

Strategy for partnership and engagement with non-governmental entities (2020–2025)

*Cooperation with the business sector, foundations and
individuals to achieve zero hunger*



Informal consultation

5 September 2019

**World Food Programme
Rome, Italy**

1. Introduction

1. In a world capable of producing enough food for 7.7 billion people, conflict and climate change are reversing decades of progress made in the reduction of hunger and poverty. In 2019, an estimated 2 billion people live in moderate to severe food insecurity, more than 820 million suffer from chronic hunger¹ and 113 million people living in crisis-ridden countries suffer from acute food insecurity.²
2. To address this challenge and help reset the trajectory towards zero hunger, the World Food Programme (WFP) has increased its resources substantially in recent years, primarily from donor Governments. WFP raised more than USD 7.3 billion and reached 90 million people in 2018. While this was a remarkable achievement, the gap between WFP's reach and the world's needs remains large.
3. Recognizing that partnership is the focus of Sustainable Development Goal (SDG) 17 and is fundamental to achieving all the SDGs, this strategy for partnership and engagement with non-governmental entities (2020–2025) sets forth a bold approach in support of WFP's core mandate and SDG 2. The underlying vision is to help lead the way towards achieving zero hunger by transforming how WFP works with businesses and other non-governmental entities – particularly at the local level – to save more lives and change more lives.
4. This strategy advances the WFP Strategic Plan (2017–2021), specifically Strategic Objective 5, “Partner for SDG Results”, and Strategic Results 7 and 8, which address the need for diversified resourcing and partnerships that share knowledge, expertise and technology. It builds on the WFP Corporate Partnership Strategy (2014–2017), which notes that the business sector can make contributions in four types of partnerships: resource, knowledge, advocacy and capability. The strategy is informed by a 2017–2018 assessment by the Multilateral Organization Performance Assessment Network, which concluded that WFP's approach to partnership “with the [business] sector lack[ed] a coherent approach and strategy”.³
5. The strategy is also informed by extensive internal and external data analyses, confidential interviews with business sector partners and consultations with the Executive Board, key headquarters-based functions, regional bureaux and country offices. Discussions were held with the United Nations Global Compact and the other Rome-based agencies to align the proposed scope with the focus of the strategy. Leading experts who have held senior positions in United Nations agencies and non-governmental organizations (NGOs) were also involved in developing the strategy, as were peer agencies such as the United Nations Children's Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR) and NGOs in Germany, Spain and the Republic of Korea.

¹ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2018*. <http://www.fao.org/3/i9553en/i9553en.pdf>.

² Food Security Information Network. 2019. *2019 Global Report on Food Crises*. https://docs.wfp.org/api/documents/WFP-0000104035/download/?_ga=2.58447468.711321890.1565442307-786793058.1562316348.

³ Multilateral Organization Performance Assessment Network. 2019. *World Food Programme (WFP) 2017–18 Performance Assessment*. <http://www.mopanonline.org/assessments/wfp2017-18/WFP%20report%20final.pdf>.

1.1 Analysis and findings to inform a new strategic direction

6. Building on previous non-governmental engagement, recommendations from a 2012 external evaluation⁴ and feedback from stakeholder consultations, the present strategy sets a new course for WFP. It looks to business sector actors large and small primarily for technical partnerships that utilize their expertise, capability and advocacy support and to individuals for funds to help close WFP's funding gap.
7. Analysis of engagement with the business sector to date shows that WFP – and therefore its beneficiaries – derives more value from technical partnerships than from a focus on generating funds.⁵ This finding was highlighted in a 2012 evaluation of WFP's then current private sector partnership and fundraising strategy, and the strategy for 2013–2017 specifically emphasized WFP's track record in the area of capacity-strengthening technical partnerships. Furthermore, the business sector is increasingly responsive to employee and consumer demand for the utilization of a company's expertise, reach and influence to achieve wider societal impact. Indeed, a 2018 report indicates that 92 percent of corporate survey respondents believe that "effectively harnessing my company's competencies and non-cash assets can make much more of an impact...than our financial support".⁶ This trend presents significant opportunities for WFP to address additional needs and reach more beneficiaries through technical partnerships.⁷
8. The present strategy is informed by the following findings and recommendations from previous strategies and evaluations:
 - Technical partnerships allow WFP to derive the most value from engagement with the business sector.⁸
 - WFP has seen only limited success in its partnership approach at the local level because it has lacked sufficient resources and consistent guidance and support, which are needed "to successfully identify and nurture these diverse partnerships" sustainably.⁹

⁴ WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010. <https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>. Key findings from this evaluation are as follows: WFP's strategy did not sufficiently distinguish between partnerships and fundraising and did not clarify the objectives, scope and limits of corporate partnerships; corporate partners have valuable technical expertise that WFP can benefit from as well as technology, facilities and access on the ground during sudden onset emergencies; from 2009 to 2011, only 15 percent of WFP's private sector resources were raised from individuals.

⁵ *Ibid.*

⁶ C&E Advisory Services Limited. 2018. *C&E Corporate-NGO Partnerships Barometer 2018*. <https://www.candeadvisory.com/barometer>.

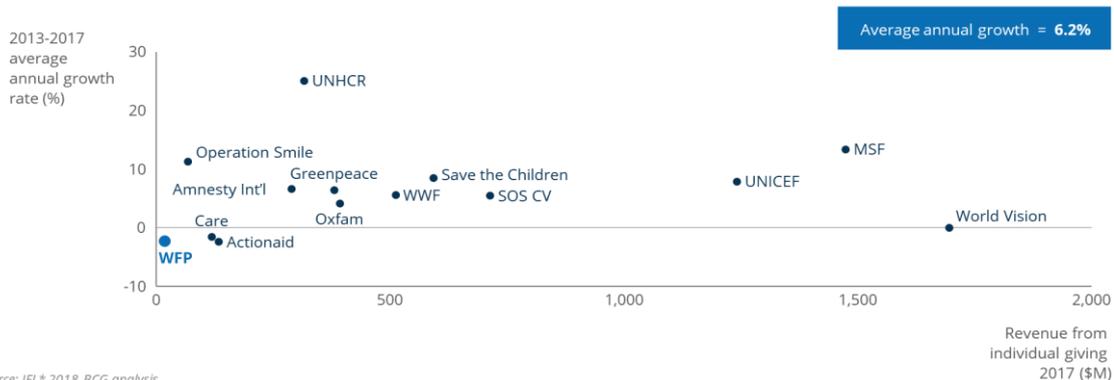
⁷ C&E Advisory Services Limited. 2017. *C&E Corporate-NGO Partnerships Barometer 2017*. https://www.candeadvisory.com/sites/candeadvisory.com/files/barometer_2017_0.pdf. This survey found that companies increasingly want to engage in deeper problem-solving partnerships for wider societal impact and that 77 percent expect their investment in cross-sectoral partnerships to increase over the next three years.

