

**Investment to achieve zero hunger:
WFP's 2018–2022 private sector partnerships
and fundraising strategy**



Informal consultation

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World Food Programme
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1. WFP stands at a watershed that will determine its role in the achievement of Sustainable Development Goal (SDG) 2 and therefore its relevance between now and 2030. The WFP strategic plan for 2017–2021 recognizes that the achievement of SDG 2 (“End hunger, achieve food security and improved nutrition and promote sustainable agriculture”, or “zero hunger”, for short) depends on effective partnerships across sectors, in line with SDG 17 (“Revitalize the global partnership for sustainable development, or “Partnerships for the Goals”, for short). Governments alone cannot finance the results called for in the 2030 Agenda for Sustainable Development; the private sector has an increasingly important role to play in facilitating new solutions through funding, innovation and capacity building.
2. WFP has developed best-in-class partnerships with corporations like Mastercard, has achieved programmatic alignment with and received grants from foundations like the Bill and Melinda Gates Foundation and has developed a robust plan for managing and stewarding online donors. Yet funds raised by WFP from the private sector are a fraction of the amount that peer organizations raise. In 2016 alone, the United Nations Children’s Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR) raised nearly USD 2 billion from the private sector as a result of targeted, multi-year investment. WFP by contrast raised just USD 78 million in 2016, out of total funding of nearly USD 6 billion.
3. WFP is currently facing an unprecedented funding gap, estimated at USD 3 billion, leaving 30 million men, women and children without the lifesaving assistance they need. To help close this gap, a new vision for private sector engagement is required.
4. The proposed 2018–2022 private sector partnerships and fundraising strategy will mark the first time that WFP makes the strategic choice to invest in an ambitious private sector growth plan. The new strategy will aim to:
 - **Drive funding and impact** | Over the next ten years, nearly USD 2 billion in additional resources will be raised from the private sector (see figure 4). WFP will achieve cost savings, efficiency gains and quality improvements that will have a positive impact on WFP operations and enable it to better serve those furthest behind.
 - **Increase unrestricted funds** | Of this USD 2 billion, 65 percent is expected to be unrestricted, coming primarily from individuals. This will enable WFP to allocate resources to underfunded strategic outcomes in country strategic plans (CSPs) and address other greatest needs.
 - **Lead private sector engagement to achieve SDG 2** | As the credible expert on hunger, WFP will convene global businesses to craft solutions that create both economic and social impact.
 - **Diversify WFP’s funding portfolio** | WFP will aim to diversify its funding portfolio by dramatically increasing the amount of funding that it receives from the private sector. Private sector funding growth will come through three key channels: individuals, corporations and foundations.
5. External trends reinforce the need to re-think private sector engagement, specifically WFP’s existence in a:
 - **More digital world** | With 47 percent of the world’s population now connected to the internet through computers and mobile devices, digital technologies can disrupt the status quo of development through innovation, collaboration and impact, enabling local populations to drive economic and social transformation.¹ Studies show that digitization has a positive, measurable effect on economic growth and job creation by increasing gross domestic product (GDP).²

¹ International Telecommunication Union (ITU). 2016. *Measuring the Information Society Report*; Accenture, 2017. *Digital Disruption: Development unleashed*.

² World Economic Forum. 2014. *Global Information Technology Report*.

- *More connected world* | Digital technology also holds the power to increasingly connect and grow income from individuals for humanitarian causes. In 2017, there are more than 10 billion connected devices owned and operated by individuals worldwide, with around 50 billion anticipated by 2020.³ With this comes increasing expectations related to immediacy, relevance and personalization.
- *More localized world* | Developing solutions with local target populations, not for them, is key; WFP's CSPs recognize this. South–South cooperation emphasizing mutual interest in respect of trade and investment, blending aid and commercial financing instruments, is also on the rise.
- *More transparent world* | Organizations like WFP will continue to see rising donor expectations in respect of cost-effectiveness, value for money and transparency.⁴

