



World Food
Programme



Strategy for Partnership and Engagement with Non-Governmental Entities

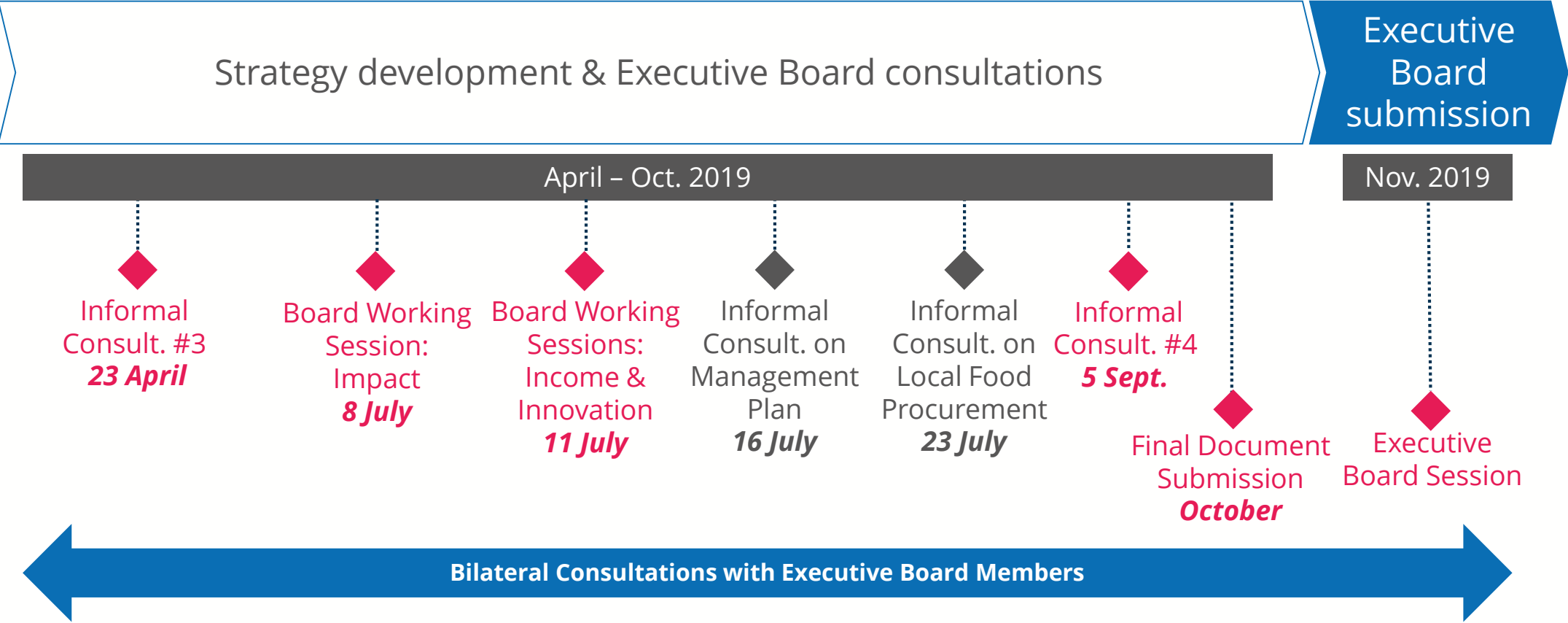
Cooperation with businesses, foundations and individuals

SAVING
LIVES
CHANGING
LIVES

Informal Consultation

5 September 2019/Rome

Pathway to November Executive Board Submission



Key Changes in Strategy Document

A new set of overarching guiding principles

WFP's 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



Promote innovative engagement models



which lead to new ways to solve problems and achieve increased impact for WFP's beneficiaries

Clearer objectives by the end of the strategy period

Pillar 1: Impact

- Comprehensive, RB-supported approach to significantly **increasing CO engagement** with the business sector, driven by CSP needs
- Efficiencies and cost savings of **at least USD 60m** through long-term, innovative engagement with the business sector
- **25% increase** in number of needs-driven, global partnerships developed with technical units (*from 20 in 2019*)

Pillar 2: Income

- Increase annual income from individual supporters to **USD 170m**
- Increase annual funds raised from business to **USD 50m** and from foundations to **USD 25m**
- With CAM, contribute to a **12% increase** in WFP brand familiarity

Another over-arching objective is to **increase local-level engagement**.

