



World Food
Programme



Private Sector Partnerships and Fundraising Strategy

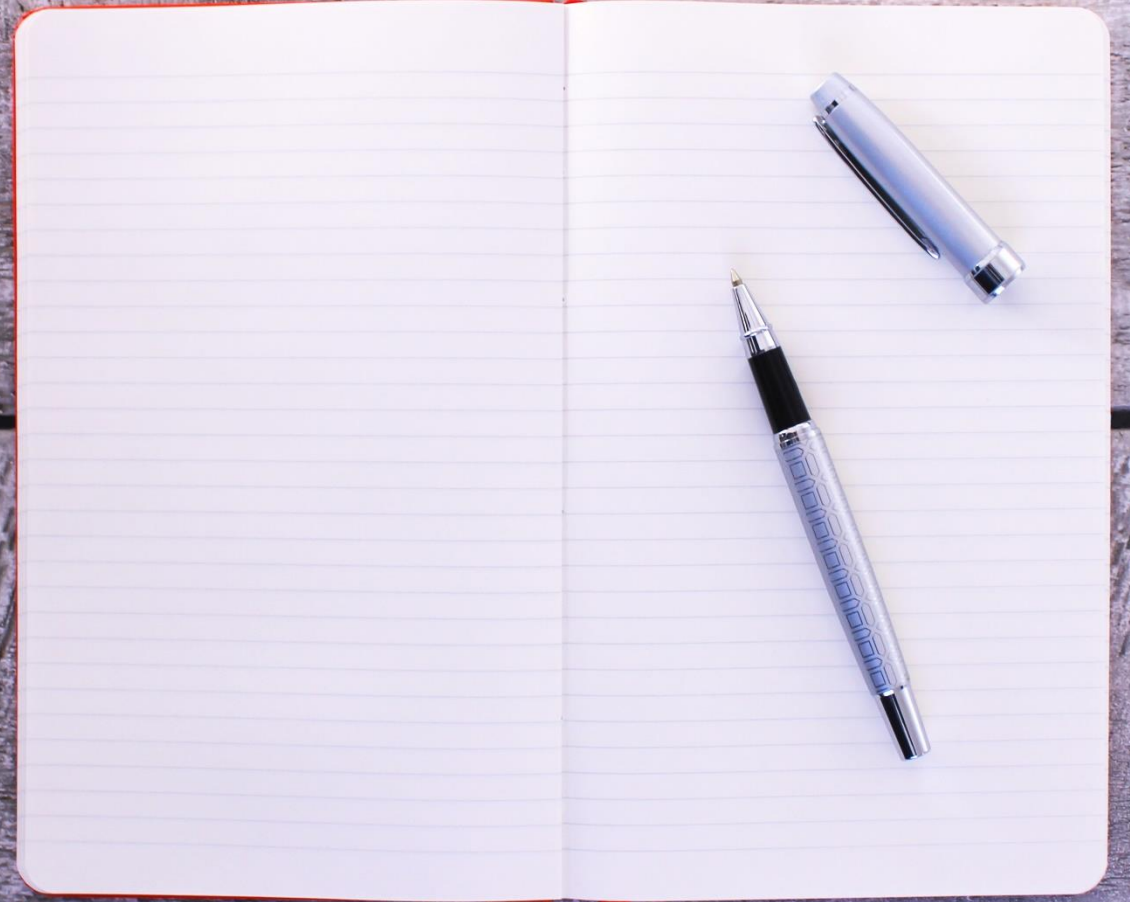
List Meetings

4-8 February 2019/Rome

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LIVES

Objectives for today

- 1 Outline Strategy reset & work done since June 2018
- 2 Propose scope and focus of Strategy
- 3 Spotlight technical partnerships, individual giving and emerging areas
- 4 Q&A



June – December 2018

Dedicated resources as private sector focal points for technical units to support strategic identification of partnership needs and opportunities

Established a PGG-PGP working group to better leverage the intersections between government and private sector partnerships

