



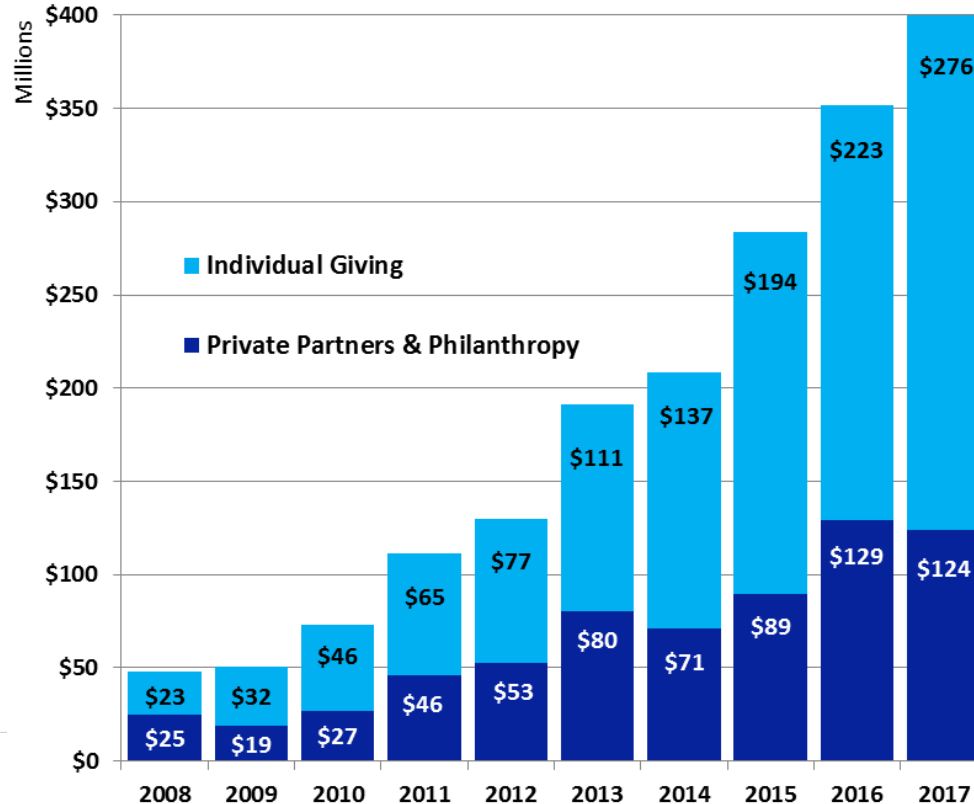
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# PRIVATE SECTOR FUNDRAISING AND PARTNERSHIPS

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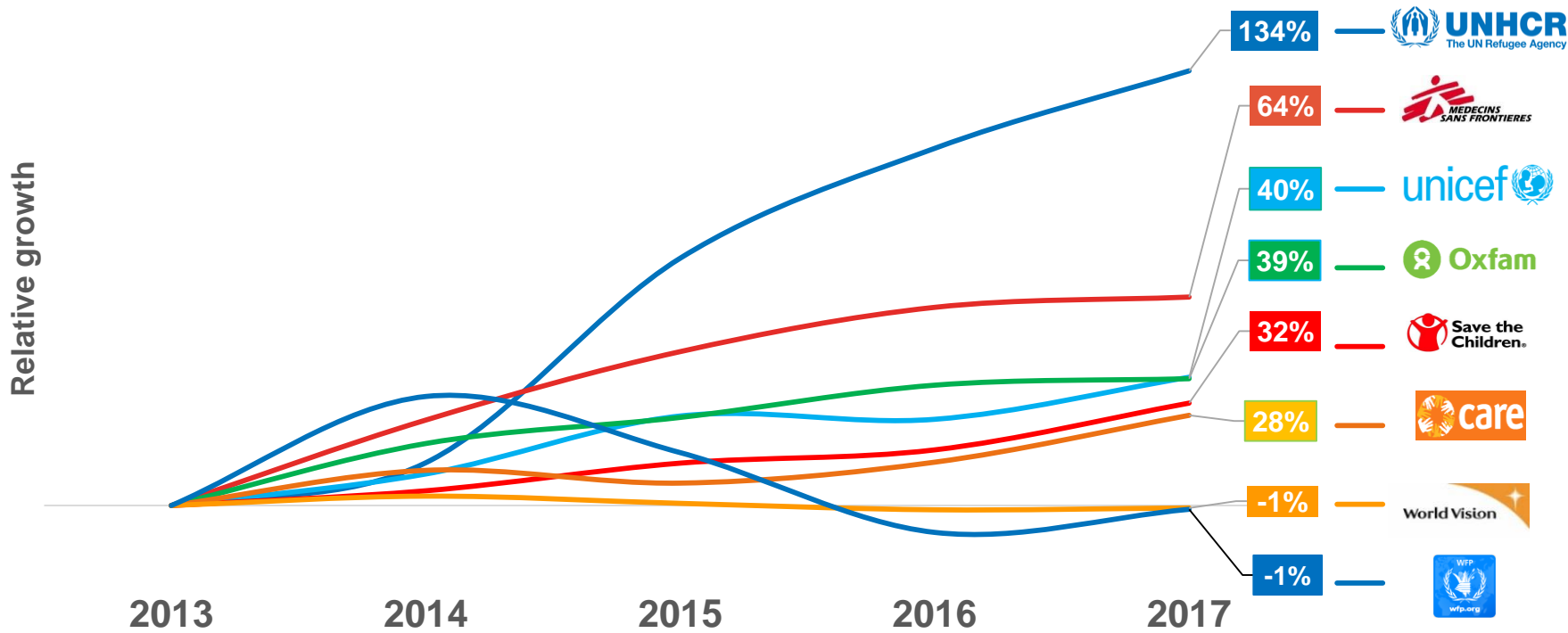
# Private Sector income growth 2008 - 2017