⁸ WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010. <https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>.

⁹ Multilateral Organization Performance Assessment Network. 2019. *World Food Programme (WFP) 2017–18 Performance Assessment*. <http://www.mopanonline.org/assessments/wfp2017-18/WFP%20report%20final.pdf>.

- WFP has not increased its fundraising income significantly through previous strategies because it did not focus on individual giving and did not make adequate up-front investment. WFP's peer organizations have seen significant growth in revenue from individuals after investing in the necessary infrastructure, specialized skills and capabilities (figure 1).^{10,11}

Figure 1: WFP's individual giving revenue is flat while peers have taken advantage of consistent global growth over 5 years



Source: IFL* 2018, BCG analysis

*IFL: The International Fundraising Leadership Forum is a committed group of international fundraising leaders, representing the 15 largest international non-governmental organisations (INGOs) and United Nations agencies.

1.2 Focus areas, scope and guiding principles

9. Non-governmental entities encompass a wide range of actors, from multinational corporations to local entrepreneurs to academic institutions. The present strategy focuses on three areas that have the most potential to improve WFP's impact and increase funding to enable it to reach more beneficiaries: individuals, foundations and businesses, the last encompassing entities ranging from large global corporations to local small and medium-sized enterprises.¹² WFP's engagement with non-governmental entities is not limited to these areas, however, and its engagement with NGOs is governed through separate corporate guidance.

¹⁰ WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010. <https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>. Additional recommendations resulting from the 2012 evaluation that this strategy takes forward include mobilizing financing from foundations; maximizing benefits from corporate partnerships to contribute to WFP's objectives; and implementing a process for prioritizing areas for partnership development. Other recommendations, such as integrating private sector partnerships and fundraising into WFP's overall budget and transferring responsibility for conducting due diligence outside of the Private Sector Partnerships Division, were adopted through the 2013–2017 strategy.

¹¹ *WFP Private Sector Partnerships and Fundraising Strategy (2013–2017)*. <https://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062579.pdf>. "This strategy has an important limitation in that it assumes that investment available to augment the private-sector function will be modest, and that in this respect will continue to lag behind that of agencies such as the United Nations Children's Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR)."

¹² *Guidelines on a principle-based approach to the Cooperation between the United Nations and the business sector*. 2015. <https://business.un.org/en/documents/5292>. These guidelines provide a framework for the creation of partnerships between the United Nations and private sector, or business sector, entities. The business sector is therein defined as: "either for-profit, and commercial enterprises or businesses; or business associations and coalitions (cross-industry, multi-issue groups; cross industry, issue-specific initiatives; industry-focused initiative); including but not limited to corporate philanthropic foundations".

10. It is acknowledged that business sector partners can simultaneously have both a partner relationship and a procurement relationship with WFP. United Nations guidance specifies that “cooperation should not provide exclusivity in its collaboration or imply endorsement or preference of a particular business sector entity or its products or services”. This principle is outlined for WFP in the Executive Director’s circular OED2013/025, which mandates that WFP “maintain separation between its cooperation with the [business] sector and procurement processes to ensure that commercial relationships with [business] sector partners remain distinct and are managed independently”. WFP procurement activities are governed by separate policies on general goods and services procurement and local food procurement.
11. WFP’s engagement with non-governmental entities will be guided by a set of overarching principles consistent with the SDGs, in particular the commitment to leaving no one behind. These guiding principles, which will ensure that WFP’s engagement benefits the people that WFP serves to the greatest possible extent, both now and in the future, are that partnerships and engagement must:
 - be needs-based, focusing on beneficiaries first and on results-based activities, maximizing impact at the local level;
 - support effective long-term engagement, focusing on the sustainability of activities and maximizing impact for beneficiaries;
 - ensure transparency and accountability, through sound risk management and adherence to United Nations values; and
 - promote innovative engagement models that lead to new ways to solve problems and achieve increased impact for WFP’s beneficiaries.
12. Technical partnerships allow WFP to use the expertise and know-how of businesses to better deliver for beneficiaries and enhance the capacity of host governments. By leveraging the innovative power of businesses and their technology, WFP can do even more to reach those furthest behind and develop sustainable solutions to long-term challenges. Even with support from the business sector, however, WFP is still unable to reach all of the people in need. People around the world can help to close this resource gap by providing WFP with direct donations that will enable it to reach more beneficiaries. Based on these three distinct areas of added value, this strategy for partnerships and engagement is thus built upon three pillars, which are detailed below.
13. Expanding partnerships and engagement with non-governmental entities will also come through close collaboration with WFP’s friends organizations in the United States, Japan and Italy. All these organizations have opportunities to substantially increase their support for WFP programmes through innovative communications and fundraising initiatives.

2. A strategy with three pillars of activity

14. The three pillars – impact, income and innovation – encompass the following activities:
 - *Impact:* WFP will build on the success it has achieved to date with business sector partners to form more best-in-class technical partnerships that provide expertise and skills to support capacity strengthening for WFP and local governments. Aimed at increasing impact at the local level, activities in this pillar will be focused on empowering more country offices to engage with non-governmental entities in support of their needs as articulated in country strategic plans. Long-term partnerships with the business sector at all levels will drive efficiencies and cost savings for WFP. Working

closely with technical units, WFP will increase global large-scale technical partnership activity by 25 percent by 2025 to better meet the needs of beneficiaries.