Hosted a private sector workshop for COs in southern Africa to transfer knowledge and build capabilities (to be replicated in 2019)

Undertook individual giving testing of channels and built capacity of relevant team

Contributed to discussions around UN reform along with sister agencies engaged in private sector partnerships

Our Current Focus

Develop a WFP private sector partnership and fundraising strategy

Conduct internal & external stakeholder engagement to distill key needs & interdependencies to be addressed in strategy

Feature breadth and impact of corporate partnerships and how to further grow and deepen

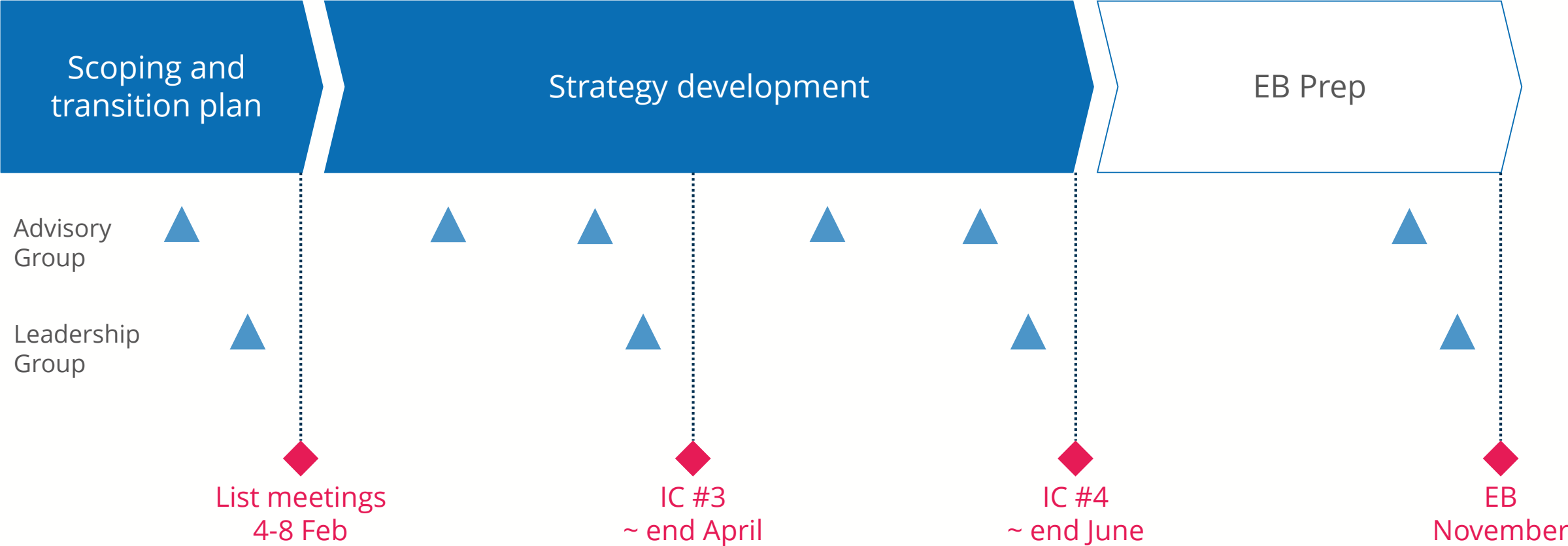
Substantiate path to scale up private sector income

Develop the business model and investment case

Leverage the existing analyses and insights, close gaps and consolidate into comprehensive strategy

Build on all existing assets in the go-to-market, incl. all digital tools and the WFP Friends organizations

