



WFP Resource Mobilization Strategy 2025-2029

WFP Executive Board Informal Consultation

16 June 2025



Outline

- The WHY, WHAT, and HOW (inc. when and who)
- RMS framework; context, trends and strategic foci
- Live catalogue of approaches, with deep dives
- Enablers requiring corporate attention
- Next steps



Resource Mobilization Strategy (RMS)

When: 2025-2029 - Who: Global HQ, Country Offices and partners across the world

WHY

Food insecurity and malnutrition continues to rise at **highly concerning** levels; acute food insecurity is bound to deteriorate further.

A new and rapidly shifting funding landscape.

WFP excels at **saving lives in emergencies** and using food assistance to build **pathways to peace, stability and prosperity**.

The RMS is an **enabler to WFP's Strategic Plan**. It aims to strengthen **innovative partnerships**.

WHAT

Partnerships are influence and resources mobilized for operations.

Influence through advocacy

Resources are funding and specialized expertise.

The RMS is a **live catalogue approach** that captures public and private resource mobilization efforts.

HOW

Protect partnerships with longstanding government resource partners, deepening engagements, and mobilize increased **flexible funding**.

Grow existing partnerships and leverage new partnerships.

Diversify through innovative initiatives and leverage multi-stakeholder partnerships.

Strengthen **innovation, efficiency, AI**, continued learning and **agility** in everything we do.

One-stop shop **backstopping** at Global HQ.

Principles driving the RMS

1

The RMS enables the WFP Strategic Plan.

2

It enables 'live' sharing of agile and adaptive approaches to a changing funding landscape, and one-stop-shop in Global HQ.

3

The RMS involves a continuous consultation process to harness new and innovative resource mobilization.