Achievements of and lessons from WFP's 2013–2017 private sector strategy

6. The 2013–2017 private sector partnerships and fundraising strategy aimed to support the strategic objectives outlined in the WFP strategic plan for 2014–2017 by increasing the resources generated through fundraising partnerships, increasing the impact of capacity strengthening partnerships and enhancing WFP's ability at all levels to engage with the private sector.
7. Key achievements of the 2013–2017 strategy include:
 - USD 454 million raised from the private sector, including USD 407 million in sustainable, non-emergency funding – 4 percent more than the target of USD 391 million;
 - an estimated USD 110 million⁵ worth of in-kind services and capacity strengthening impact achieved through partnerships (see annex A for example case studies of WFP partnerships with Royal DSM and Renault Trucks);
 - Programme support and administrative (PSA) funds consistently contributed to support the wider organization; and
 - a 7 percent indirect support costs (ISC) rate achieved for private sector contributions, consistent with the rate for other WFP giving channels.
8. While an official evaluation of the 2013–2017 Strategy has not been commissioned, a number of lessons have been identified that will strengthen and refine WFP's approach to private sector engagement. Thus WFP should:
 - *Maximize returns on investment in corporate engagement* | Growth in funds raised between 2013 and 2017 was due in part to a focus on relatively large corporate income opportunities (minimum USD 250,000 per year). Identifying, negotiating and managing corporate partnerships requires an investment of time by staff members from the private sector team, from technical units and from key support units such as the Legal Office. Partnerships must demonstrate funding and impact benefits that justify the cost of doing business, and emphasis on return on investment will be a guiding principle for corporate engagement under the new strategy.
 - *Develop and invest in increasing WFP's ability to engage with the private sector at the regional bureau and country office level* | A process for achieving this was started under the previous strategy through a private sector module developed as part of WFP's broader training for its regional bureaux with regard to the Integrated Road Map. However, skills building needs to go further, as CSPs offer an unparalleled opportunity to engage the private sector in market-specific solutions to hunger and malnutrition.

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

⁴ Development Initiatives. 2017. *Humanitarian transparency: moving from commitment to action*.

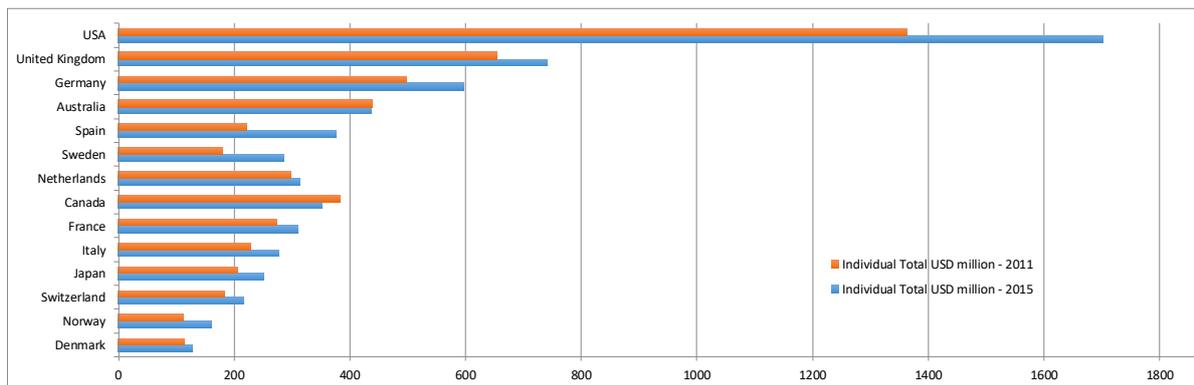
⁵ Does not include The Boston Consulting Group Working Capital Financing Facility Project (USD 100–370 million).

- *Consult externally in developing ways to assess the impact of capacity strengthening partnerships* | No methodology for this exists globally. As the new strategy will emphasize both corporate funding and other ways that companies can have a positive impact, WFP must determine how it will value capacity strengthening partnerships.
- *Invest in individual giving* | Recommendation 2 of the 2012 private sector fundraising strategic evaluation stressed that WFP should give “more emphasis to, and mak[e] the essential up-front investment for, repeat giving from the general public, to mobilize unrestricted contributions that WFP can allocate to countries and activities according to its approved programme of work.”⁶ The organization’s approval of a USD 3 million investment case for individual giving in 2018 is a positive first step that the new strategy will build upon.

Channel 1: Invest in increasing unrestricted revenue from individuals

9. Individual giving has provided the bulk of private sector fundraising growth for WFP’s peer organizations over the past decade – more than four times the amount of corporate and foundation giving combined.⁷ Individual giving involves a large number of small contributions (typically USD 10–50) from the general public, with the ultimate goal of building a large portfolio of donors giving regularly (e.g., monthly). The predictable and flexible income derived from regular giving provides a strong long-term return on investment.
10. As shown in figure 1, according to the International Fundraising Leadership Forum (IFL), a group encompassing all of WFP’s peer organizations, individual giving in key markets increased significantly between 2011 and 2015.

Figure 1



11. WFP’s efforts in respect of individual giving to date have focused on optimizing the platforms and tools required for an online giving programme, including testing digital giving promotions and online donor retention programmes. The current typical donor journey leverages organic, spontaneous contributions made through the WFP website during emergencies and focuses on stewarding those donors through email communications in the hopes of converting them to regular, non-emergency giving. Recent developments in WFP online giving – such as the Zero Hunger Heroes regular giving programme, Mastercard Priceless Causes cardholder micro-donations and the ShareTheMeal app – have injected life into this channel, confirming its potential for growth with adequate investment.