- *Income:* Investing in and growing fundraising, with the strongest focus on individual giving, will drive an increase in diversified income for WFP. WFP will invest in the development of a significant, sustainable stream of flexible income through the creation of a digital-led fundraising strategy that engages people worldwide. Fundraising activities will be synchronized with brand-building efforts to drive greater benefits for WFP, with the goal of increasing WFP brand familiarity by 12 percent over the strategy period and by 2025 increasing yearly income from individual supporters to USD 170 million, from businesses to USD 50 million and from foundations to USD 25 million.
 - *Innovation:* This last pillar allows for the exploration of new modes of engagement with non-governmental entities to find innovative and collaborative solutions for accelerating progress towards zero hunger. The Partnerships and Advocacy Department will drive growth in impact and income building on existing work being undertaken together with various technical units, regional bureaux and country offices.
15. The three pillars are interrelated and mutually supporting, and non-governmental entities may be engaged through more than one pillar at a time. For example, many business sector partners provide funding to WFP along with their technical expertise; given the focus on impact partnerships as the most valuable way of engaging with the business sector, these two means of support are divided between the impact and income pillars. Individuals too can be engaged as both consumers and as employees within business sector partnerships.

3. Pillar 1: Impact

16. WFP has more than 15 years of experience in co-creating technical partnerships with the business sector. During the strategy period, WFP will increase this activity to better meet the needs of the people it serves, aiming to achieve:
- a comprehensive regional-bureau-supported approach to significantly increasing country office engagement with the business sector in support of the needs articulated in country strategic plans by utilizing business sector expertise and skills to support WFP in new ways of working;
 - efficiencies and cost savings of at least USD 60 million over the strategy period as a result of collaboration with the business sector through long-term and innovative engagement; and
 - a 25 percent overall increase in the number of needs-driven, multi-year global partnerships created with technical units, which number 20 in 2019.¹³

3.1 Improving accountability and transparency through comprehensive measurement

17. WFP needs a new approach to measuring and evaluating the impact and efficiency-improving benefits of technical partnerships at all levels. This strategy will develop a consistent methodology that will ensure that WFP can assess partnership impact against the pillar 1 goals. Potential metrics are outlined in figure 2.

¹³ Boston Consulting Group analysis, April 2019.

Figure 2: Three key dimensions to assess partnership impact

WFP to create a systematic methodology to measure & report impact of technical partnerships, recognizing that no standard approach exists within or outside of WFP today



3.2 Prioritizing needs-based partnerships for impact at the country office level

18. Technical expertise, knowledge transfer and capacity strengthening provided by the business sector can help WFP operate in the most efficient, effective way possible and better leverage donor government funding.¹⁴ Extensive consultations at both the headquarters and country office levels have identified substantial programmatic needs that technical partnerships with the business sector are well placed to meet, as illustrated in figure 3. This strategy also acknowledges that a partnership approach may not always be the best solution for WFP's programmatic needs; close collaboration between WFP's Private Partnerships and Fundraising Division (PPF) and technical units, regional bureaux and country offices will identify, for example, when a procurement approach may be more appropriate.

Figure 3: Potential to grow impact partnerships based on significant WFP needs

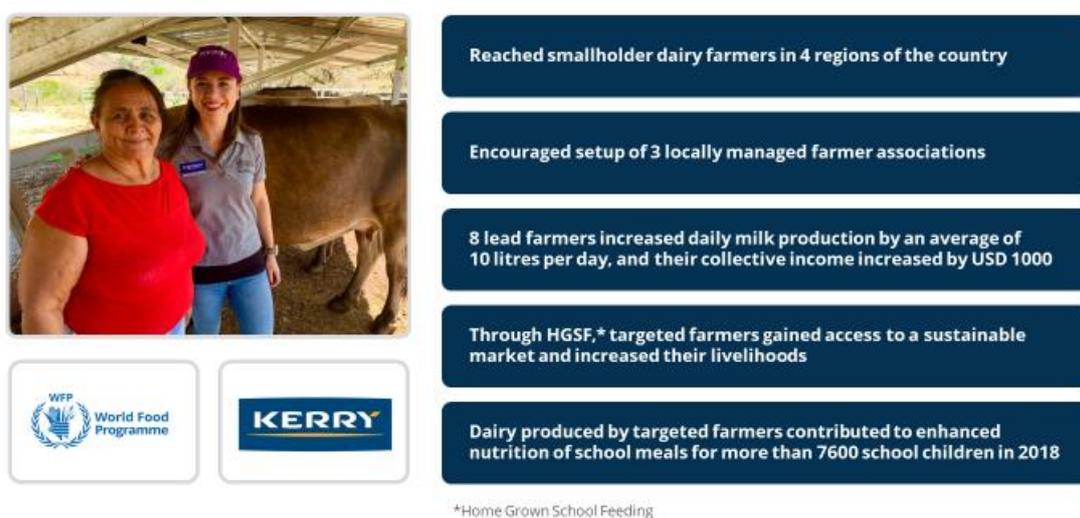
Illustrative list of some of the opportunities identified by WFP programme units:



¹⁴ WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010. <https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>.

19. The present strategy targets growth in country-office-driven partnerships for community-level impact as part of regional prioritization of engagement with the business sector. By focusing on local actors, technical partners can also increase the capacity and skills of both WFP and host governments, thereby increasing indirect benefits over the long term. WFP aims to see more initiatives like Project Leche, carried out in Honduras in partnership with the Kerry Group, which has its origins in Irish dairy farming (figure 4). Kerry employees have transferred expertise to local Honduran farmers, enabling them to increase the quality of their dairy products and connect to WFP’s home-grown school feeding programme.