RMS building blocks



FRAMEWORK
Context, trends and
strategic foci



**LIVE CATALOGUE
OF APPROACHES**
existing and emerging



ENABLERS
requiring corporate-wide
attention

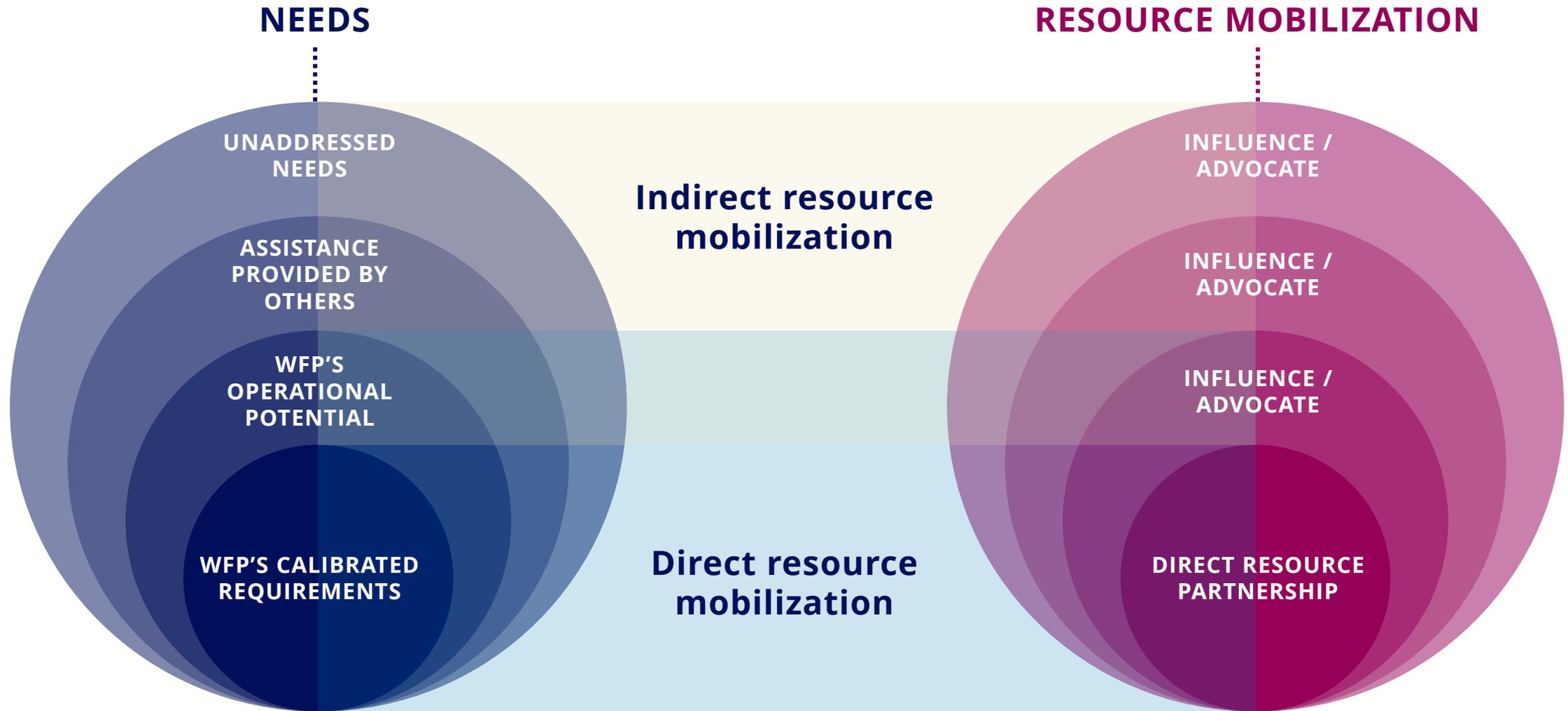


RMS FRAMEWORK

Context, trends, and strategic foci

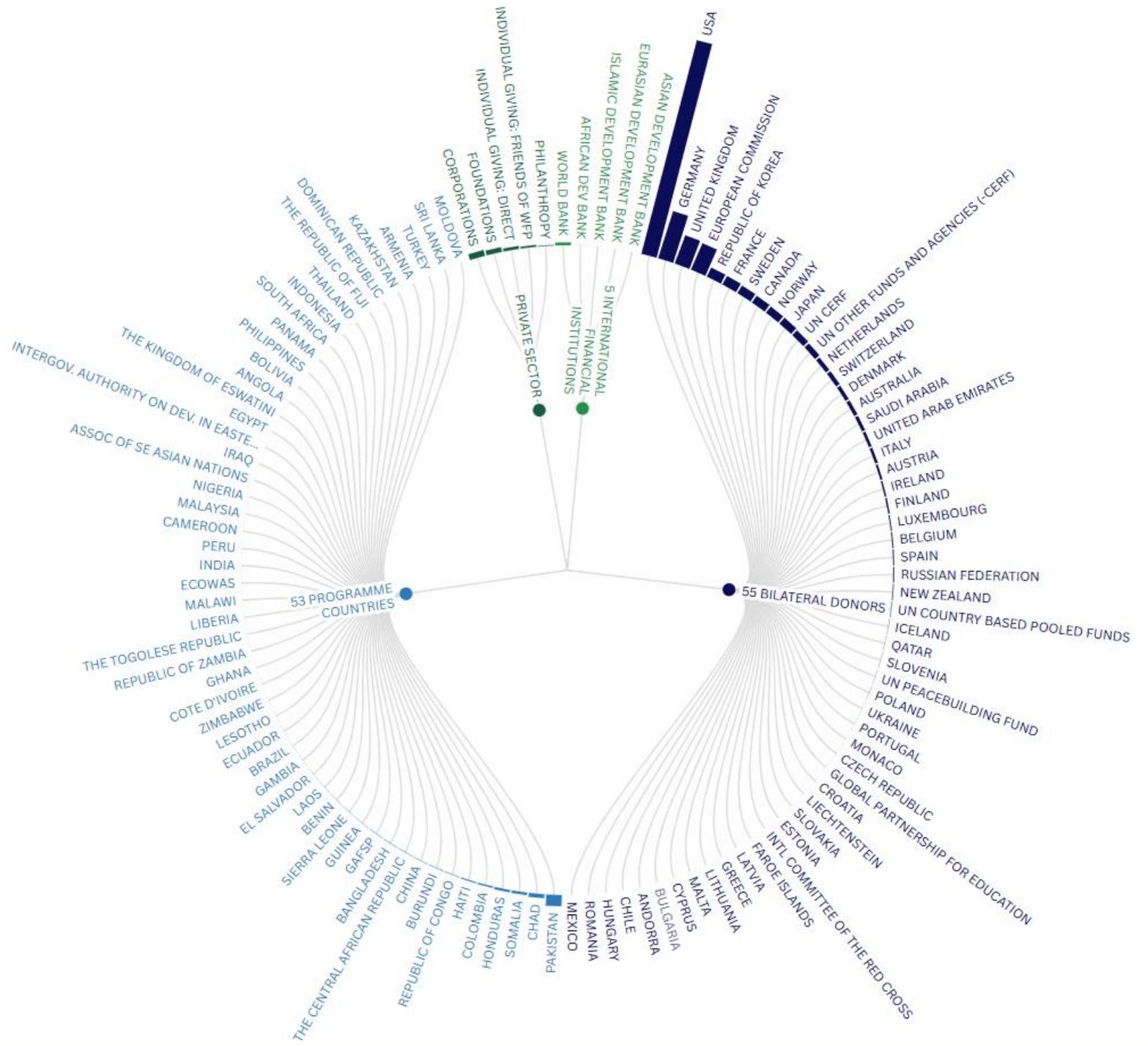