Private Sector Income 2008-2017



# Private sector income growth

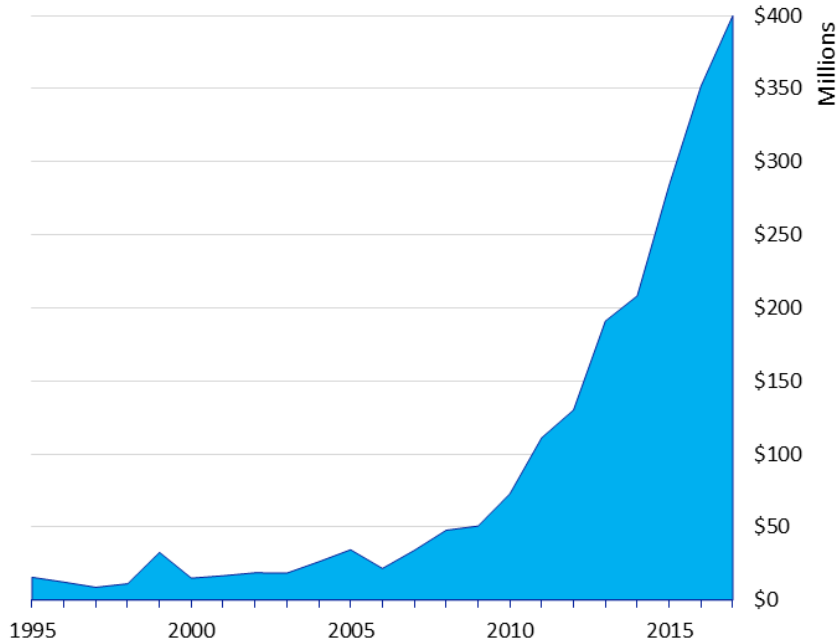
## UNHCR fastest growing organization in the period 2013-2017



Source : 2018 Peer Review (a panel of 9 leading international organizations, excluding Red Cross) –  
 Note 1: Total 2017 Private Sector income is before retention from National Partners, National Committees and excluding "In-Kind"

