ANNEX IV

Investing in individual fundraising

Background – why invest in individual fundraising?

1. Humanitarian needs continue to rise while government funding declines. This widening gap has forced WFP and other humanitarian agencies to scale back assistance and focus on the most urgent crises. In this context, support from the private sector – particularly individuals – has become increasingly important. Contributions from individuals provide vital, flexible funding that enables WFP to respond where needs are greatest, and to maintain critical operations in a challenging funding environment. To continue harnessing the potential of individual fundraising, an investment of USD 20 million is sought for 2027 as the third tranche of a multi-year investment of USD 100 million for the period from 2025 to 2030.

2. Investment in individual fundraising is a key strategic shift for WFP, strengthening both income diversification and funding flexibility. In 2025, 27 percent of contributions from individuals were *fully flexible*, while an additional 48 percent were *semi-flexible funds*, which were directed to specific country offices but could be allocated flexibly according to local operational needs. As a result, 75 percent of contributions from individual giving were not strictly earmarked to specific programmes, giving WFP greater agility in allocating resources where they could have the greatest impact. Beyond flexibility, individual fundraising also provides a stable and predictable source of revenue – particularly through regular giving – that is less exposed to political shifts or budgetary constraints than institutional funding. Supported by a scalable "digital-first" fundraising model and access to a global donor base, it also offers the potential for significant long-term income growth.

3. Funding from individuals and private sector entities around the world represents a growing portion of the overall funding raised by organizations in the humanitarian and development sector. Across WFP and its peers, individuals contributed USD 12 billion, or 56 percent of all private sector income in 2025. Despite its record of growth, however, individual fundraising in WFP accounts for just 1.6 percent of the overall individual giving market, implying that it has the potential for significant growth within the organization's funding portfolio.

4. Since 2020, WFP has invested in building a unique model for raising funds directly from the public, using mainly digital channels. Between 2019 and 2025, WFP's income from individuals grew from USD 20 million to USD 142 million, a sevenfold increase in six years. This model has the potential to mobilize up to USD 1.3 billion between 2025 and 2030, provided that additional investment is secured.

5. With the first two tranches of USD 20 million in 2025 and 2026, WFP has been increasing its efforts to expand the regular donor base of supporters who will provide WFP with reliable income year after year. The expansion into new markets and through new channels – such as television advertising, the piloting of face-to-face fundraising in five markets, and telemarketing – is setting the foundation for the creation of a large supporter base that delivers flexible sustainable income. As part of this strategy, WFP has also secured free advertising space from major advertisement platforms, significantly amplifying its outreach at no additional cost. WFP is on track to reach the USD 163 million target for income from individuals set in the management plan for 2026.

6. The third USD 20 million tranche will be directed towards scaling up fundraising activities in the channels and markets with the strongest potential for generating returns. Investments

will increase WFP's reach on leading digital platforms; expand direct-response and connected television advertising, face-to-face fundraising initiatives and telemarketing programmes; and support market diversification efforts. In parallel, resources will be used to improve the experience of digital supporters and strengthen partnerships with national associations, enabling WFP to build a larger presence in key markets and expand its philanthropy portfolio.

WFP's approach to creating a successful and sustainable programme

7. The growth of the individual fundraising programme will be sustained by a reinvestment approach under which a portion of the funds raised from individuals are reinvested in future fundraising activities.

8. WFP allocates between 5 and 29 percent of each individual donation to future marketing and operational expenses through its reinvestment model. This creates a multiplier effect: each contribution not only supports immediate operations but also facilitates the acquisition of new supporters.

Budget

9. Most of the investment requested for individual fundraising will be allocated to strengthening the proven global digital model and other established offline channels – direct-response television advertising, face-to-face fundraising and telemarketing – through investments in the placement of advertisements in key countries and several language markets, with a focus on recruiting regular supporters.

10. By the end of June 2026, 82 percent of the USD 20 million allocated for 2026 had been utilized.

TABLE A.IV.1: BUDGET OVERVIEW, 2025–2030 *(USD million)*

	2025 plan	2025 actuals	2026	2027	2028	2029	2030
Investment from the unearmarked portion of the General Fund	20	20	20	20	15	15	10
Reinvestment (retained income)	22	25	26	31	38	47	52
Total funding available	**43***	**48***	**46**	**51**	**53**	**62**	**62**
Markets and channels, including media	32	34	35	39	41	49	49
Technology budget	2	2	2	2	2	2	2
Operational budget	9	9	9	10	10	11	11
Total budget	**43**	**48**	**46**	**51**	**53**	**62**	**62**

Markets and channels budget: covers mainly media costs – advertising through social media, television advertising, and face-to-face fundraising, and the agency costs that are needed to place in certain media outlets.

Technology budget: covers the technology behind WFP's mobile applications and web-based platforms for donations.

Operational budget: covers mainly staff and staff-related costs that contribute towards the acquisition and retention of donors.

*** Includes balances/savings from retained income from previous years.**

Figures given for the 2027–2030 funding tranches are indicative and subject to the individual fundraising programme's performance, and funding availability.