Universe of needs, resource mobilization and advocacy





Overview of WFP's partners



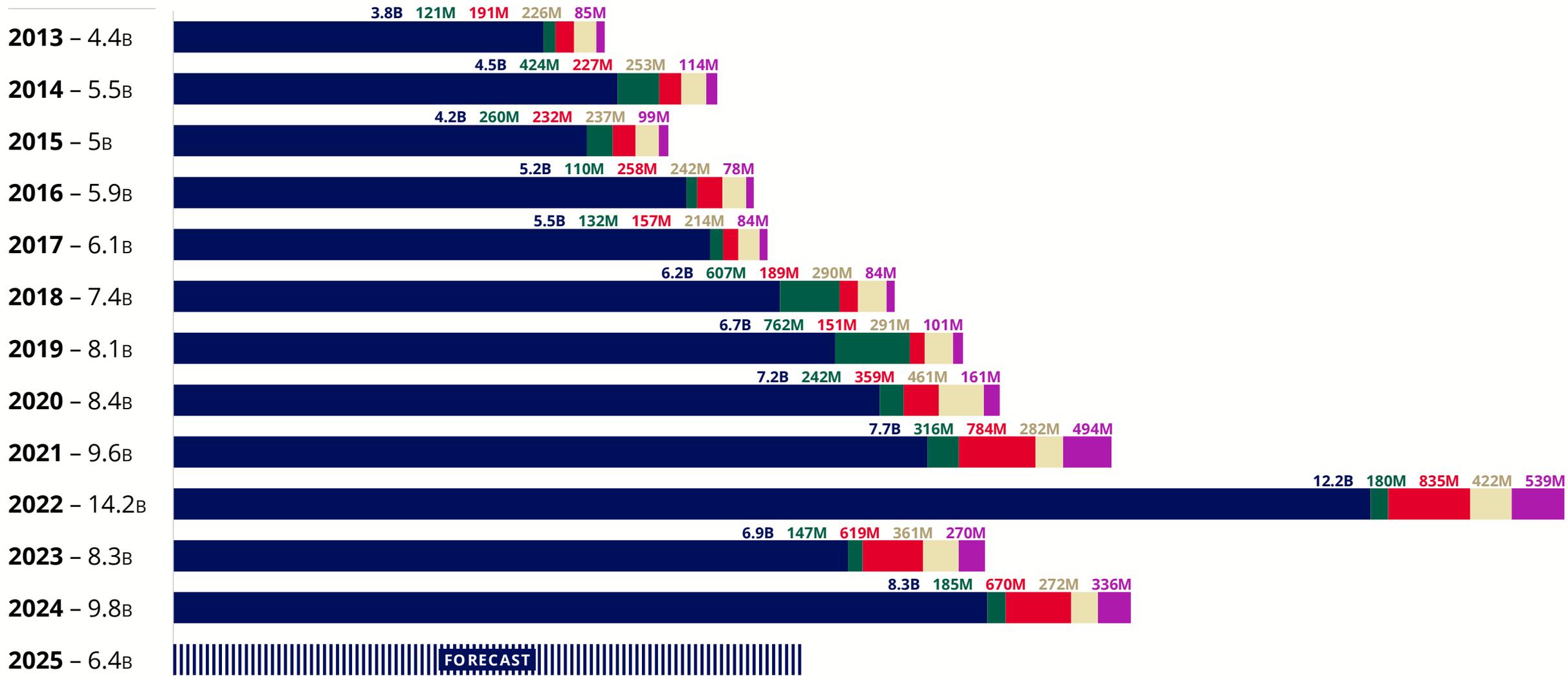


Historical funding trend



Data as of 12 June 2025.
 Programme Country figures are contributions only, without service provision.
 Residual category (Others) has been removed.

