



# Private Sector Fundraising and Partnerships

Presentation to the Standing Committee, Geneva, September 22 2016

# Milestones in private sector fundraising

The Executive Committee has long encouraged UNHCR to broaden its donor base and diversify its funding sources

**1999:** Small team at HQ established

**1999-2005:** Lack of investment, a number of offices closed

**2006:** Renewed commitment to growth and investment

**2011:** Surpassed target of US\$100 million annually

**2014:** New strategy with ambitious income target of US\$500mil.

**2015:** Refugee crisis in Europe and outpouring of support

**2016:** Expect to achieve over 1 million monthly giving donors

# Defining changes in private sector fundraising

## 1999 - 2006

Inconsistent budget allocation →

Centralized staffing: Geneva →

Market closures →

Events and one-off donations →

Corporate one-off donations →

Earmarked donations →

## 2006 - 2016

Long term budget and planning

Decentralized: regional/local

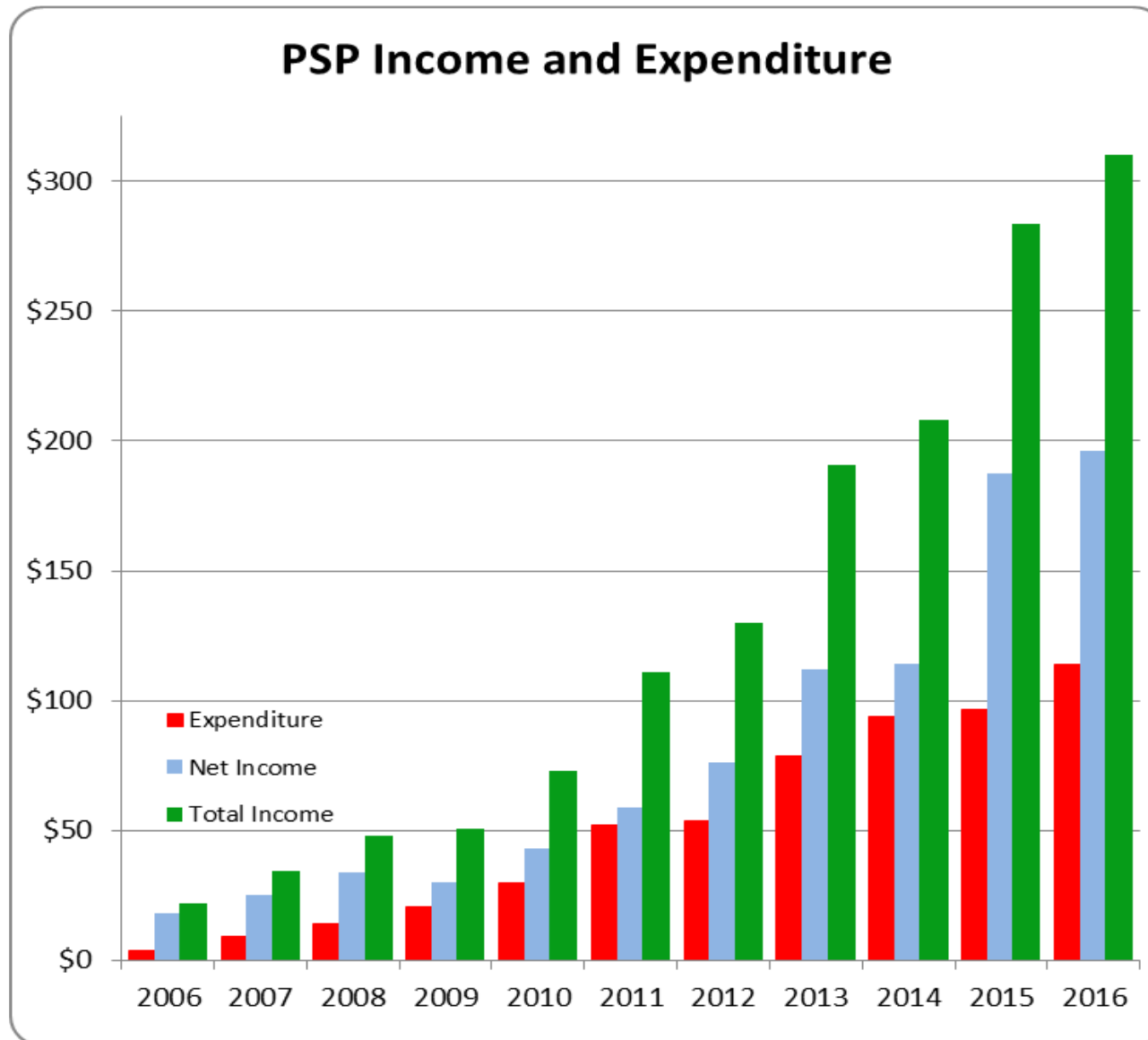
New markets and global presence

Direct marketing and monthly giving

Multi-year broader partnerships

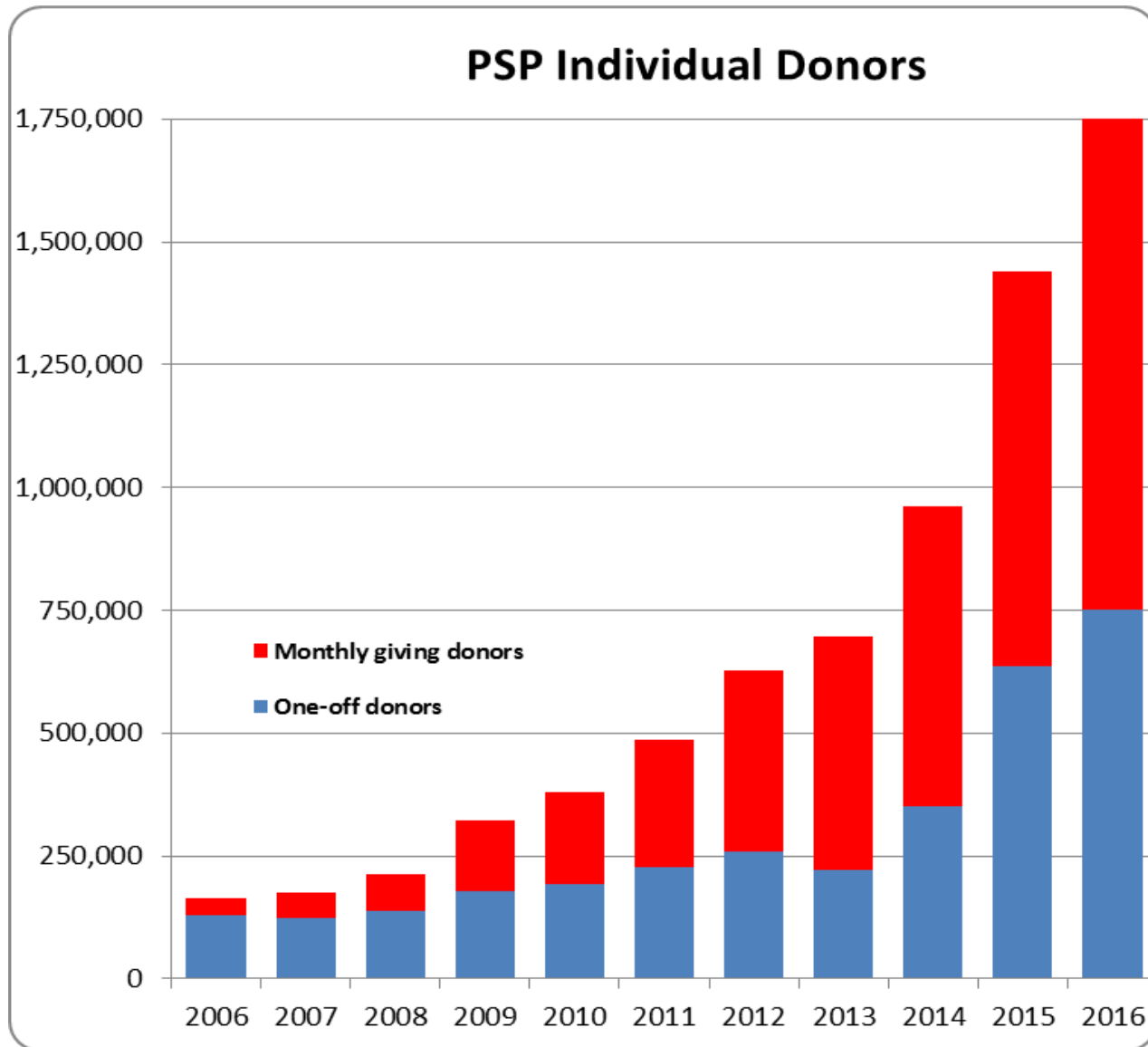
Majority un-earmarked donations