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

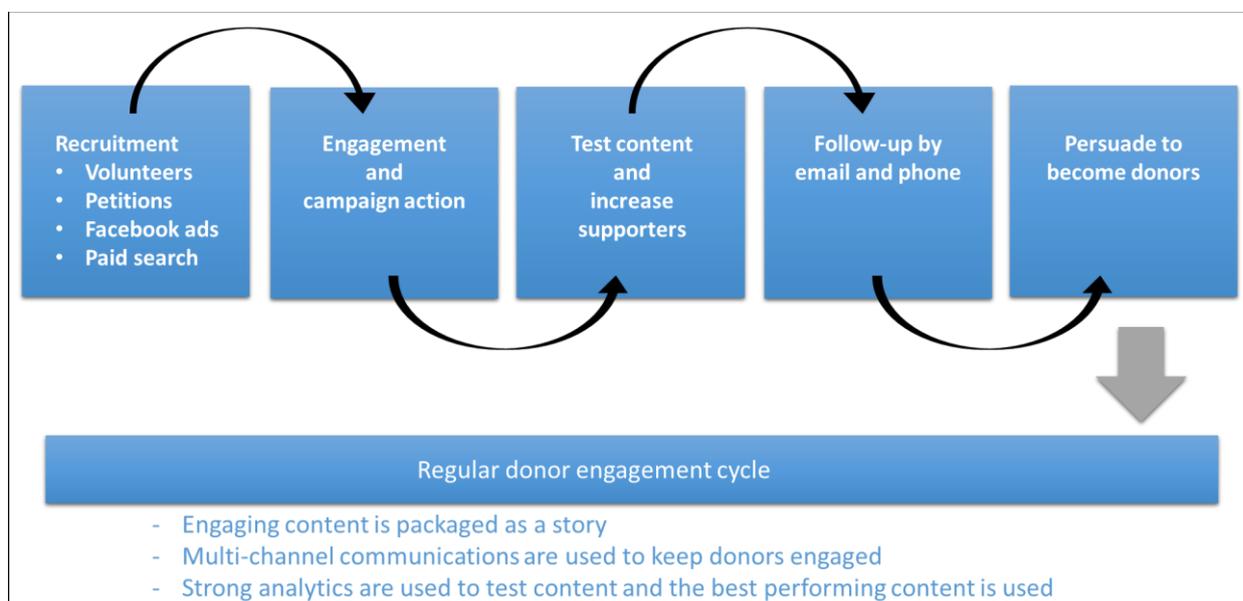
⁷ International Fundraising Leadership Forum presentation, 2017.

12. Peer organizations have been investing heavily in individual giving for years. Acquiring and retaining new individual donors on a large scale requires substantial targeted investment in outreach and engagement activities across all established channels. Successful approaches combine the use of television and print advertisements, face-to-face fundraising and telemarketing, complemented by digital engagement through social media, email and mobile applications. Annex B provides more information on individual giving techniques.

WFP will launch an integrated, multi-channel implementation plan that, when paired with investment, will set the organization on a path to raise hundreds of millions of dollars in unrestricted income from individuals.

13. Successful individual giving programmes integrate multiple techniques that are tried and tested in a target market to customize the journey from learning about an organization to making that first donation to becoming a regular giver. An example is presented in figure 2.

Figure 2



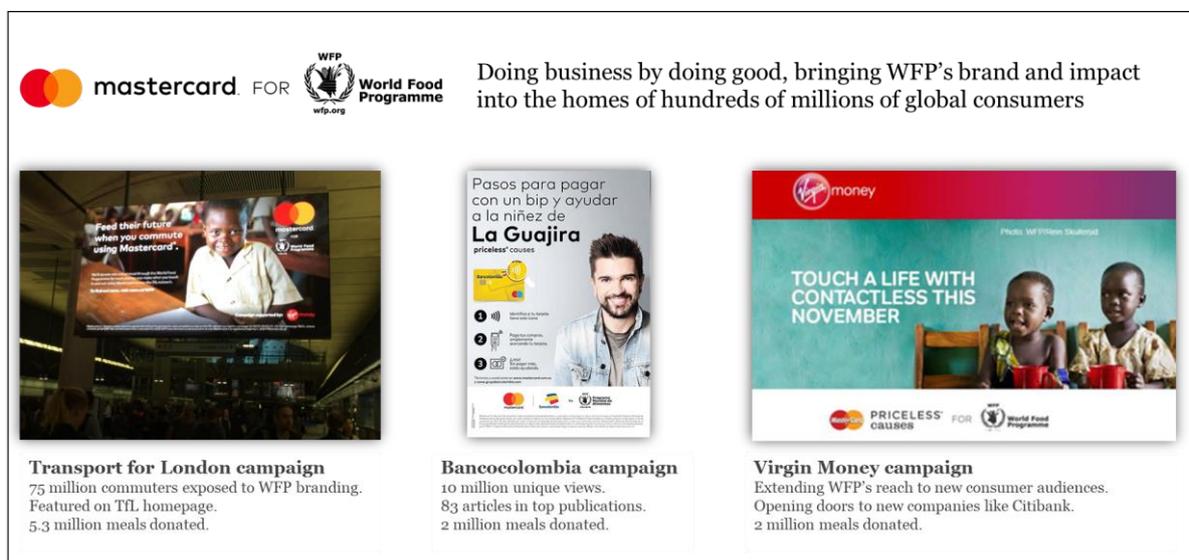
14. WFP will take advantage of the prior experience of its peer organizations by analysing their individual giving programme performance, as well as the volume and growth of individual giving markets, as a basis for deciding how and where to focus its investment in order to achieve a high rate of return. This data driven approach is already under way with the help of the firms THINK Consulting and THINK Digital. Initial findings are expected to be presented in time for the second round of informal consultations.
15. Based on the experience of other organizations, WFP believes that several factors are crucial in deciding where to invest in individual giving fundraising efforts: the importance of hunger as a cause; the fundraising ambition and drive of local staff; and WFP’s relationship with governments. These factors will be assessed as part of the individual giving implementation plan.