Year - Total



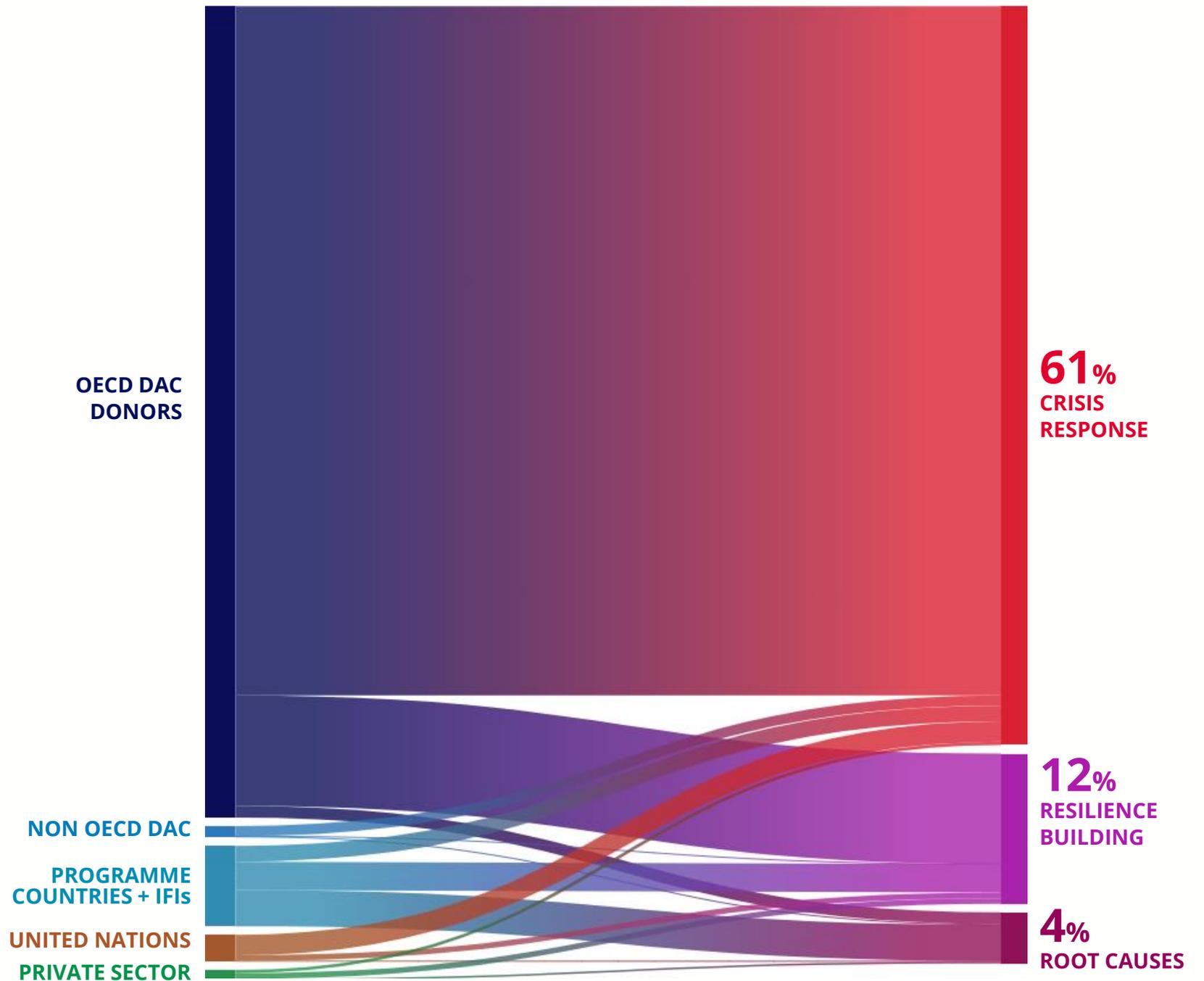


Funding by source and focus area allocation (2024)

*both donor ear-marking and
WFP internal allocation*

Data as of 12 June 2025

Note: 23% of the total contribution are not allocatable to focus areas (e.g. contributions to special accounts and trust funds (SGLC, SINC, SDDR, TRFU), among others.





Enabling WFP strategic plan to end hunger

STRATEGIC
PLAN
OUTCOMES



1. Effective emergency preparedness and response

RMS
APPROCHES

Protect and deepen partnerships with longstanding public sector donors, increasing flexible funding

Protect UN funding levels for emergency responses

Grow high-potential and emerging governments' contributions

Grow private sector flexible funding towards crises, mainly individual giving and corporates



2. Reduced needs and enhanced resilience to withstand shocks

Protect OECD-DAC countries' support to resilience

Grow engagements with programme countries and IFIs

Grow partnerships with WFP's Climate and Resilience Investment Pipeline

Grow and diversify with innovative financing and partnering with foundations and philanthropies.



3. Enabled government and partners programmes

Grow engagements with programme countries and IFIs

Grow WFP's convening power and engage in coalitions focusing on social protection

Grow and diversify innovative financing, including dept swaps, capital market solutions, blended financing, etc.

←----- Leverage existing partnerships to crowd partners for increased impact (private-private, public-private) -----→