# Private Sector Income Growth 2006-2016\*



\*2016 forecast

# Number of Individual Donors 2006-2016\*



\*2016 forecast

# 2016 Forecast

UNHCR Private Sector Income 2016		
<b>1</b>	<b>Espana con ACNUR</b>	<b>63,467,396</b>
<b>2</b>	Republic of Korea	22,746,600
<b>3</b>	<b>USA for UNHCR</b>	<b>22,516,982</b>
<b>4</b>	Italy	22,383,367
<b>5</b>	<b>UNO-Flüchtlingshilfe</b>	<b>20,854,334</b>
<b>6</b>	<b>Australia for UNHCR</b>	<b>18,908,085</b>
<b>7</b>	MENA	18,557,702
<b>8</b>	<b>Sweden for UNHCR</b>	<b>18,130,497</b>
<b>9</b>	<b>Japan for UNHCR</b>	<b>16,874,502</b>
<b>10</b>	Hong Kong SAR	8,138,868
<b>11</b>	Netherlands	7,324,200
<b>12</b>	United Kingdom	7,189,237
<b>13</b>	Canada	5,983,326
<b>14</b>	Thailand	3,810,516
<b>15</b>	France	2,433,193

UNHCR Private Sector Donors 2016		
<b>1</b>	<b>Espana con ACNUR</b>	<b>505,601</b>
<b>2</b>	Republic of Korea	208,070
<b>3</b>	<b>USA for UNHCR</b>	<b>179,540</b>
<b>4</b>	<b>UNO-Flüchtlingshilfe</b>	<b>154,874</b>
<b>5</b>	<b>Sweden for UNHCR</b>	<b>150,273</b>
<b>6</b>	<b>Japan for UNHCR</b>	<b>115,155</b>
<b>7</b>	Italy	107,125
<b>8</b>	<b>Australia for UNHCR</b>	<b>106,682</b>
<b>9</b>	United Kingdom	58,106
<b>10</b>	Canada	49,668
<b>11</b>	Hong Kong SAR	35,871
<b>12</b>	Thailand	33,550
<b>13</b>	MENA Total	19,786
<b>14</b>	Philippines	9,922
<b>15</b>	France	4,388

# Fundraising operations: how we work

# Strategic focus

- Invest in priority markets to ensure growth
- Further develop digital opportunities
- Prioritize public engagement and advocacy
- Diversify sources of income
- Prioritize emergency fundraising and thematic areas of support like shelter, education and cash-based assistance
- Expand global partnerships beyond financial



# Individual Giving and Partnerships

## **Individual Giving: 70% income**

*Systematic raising funds from individual donors, through cash donations or preferable as monthly committed giving donors.*

- + predictable income, low risk
- + largely un-earmarked income
- + standard reporting requirements, stories
- high cost initial investment
- requires extensive infrastructure
- Very high competition key markets

## **Partnerships: 30% income**

*Acquisition and cultivation of high value partners: Corporations, Foundations and Philanthropists*

- + relatively lower investment
- + excellent return on investment
- + innovation and expertise
- higher risk, less predictable income
- largely earmarked income
- more complex donor specific reporting requirements