Figure 4: WFP is strengthening local community resilience with Kerry-supported Project Leche in Honduras



20. Business sector partners can be engaged to support the development of rural economies in the countries where WFP operates while collaborating in long-term efforts to foster sustainable, inclusive supply chains. By working with and through local markets, WFP can improve the lives of rural smallholder farmers and improve women’s and girls’ access to food as prioritized in WFP’s Gender Policy (2015–2020). Local food procurement and market development are often linked with home-grown school feeding programmes and other value chain activities. WFP’s local food procurement strategy will also aid in this regard, by encouraging sourcing from local producers and suppliers when feasible.
21. Particularly at the local level, public private partnerships can be an effective way to engage with non-governmental entities and to share resources, responsibility and risk. For example, the United States Agency for International Development, Cargill, the Government of Honduras and WFP have joined forces in a two-year partnership in the Dry Corridor of Honduras to deliver on a shared vision of food security, nutrition and inclusive supply chains by connecting 500 smallholder farmers to the national school feeding programme.

3.3 Exploring innovative engagement models with the business sector

22. By taking a step past corporate social responsibility, some companies are moving towards “shared value” partnerships or approaches through which businesses view societal needs and environmental considerations as opportunities and partner with organizations such as

WFP to address them. The greatest opportunities for WFP to engage in shared value partnerships – while adhering to existing United Nations guidelines and frameworks – are at the country office level, through multisectoral partnerships involving a range of local actors that respond to specific beneficiary-focused needs as identified in country strategic plans.

23. WFP will increasingly play the role of convener and facilitator of partnership networks at the national and local levels, such as through the development of new Scaling Up Nutrition (SUN) business networks to increase the availability of, and demand for, nutritious foods. WFP's Nutrition Division, working with longstanding partner Royal DSM, has helped to establish such networks in Malawi, Zambia and Zimbabwe, with 16 more country offices actively pursuing similar approaches. WFP also aims to leverage and convene the local business sector to foster resilient and inclusive value chains so that the most vulnerable actors, particularly women smallholder farmers and women in conflict, can better contribute to and benefit from long-term economic development.

3.4 Building mutually beneficial engagement models for long-term impact

24. Businesses increasingly want to contribute to wider societal and environmental good while also increasing their bottom lines. WFP offers an avenue through which the business sector can contribute to the SDGs, increase employee loyalty and communicate their positive value for society to stakeholders.¹⁵
25. To improve the efficacy of technical partnerships, WFP will focus on developing and maintaining long-term relationships instead of engaging in short-lived one-off partnerships. WFP will only selectively accept unsolicited offers of services or expertise because such offers often require resources to capitalize on and may not yield lasting benefits. Ensuring that relationships are mutually beneficial for both WFP and the business sector, such as with global logistics company UPS, will help ensure the longevity of partnerships and maximize impact (figure 5).

Figure 5: Mutually beneficial partnerships are helping WFP enable the biggest humanitarian transport network



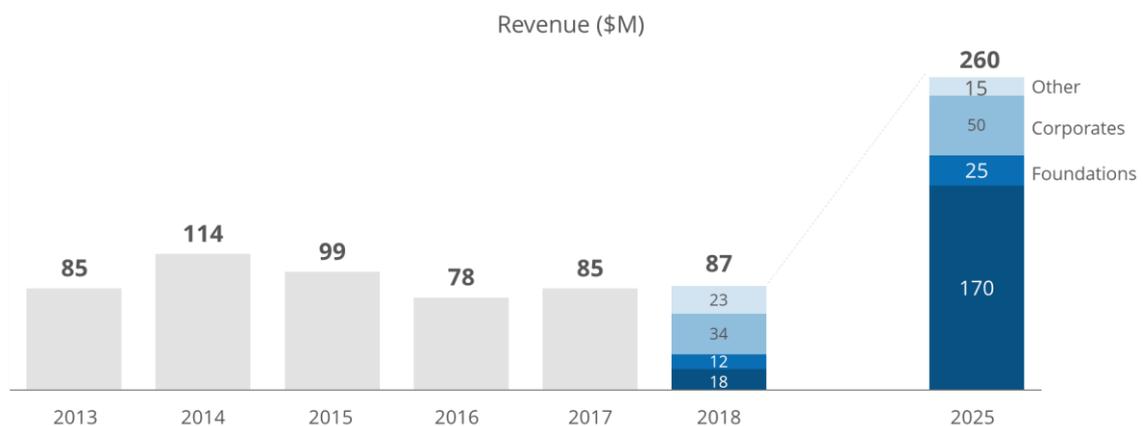
¹⁵ 2019 Edelman Trust Barometer, Global Report. 67 percent of people said that they would either never work for an organization, or would need to be paid a lot more to work for an organization, which did not meet the following statement: “my employer has a greater purpose, and my job has meaningful societal impact”.

4. Pillar 2: Income

26. This strategy proposes a new way for WFP to reach more people around the world by tapping into the growing individual giving market, especially through the use of digital engagement tools, to increase its income and diversify its resource base. Corporations and foundations will also contribute to income growth, as shown in figure 6. Specifically, WFP will aim to:

- increase annual income from individual supporters to USD 170 million by 2025;
- increase funds raised from businesses to USD 50 million and from foundations to USD 25 million by 2025; and
- leverage simultaneous work being driven by the WFP Communications, Advocacy and Marketing Division (CAM) and contribute to a 12 percent increase in WFP brand familiarity over the strategy period.

Figure 6: WFP to grow fundraising to USD \$260M by 2025



Note: ~\$27M of corporate value from cash-only partnerships; "Other" 2025 estimate based on avg of recent years; JAWFP revenues attributed 60% to 2018 individual giving and 40% to corporate cash value, per 2017 composition - pending confirmation of actual 2018 breakdown from JAWFP; IG includes ~\$1M WFP USA revenues manually adjusted for 4Q18 + ~\$340k from ShareTheMeal via WFP USA, not yet recognized by HQ due to change in accounting practices; Source: WFP PPF, BCG analysis

4.1 Transparent measurement of performance

27. Maximizing return on investment is critical to the success of the income growth planned across all streams: businesses, foundations and individuals. In particular, individual giving activity will be closely monitored against key performance indicators (KPIs), with regular reporting to WFP senior leadership and the Executive Board to ensure transparency and accountability. These KPIs cover the following metrics:

- acquisition cost per new supporter;
- retention rate for years 1 & 2;
- cost of supporter retention over time;
- average annual value of donations; and
- projected sustainable income for beneficiaries.