# The Key Success Factors to growth

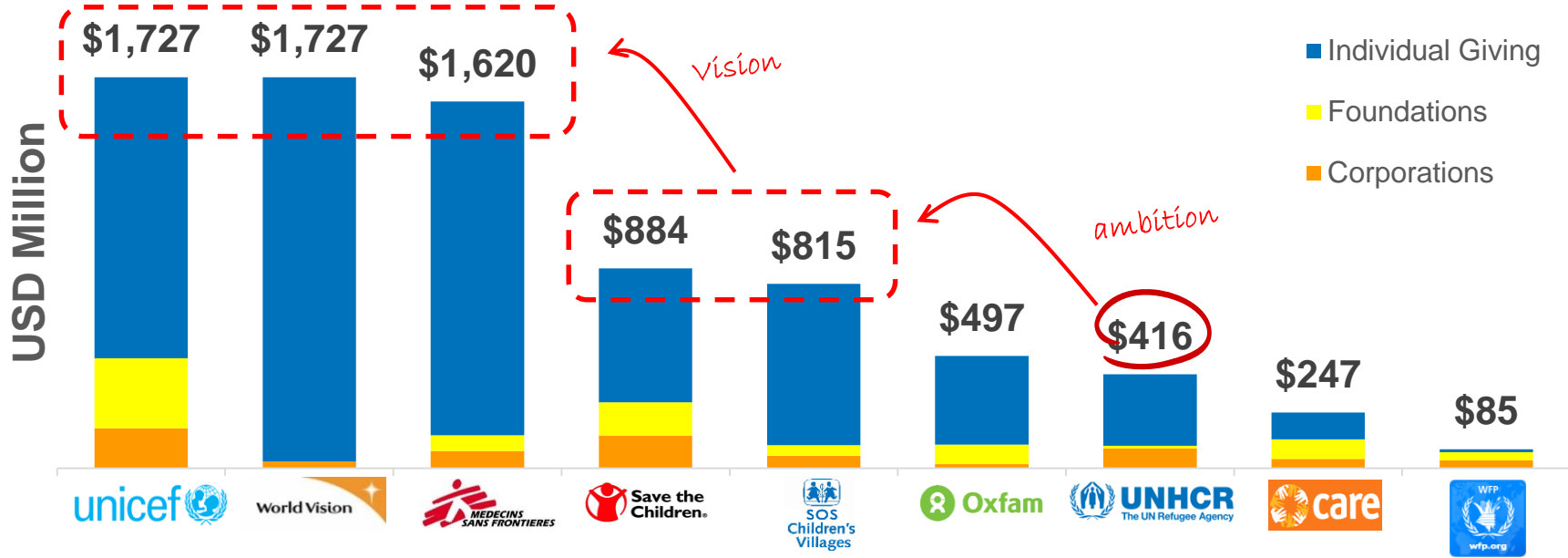
UNHCR Private Sector Income 1995 - 2017



## PSP | 7 Key success factors

1. **Ambition**
2. **Investments**
3. **Focus**
4. **Flexibility**
5. **Innovation**
6. **Expertise**
7. **Local Empowerment**

# The challenge ahead



<b>Individuals</b>	<b>72%</b>	<b>98%</b>	<b>91%</b>	<b>67%</b>	<b>88%</b>	<b>79%</b>	<b>76%</b>	<b>48%</b>	<b>15%</b>
<b>Partners</b>	<b>28%</b>	<b>2%</b>	<b>9%</b>	<b>33%</b>	<b>12%</b>	<b>21%</b>	<b>24%</b>	<b>52%</b>	<b>85%</b>

Source : 2018 Peer Review (a panel of 9 leading international organizations, excluding Red Cross) –  
 Note 1: Total 2017 Private Sector income is before retention from National Partners, National Committees and excluding "In-Kind"

# \$1B Strategy: Our ambition

UNHCR offices, National Partners, private sector partners, Regional Bureaus and UNHCR HQ working together to **raise US \$1 billion from the private sector each year by 2025.**

To achieve this goal we will..

..engage with 25 million people in support of the refugee cause

..broaden the size and scope of partnerships with corporations, foundations and philanthropists

# Individual Giving and engaging Campaigns

- Individual giving remains key driver for sustainable predictable income growth.
- UNHCR needs to improve brand awareness and engagement with public.
- Local and global campaigns will play a key role to reach out to public.
- Innovation and new digital ways to engage and raise funds will be crucial to achieve success towards the \$1 billion goal.

# Mobilizing public for cash support

Provide tens of thousands of refugee families with a safety net of financial assistance. Tackling xenophobia through establishing mobile communication between refugee families and donor families, creating a meaningful cultural exchange and better understanding.

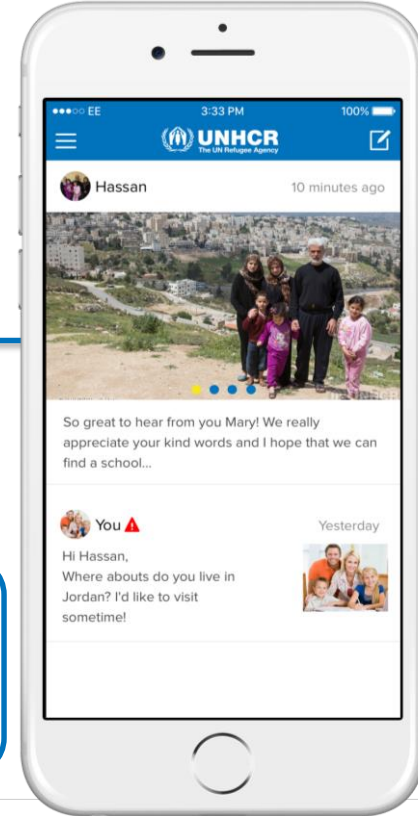
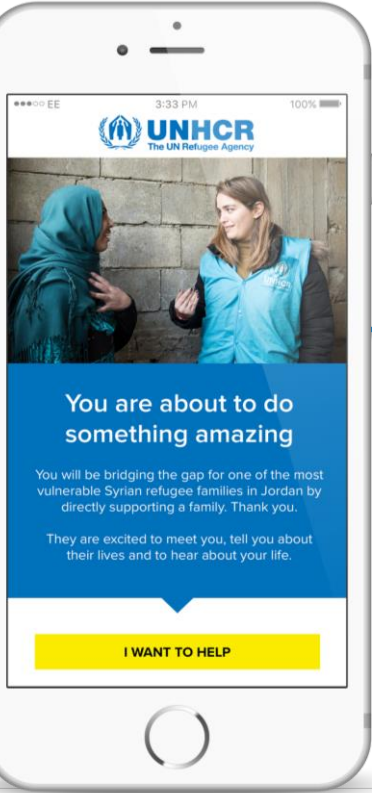
Create Profile

Family Matched

Create Profile

Offered to donor families who commit to provide regular monthly cash assistance donation for a Syrian refugee family in Jordan

Offered to Syrian refugee families (eligible for cash assistance) in Jordan and interested to join the program to share content via a secure application (App) on their mobile phones.