Channel 2: Focus WFP’s corporate engagement to achieve zero hunger

16. The new strategy’s guiding principle for corporate partnerships will be “fewer, bigger, better”. Maintaining corporate relationships is labour-intensive, consuming the resources not only of fundraisers but also of technical units and country offices. WFP must therefore focus on high-potential, high-return partnerships that can have transformative financial and non-financial impacts on its work.

17. *Fundraising partnerships:* Contributing USD 7 million in 2017 (with 2018 forecasts of more than USD 10 million) and bringing the impact of WFP’s work to millions of global consumers through cause marketing campaigns, WFP’s relationship with Mastercard is the type of fundraising partnership that WFP will continue to pursue.

Figure 3



18. *Impact partnerships:* The Business & Sustainable Development Commission of the United Kingdom calculates that just four areas of the SDGs present business opportunities worth more than USD 12 trillion, of which USD 2.3 trillion are in the field of food and agriculture. Low-income food markets and reducing food waste in the value chain, 2 of the 14 areas of interest in food and agriculture, are estimated to offer USD 700 billion in business opportunities.⁸
19. The concept of shared value is not about social responsibility, philanthropy or sustainability, but is rather a new way for companies to achieve economic success by addressing social issues. It is based on the assumption that philanthropy and taxation cannot provide enough resources to address today’s social challenges on the necessary scale. Profitability therefore becomes an enabler of scalability and financial sustainability for a social solution. Opportunities for WFP to capitalize on shared value opportunities are particularly pronounced in middle income countries and emerging markets.

Shared value offers great potential to vanquish hunger in the world.
 While they may not always represent financial resources for WFP, shared value partnerships can be transformational, with the potential to unlock scalable and sustainable ways of achieving SDG 2 by driving more inclusive value chains and fostering systemic development.

20. WFP has a rich history of engaging companies to leverage expertise and build capacity. The Farm to Market Alliance is one of WFP’s best examples of shared value partnerships. See annex C for more information.
21. Engaging in transformational partnerships through the country strategic plans (CSPs) requires a shift in WFP’s role at the national level from that of a direct implementer of SDG 2 solutions to that of a convener of multiple stakeholders working to develop local, market-based, sustainable solutions.

⁸ Business & Sustainable Development Commission. 2017. *Better Business, Better World*.

Channel 3: Target foundations to implement innovative, sustainable initiatives for SDG 2

22. Global private foundations have shifted to align their focus with the 2030 Agenda. The top 20 IFL members' foundation revenue reached nearly USD 1 billion last year.⁹ As thought leaders and long-term development partners, foundations represent a key channel through which WFP can work to achieve SDG 2.
23. By engaging foundations WFP will obtain the resources necessary to implement innovative, sustainable development initiatives that enable it to reach zero hunger, working with influential global actors to create systemic change. A key example of this is the recent agreement with the Bill & Melinda Gates Foundation securing USD 29 million in multi-year grants. The Gates Foundation considers WFP to be a key partner in nutrition, and WFP has been working with the Foundation and technical teams to identify further mutual areas of interest with regard to agricultural development and financial inclusion.

WFP's peer organizations estimate that, after an initial start-up period, their financial return on foundations is USD 25 for every USD 1 invested. This is achieved through focused, strategic engagement.

24. The new private sector partnerships and fundraising strategy will focus on prioritizing a small number of foundations whose activities align with WFP's strategic objectives and working with them to create systemic solutions to the many aspects of chronic hunger and malnutrition. This engagement will leverage WFP's deep knowledge from country offices and technical units as well as its ability to bring sustainable solutions to scale.
25. Efforts will focus on three geographic areas with the most proven potential for funding growth: the United States, Europe and the Middle East. The United States is the leading market for global private foundations, and foundation giving is expected to increase by six percent in 2018.¹⁰
26. Philanthropic giving by ultra-high-net-worth individuals will also be explored. It is estimated that by 2020 there will be roughly 27,000 individuals with assets of USD 8.2 trillion.¹¹ WFP's peer organizations, notably UNICEF, have raised funds from such individuals to boost sustainable unrestricted revenue, but for WFP they represent untapped potential. As a latecomer, WFP will have the opportunity to learn from its peer organizations' approaches in this area.