Timeline and path to Executive Board submission

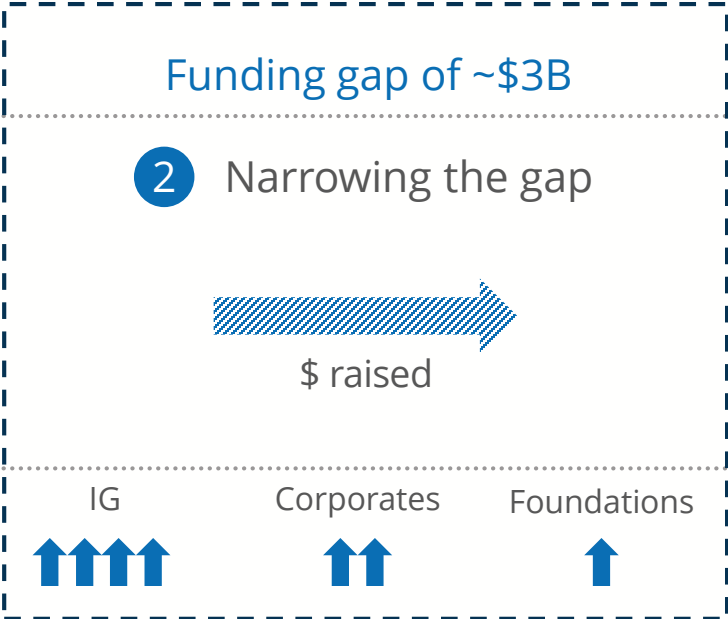
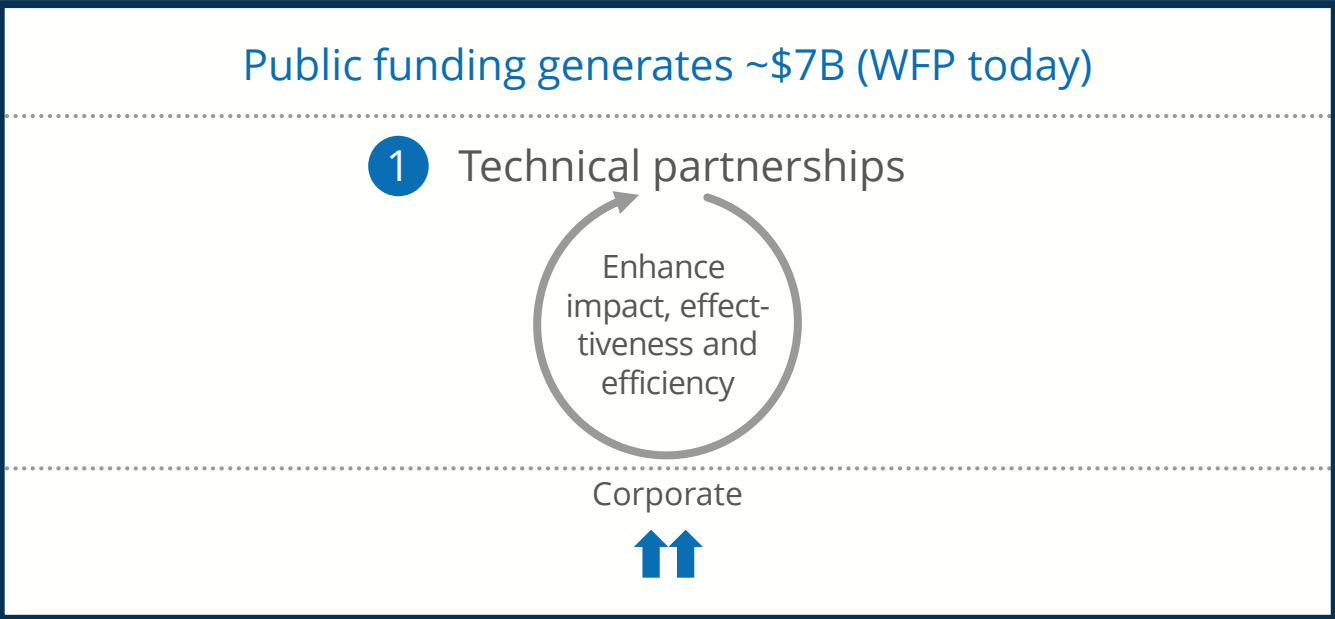


Primary focus of Strategy to enhance effectiveness & increase traditional sources of private sector funding