*Yearly RMS target:
to fund WFP's Strategic Plan as per Management Plan budget.*



LIVE CATALOGUE OF APPROACHES

Emerging and existing. Selected **deep dives**



DEEP DIVE 1

Flexible funding



Continued valuable support that is vital

\$1.1B

from 37 public and private partners

11%

of WFP's overall funding

~50%

of funds supported thematic or geographical priorities

BROADER ENGAGEMENT

Surge of medium-sized donors



The impact

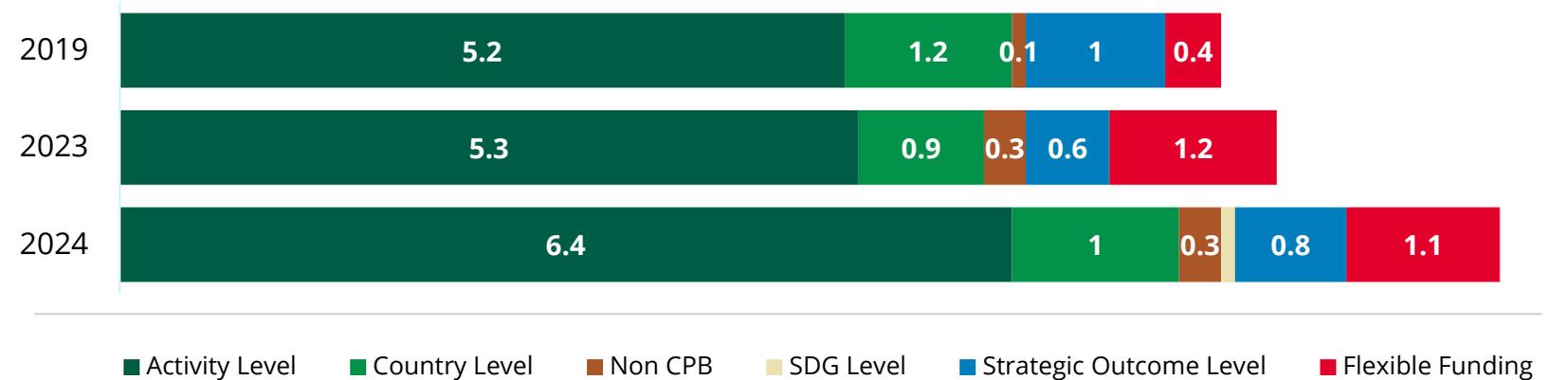
Supports rapid life-saving response

Ensures operational continuity

Supports transition from crisis to system support

Reduces costs, enhances planning and efficiency

The trend is towards increased levels of earmarking



Steps to reverse the trend

- Enhanced visibility strategy
- Strengthen engagement with small and medium size donors
- Strengthen engagement with private sector
- Expand digital platforms to attract monthly individual givers
- Demonstrate impact and efficiency
- Protect and sustain UN CERF funds and advocate for IRA



DEEP DIVE 2

Private Partnerships

As an engine of WFP's next phase



Where WFP has been in the last 5 years

WFP PSP teams have **"done more with less"**: raising funds with lean, efficient teams by carving out distinct niches and winning in underserved areas where others aren't playing

\$1.8B

Raised in the last 5 years

#1

Fastest-growing record on private sector fundraising

5x

More than the previous 5 years

1st

UN agency with groundbreaking Public-Private Partnerships

\$50M+

Efficiency Gains via Tech and Pro Bono partnerships

\$440M+

Raised from individuals, partially driven by our best-in-class digital app

AVERAGE ANNUAL REVENUE PER FT EMPLOYEE
Since 2020

WFP

\$2.5M

VS

INDUSTRY BENCHMARK

\$1-2M

Note: 20-24' PSP income for the WFP figure and External interviews by Bain and Company for the industry benchmark



DEEP DIVE 2

Private Partnerships

As an engine of WFP's next phase



TODAY: WFP is at crossroads Now is the time to invest

Building on recent achievements, WFP is now well-positioned to capitalize on the momentum and drive continued growth.

Investing in attracting, retaining and keeping talent and expertise to grow and sustain private sector partnerships.

Streamlining processes and recalibrating the agency's risk appetite to accelerate high-value private partnerships.

Embedding a private sector mindset into WFP's culture, strategy and systems to deliver greater impact and efficiency gains for the agency.

Leveraging AI and tech to scale personalized engagements, increase efficiencies and have teams focus on strategic priorities



Without investment in resources, talent, and agency-wide commitment, WFP risks a stalled growth, lost talent and missed opportunities. With investment, Private Sector can power sustainable, diversified growth aligned with WFP's mission



DEEP DIVE 2

Private Partnerships

As an engine of WFP's next phase



In the next 5 years: \$3.4B in cumulative revenue

2025-2030 INCOME

INDIVIDUAL
FUNDRAISING
~\$1-1.3B

SOURCE OF UNRESTRICTED FUNDS AND MAJOR GROWTH DRIVER
Multi-channel team scaling supporter engagement and brand awareness across key markets—achieving strong donor penetration through **hyper-targeted placements, storytelling, personalized outreach, and product innovation**, realizing ~\$285M+ annually

CORPORATIONS
~\$1-1.3B

KEY FOR BRAND AWARENESS AND EMERGENCY SUPPORT UNDER SAVING LIVES PILLAR
Expand and diversify corporate base to reach \$300M+ annually through **new sector entry and deeper relationships** with strongly aligned partners

FOUNDATIONS
~\$400-430M

ESSENTIAL PARTNER FOR SUSTAINED PROGRAMMATIC INVESTMENTS UNDER CHANGING LIVES PILLAR
Consistently raising ~\$100M+ annually, by becoming a thought partner and working closely with program teams **to co-create novel programming** with a **broader mix of foundation partners**