A bold investment scenario to raise nearly USD 2 billion over ten years

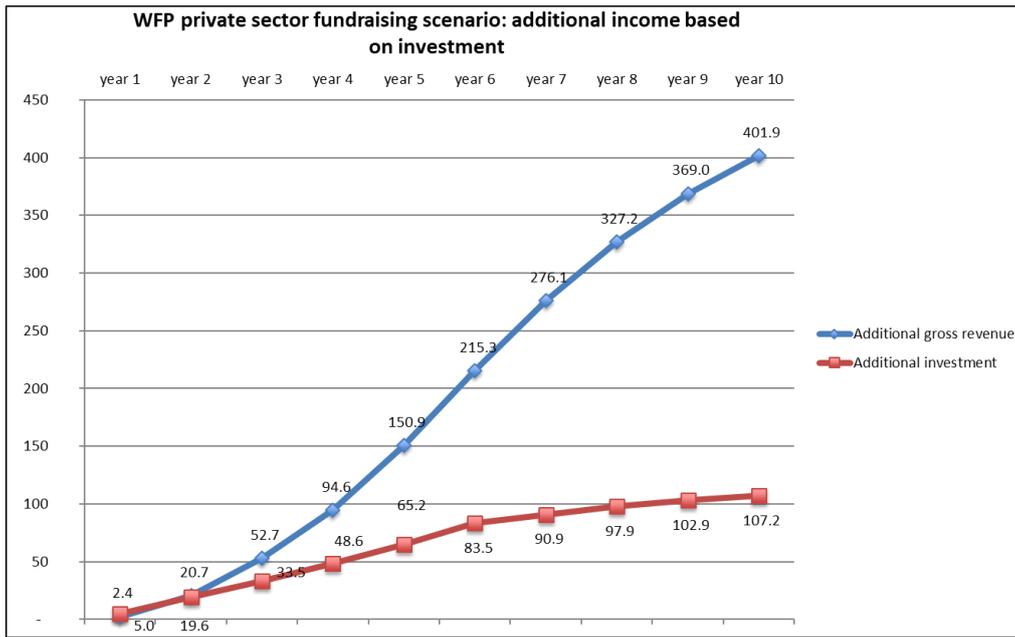
27. Implementing WFP's ambitious new strategy will require investment in three key private sector channels with a long-term vision for growth. Through consultation with an external expert in private sector fundraising, WFP has arrived at the estimated investment and revenue figures set out in figure 4, which have been derived based on outcomes achieved by peer organizations and are believed to be realistic.

⁹ International Fundraising Leadership Forum presentation, 2017.

¹⁰ Indiana University. 2017. *The Philanthropy Outlook 2017 & 2018*.

¹¹ Sustainable Outreach. November 2017. *Presentation: World Food Programme Private Fundraising Strategy*.

Figure 4

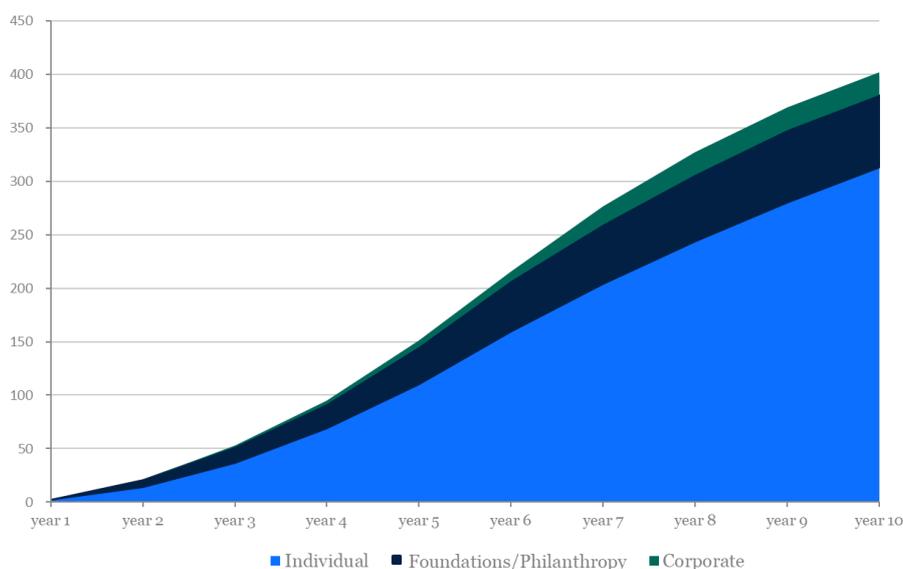


Source: Sustainable Outreach Analysis (excel: A Bottom-up Calculation WFP with corporate iii)

