Private Sector Partnerships & Fundraising Strategy 2020-2025

Q1 Results – Presentation to the Executive Board

27 May 2020
PRESENTATION OUTLINE

- Q1 RESULTS: Highlights and key achievements
- COVID-19: Impact and response
- IMPACT: Strategy Pillar 1
- INCOME: Strategy Pillar 2
- INNOVATION: Strategy Pillar 3
- Q2 PRIORITIES: In a COVID-19 world
Q1 RESULTS
Highlights and key achievements
Q1 Results
Key achievements

**IMPACT**
- Increased capacity to develop additional technical partnerships
- Enhanced engagement with Regional Bureaux and Country Offices to maximize Private Sector impact

**INCOME**
- Scaleup of both the Individual Giving (IG PPF) and Share the Meal (STM) teams with the additional investments allocated to recruiting new supporters
- Significant new cash contributions triggered by COVID appeal

**INNOVATION**
- Progress in developing the key building blocks of a multi-channel system for the 24-hour management of supporters’ experience of engagement with WFP
- Further exploration of innovative financing options
Q1 Results
Collaboration with key stakeholders

Private Sector Partnerships and Fundraising

- Legal
- Communications, Advocacy and Marketing
- Procurement
- Human Resources
- Technical and Programmatic Units
- Country Offices and Regional Bureaux
- Rome-based Agencies and Sister Agencies
- Friend Organizations (WFPUSA, JAWFP)
COVID-19
Impact on private partnerships & fundraising and WFP’s response
COVID-19 Response
The impact on private partnerships & fundraising

Increase in risk
Overall impact unknown

Actions to mitigate risk

Partnerships
• First step to engage with partners to understand impact on their business
• Stressed solidarity with partners and regularly shared operational updates and content
• Early financial asks to select partners to fund critical pandemic response
• Shifted focus of existing partnerships to respond to changed circumstances and broaden partnership activities

Individual Giving
• Executive Director’s solidarity message sent to all supporters as first communication
• Digital advertising shifted to Covid-19 messaging and activity increased as results improved
• Daily tracking performance to allow rapid decision making
COVID-19 Response
Engaging partners in WFP’s emergency work

Overall New Contributions*
USD 63 M
of which 31 M in progress

Confirmed donations include:

Donations in progress include:
- ABinBev
- Al-Thani Fund
- AXA
- Bank of Africa
- Big Heart Foundation
- Dar Al Ber Society
- LDS
- My Step Foundation
- TEK Systems

(*) As of May 20, 2020
COVID-19 Response
Engaging with supporters of WFP

Supporters responded generously to COVID-19 response:

• **USD 904k** raised by Share the Meal from existing and new supporters
• **USD 238k** raised by IG PPF from an email appeal to existing supporters – the most successful yet
• **USD 177k** raised online by WFP USA plus **USD 236k** via wfp.org from new US supporters
• Immediate investment in digital fundraising allocated to WFP USA for Q2

12-month Projected Return on Investment (ROAS) year-to-date 2020
COVID-19 Response
Attracting new supporters to WFP in times of crisis

- Digital advertising shifted to COVID-19 messaging featuring the ED, logistics, statistics and children
- Highest return from the advert with the ED’s Statement to the UN Security Council
- Most new supporters recruited from the advert featuring children – 5k new supporters
- All new COVID-19 adverts exceeded the strategy KPIs and investment returns
COVID-19 Response

Broadcast Outcome: relationship between broadcast asset airings and people searching for key campaign terms

Data from 20 March – 7 May (49 days)
IMPACT
STRATEGY PILLAR 1
Impact – Pillar 1
Progress made in Q1

Capacity Building

- Restructured existing human resources and established a dedicated team with skills and expertise in technical partnerships other than for private sector fundraising
- Established a global services team focused on key support services such as impact reporting, communications and partner visibility, knowledge management and contracting for global, regional bureau and country office needs