PHILANTHROPY
~\$350-400M

GREATEST OPPORTUNITY FOR FASTEST GROWTH
Builds on **existing and new relationships to establish a \$135M+ platform by 2030** through a strategic focus on **1:1 transformational giving and boards**



DEEP DIVE 3

Programme Countries



WFP's proven value to programme countries

\$4.4B mobilized

through programme countries (2020-2024)

- **USD 3.06B** via IFIs; **USD 1.3B** from domestic revenue
- IFI contributions rose from **USD 42M (2018–19)** to **USD 746M/year (2022–24)**
- Domestic funding increased from **USD 124M** to **USD 288.2M/year**

Note: These figures include service provision

The growing partnership signals

- Strong alignment with national priorities
- Operational relevance and cost-efficiency
- Recognition of WFP as a trusted, long-term partner

It's the fruit of

- Equipping Country Offices to engage across government systems
- Aligning with national planning and budget cycles
- Actively collaborating at HQ with IFIs on food security frameworks and financing



WFP's enhanced offer

Our value proposition

- Demand-driven, cost-effective support
- Technical and operational expertise
- Deep country knowledge
- Credible, agile partner in food security

Looking ahead

- **Co-financing solutions:** mobilize donor funds to unlock concessional IFI financing
- **Donor-government synergies:** scale successful pilots via national funding
- **Innovative financing:** promote debt swaps
- **More:** deepen and broaden partnerships and IFI collaboration; strengthen internal capacity for engagement



Innovative Financing Thematic Areas

- Existing
- Hybrid
- New

Mechanisms and streams of innovative financing prioritized in the WFP Innovative Finance Strategy 2025-2026.

DEEP DIVE 4

Innovative financing

1 Debt Swaps & Capital Markets Solutions

DEBT SWAPS¹

CAPITAL MARKET SOLUTIONS

DEBT CONVERSIONS

Note: (1) Debt swaps refers to bilateral debt swaps specifically

2 Structured Solutions

BLENDED FINANCE

INTERNAL FINANCING MECHANISMS

CO-FINANCING

VALUE CHAIN & INFRASTRUCTURE FINANCE

3 Innovative Climate Finance

CLIMATE & DISASTER RISK FINANCE

CARBON FINANCE

4 Exploratory Solutions

OUTCOME-BASED FINANCE

FAITH-BASED FINANCE

DIGITAL FINANCIAL ASSETS



Innovative Financing Key Initiatives

Over **USD 100M** in resources to be mobilized for Country Strategic Plans (CSPs)
and **USD 100M** catalyzed by end-2026

DEEP DIVE 4

Innovative financing

FORECAST FOR CSPs

| ACTIVITY | AMOUNT AND TERM |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bilateral Debt Swaps | 3+ transactions, USD 85M+ by end 2026. |
| Commercial Debt Swaps* | 2 transactions (2025/26), USD 25M+ per annum over 15+ years. <i>*Conditional:</i> <ul style="list-style-type: none">• WFP investment• Market dynamics• Continued political / institutional support |
| Blended Finance [World Food Invest TA Fund] | USD 20M over 10 years |
| Digital Assets* [Crypto Fundraising] | USD 5M through 2026 <i>*Conditional:</i> <ul style="list-style-type: none">• <i>WFP investment</i> |

FORECAST CATALYZED FOR PROGRAMME COUNTRIES¹

| ACTIVITY | AMOUNT AND TERM |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------|
| Co-financing [Nutritious Start Initiative with IsDB] | USD 100M over 5 years |
| Disaster Risk Financing [Catastrophe Bond] | Up to USD 100M drought insurance over 3 years to cover Sub-Saharan Africa |
| Blended Finance [World Food Invest Fund + WFP Bridge] | USD 500M+ over 10 years |
| Co-financing [Nutritious Start Initiative with IsDB] | USD 100M over 5 years |

1: Resources catalyzed for programme countries for their food security priorities (WFP could be entrusted with implementation or monitoring).



DEEP DIVE 5

WFP's plan to access Climate Finance



Why Climate Finance for WFP

Climate finance is a growing global priority — with a commitment to reach USD 300B annually by 2035 (UNFCCC). Other commitments include USD 12B for land rehabilitation (UNCCD) and USD 200B for biodiversity (CBD).

WFP is uniquely positioned to translate global commitments into impact, channeling climate finance to the world's most food-insecure communities—particularly in fragile and conflict-affected settings where others struggle to operate.



Leading actor

Climate finance contributions to WFP doubled between 2021 and 2024, reaching USD **280 million** in 2024, with funding sources expanded from 40 in 2021 to 79 in 2024 (WFP internal tracking).

#1 UN agency in channeling climate finance to **68** fragile and conflict-affected states from 2018–2023 (OECD DAC data).

Climate funding sources expanded from 40 in 2021 to 79 in 2024



DEEP DIVE 5

WFP's plan to access Climate Finance

WFP's Actions

Global advocacy to shape more equitable and accessible climate finance for fragile contexts.