28. The scenario depicted in figure 4 reflects only additional investment and revenue – it does not take into account the current private sector budget nor revenue already generated. It is a conservative scenario when compared to the investments and yields of peer organizations. The scenario’s solid growth trajectory assumes the reinvestment of net revenue throughout the year to make private sector fundraising self-financing and reduce the amount of investment needed later. Under this investment model, private sector fundraising becomes self-financing in year 4, when total income becomes greater than projected investment, and annual gross additional income reaches USD 400 million by year 10.
29. Since individual giving shows the strongest growth potential it is the subject of the greatest investment under the scenario, while investment in corporations and foundations is smaller, in proportion to their growth potential. Under the scenario, all three channels benefit from investment in staff positions, both in headquarters and in key fundraising markets. Given its potential for generating much needed unrestricted revenue, individual giving investment will also include cash for paying external contractors who will work on acquiring and retaining donors. This investment will grow from USD 2 million in year 1 to USD 50 million in year 10.

Figure 5

Gross revenue by fundraising channel



30. Unrestricted regular giving from individuals must remain the key objective. The corporate and foundation channels, as well efforts in respect of ultra-high-net-worth-individuals, must concentrate on strategically-selected high-potential targets. Execution of a strong and supportive communication and advocacy effort in the targeted key markets will be essential for success, particularly in individual giving. –

Figure 6

Market	Growth in value over 5 years (USD million)	Total USD million 2015	Compound annual growth rate 2011–2015
United States	341	1 703	5.7%
Republic of Korea	209	480	18.0%
Spain	155	377	14.1%
Germany	99	596	4.7%
United Kingdom	86	740	3.1%
Japan	45	430	5.0%
China	6.6	8.3	48%

Private sector revenue growth is not a zero sum game. Year on year, growth in private sector revenue – particularly through individual giving – remains strong, as seen in key markets as represented in figure 6.

UNHCR targeted some of the most competitive (but also highest potential) markets when it began its decisive private fundraising drive in 2006, and it now raises USD 400 million annually in those markets, with two thirds coming from individuals. The revenue of UNICEF and other organizations in those markets has also grown over the past 10 years.

Required organizational enablement and alignment

31. The proposed 2018–2022 strategy’s vision should include a review of existing processes relevant to private sector partnerships and fundraising, with recommendations for revising and streamlining them where necessary. Key areas for improvement include:
- *Legal and due diligence processes* | Partnerships between WFP and the private sector require a full due diligence screening and legal agreement to be in place before “going live”. As the corporate partnership landscape has changed over the past five years, so must WFP’s due

diligence and legal processes. Evolving partnership models, such as Mastercard's engagement of third party partners (issuers and acquirers) in cause marketing campaigns, require updates to WFP's due diligence framework and processes. In addition its legal procedures must be sufficiently flexible to allow it to function effectively in the private sector landscape, to move quickly to capitalize on potential donations. See annex D for an overview of the due diligence process.

- *Communications* | To increase private sector fundraising, a communications plan for fundraising (direct-to-donate) is required to build the general public's willingness to donate. This will complement WFP's overall communications and advocacy agenda but will be a separate function within the private sector unit, as is the case with many of WFP's peers. THINK Consulting will deliver clear recommendations on direct-to-donate communications, particularly communications through digital channels.
- *United Nations rules* | Shared value partnerships will require an agreed definition of what such partnerships are, an investment in high-quality skills and expertise and a fundamental shift in how WFP defines capacity strengthening partnerships with private sector entities. This shift would also require WFP to identify partnership models that are consistent with United Nations rules on procurement and partnerships.
- *Professionalization of the private sector function* | Continuing to build a team of expert fundraisers with market-specific knowledge is key to successful fundraising. UNHCR and other leading peer organizations emphasize that fundraising is a profession, with different skill sets required for raising funds from individuals, corporations and foundations.

WFP will be the agency of impact for the private sector

32. Achieving zero hunger is a compelling mandate. Recent interviews with peer organizations revealed a generally held belief that once the strategic choice to invest in the private sector is made, WFP has the ability to gain considerable market share in all channels.
33. Investment in fundraising has the potential to add USD 2 billion in revenue over ten years, equivalent to six billion more meals. Simultaneously harnessing the power of business through capacity building and shared value partnerships could have a multiplier effect.
34. Combining WFP's undeniable technical expertise and government access with the ambition and investment power of the private sector is a powerful proposition that provides a real chance to eliminate hunger by 2030 for the men, women and children that WFP's mission promises to serve.

Capacity strengthening impact studies

I. Royal DSM

1. 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

2. Leveraging the strengths of each organization has allowed the partnership to innovate in a number of ways:
 - 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 effectively transitions from 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.
 - Through intensive employee engagement, not only do DSM employees actively raise funds for WFP, they also contribute directly to its 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 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

3. Hypothesis: The Supercereal CSB+ product that Royal DSM created and provided for WFP had a significant impact on the cost of providing beneficiaries meal baskets with sufficient nutritional values.