# Private sector partnerships

IKEA Foundation  




Google

UNITED NATIONS  
FOUNDATION



علم طفلاً  
EDUCATE A CHILD

YOUNGONE

BILL & MELINDA  
GATES foundation



facebook

mbc  
GROUP

Goldman  
Sachs



BNP PARIBAS

INDITEX

UNI  
QLO

FONDAZIONE  
PROSOLIDAR  
SUTINO  
SOLIDARIETÀ DA LAVORATORI ED AZIENDE DEL SETTORE CREDITO

Saïd  
Foundation



JOCHNICK FOUNDATION  
STICHTING AF JOCHNICK FOUNDATION

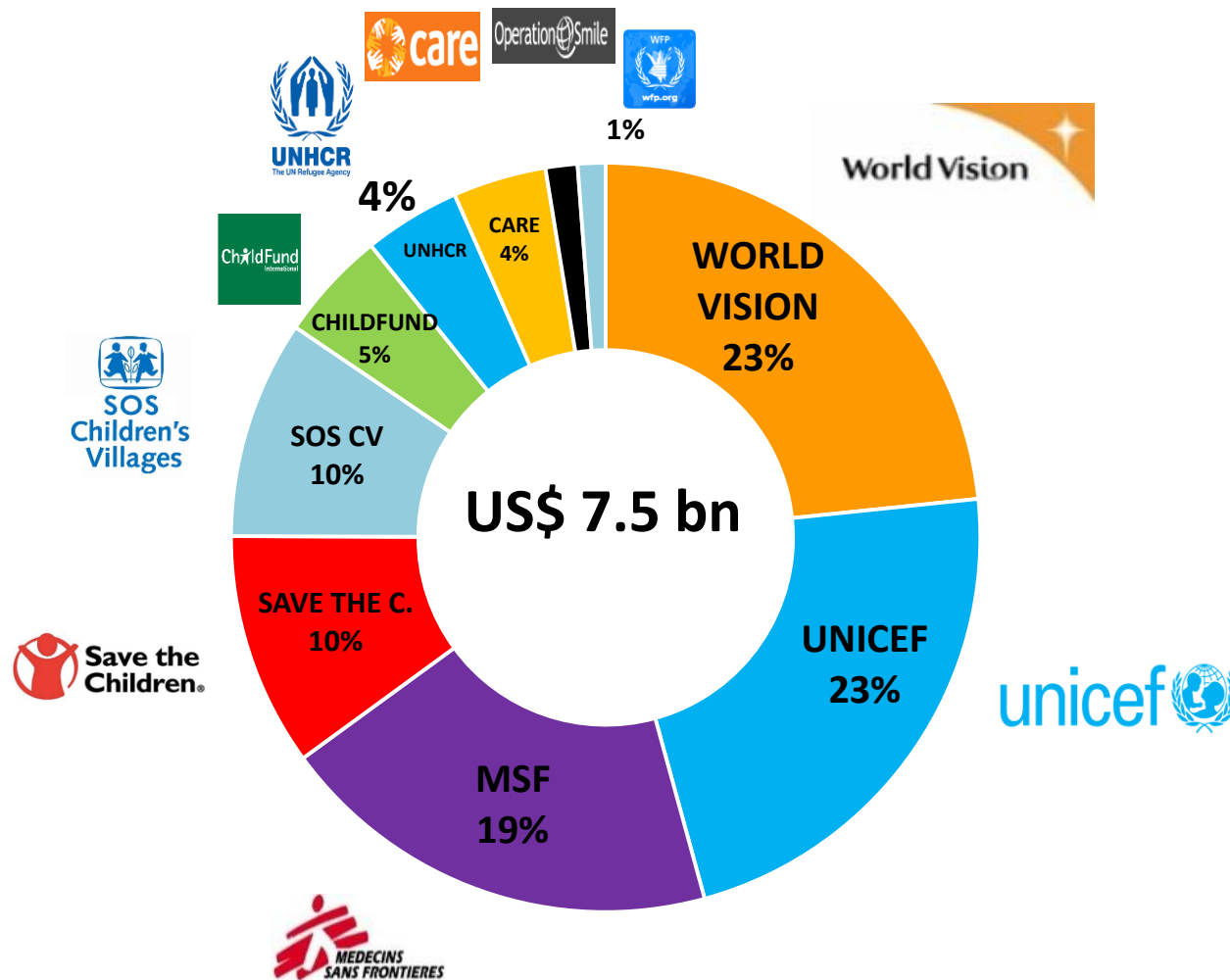


Bank of Tokyo-Mitsubishi UFJ  
MUFG

# Benchmarking and looking ahead

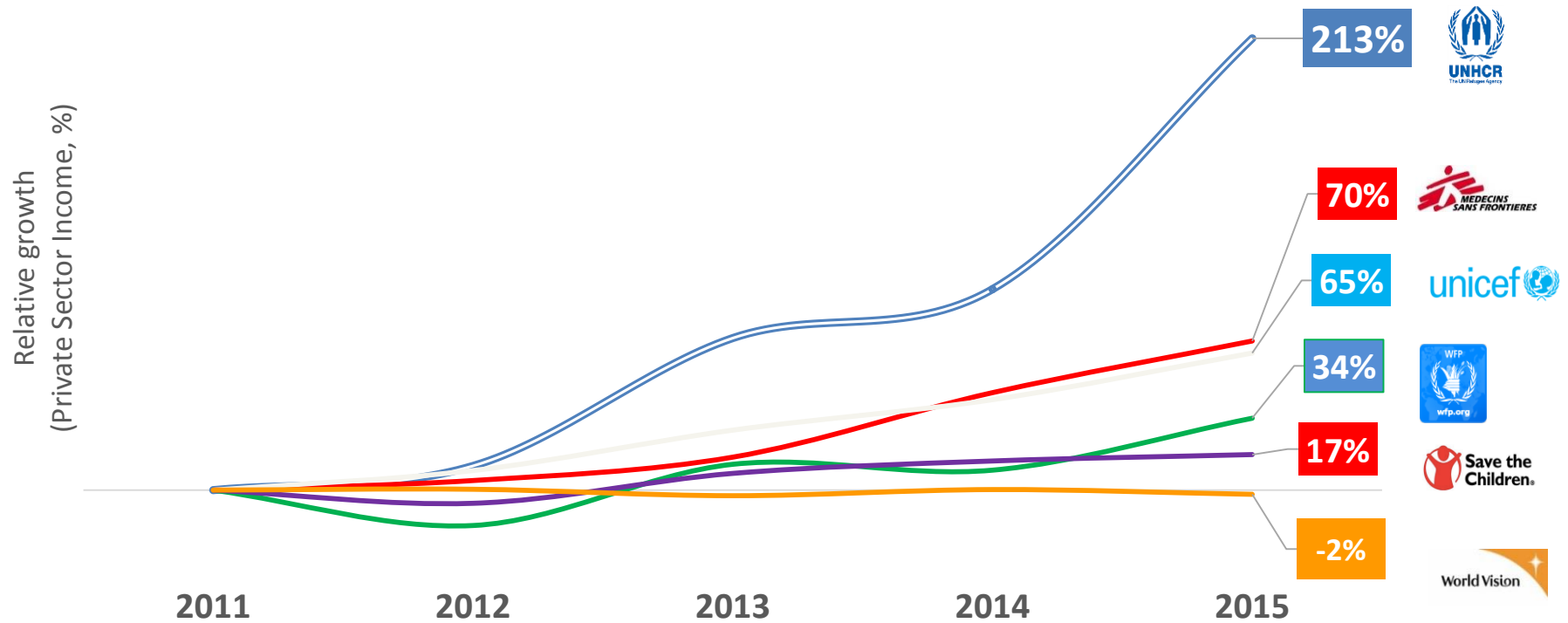
# Private Sector Income peer organizations

