’s challenges and demand new approaches to addressing them. Companies are together with governments and United Nations organizations like WFP embracing the need for cross-sectoral partnerships, while individuals are taking action on social issues and expecting the brands that they trust to do the same.

¹ “Summary Evaluation Report of WFP’s Private-Sector Partnership and Fundraising Strategy”(WFP/EB.2/2012/6-A).

² 2017 IFL data.

³ The power of a connected world. World Economic Forum, 2014.

Partnerships with companies meeting WFP's needs

WFP is best in class in partnering with Corporates

Example across the food supply chain



Capacity building impact evaluation framework – overview

Project objective(s)	Key measurements	USD value	Examples
Cost savings or efficiencies	<ul style="list-style-type: none"> Absolute cost saving Saving/ beneficiary 	✓	Renault Trucks, DSM, Sodexo
Increased available resources	<ul style="list-style-type: none"> Increased funding Increased working capital 	✓	BCG WCFF, Quintiq
Improved service to beneficiaries			
<ul style="list-style-type: none"> <i>Faster intervention</i> 	<ul style="list-style-type: none"> Time to respond > Value of lives saved 	✗	UPS, NSA – Norw. Shipowner assoc.
<ul style="list-style-type: none"> <i>Wider outreach</i> 	<ul style="list-style-type: none"> Number of beneficiaries > Theoretical cost of intervention without partnership 	✓	Mastercard, Nielsen
<ul style="list-style-type: none"> <i>Higher value</i> 	<ul style="list-style-type: none"> School feeding: attendance, RDA > <i>Savings for HH, future productivity gains and public costs saved</i> Resilience: Increased farming outputs > <i>Increased beneficiary income/ purchasing power</i> 	✓	BCG Refugees, Kerry, Amcor

Requires methodological shortcuts, e.g. BCG Refugees project

BCG – The Boston Consulting Group Working Capital Financing Facility; HH – households; RDA – recommended daily allowance

Capacity building impact studies

Royal DSM

In 2007, WFP and Royal DSM entered into a partnership entitled “Improving Nutrition, Improving Lives”, the overarching goal of which was to increase the micronutrient content and overall quality of WFP’s existing food products, drive innovation in respect of new nutritional solutions and raise awareness among policymakers of the importance of nutrition.

Descriptive (qualitative) parameters

Leveraging the strengths of each organization has allowed the partnership to innovate:

- The partnership conducts joint research, develops locally accepted solutions and works as an advocate for malnutrition solutions. WFP has significantly evolved as a result of the joint learning and collaboration that have characterized the partnership. DSM has supported WFP as it moves from being a food delivery organization to one with a focus on nutritional quality and impact.
- DSM has contributed invaluable scientific and technical expertise and in-kind products and financial assistance to the partnership. The collaboration has led to the adoption of the partnership’s Supercereal and Supercereal Plus specifications as global guidelines and a shift in UNICEF procurement from UNIMIX to Supercereal products.
- The DSM-WFP partnership is also very active in nutrition engagement, as part of an overall goal to increase the micronutrient content of WFP rations delivered to beneficiaries.
- DSM employees contribute directly to WFP programmes through short-term volunteer assignments and secondment opportunities at WFP country offices and regional bureaux. The DSM placements have allowed WFP country office staff to benefit from hands-on technical guidance by DSM staff.
- The DSM-WFP collaboration has not only led to growth at each organization, but has also shaped the global nutrition agenda. The partnership played a key role in the formation of the Scaling Up Nutrition Business Network and the Home Fortification Technical Advisory Group (HF-TAG) and has forged connections with nutrition stakeholders to push forward nutrition awareness.

Quantitative parameters

Hypothesis: Supercereal CSB+ had a significant impact on the cost of providing beneficiaries with meal baskets with sufficient nutritional values.

Year	2012	2013	2014	2015	Total
	<i>USD</i>				
Confirmed contributions	3 073 008	2 272 703	2 303 183	2 164 214	9 813 108
Savings per meal/day	0.10	0.10	0.10	0.10	
No. of beneficiaries	1 481 185	2 104 876	1 118 473	3 039 457	7 743 991
Total meals per year	148 658 800	216 017 040	132 184 995	327 594 955	824 455 790
Impact value (savings per meal x total meals)	15 594 308	22 660 187	13 866 206	34 364 711	86 485 412
Total value	18 667 316	24 932 891	16 169 389	36 528 924	96 298 521

Impact value:
USD 86.49 million
(2012–2015)

Partnership value:
USD 9.9 million
(2012–2015)

Impact multiplier:
8.75

Renault Trucks

Through this partnership, Renault Trucks is training 120 mechanics, 40 workshop managers and 10 fleet managers on the essentials of truck maintenance and fleet and workshop management throughout sub-Saharan Africa. This partnership is jointly managed by WFP's global fleet management team and the Private Sector Partnerships Division at WFP headquarters.

Descriptive (qualitative) parameters

The comprehensive fleet training package offered by Renault Trucks contributes to making both WFP's fleet and fleet operators fit for purpose. This contributes to two Strategic Objectives: to end hunger, as efficient trucks mean smoother and quicker food delivery, and to support SDG implementation, as gains in truck efficiency affect WFP's delivery of not just food but also medicine, shelter and water.

Fit for purpose fleet

- *Reduced truck maintenance costs:* Maintenance costs have been nearly halved in the countries where mechanics have participated in Renault Trucks training. Less maintenance means more trucks available for WFP operations at a given time and more funds available for WFP programmes.
- *Right trucks for difficult terrain:* The WFP fleet often operates in very difficult terrain, making it essential for fleet managers to be trained to identify the right trucks for any terrain.
- *Technology awareness:* With training, mechanics, fleet managers, workshop managers and drivers are aware of the latest technologies to help them gain efficiency and control the CO₂ emissions of trucks.

Fit for purpose mechanics

- *Increased efficiency:* Measuring mechanics' efficiency is a new key performance indicator that has been *introduced* globally and that will enable WFP to manage mechanics more efficiently and make decisions affecting its return on investment.
- *Increased staff motivation and confidence:* Mechanics participating in training are more motivated *when* carrying out repairs and work more efficiently. They pay greater attention to safety regulations and tidiness and hygiene in the workplace.

Quantitative parameters

Confirmed contributions in USD

2015	2016	2017	Total
198 469	60 229	113 411	372 109

Impact value of the partnership

Country	Impact value 1	Impact value 2	Impact value
Democratic Republic of the Congo	214 000	36 000	250 000
Central African Republic	899 000	150 000	1 049 000
Sierra Leone	147 000	25 000	172 000
Liberia	52 000	9 000	61 000
Total	1 312 000	220 000	1 532 000

Impact value:
USD 1.5 million

Partnership value: USD
372,000

Impact multiplier:
4x

Acronyms used in the document

BMGF	Bill & Melinda Gates Foundation
IFL	International Fundraising Leadership
NGO	non-governmental organization
SDG	Sustainable Development Goal
UNICEF	United Nations Children’s Fund