Corporate Climate Finance Access Plan to outline practical actions based on financing sources

Climate and Resilience Investment Pipeline with 60 ready-to-scale project concepts in 60+ countries

From global finance to local impact: WFP'S CLIMATE FINANCE DELIVERY CHAIN

GLOBAL COMMITMENTS

NCQG, FRLD, UNCCD, CBD

WFP CLIMATE & RESILIENCE RESOURCE MOBILIZATION PLAN

WFP CLIMATE & RESILIENCE INVESTMENT PIPELINE

60 project concepts across 60+ countries

LOCALISED IMPACT

Strengthening resilience of food-insecure communities



ENABLERS

Requiring corporate-wide attention

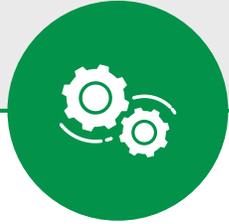


Critical factors for successful resource mobilization



PEOPLE

Attract, retain and motivate talent, and ensure staff have needed support and continued learning.



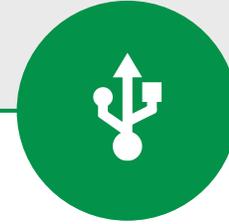
PROCESS

Recalibrate internal processes to facilitate new partnerships and boost efficacy.



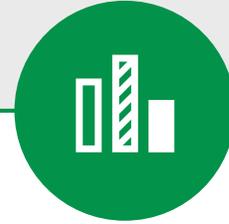
CULTURE

Foster vertical and horizontal alignment, strategic co-creation and shared ownership of partner relationships



INNOVATION, TECH AND AI

Advance innovative approaches, tech, and deploy AI for increased efficiency.



ADVOCACY

Forge shared understanding and common grounds with partners, to mobilize resources and drive action for the world's hungriest.



Corporate focus is unwaveringly on quality programmes and assurance.

NEXT STEPS

Continued consultations
(emphasis on Country Office input)