## UNHCR has only 4% of market share in 2015

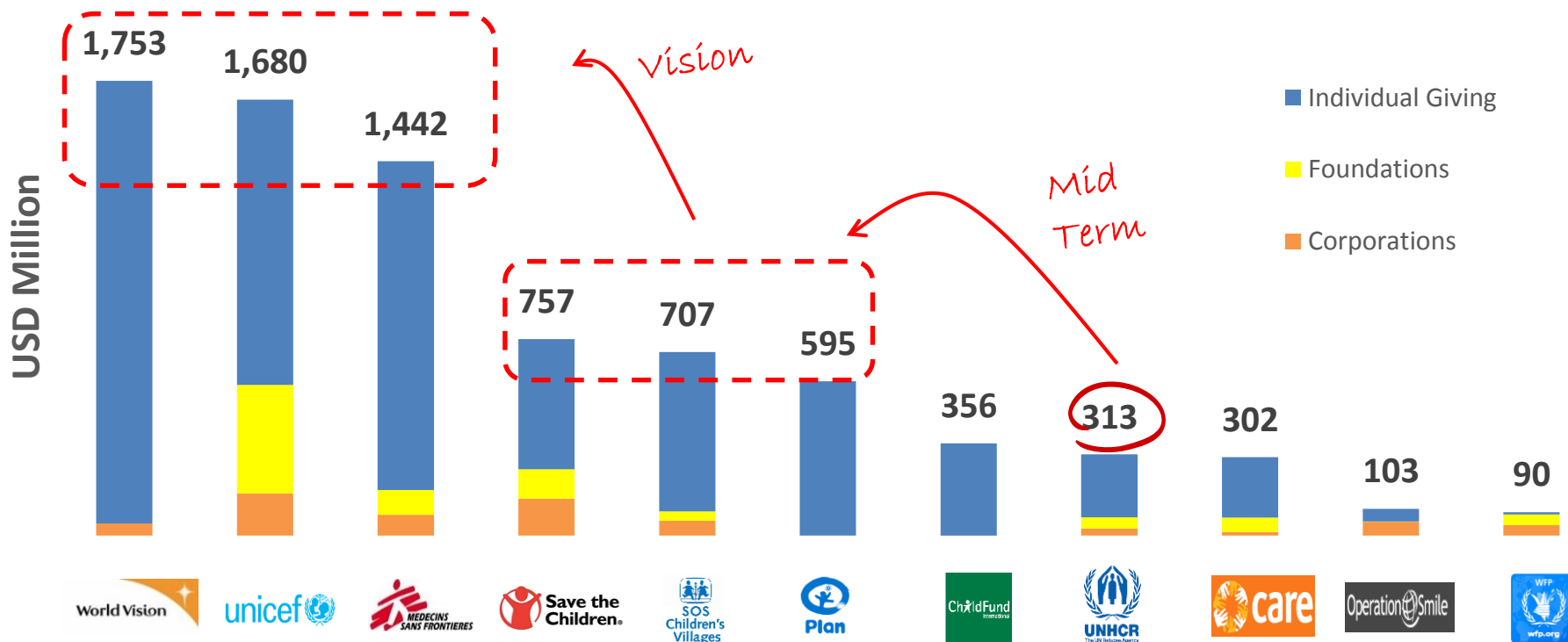


# Comparative Income growth 2011 – 2015

## UNHCR on track with growth ambitions



# UNHCR Ambition to grow \$ 500 million 2018



# US\$ 1 Billion Income Objective

1950 1960 1970 1980 1990 2000 2010 2020 2030



**Save the Children**

Save the Children Alliance formed in 1977

***\$1bn milestone  
expected in 2017 (40 years)***



1st global campaigns in 1953-1954  
11 National Committees in 1955

***\$1bn milestone in 2010 (56 years)***



Creation of operational sections, followed  
by the creation of support sections (1990s)

***\$1bn milestone in 2010 (30 years)***



Fundraising Investment Implementation (2007)  
***\$1bn milestone in 2026? (20 years)***