Need

Serve those furthest behind \triangleq Requires ~\$10B to fully address need

Funding



Role of Private Sector

Change needed

3 Explore additional emerging types of private sector opportunities

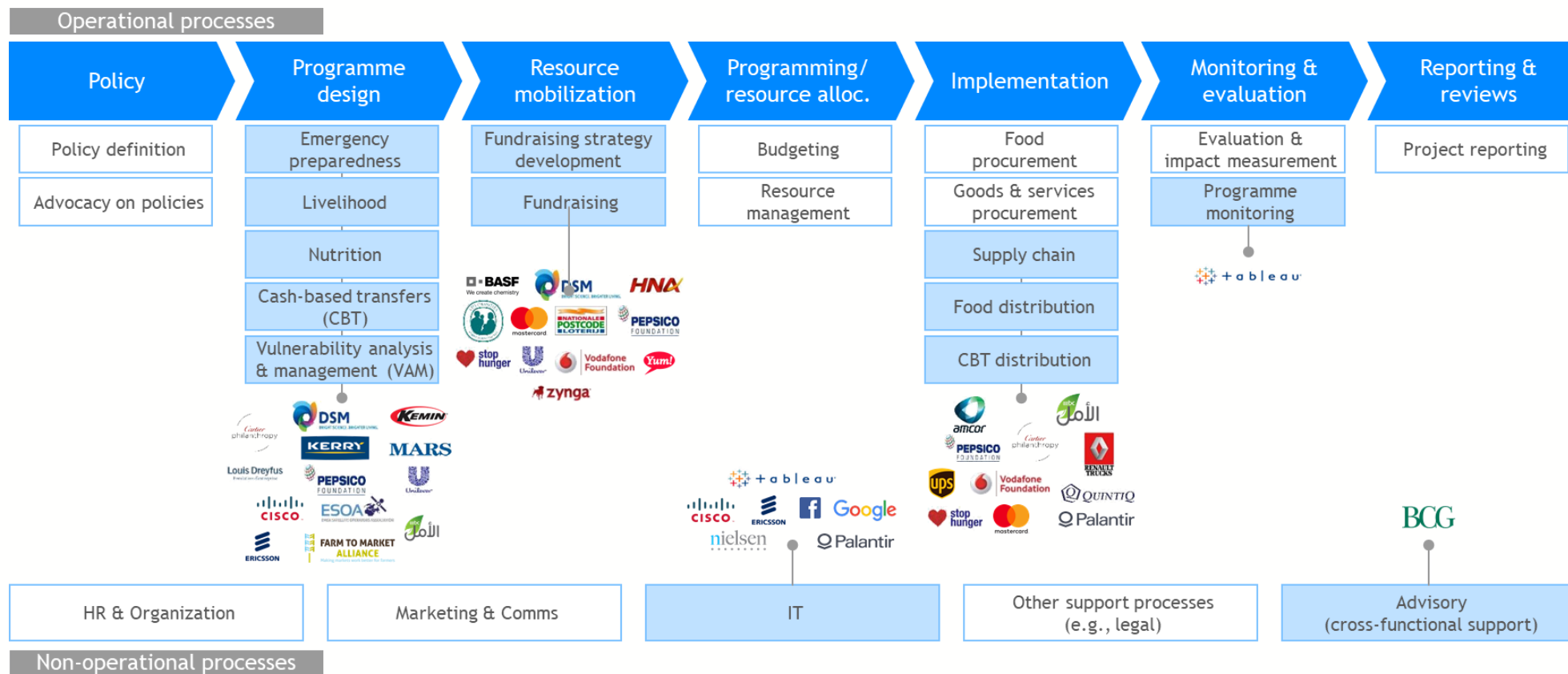


↑ Indicates significant change required vs today



Strategy will identify how to further maximize impact of technical partnerships

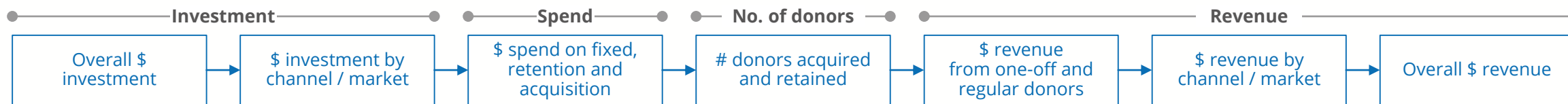
Illustrative





Investment model being developed

High level model structure and flow



Key inputs and assumptions (**bold** indicates key input variables)