Year	2012 (USD)	2013 (USD)	2014 (USD)	2015 (USD)	Total (USD)
Confirmed contributions	3 073 008	2 272 703	2 303 183	2 164 214	9 813 108
Savings per meal per 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

II. Renault Trucks

4. 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

5. 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 affects 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
	1 312 000	220 000	1 532 000

Impact value:
USD 1.5 million

Partnership value:
USD 372,000

Impact multiplier:
4x

Individual giving techniques

Face-to-face (F2F): Recruiters engage individuals in public places with the organization's work and acquire contact information. Recruiters are often volunteers or specialized recruiters from third party agencies. This method is most successful for acquiring large numbers of potential new donors.

Direct mail: Individuals are engaged and persuaded to donate through the mail. Mail remains the most common means of donor recruitment and delivery of regular communications such as financial updates.

SMS: Individuals are asked to donate by sending SMSes to a dedicated number. The appeal is made through one-off campaigns during major events or print advertisements like billboards in big cities.

Direct response television (DRTV): Short form (30 seconds – 2 minutes) and long form (30 – 60 minutes) television advertisements to build awareness of ongoing fundraising campaigns in target markets. This method is most often used for one-off campaigns to generate new donors, often by directing individuals to the organization's website.

Telemarketing: Individuals are persuaded to donate through phone calls from call centres. Telemarketing is often used in combination with other measures and is highly successful in persuading individuals who have first been identified through face-to-face or online interactions during emergencies to become regular donors.

Paid search: Investing in paid advertisements through search engines increases the number of individuals directed to the organization's website. This is often used for new support acquisition and advertising long-term, ongoing campaigns.

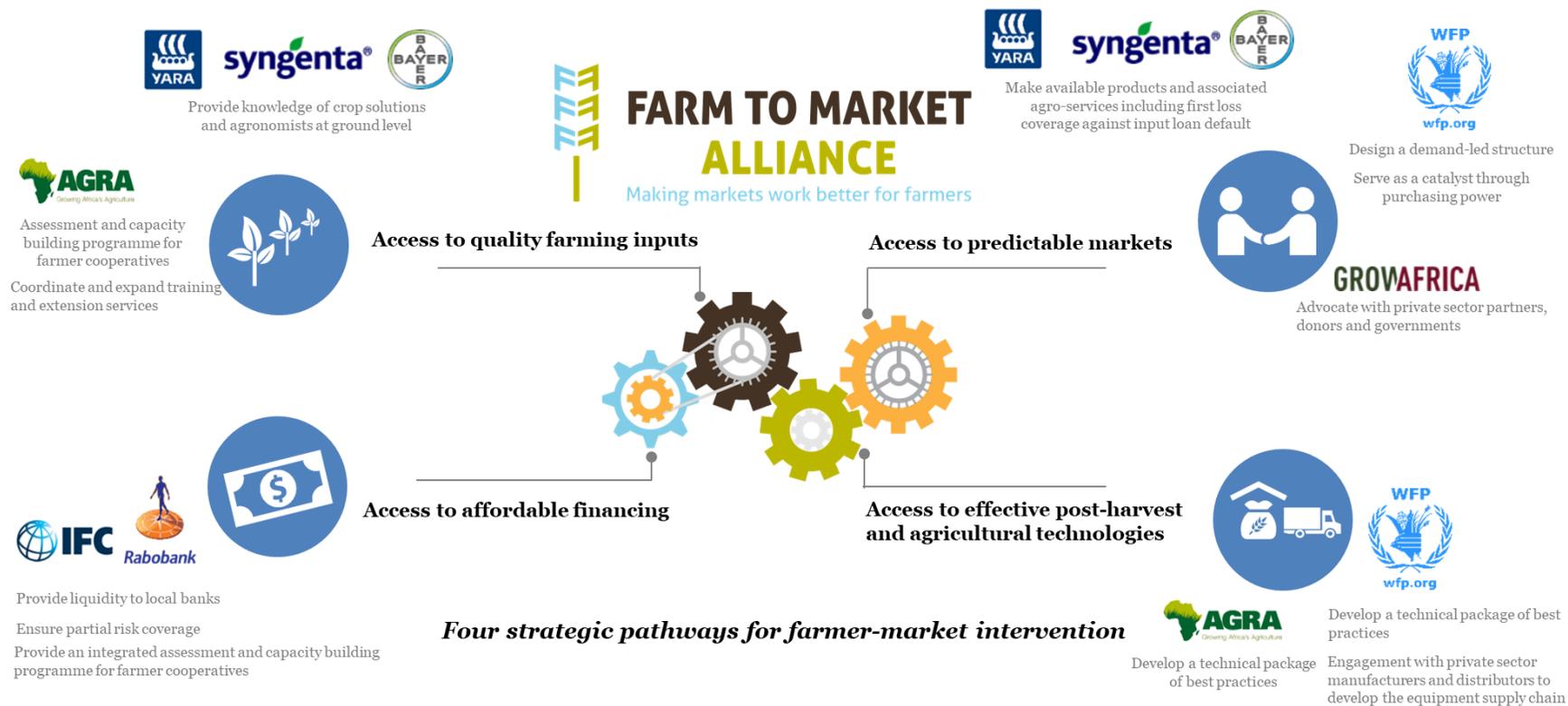
Website: Individuals are more likely to sign up for email communications or make donations to an organization if they are already reading about the organization on its main website and if they otherwise demonstrate interest in the cause. Placing "asks" on the website is key to increasing the number of supporters and increasing revenue.

