ICMCI

Annual Report 2024-2025

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ICMCI Fundraising and Revenue Growth Strategy

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Objectives of the session

- Introduce the ICMCI Fundraising and Revenue Growth Strategy
- Prioritize DFIs, IFIs and sponsors to target
- Prioritize new revenue streams and brainstorm next steps

Purpose of the strategy

- The purpose of this Strategy is to guide ICMCI’s efforts in outreach towards potential donors and strategic partners and generate new revenues streams for ICMCI.

Current situation

- ICMCI has been dependent on revenues from memberships for many years. Membership growth has been slow (or non-existent) and many IMCs are currently facing their own growth challenges.
- ICMCI has successfully developed partnerships with EBRD and more recently with UNIDO; we recognize that these efforts take several years to develop and mature to result in sponsorships or joint projects.
- ICMCI has also launched its globally academy under ICMCI Services, Inc., but this too requires time to mature.
- Hence the need for a more concerted effort that leads to creating and managing a donor tracker and structured activities that lead to more sponsorships, funding opportunities and joint projects, as well as additional revenue streams for ICMCI.

Responsibility for strategy execution

- The ultimate authority and responsibility for the implementation of this strategy lies with the ICMCI Board who will utilize their networks and connections for outreach efforts.
- For day-to-day business, the Board delegates authority and responsibility to the Executive Director who will be responsible for execution with guidance from the Board Chair.
- The ICMCI Finance Committee will provide support as and when requested by the Executive Director. BUT,
- IMCs can play an active role to drive this towards faster results.

DFI, IFI and sponsors tracker

Organization Name	Status	Geographical Focus	Potential Relationship Type (Project focused vs. Unrestricted Grants)
UNIDO	Existing		Project focused
EBRD	Phase 1 (2025/2026)		Project focused
UNDP	Phase 1 (2025/2026)		Project focused
GIZ	Phase 1 (2025/2026)		Project focused
Asian Development Bank	Phase 2 (2026/2027)		Project focused
African Development Bank	Phase 2 (2026/2027)		Project focused
Islamic Development Bank	Phase 2 (2026/2027)	Islamic countries	Project focused
Inter-American Development Bank	Phase 2 (2026/2027)		Project focused
JICA	Phase 1 (2025/2026)		Project focused
World Bank	Phase 1 (2025/2026)		Project focused

- Can you identify others?
- What about foundations?
- And corporate sponsors?

- Any connections you can help us make?

The need for a dual track

- To expand ICMCI’s fundraising approach beyond traditional donor cultivation, creating a balanced model that combines long-term strategic partnerships with social entrepreneurship and service-driven ventures.
- Such a model leverages ICMCI’s global network, expertise, and credibility to generate both financial sustainability and measurable social impact.
- Why: Traditional donor-based fundraising has long lead times and limited flexibility. By integrating revenue-generating services aligned with our mission, we not only sustain operations but also amplify our ability to deliver real-world impact.

Proposed service-driven ventures

- **Global Knowledge Products:**
  - Deliverables: Annual State of Management Consulting Report, NCI, thematic whitepapers, benchmarking dashboards.
  - Revenue Model: Paid subscriptions, sponsorship by consulting firms or corporate partners.
  - Impact: Provides authoritative industry insights and positions ICMCI as a global thought leader.

- **Impact Certification Services:**
  - Deliverables: “Verified Impact Consultant” designation, training modules, certification audits.
  - Revenue Model: Certification fees, licensing, renewal fees.
  - Impact: Builds global capacity for consultants to work in high-impact, development-oriented contexts.

Proposed service-driven ventures

- **Consultants Without Borders:**
  - Deliverables: Consultant placements with vetted social enterprises and NGOs.
  - Revenue Model: Funded by CSR budgets, donor subsidies, and service fees.
  - Impact: Directly supports social enterprises with professional expertise while building consultant experience.

- **Public–Private Challenge Labs:**
  - Deliverables: Problem-definition workshops, solution prototyping, pilot implementations.
  - Revenue Model: Sponsorship packages, participant fees.
  - Impact: Drives innovation in addressing SDG-aligned challenges.

Proposed service-driven ventures

- **Impact Bonds Advisory:**
  - Deliverables: Advisory and verification services for outcome-based financing projects.
  - Revenue Model: Advisory fees, verification contracts.
  - Impact: Channels investment toward measurable social outcomes.

- **Digital Opportunity Exchange:**
  - Function: Centralized portal for international project tenders and collaborations.
  - Revenue Model: Subscription or commission-based access for premium users.

Proposed service-driven ventures

1. Global Knowledge Products
2. Impact Certification Services
3. Consultants Without Borders
4. Public–Private Challenge Labs
5. Impact Bonds Advisory
6. Digital Opportunity Exchange

- Which 2 or 3 should we start with?
- What do you think the first steps should be?
- Are you interested in joining a taskforce to develop these further?

Thank you

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