

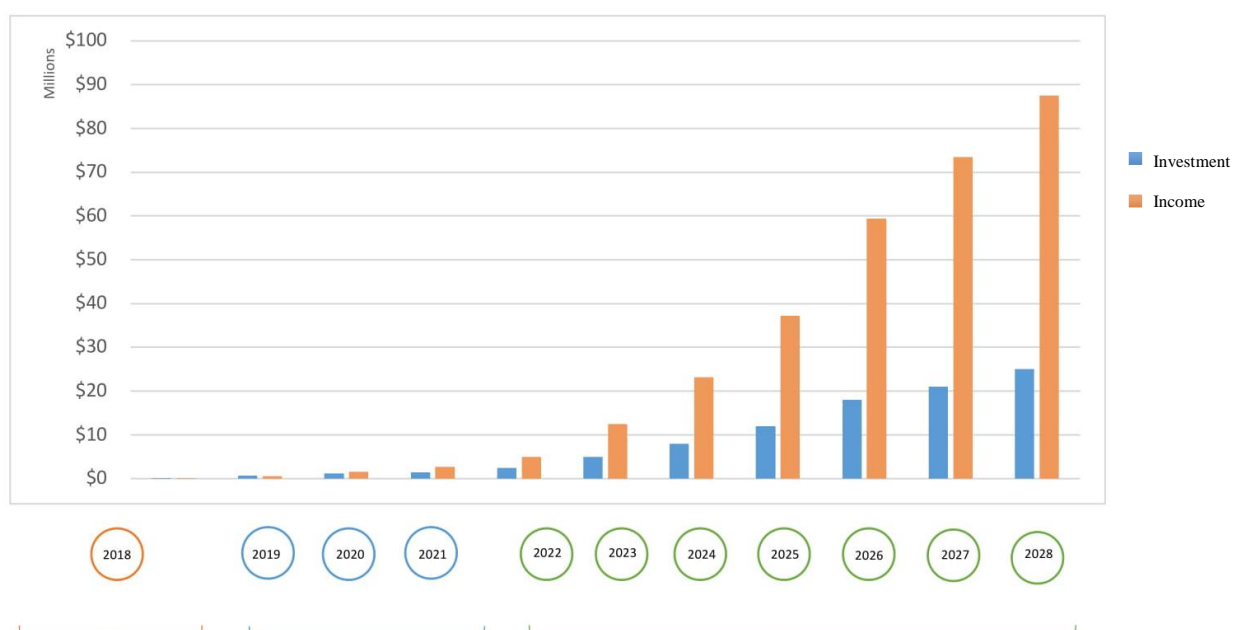
## Annex 2: UNFPA's Individual Giving Strategy 2018-2021

Donations from Member States constitute some 98% of UNFPA's funding with two-thirds of the Organization's core resources coming from just five member states. Diversification of the organisation's income base to raise at least 10% from private sources is therefore at the heart of UNFPA's Strategic Partnerships Framework.

In line with this vision, UNFPA will establish the individual giving programme to mobilize resources from the general public through one-time or recurring donations solicited through donation appeals. In 2018, UNFPA developed the Individual Giving Strategy 2018-2021 and launched a digital pilot of the programme to test the viability of this important channel of fundraising. The pilot was delivered through social media channels, targeting members of the public with an interest in UNFPA's work. Over \$270,000 in one-time and recurrent gifts were raised against a target of \$100,000 for the year.

With further investment and an integrated approach that combines communications and public engagement, UNFPA will build on the success of the Pilot phase to significantly grow its income from the general public to **\$100 million per year by 2030**. The programme will achieve this through completion of three phases over 10 years as outlined below:

### 10-year vision for the UNFPA individual giving programme



**Phase 1: Pilot**

*Objective: Assess viability of individual giving for UNFPA*

- **Result 1:** Business Case for individual giving with annual cost and income projections per each channel of donor recruitment developed;
- **Result 2:** Test digital fundraising appeals.
- **Result 3:** Conduct market entry research into key fundraising growth markets

**Phase 2: Startup & Market Entry**

*Objective: Fully operationalize donor recruitment and retention in select markets.*

- **Result 1:** Establish and grow digital fundraising operations with 25% of donors giving regularly.
- **Result 2:** Establish quality relationship marketing and donor retention operations with the aim of reducing donor attrition rates to 30%.
- **Result 3:** Establish a fundraising national committee in a key growth market.
- **Result 4:** Establish and grow face-to-face fundraising operation in key growth markets.

**Phase 3: Acceleration and market growth**

*Objective: Accelerate market growth and increase UNFPA's share of global individual donations*

- **Result 1:** Acceleration and entry into new geographic markets.
- **Result 2:** Scaling multi-channel donor acquisition for digital, face-to-face and DRTV fundraising.
- **Result 3:** Increase share of recurrent donors to 60% of all donors.
- **Result 4:** Achieve and maintain cost to income ratio of \$3 raised for every \$1 invested

## Individual Giving Programme - Phases

The individual giving programme will be operationalized through three distinct phases of *Pilot (2018)*, *Start-up and Market Entry 2019-2021*) and *Acceleration and Market Growth (2022-2030)*.

**Pilot (2018):** The main objective of the pilot phase was to establish the viability of operationalizing individual giving at UNFPA. To this end, programme delivered the following:

- **Result 1.1:** Develop internal policies and the Business Case for individual giving with annual cost and income projections per each channel of donor recruitment;
- **Result 1.2:** Tested digital fundraising appeals and the suitability of UNFPA's cause and mandate for digital fundraising;
- **Result 1.3:** Conduct market entry research for establishment of local fundraising operations in key growth markets.

**Income target:** \$100,000

**Income achieved:** \$270,000

**Phase 2 – Start-up and Market Entry (2019-2021):** UNFPA will begin the Start-up and Market Entry phase of the individual giving programme from 2019 with the objective of fully operationalizing donor recruitment and retention in key growth markets. UNFPA will incorporate the learnings from the Pilot phase of the programme to develop a highly targeted digital donor recruitment and retention programme aimed at raising a total of \$4.8 million by end of 2021. This will be achieved through the realization of the following results:

- **Result 2.1:** Establish and grow digital fundraising operations with 25% of donors giving regularly.
- **Result 2.2:** Establish quality relationship marketing and donor retention operations with the aim of maintaining annual donor attrition rates of less than 30%.
- **Result 2.3:** Establish a fundraising national committee in a key growth market based on the findings of market entry assessment.
- **Result 2.4:** Establish and grow local face-to-face fundraising operation in key growth markets.

**Income Target:** \$4.8 million

**Investment need:** \$3.5 million

**Phase 3 – Acceleration and market growth:** It is expected that the programme will enter the maturity phase from 2022 with a focus on accelerating market growth and increasing UNFPA's share of global individual donations. By 2030, the programme will reach \$100 million in income with a return on investment ratio of \$3.5 raised for every \$1 invested.