Investment will enable WFP to **1) place additional staff with upgraded capabilities** in regional bureaux (from 2020) and **2) create a dedicated centre of excellence**.

A new approach to Pillar 3: Innovation

Four original developing areas now embedded throughout strategy

- **Public-private partnerships** will enable WFP to leverage synergies across government partners and the business sector
- **Shared value** is an emerging engagement model which will be explored particularly at the CO level as companies move beyond corp. social responsibility
- **Islamic social finance** will be explored as a potential funding pool as a complement to individual giving activities in certain markets
- **Innovative finance** will be explored in conjunction with the other Rome-based agencies (RBA)

Pillar 3 now reflects the unique ability of the business sector to drive innovation

- WFP Innovation Accelerator will help enable and empower **CO-driven initiatives and opportunities** with the business sector
- Increased efficiency and effectiveness driven through **technology sector** partnerships
- Building on success in **RBA collaboration** to connect core programmatic activities with large and small-scale business sector actors

Individual Giving Investment for 2020-2025 Strategy

2018-2019 test investment in WFP individual giving activities already yielding strong results

Digital Activity

IG Facebook ads

STM Facebook ads

Top 10 Test Countries with spend of USD 1k +	ROAS*
UAE	3.18
Ireland	2.89
Netherlands	2.69
Australia	2.47
Switzerland	2.35
Canada	2.25
Austria	1.84
UK	1.74
Germany	1.73
Saudi Arabia	1.41

Top 10 Test Countries with spend of USD 1k +	ROAS**
UAE	4.87
Qatar	3.54
Saudi Arabia	3.45
Lebanon	1.93
Australia	1.87
Germany	1.67
Malaysia	1.67
France	1.27
UK	1.11
Egypt	0.98

* Return on advertising spend at point of acquisition
 ** Return on advertising spend up to seven days from app install

Non-Digital Activity

Face-to-face fundraising in Japan



Up-front investment to launch activity in first two years

BREAKDOWN OF EXPENDITURE FOR YEARS 1 AND 2

Item	FY 2020 USD	FY 2021 USD
Media investment*	13.1m	26.7m
Technology investment	105k	110k
Staffing	4.1m	5m
SharetheMeal	1.9m	1.9m
Total	19.2m	33.7m

*Critical Corporate Initiative-type fund to cover the majority of this investment.

BREAKDOWN OF MEDIA INVESTMENT

Media	FY 2020 USD	FY 2020 number of new supporters	FY 2021 USD	FY 2021 number of new supporters
Digital media (i.e. Facebook and Google ads)	9.6m	213k (53k new regular givers and 160k one-off cash givers)	19.4m	422k (106k new regular givers and 317k one-off cash givers)
Direct response television (DRTV) advertisements	2.7m	14k (all regular givers)	5.4m	27k (all regular givers)
Face-to-face contact	530k	2k (all regular givers)	1.3m	5.7k (all regular givers)
Testing	266k	1k (all regular givers)	540k	2.3k (all regular givers)
Total	13.1m		26.7m	

FY: fiscal year ROI: return on investment

KPIs to be tracked in real time and reported on quarterly

Key individual giving metrics

Return on investment – Income compared to initial investment cost, tracked both overall and by channel	Sustainable income for beneficiaries – Annual and cumulative income targets, both gross and net to WFP
Acquisition cost – The investment needed to reach and motivate a new potential supporter to donate to WFP	Average donation – The average amount given by each supporter in a year
Supporter retention rate – The percentage of supporters who continue giving past the first year of their support	Supporter retention cost – The investment needed to motivate a supporter to continue giving past the first year

Example: Digital media indicators

	One-off donor	Monthly/regular donor
Cost per new supporter	USD 30	USD 90
Average donation	USD 50	USD 210 (17.50 a month)
First year supporter retention	25%	80%

...it [is] vital to increase the role of the private sector not just as a source of contributions but also as an active participant in implementation; without the effective integration of the private sector it [is] impossible to achieve zero hunger...

**- WFP Executive Director David Beasley
June 2018, Rome**

