

TERMS OF REFERENCE

Fundraising Strategy Consultant PSP Copenhagen, Denmark

Project Title:	UNHCR Private Fundraising Strategy
Organisation:	UNHCR
Job Title:	Fundraising Strategy Consultant
Duty Station:	Home based, with occasional visits to Copenhagen & Geneva offices
Duration:	15 days between 1 October 2016 and 31 August 2017
Contract Type:	Individual Consultant
Closing date:	Sunday 10 October 2016

Overall Purpose and Scope of Assignment:

The United Nations High Commissioner for Refugees will begin work on its next private sector fundraising strategy to deliver against its ambitions in this area in line with the organisational strategy.

- UNHCR is a global organisation dedicated to saving lives, protecting rights and building a better future for refugees, forcibly displaced communities and stateless people.
- UNHCR is the world's leading organization dedicated to supporting people forced to flee and those who do not have a nationality.
- UNHCR operates in the field in over 125 countries, using its deep expertise to protect and care for 55 million refugees, returnees, internally displaced people and stateless persons.
- UNHCR leads international action to protect people forced to flee their homes because of conflict and persecution. It delivers life-saving assistance like shelter, food and water.
- UNHCR helps safeguard fundamental human rights and develop solutions that ensure people have a safe place to call home where they can build a better future.
- UNHCR also work to ensure that stateless people are granted a nationality.

Private Sector Partnership Service (PSP)

- UNHCR is funded principally through government donations. However, in 1999 it was decided to establish a dedicated Private Sector Fundraising section with an objective to raise 10% to 20% of income from the general public, corporate sector and foundations.
- However the lack of financial and organizational commitment resulted in a decline in income from \$35 million in 1999 to \$22 million in 2006. Late in 2006, UNHCR started to refocus on private sector fundraising and it was decided to allocate a ring-fenced investment budget and recruit a team of external experts with the objective to raise \$100 million within five years. The service developed and launched its strategy and in 2011 raised \$111 million.

- In 2014, the service launched its 2014-18 Global Strategy articulating for the first time a vision for the service of raising \$1bn per annum from 5 million donors and setting a goal of getting half way to this by the end of 2018.
- Last year, it raised \$284 million and is expected to reach \$500 million p.a. within the next two to three years.
- This year, a mid-term review of strategy was undertaken to build engagement and renew the commitment to the goals of the strategy.
- UNHCR has the fastest growing international private sector fundraising programme in the INGO sector growing at 33% p.a. over the last five years.
- In 2016 we expect more than eight percent of UNHCR revenue will be generated from private sector sources through the fundraising and engagement activities of the global network of six National Partners and several country and regional offices.

The growth in income secured from the private sector by UNHCR since 2006 has been dramatic and according to INGO data makes it the fastest growing private sector division amongst its peers with a growth rate of 33% p.a. over the last 5 years. The ambition is to sustain this momentum with a vision to grow into a service capable of generating \$1bn annually.

The Private Sector Partnership service (PSP) has driven its growth by being strategy-focused. It is now midway through a transformational global strategy which runs from 2014-18. A review of the development and implementation of this strategy completed in June 2016, identified areas of learning to be addressed in the development of the next strategy that will take UNHCR to achieving its \$1bn vision. This is an enormous challenge and PSP is looking for senior consultant support to provide expert knowledge in developing transformational fundraising strategies and expertise in strategy development and in implementing key strategic initiatives.

Overall purpose and Scope of Assignment:

- To facilitate multi-stakeholder meetings of senior staff across the organisation in support of the development of a global private sector fundraising strategy for UNHCR.
- To provide external insight to inform the development of a UNHCR strategy.
- To provide expert support and advice to the Strategy & Marketing section to facilitate development of a global strategy.

Essential Minimum Qualifications and Professional Experience Required:

Education

- Possess University level qualifications (Bachelor's or Master's degree) in a relevant area.

Job Experience

- Highly specialized level of educational qualifications/training, i.e. a minimum of a basic university degree plus between 20 and 24 years of relevant professional experience, or a post-graduate university degree plus a minimum of between 17 and 23 years of relevant professional experience in the field of work.

Language

- Written fluency in English (**required**).

Level of responsibilities required:

The Strategy & Growth team will develop the strategy and specific occasional support is sought:

- To facilitate and moderate meetings of senior stakeholders to build support and gain consensus for the strategic direction of private sector fundraising within UNHCR.
- To provide expert advice and external insight to the Strategy and Marketing team to ensure the effectiveness of the strategy development process.

Location:

The Consultant will work from home, with occasional travel to Copenhagen & Geneva.

To Apply:

Interested applicants should submit their letter of motivation and Personal History Form (P11), including testimonials/degrees/certificates to DENCODERHR@unhcr.org indicating "**Fundraising Strategy Consultant**" in the subject of the email. Furthermore we would like you to include a proposal with a daily fee for this consultancy.

P11 forms are available on www.unhcr.org/recruit/p11new.doc

The deadline for applications is 10 October 2016