# Private Partnerships and Philanthropy

- Ambition to raise \$ 300m by 2025, more than doubling current income.
- Focus on obtaining multi-year partnerships delivering impact.
- For income generation we shift focus from the Corporate sector to Foundations and Private Philanthropy.
- Operational non-financial partnerships with the private sector require a new approach, in line with CRRF, not yet fully developed in UNHCR.
- UNHCR still challenging environment to partner with Private Sector.

# 85% income from top 15 Countries in 2025

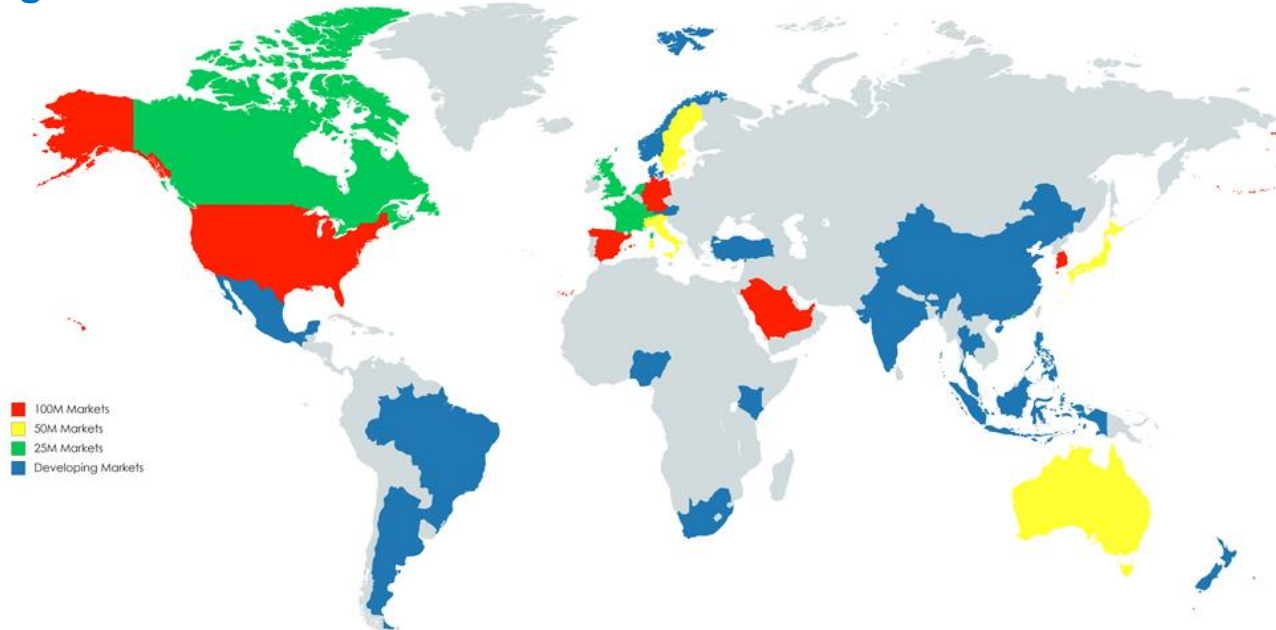
**\$100m:** Spain, United States, Germany, South Korea, MENA region

**\$50m :** Japan, Italy, Sweden, Australia

**\$25m :** United Kingdom, Canada, France, Netherlands, Hong Kong, Switzerland

## 15% income from “long term growth countries”

UNHCR is already present or exploring PSP opportunities in Asia, Latin America and Africa such as **China, India, Malaysia, Indonesia the Philippines and Thailand; Brazil, Mexico and Argentina; Kenya and South Africa.** These countries will be crucial to grow private sector income growth beyond \$ 1 Billion after 2025.



# PSP Strategic KPIs for 2025

**USD 1,000 m**  
Total income to UNHCR



**USD 750 m**  
Net Income



**25%**  
Cost to Income Ratio



**USD 550 m**  
Unearmarked funds



**USD 300 m**  
Total income from  
Partnerships



**25 million**  
Supporters



**5 million**  
Individual Donors



**3 million**  
Regular giving donors