Start-up investment	% allocation by channel	Fixed cost	Cost of acquisition per donor	Annual value of one-off donor
% retainer		Cost of retention per donor	% spend on regular donor acquisition	Annual value of regular donor
% income that is retainable	% allocation by market cluster (for offline channels)	# donors from previous year	% retention for one-off donors	
			% retention for regular donors	

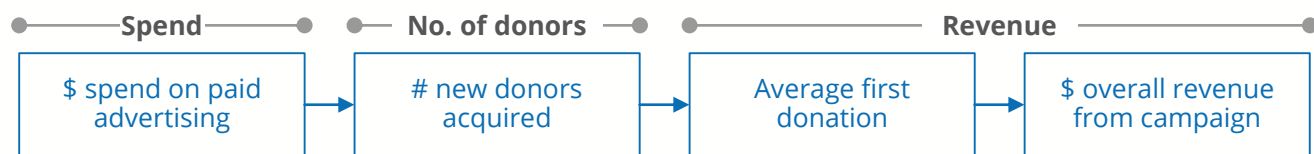
Calculated metrics and KPIs

- **Number of donors** (one-off, regular)
- **Average annual gift per donor** (one-off, regular, overall)
- **Brand strength** (awareness, favorability, engagement)
- **Income** (gross, net, retained)
- **Return on investment** (long term ROI per channel)
- **Donor satisfaction, commitment and loyalty**



Example: Results from Facebook Yemen campaign (Nov '18 – Jan '19)

Test campaign shows promising results, with an initial return of ~\$1.70 for every \$1 spent ...



$$\sim\$245,915^1 \longrightarrow 8,724^2 \times \$48.47 = \$422,973$$

Return on investment ~1.7 : 1
(applies to first donation only)

... with ROI expected to increase from recurring donations







These results capture only first donation made by each donor (since campaign is very recent)



ROI expected to increase, with industry benchmarks indicating ~2.5-3x over three years, as donors make follow-on one-off gifts or convert to giving monthly

Strategy to also consider developing concepts linked to broader Zero Hunger ambitions

Emerging topic	Path towards Zero Hunger
 Innovative financing	E.g., Exploring viability of Zero Hunger Capital Fund for WFP to invest in longer term opportunities
 Public-private partnerships	E.g., Collaborating with governments and corporates to support broader development goals
 Shared value	E.g., Co-developing inclusive commercial solutions to address societal nutritional needs
 Islamic social finance	E.g., Exploring financing opportunities through Zakat and other relevant sources



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Appendix

Variety of expectations from stakeholders

30+

Stakeholder
interviews
conducted
since reset

- Member States, incl. EB President, List D
- WFP Leadership
- WFP Field
- WFP Technical Units
- WFP PGP
- WFP Friends
- Corporate Partners

No uniform understanding of the scope of the private sector strategy (what's in versus what's out)

Common understanding that technical partnerships help to better leverage public funds and ultimately enhance WFP's effectiveness

Opinions on Individual Giving range from that it should not be a focus area to a key opportunity for WFP to close the funding gap

Expecting more clarity around strategic priorities and implementation parameters, incl. investments

Looking for better collaboration across WFP units and removing silos

Seeking clarification on PGP priorities as well as roles and responsibilities

More and better guidance from PGP to develop technical partnerships – globally and locally

Looking to HQ for stronger brand building to support fundraising/partnership efforts

Corporates seek opportunities to increase employee engagement, grow customer loyalty, and enhance brand value through partnership with WFP