Test format with Country Offices

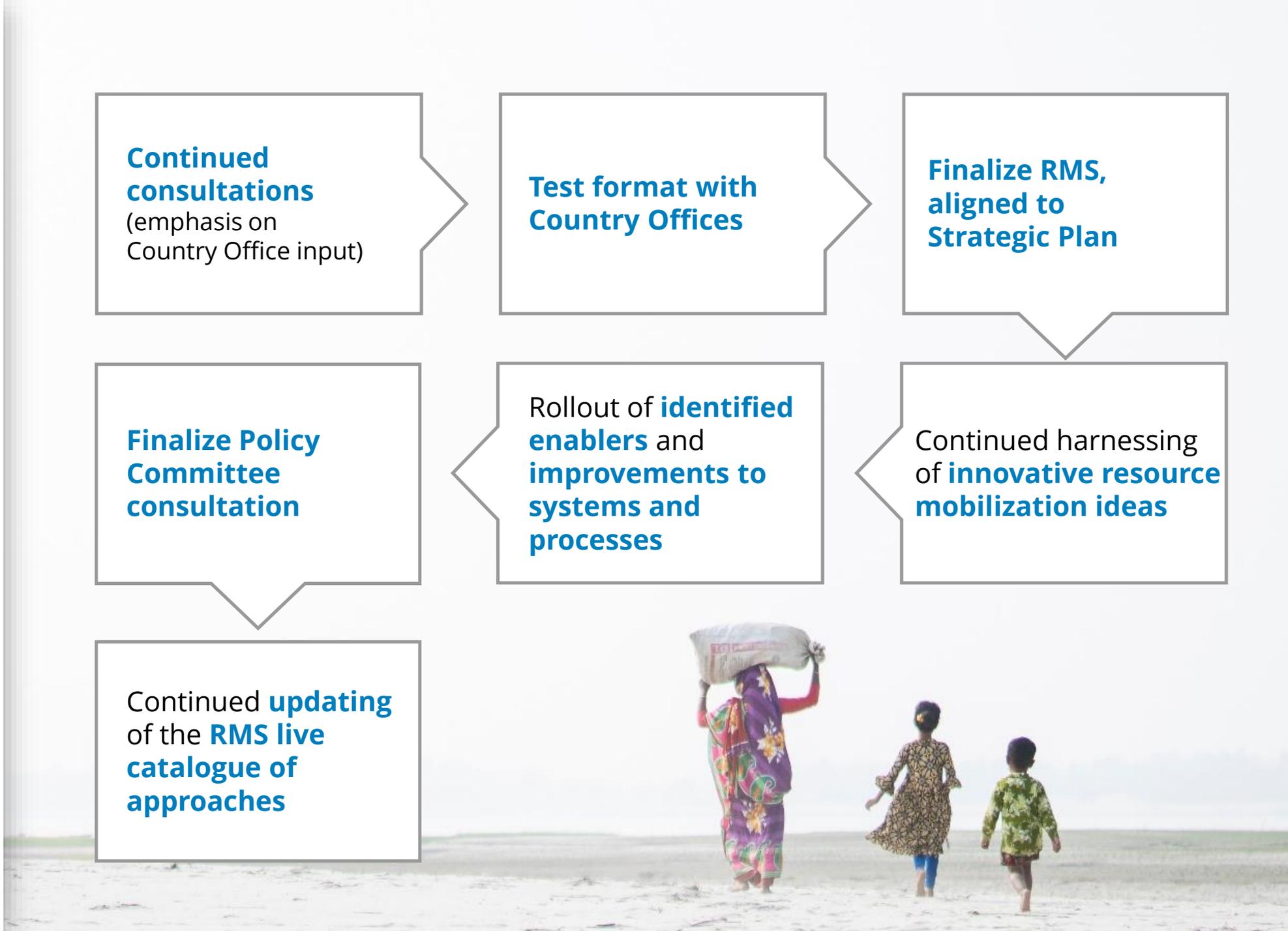
Finalize RMS, aligned to Strategic Plan

Finalize Policy Committee consultation

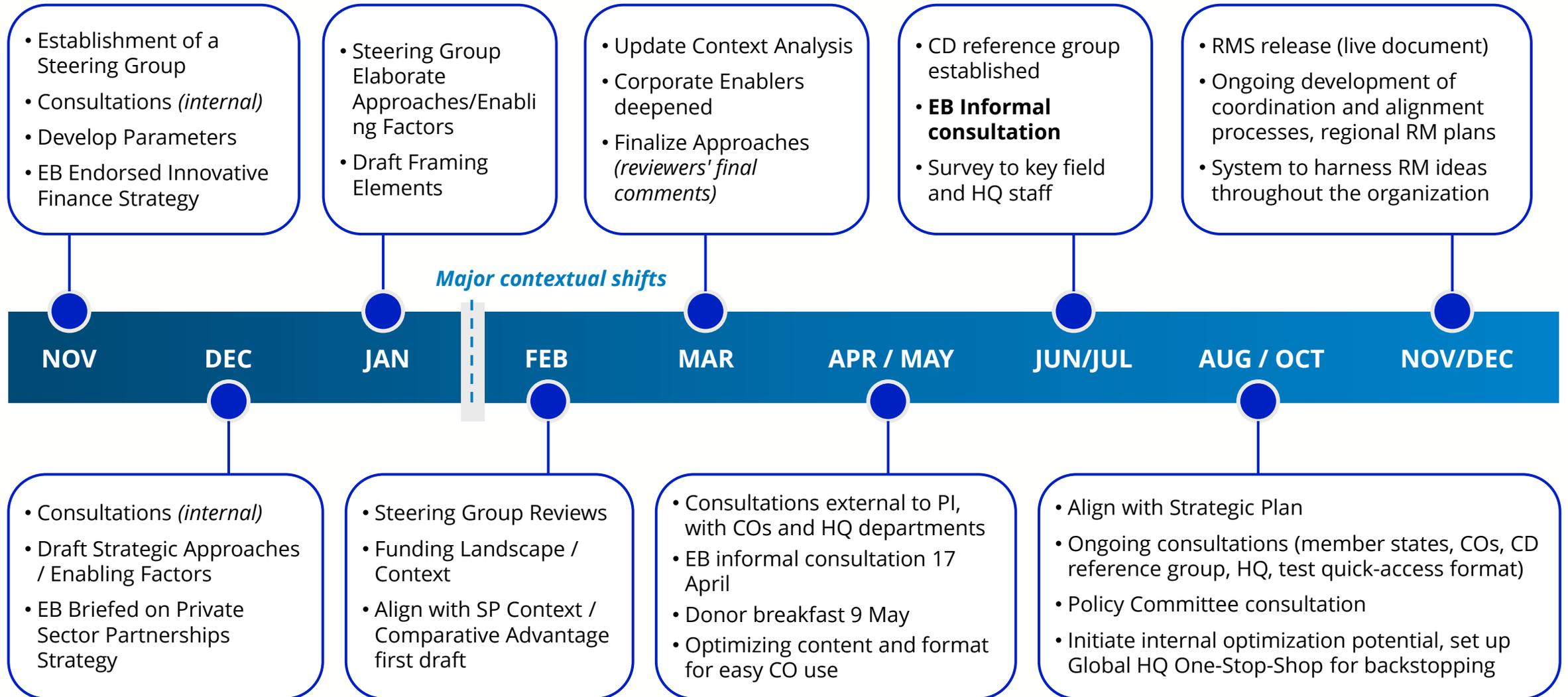
Rollout of **identified enablers** and **improvements to systems and processes**

Continued harnessing of **innovative resource mobilization ideas**

Continued **updating** of the **RMS live catalogue of approaches**



RMS Timeline



Thank you.