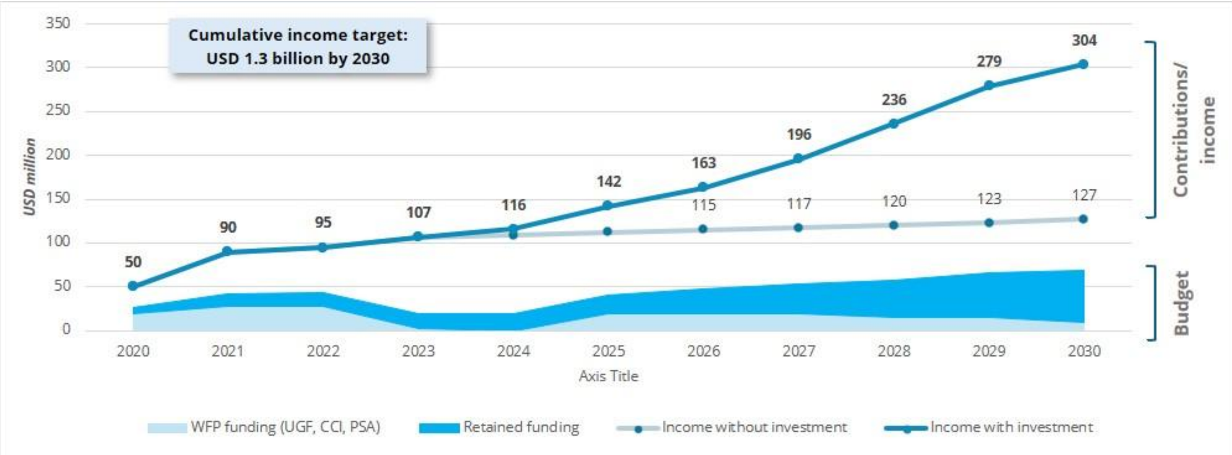
Return on investment

11. In 2025, the individual fundraising programme generated USD 142 million while spending USD 48 million, including for media investments, infrastructure and payroll costs.

12. Without further investment, the individual fundraising model would be expected to yield USD 896 million from 2025 to 2030.

13. With a cumulative investment of USD 100 million over the same period, the programme is expected to generate total income of USD 1.3 billion by 2030. The first two tranches of investment in 2025 and 2026, together with the third tranche of USD 20 million requested for 2027, are putting WFP on track to achieving steady annual income of approximately USD 300 million from individual fundraising by 2030.

Figure A.IV.1: Individual fundraising programme: projected impacts of increased investment versus no investment, 2020–2030



Abbreviations: CCI = critical corporate initiative; PSA = programme support and administrative (budget); UGF = unearmarked portion of the General Fund.

Performance and reporting

14. WFP's performance in individual fundraising has led to robust income growth in the first 18 months of investment, with 2025 income reaching USD 142 million and slightly exceeding the target of USD 138 million. By the end of July, the income generated in 2026 amounted to USD 76 million, on track to reaching the 2026 target of USD 163 million by the end of the year, and putting WFP on a strong trajectory towards the 2027 target of USD 196 million.

15. WFP's key performance indicators (KPIs) for the individual fundraising programme focus on the total funds raised each year. These metrics are critical in assessing the effectiveness of WFP's fundraising efforts and the expansion of its supporter base. The investment of USD 20 million, along with reinvestment amounts, is projected to result in total income of USD 163 million in 2026, with annual increases subsequent to that, as shown in table A.IV.2.

16. As of the end of June, excluding its Friends organizations, WFP had secured more than 41,000 regular givers out of a target of 99,000 for 2026, further cementing the foundation for sustained, flexible resources. The share of sustainable income in the first half of the year was 55 percent of total income, excluding donations from Friends. This metric highlights the importance of focusing recruitment efforts on the channels and markets that yield the highest proportions of regular supporters. After recruitment, a supporter's "lifetime value" – the cumulative contribution they make during their period of engagement with WFP – will

continue to grow over several years. Acquisition costs are limited to the initial year, resulting in a higher return on investment compared with the acquisition of single givers, who make only one donation. On average, a regular giver delivers USD 485 over four years – almost five times the lifetime value of a single giver. This leads WFP to centre its investment strategy on the pursuit of such long-term returns on investment.

- KPI I target: Fundraising income – USD 196 million in 2027.
- KPI II target: Percentage of fully flexible funding – up to 30 percent.

TABLE A.IV.2: INDIVIDUAL FUNDRAISING PROGRAMME, KEY PERFORMANCE INDICATOR TARGETS, 2025–2030

KPI I	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Income from individual fundraising *(USD million)* – target	138	163	196	236	279	304
Income from individual fundraising *(USD million)* – actual	142	76 (YTD)	/	/	/	/
KPI II						
% of fully flexible funding – target	30	30	30	30	30	30
% of fully flexible funding – actual	27	/	/	/	/	/
% of additional semi-flexible funding – actual	48*	/	/	/	/	/

* In 2025, 27 percent of contributions from individuals were *fully flexible*, while an additional 48 percent were *semi-flexible funds*, which were directed to specific country offices but could be allocated flexibly according to local operational needs. As a result, 75 percent of individual fundraising was not strictly earmarked to specific programmes, giving WFP greater agility in allocating resources where they could have the greatest impact.