Impact Measurement

- Completed a landscape analysis (by a team of LSE graduate students) as a first step in the development of a methodology/framework for assessing the impact of partnerships against strategy goals
- Assessed that no “industry standard” currently exists for how impact should be defined and measured
- Set the basis to develop an innovative and actionable framework for impact measurement leveraging from internal/external expertise and lessons learnt gathered from existing approaches (e.g. UN Global Compact, ToC, GRI, IRIS+, SASB)

RB Engagement

- Started engagement with RBs around strategy despite COVID-19 challenges and travel restrictions
- Recruited candidates for RB Focal Point posts located in RBs (RBN, RBJ, RBC)
- Worked to set up a dedicated “Partnerships LAB” for synthesizing knowledge and sharing best practices
- Developed Country Office Activities Clearance process to enable more efficient engagement in one-off activities and opportunities with the private sector at the local level
INCOME
STRATEGY PILLAR 2
Share the Meal

PPF IG Paid

13% of the investment allocated in Q1

Income – Pillar 2
Investment expenditure

Planned and actual allocations of critical corporate initiative investment in individual giving in 2020* (total USD 13.1 million)

Q1
Planned
Allocated

Q2
Planned
Allocated

Q3
Planned

Q4
Planned

USD millions

*Q3 and Q4 allocations will be decided based on performance and will vary from planned amounts to ensure the total allocation is not exceeding the available amount of the CCI
**Income – Pillar 2**

Results in paid acquisition of digital supporters

Variation of KPIs for regular and one-off supporters in Q1

- **Projected % contribution of regular and one-off income to total income over Strategy period 2020-2025**
  - One-off income: 26%
  - Regular income: 74%

- **Total new One-off Supporters**
  - 80,882 (2020 target: 160,000)

- **Total cost per One-off acquisition**
  - USD 9.1 (2020 target: USD 30)

- **Average donation One-off**
  - USD 16.5 (2020 target: USD 50)

- **Total new Regular Supporters**
  - 15,090 (2020 target: 70,000)

- **Total cost per Regular acquisition**
  - USD 61.3 (2020 target: USD 117)

- **Average donation Regular Per month**
  - USD 21 (2020 target: USD 16)

**Return on Investment (ROAS):** projected 12-month – average digital 2.5 (2020 target: 2.1)

[RG 12-month retention rate: 60% IG / 45% STM, conservative assumptions v strategy]
**Income – Pillar 2**
Growing income from businesses

*Takeda* is one of Asia's largest pharmaceutical companies.

- **USD 14 million** to WFP to lead the COVID-19 humanitarian logistics response, and longer-term strengthening of public health supply chains and improving pandemic preparedness

- **Five-year** partnership to make health systems more resilient and enhance their ability to absorb and respond to health shocks

- **Two-phase** partnership:
  1. treatment and isolation centre for humanitarian workers, and supply chain control tower
  2. boost capacity and resilience of national health systems
INNOVATION
STRATEGY PILLAR 3
**Innovation – Pillar 3**

**Progress made in Q1**

**International supporter care solution**

First in the sector to deliver a “best-in-class” experience for supporters including multi-channel multi-language 24/7 365 service and response.

**Creative proposition for CBT**

Identify opportunities to develop creative solutions that connect supporters more closely to WFP’s work and its unique strengths and capacities.

**Innovative financing**

Explore blended finance in order to identify innovative financing opportunities that support climate programming.

**New channel for supporter engagement**

Develop tests for a new virtual challenge event on Facebook to be organized with a specialized agency and aimed at diversifying and developing new digital income streams.
PRIORITIES FOR Q2

In a COVID-19 world
Priorities for Q2
In a COVID-19 world

**Partnerships**
- Get new teams in place and fully operational in COVID-19 environment
- Global Services strategy implementation plan in place and making an impact
- Prioritization and assignment of team members to projects
- New private sector partnership guidelines shared and understood across the organization
- New partnership opportunities identified and in development

**Income**
- Ensure stability of technology platforms and foundation of clean data fully established
- Complete automated reporting dashboards set up and enable systematic use of insights to drive value
- Broaden supporter communication journeys from email to other channels
- Continue to scale business as usual Facebook Paid Ads while diversifying into other digital channels
- Dispersed team model fully established and ways of working evolved