Email: Individuals who have already provided their email addresses are engaged and persuaded to become donors through regular email communications. This approach is most successful in achieving donor retention through engaging, automated marketing email cycles.

Social media: Paid advertisements on social media, particularly Facebook, provide access to new and wider audiences and increase the reach of an organization's content. They are successful tools for acquiring new donors.

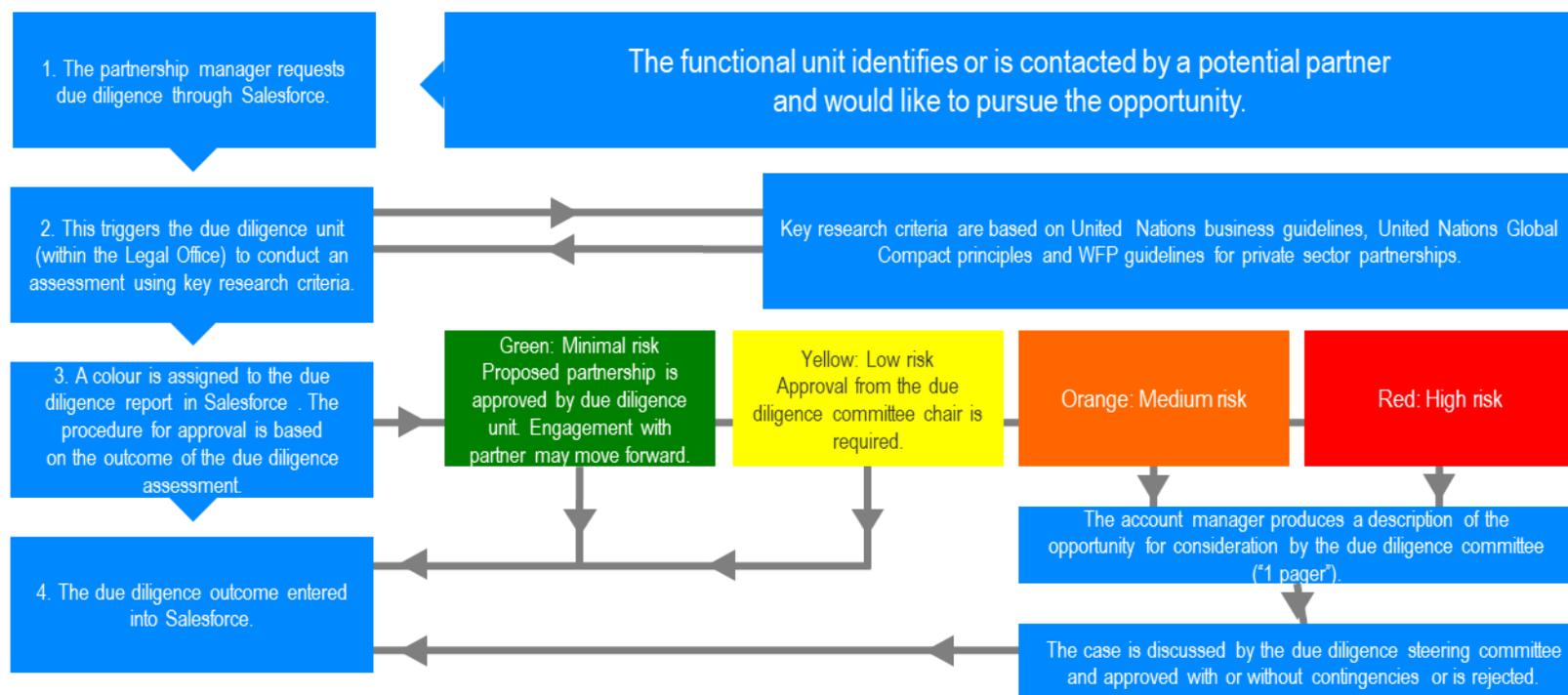
Mobile apps: Recruiting individuals through mobile apps provides access to new demographic audiences and facilitates increases in supporter portfolios and revenue. They are most often used as acquisition entry points for email communications and phone calls, as defined by the organization's regular communication cycle.

Corporate engagement and the Farm to Market Alliance



WFP risk management through due diligence

Due diligence process



The steering committee meets approximately every 4 weeks. For urgent orange or red due diligence decisions the committee conduct a virtual vote.

Acronyms used in the document

CSP	country strategic plan
IFL	International Fundraising Leadership Forum
SDG	Sustainable Development Goal
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund