

Senior Consultant / Consultancy Team:

Resource Mobilisation & Financial Sustainability Consultancy

ROBERT CARR FUND (RCF)

1. Background and Rationale

The Robert Carr Fund (RCF) is a global pooled funding mechanism supporting civil society networks led by and serving inadequately served populations (ISPs) most affected by HIV-related inequality. Since 2012, RCF has invested over USD 125 million across more than 100 countries, strengthening community systems, advancing human rights, and improving access to HIV and SRHR services. RCF is primarily funded through a pooled, multi-donor model, with contributions from a core group of bilateral donors (notably European governments), complemented by support from select private sector donors (foundations and corporate).

RCF operates in a rapidly shifting funding environment characterised by:

- **Contraction and volatility in ODA**, particularly for HIV and rights-based programming
- **Increased political sensitivity** around gender, SRHR, and key populations
- **Growing pressure on donors** for demonstrable impact, efficiency, and risk management
- **Fragmentation of funding flows**, with fewer flexible, intermediary-friendly mechanisms

In this context, RCF's role as a **trusted intermediary and pooled funder** is highly relevant but increasingly challenged.

To deliver on its **2025–2030 Strategic Plan**, RCF seeks to:

- Strengthen and diversify its funding base
- Reduce year-to-year financial volatility
- Clarify its long-term **financial model and sustainability approach**

RCF will engage a senior consultant or consultant team - to support the development of a ***focused fundraising strategy and a clear, decision-ready pathway for long-term financial sustainability.***

2. Objective of the Consultancy

The overall objective is to support RCF to:

1. Define a realistic and prioritised resource mobilisation strategy aligned with its mandate and positioning as a pooled fund
2. Identify and assess viable long-term financing options, and provide a clear basis for strategic decision-making
3. Strengthen alignment between short-term fundraising and long-term financial sustainability

3. Scope of Work

The consultancy will be delivered across four phases, with a strong emphasis on prioritisation, decision support, and practical application.

Phase 1: Strategic Positioning and Financial Assessment

The consultant will:

- Analyse RCF's current financial position, revenue composition, and funding trends
- Assess RCF's positioning, visibility, and perceived value among key donor segments
- Identify strengths, risks, and structural constraints affecting resource mobilization
- Analyse the external funding landscape, including donor priorities, political risk dynamics, and trends affecting intermediary funding models

Output:

- Concise **Strategic Assessment Brief** highlighting key implications for fundraising and sustainability

Phase 2: Prioritised Fundraising Strategy (2026–2030)

The consultant will:

- Define **clear fundraising priorities**, identifying where RCF is best positioned to compete and grow
- Segment and prioritise donor groups based on:
 - Political risk tolerance
 - Funding flexibility (core vs restricted)
 - Alignment with rights-based and community-led approaches
 - Openness to pooled/intermediary funding models
- Develop a **compelling and differentiated donor narrative** for RCF
- Identify a **shortlist of priority donors (e.g. top 10–15)** with tailored engagement approaches

- Provide a **practical implementation roadmap**, including sequencing, resource implications, and risks

Output:

- **Focused Fundraising Strategy (2026–2030)**
- **Priority Donor Pipeline and Engagement Plan**
- **Two facilitated RCF staff donor pitch / engagement strategy co creation workshops**

Phase 3: Long-Term Financing Pathway

The consultant will:

- Identify and assess a **limited set (2–3) of viable long-term financing options e.g. :**
 - Strengthened multi-year donor commitments
 - Reserve-building approaches
 - Endowment or quasi-endowment models
 - Blended or catalytic financing mechanisms (where appropriate)
- Assess each option in terms of:
 - Strategic fit with RCF's mandate and governance
 - Feasibility and risk
 - Resource and capacity requirements
- Define **clear guardrails and non-negotiables** to ensure alignment with RCF's rights-based and community-led approach
- Provide a **decision-oriented business case**, focusing on strategic choices rather than technical complexity

Output:

- **Long-Term Financing Options Paper and Decision Framework**

Phase 4: Implementation and Alignment

The consultant will:

- Ensure coherence between the fundraising strategy and long-term financing pathway
- Conduct internal Key Informant discussions / survey to provide recommendations on:
 - Internal roles, capacities, and governance considerations
 - Sequencing actions and early priorities
- Facilitate validation discussions with RCF leadership and key stakeholders

Output:

- **Integrated Implementation Roadmap and Final Synthesis Report**
- **Supporting materials for internal and Board-level discussions**

4. Deliverables (Summary)

- Strategic Assessment Brief
- Fundraising Strategy Report (2026–2030)
- Priority Donor Pipeline and Engagement Plan
- Long-Term Financing Options Paper (decision-oriented)
- Integrated Implementation Roadmap
- Final presentation briefs for leadership and International Steering Committee

5. Profile of the Consultant

RCF seeks a senior consultant or small team with:

- 10+ years' experience in strategic fundraising and resource mobilization for global NGOs, pooled funds, or multi-stakeholder initiatives
- Experience with private foundations, corporate sector CSR, HNWI and innovative revenue streams for income diversification
- Proven track record in developing prioritised, high-level fundraising strategies
- Strong understanding of donor dynamics, political risk, and funding trends in global health, HIV, SRHR, and rights-based work
- Experience working with or advising intermediary funding mechanisms/pooled funds
- Ability to translate complex strategic and financial issues into clear, decision-oriented recommendations
- Strong facilitation and stakeholder engagement skills, including with Boards and senior leadership

Note: Experience in advanced financial modelling is not required; emphasis is on strategic relevance and feasibility.

6. Timeline

The consultancy will run over approximately **5 months (June – October 2026)**.

A detailed workplan and timeline will be agreed at inception. The assignment is expected to include:

- Regular check-ins with RCF leadership
- A limited number of targeted stakeholder consultations (bi lateral / philanthropic donors, Pooled Funders, Impact Investors)

7. Management and Coordination

The consultant will report to the Fund Director and work closely with the Senior Fundraising Advisor.

RCF will:

- Facilitate access to relevant documentation and stakeholders
- Provide strategic guidance and feedback throughout the process

8. Application process

Interested consultants or consultancy teams are invited to submit:

- A **short technical proposal** (maximum 5 pages) outlining understanding of the assignment, proposed methodology, team composition, and relevant experience.
- An **indicative workplan and financial proposal**, including professional fees, anticipated level of effort, and any associated costs.
- List of **comparable fundraising or resource mobilisation assignments** completed for global health, key population, rights-based civil society organisations, or pooled funding mechanisms.
- **Two recent professional references** from comparable consultancy engagements.

Applications should be submitted electronically to **Robert Carr Fund** by 7 June 2026 to secretariat@robertcarrfund.org. Only shortlisted candidates will be contacted for a follow-up discussion.

9. Budget and Payment Schedule

The total consultancy budget ceiling is EUR20.000 including BTW (VAT)

Payments will be linked to delivery of key outputs:

- Phase 1: Strategic Assessment
- Phase 2: Fundraising Strategy
- Phase 3: Financing Options Paper
- Phase 4: Final Deliverables and Presentation