4.2 A robust engagement model for individual giving

28. Individual giving is a large and growing source of funds that are often given flexibly and can therefore be used by WFP to meet the greatest needs. By prioritizing the raising of funds from individual supporters, WFP is responding to recommendations arising from assessments and evaluations of previous strategies for engaging non-governmental entities, including a recommendation 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”.¹⁶
29. Traditional individual fundraising has primarily been conducted through offline channels such as direct mail and telemarketing and implemented through national fundraising operations. Today, the individual fundraising market looks very different, with the vast majority of potential supporters present – and comfortable donating – online. WFP’s approach to individual giving is designed to provide a best-in-class supporter experience, to create a sustainable, self-funded programme and ultimately to generate a quantum leap in revenue. WFP will focus on engaging individuals through digital platforms – building on the success of the ShareTheMeal application – to offer a flexible, cost-effective means of reaching supporters in many different countries without establishing fundraising teams physically operating in multiple locations.
30. Through this digital-based approach, WFP aims to see more successful fundraising like the 2018–2019 Facebook advertisement campaign through which it raised funds for the Yemen emergency (figure 7). The global digital approach will be augmented by targeted offline fundraising activity (e.g., face-to-face appeals and television advertisements) where testing shows it will be successful.

Figure 7: Investment already showing promising results through paid ad campaigns for WFP.org and STM



1. PPF IG Facebook Yemen Campaign data (as of 23rd June 2019) based on WFP paid advertising spend 2. Digital paid advertising results for 2019 to June 23rd, 1 Year ROI projections are forecast based on STM performance to date on repeat giving patterns. STM digital results are made of a blend of (a) Google Universal App Exchange (b) Facebook Paid Ads (c) Apple Search Ads. Source: PPF and STM marketing results

31. In keeping with the guiding principles of this strategy, WFP’s individual giving and brand-building activities will aim to both secure monthly supporters of WFP’s work who give on a long-term basis and provide a best-in-class supporter stewardship experience that brings to life how supporters’ funds are used.

¹⁶ “Summary Evaluation Report of WFP’s Private-Sector Partnership and Fundraising Strategy” (WFP/EB.2/2012/6-A). <https://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062160.pdf>.

32. Exploring innovative engagement models for individual giving, WFP will build on work undertaken in raising funds from individuals in predominantly Muslim countries and diasporas by exploring Islamic social finance. This encompasses various forms – Zakat, Sadaqat, Zakat Al-Fitr, Waqf and Sukuk. Although there are differing estimates on the scope of Islamic social finance that might be harnessed, this provides an additional potential funding pool that WFP can access to help close the gap, which will be explored through the strategy period.

4.3 Additional income growth from businesses and foundations

33. By 2025, WFP aims to raise USD 50 million annually from fundraising partnerships with the business sector. To do this, WFP will identify and secure major global donors by leveraging networking events, senior WFP leadership contacts and market trends. Selective, targeted prospecting will help to identify opportunities across large business-to-consumer companies, companies with operations located close to WFP beneficiaries and corporate foundations. Greater support will also be provided to country offices in their efforts to establish local business sector partnerships for funding country strategic plans.
34. Likewise, this strategy aims to double annual income from foundations to USD 25 million by 2025. Private foundations play a key role in driving innovation and helping WFP to address sustainable solutions that fall within the “humanitarian-development nexus”, as well as the root causes of hunger. While WFP has partnered with foundations in the past, the approach has been ad hoc. This strategy provides for a targeted approach to collaborating with a small number of large foundations, focusing initially on North America and Europe, to maximize return on investment and support technical units and country offices in pursuing opportunities.

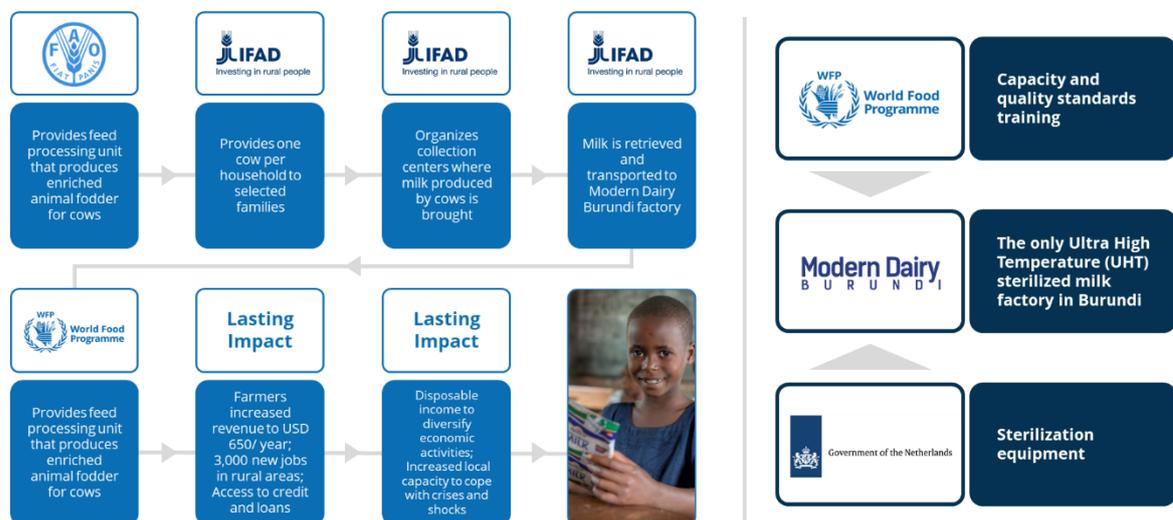
5. Pillar 3: Innovation

35. Innovation is critical to achieving the SDGs, and non-governmental entities – particularly businesses – are uniquely able to drive innovation. This pillar of the strategy therefore focuses on opportunities to leverage innovation and multi-stakeholder collaboration to reinforce the first two pillars of the strategy, to reverse the decline in progress towards zero hunger and to push forward to achieving the 2030 Agenda for Sustainable Development. WFP will work with the business sector – particularly businesses leading in big data and artificial intelligence – and the WFP Innovation Accelerator to pilot and test innovations born of country-level needs. Mobile applications such as ShareTheMeal will enable WFP to engage and communicate with new audiences to increase brand familiarity and fundraising results. WFP will seek to take advantage of new capital flowing into socially responsible investments by pursuing innovative financing mechanisms. Increased collaboration with the other Rome-based agencies, the United Nations Global Compact and other partners will accelerate results for WFP programmes and encourage more engagement with businesses through multi-stakeholder coalitions.
36. The WFP Innovation Accelerator’s multifaceted involvement with the business sector is useful for building innovations up from the local level and enabling and empowering country-office-driven initiatives. New digital tools can help WFP ensure that the impact of technical partnerships with the business sector is directed towards long-term solutions to chronic malnutrition, disaster-affected communities and food insecurity exacerbated by climate change. For example, Nutrifami, a mobile phone application for e-learning, was developed to address a lack of nutrition education and food purchase tracking among vulnerable food-insecure communities in Colombia. Piloted in 2016, Nutrifami has since been scaled up to maximize its user base outside of WFP beneficiaries, within the country

and beyond. The success of the application among beneficiaries has sparked knowledge sharing among regional bureaux, including the recent adaptation of the application to the local language and cultural context in Senegal.

37. As WFP continues the digital transformation of its operations, partnerships with the technology sector have tremendous potential to increase the efficiency of its work. The networking and telecommunications company Ericsson is a key standby partner of the Emergency Telecommunications Cluster (ETC), deploying full IT solutions and skilled staff to support WFP and the ETC during emergency operations. Ericsson is working on emergency data solutions kits to allow relief workers to have instant internet connectivity for all devices on the ground. Alibaba, an e-commerce company, contributes its technology and resources in the development of a digital “world hunger map” to monitor the status of global food insecurity and help enhance the humanitarian community’s operational efficiency. Facebook has provided WFP and the ETC with data, analytics and connectivity capabilities, such as the use of Messenger bots to communicate with beneficiary populations, as well as supporting WFP’s brand-building and fundraising activities.
38. Linked to pillar 1, Impact, the present strategy builds on the success of existing Rome-based agency collaboration that connects WFP’s core activities with those of large-scale global partners and local actors in the business sector. In Burundi, for instance, dairy farmers have benefited from Rome-based agency collaboration supporting the development of the Modern Dairy Burundi factory, the only milk factory in the country that meets European standards (figure 8). This complex partnership has allowed WFP to provide more nutritious school meals while helping dairy farmers to increase their incomes.

Figure 8: Successful RBA milk value chain collaboration is empowering local smallholders in Burundi



39. Scaling up and mainstreaming innovative solutions can also reinforce WFP’s long-term growth in pillar 2, Income. ShareTheMeal, which emerged from the WFP Innovation Accelerator, has enabled WFP to raise funds from individuals around the world. The strategy also allows for the exploration and identification of next-stage innovations that can differentiate WFP and increase awareness of SDG 2, connecting people to the issue of hunger. By focusing on important programme areas such as cash-based transfers, for example, WFP can connect people directly to the impact they are having on families around

the world. These next-stage innovations will improve engagement with supporters, driving impact and sustainable flexible income.

40. Innovative finance mechanisms can help WFP augment its activities in the humanitarian-development nexus and in middle-income countries. Examples of such mechanisms include disaster insurance; impact investment, where investments are made to generate a measurable social or environmental impact in addition to a financial return; and social impact bonds, where financial risk is shared between investors and service providers to generate results-based social outcomes. There is also potential for collaboration with the other Rome-based agencies, such as the International Fund for Agricultural Development and its Agri-Business Capital Fund, which targets support to the “missing middle” – agro-entrepreneurs who are too big for microfinance but too small to attract traditional capital investment.
41. Technical units, regional bureaux and country offices will drive demand and articulate problems to be solved through further exploration of innovative solutions, particularly with the business sector. The Partnerships and Advocacy Department will convene cross-organizational working groups to address these challenges and leverage the impact of partnerships across governments, the business sector and international institutions.

6. Building WFP’s brand to boost partnership and engagement success

42. Achieving the objectives laid out in this strategy requires the development of a strong and coherent brand for WFP. Research shows that there is a strong relationship between a non-profit organization’s brand strength and its voluntary fundraised income, forming an interdependent cyclical relationship – awareness boosts fundraising performance and fundraising activity boosts awareness.¹⁷
43. A strong brand is important to engagement with business sector partners and individual supporters. While these audiences can have different motivations, triggers and needs concerning the brands with which they engage, an organization’s success can grow with all audiences if its brand is perceived to be strongly associated with attributes that stakeholders value. The key attributes that WFP will be emphasizing as part of the brand building strategy are “successful”, “powerful”, “brave” and “expert”. It is also important that potential partners and supporters perceive ending hunger around the world as a problem that is solvable and therefore worth their investment of time, effort and resources. Long-term evidence of how WFP is saving as well as changing lives through its programmes is thus critical to addressing the issue of solvability.
44. Research shows that growing the familiarity that people have with WFP is an important step towards engagement and potential support for the organization.¹⁸ The target of increasing WFP brand familiarity by 12 percent over the strategy period has been set.¹⁹ More details are provided in annex III.

¹⁷ nfpSynergy, Ringing a bell? Analysing available evidence on the sources and benefits of awareness for charities. May 2015.

¹⁸ Ipsos, *WFP Brand Research: Global Report*. September 2018. Eleven key donor markets were targeted: Australia, Canada, France, Germany, Italy, Japan, the Netherlands, the Republic of Korea, United Arab Emirates, United Kingdom and United States of America.

¹⁹ For instance, in South Korea our data shows that there is a 51% net increase in favourability and 37% increase in likelihood to donate by associating “UN” with our brand, particularly among those who identify as liberals (51% / 38%), and those with a high level of education (63% / 48%). In the United Kingdom, individuals ages 18-35 were most likely to be positively influenced by identification with the UN, with a change of 47% in likelihood to donate.

7. Investing in impact and income to meet the needs of beneficiaries

45. This strategy targets bold but achievable increases in WFP's impact as well as income diversification and the investment, restructuring and capacity changes required to achieve them. An initial amount of USD 1.1 million is needed in 2020 to ensure that key capabilities are in place to drive the pillar 1 activities, including new specialized resources in more regional bureaux and headquarters support functions such as reporting, contracting and impact analysis. These resources are crucial to improving the competencies and capabilities of teams closer to the local level for the success of the sustainable country-based partnerships needed to implement the country strategic plans.²⁰ A cost breakdown for this investment is provided in annex I.
46. The growth in individual giving under pillar 2 will require initial investments of USD 13.1 million in 2020 and USD 22.2 million in 2021 to fund up-front digital and offline fundraising activity and the infrastructure needed to scale up this function. A second tranche of investment will be requested upon certain KPIs being met in 2020 and 2021. The total investment is forecast to generate cumulative revenue of USD 683.9 million between 2020 and 2025, as well as significant future income from new supporters recruited during the period. A breakdown of the assumptions underlying the individual giving investment model, including sources of investment funding, returns by channel and expected long-term income, is provided in annex II.
47. Proposals for investment in pillar 3, Innovation, if needed, will be presented over the course of the strategy period as WFP makes progress in identifying the potential that innovative engagement models hold for achieving WFP's mission and zero hunger.

7.1 Additional changes required to achieve pillar 1: Impact

48. Investment will be complemented by a restructuring of existing resources and capabilities to establish a dedicated team with the skills and expertise needed for technical partnerships with the business sector that is separate from business sector fundraising. Staff presence in regional bureaux will double over the strategy period and capabilities will be upgraded to strengthen support for country offices. The focus will shift from disseminating tools to providing tailored support to country offices identified as having high potential for local business sector engagement, such as the Peru country office, which does advocacy work through the Zero Hunger Peru initiative and the Cocina con Causa platform. These partnerships have seen non-governmental partners play a range of roles, including those of behaviour change advocate and policy driver. A dedicated centre of excellence for synthesizing knowledge and sharing best practices will be established in a regional bureau.
49. A global services team focused on key support functions such as contracting and impact reporting will also be established, thus improving the long-term stewardship of partnerships. This team will provide support and guidance on contracting, impact analysis and partner visibility for practitioners in country offices and regional bureaux and at headquarters.

7.2 Additional changes required to achieve pillar 2: Income

50. An integrated individual supporter fundraising team is needed to deliver on the bold approach proposed. This requires bringing together the existing ShareTheMeal and individual giving teams to create a new, holistic individual supporter engagement team and opportunities to share costs and improve efficiency. The capacity of the individual supporter

²⁰ Multilateral Organization Performance Assessment Network. 2019. *World Food Programme (WFP) 2017-18 Performance Assessment*. <http://www.mopanonline.org/assessments/wfp2017-18/WFP%20report%20final.pdf>.

engagement team will be augmented by a mix of flexible and virtual resources, including outsourced support services and fundraising agency relationships.

51. Close collaboration with CAM is vital to developing and maintaining a seamless supporter journey with engaging, effective content and personal stories that connect with supporters. A structured approval process governing fundraising campaigns, asset use, a messaging framework and reputation management across WFP's global digital footprint will be developed.
52. A dedicated team to pursue business sector fundraising opportunities will also be established, with sub-teams split between new business generation and existing partner management. Another small dedicated team will be assigned to growing income from foundations, working closely with technical units and country offices.

8. Risk management for transparency and accountability

8.1 Due diligence

53. WFP's robust due diligence process serves to manage potential reputational risks that could result from WFP's engagement with partners and supporters. The process ensures that WFP, as a member of the wider United Nations system, engages with non-governmental entities in a manner that is aligned with the guidelines issued by the Secretary-General of the United Nations on cooperation between the United Nations and businesses, which was last updated in 2015.²¹
54. The due diligence process is managed by WFP's Legal Office, which provides due diligence reviews to the Private Donors and Partnerships Committee chaired by WFP's Deputy Executive Director. The committee provides oversight of the due diligence process, including approval and guidance with regard to engagement with relatively high-risk donors and partners. PPF provides secretariat and logistical support to the Committee.
55. As of 2019, WFP requires due diligence screenings for prospective donors and partners who intend to contribute over USD 50,000 or use the WFP name and emblem. WFP proposes to increase the due diligence financial threshold to USD 100,000 to facilitate a more streamlined process for country-office-led opportunities, consistent with the focus of this strategy and in line with United Nations development system reform. This change would apply to the financial contribution threshold only – partnerships involving the use of WFP's name and emblem would continue to require due diligence screening regardless of contribution level.
56. In addition to increasing the financial threshold, WFP will develop new ways of working that both ensure that the due diligence process remains robust and enable regional bureaux and country offices to develop partnerships faster and more effectively. This approach is in line with the recommendations of the strategic partnerships results group of the United Nations Sustainable Development Group, under which a private sector task team led by UNICEF and the United Nations Office for Partnerships has been working on due diligence harmonization.
57. Given the increased volume of technical and fundraising partnerships with businesses envisaged in this strategy, extra resources will be provided to the Legal Office for increased due diligence and contractual support.

²¹ *Guidelines on a principle-based approach to the Cooperation between the United Nations and the business sector.* 2015. <https://business.un.org/en/documents/5292>.

58. A full description of WFP's current due diligence process and criteria is provided in annex IV.

8.2 Managing other risks

59. Risk management and mitigation are critical to the successful implementation of this strategy. The key risks and related mitigating actions are outlined below in table 1.

TABLE 1: KEY RISKS AND RELATED MITIGATION ACTIONS	
Risk	Mitigating actions
<p>1. Reputational risk <i>The management of potential reputational risk to WFP is essential when engaging with businesses, foundations and individuals.</i></p>	<p>WFP will continue to ensure that businesses, foundations and individuals giving USD 100,000 or more or wishing to use WFP's name and emblem go through the organization's rigorous due diligence process prior to any agreement being signed or partnership being announced.</p> <p>Following due diligence, binding agreements in line with WFP's guidelines for private-sector partnerships (OED 2013/025) will be concluded with donors and partners, which will help to mitigate legal and reputational risk. These agreements include clear terms of engagement, visibility guidelines and exit clauses. Careful stewardship of WFP's reputation is essential to creating a positive enabling environment for partnerships and fundraising and managing any potential negative impact caused by external factors outside WFP's control.</p> <p>An experienced team in CAM focuses on managing WFP's reputation and works closely with PPF whenever a prospective partnership poses a risk to that reputation. This capacity – and that of the Legal Office's due diligence team – will be increased as part of this strategy and must be maintained at a level proportionate to the number and scale of partnership activities that pose a reputational risk.</p>
<p>2. Conflict of interest <i>Potential confusion of commercial relationships and partnerships poses a risk to the organization.</i></p>	<p>In line with WFP's guidelines on partnerships with the business sector, a clear separation between WFP's procurement processes and cooperation with businesses must be maintained. Annex III of Executive Director Circular OED2013/025, which sets out WFP's procurement process as it relates to partnerships with the business sector, says that WFP will "maintain separation between its cooperation with the [business] sector and procurement processes to ensure that commercial relationships with [business] sector partners remain distinct and are managed independently".</p> <p>WFP recognizes that businesses that are partners can also be suppliers, as long as the two aspects of their engagement with WFP are managed separately and in compliance with the 2015 guidelines on cooperation between the United Nations and the business sector to ensure that suppliers gain no unfair advantage.</p>

TABLE 1: KEY RISKS AND RELATED MITIGATION ACTIONS

Risk	Mitigating actions
<p>3. Lack of internal capacity to actively manage partnerships <i>All partnerships, whether they provide cash or technical expertise, require internal capacity to operate effectively and need to be continuously stewarded if they are to achieve their intended impact. If the capacity to actively manage partnerships is lacking, resources may be wasted and WFP's reputation put at risk.</i></p>	<p>The way to mitigate this risk is to assess the potential value and all associated costs of a partnership before a partnership agreement is signed to ensure compliance with WFP's full cost recovery principle. Every donation of expertise or services must be based on a WFP need, and the resources required to actively manage the partnership must exist within the relevant technical unit or country office. If such resources do not exist, the partnership should include a financial contribution.</p> <p>Another way to mitigate this risk is to ensure that a fully staffed, skilled partnership team is in place. The management plan submission associated with the present strategy includes such staffing needs, and more details are provided in section 7 above, "Investing in impact and income to meet the needs of beneficiaries". This resourcing goes beyond PPF to include CAM, the Legal Office and other essential functions.</p> <p>See risk 5 below for more detail.</p>
<p>4. Lack of organization-wide commitment <i>Enhanced collaboration among PPF, technical units, regional bureaux, country offices, CAM and the Legal Office is essential to the success of the strategy. The possible lack of such collaboration poses a risk.</i></p>	<p>The process leading to the development of this strategy has been inclusive and consultative, guided by an advisory group consisting of WFP's senior leadership to ensure organization-wide buy-in and commitment. Close collaboration with CAM is ongoing, and additional resourcing is envisaged for WFP's Legal Office team to support an anticipated increase in Legal Office guidance on contracting and due diligence.</p> <p>During implementation, PPF will mitigate this risk by continuing to work inclusively and in close collaboration with technical units, regional bureaux and country offices to create the sense across WFP that the businesses, foundations and individuals involved can provide added value, particularly by addressing needs that cannot be met through other sources.</p> <p>The regional-bureau-based centre of excellence provided for in the present strategy will ensure that collaboration is enhanced among headquarters, regional bureaux and country offices, where partnership needs are generated and impact is most often felt.</p>
<p>5. Lack of fully staffed, skilled teams to implement the strategy <i>The right skills and knowledge must be deployed consistently over time to achieve partnership and fundraising targets.</i></p>	<p>Developing partnerships with the business sector and achieving success through fundraising require specialized skills, as well as support from key support functions.</p> <p>To support activities under pillar 1, Impact, this strategy provides for doubling the number of posts in regional bureaux and upgrading other posts in key roles and locations to ensure that staff have the right skills and capabilities, with a focus on providing specialized support to country offices pursuing business sector opportunities. Further details are set out in annex I.</p> <p>In 2018, a small initial investment was provided to fund the establishment of an individual supporter giving team within PPF, including highly skilled senior staff. The investment model and resource requirements for achieving the individual supporter giving segment of this strategy are set out in annex II.</p>

TABLE 1: KEY RISKS AND RELATED MITIGATION ACTIONS	
Risk	Mitigating actions
	WFP will also invest in increasing the skills of staff performing key support functions by creating a new global services and country office support team within PPF. This team will perform key functions such as impact reporting, communications and contracting to support global, regional bureau and country office needs.
6. WFP does not meet the target KPIs set out in the individual giving investment model <i>If the KPIs are not met, the next tranche of investment will not be released.</i>	<p>Growth in individual giving is contingent upon, among other factors, attracting and retaining a certain number of donors. Donor behaviour and opinions will shift over the course of the strategy period. Based on future brand research and through close collaboration between CAM and PPF, WFP will continually adapt its approach to messaging and amplifying brand attributes as needed to resonate with audiences in identified target markets and demographics.</p> <p>The start-up capital needed is proposed to come from a critical corporate initiative investment, to be used for non-recurring costs and one-off technical items. It is proposed that the investment be disbursed in two tranches. The first tranche, USD 35 million, would cover activities in 2020 (USD 13.1 million) and 2021 (USD 22.2 million) to fuel initial growth in donor acquisition and retention activity. Following a detailed review of results during this early period, and provided that agreed-upon KPIs are at least 80 percent achieved, the second tranche, USD 17.3 million, would be released for activities in 2022 and 2023 (see section 4.1 and annex II for more information on the KPIs).</p>

Acronyms used in the document

CAM	Communications, Advocacy and Marketing Division
KPI	key performance indicator
NGO	non-governmental organization
PPF	Private Partnerships and Fundraising Division
SDG	Sustainable Development Goal