

## TERMS OF REFERENCE

### DEVELOPMENT OF A PILOT DIRECT MARKETING FUNDRAISING STRATEGY

#### I. Organisation overview

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Founded in 1992, Avocats Sans Frontières (ASF) is an international NGO under Belgian law whose mission is to contribute to the establishment of a just and equitable society in which the law serves vulnerable groups and populations. Its primary objective is to help set up institutions and mechanisms enabling access to an independent and impartial justice system capable of ensuring legal security and protecting and guaranteeing fundamental rights for all.

ASF is involved in several areas of intervention (access to justice, international criminal justice, fight against torture, promotion of economic and social rights, defense of civil and political rights, support and protection of human rights defenders, etc.) and has permanent missions in Niger, Kenya, Uganda, Tanzania, the Democratic Republic of Congo, Morocco, Tunisia, and the Central African Republic.

#### II. Context & justification

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ASF is currently facing a pressing need to diversify its funding sources to fulfil its mandate. There is also an economic risk of a substantial reduction in institutional funding, which has traditionally been the organisation's main source of income.

Beyond this financial reality, ASF aims to strengthen its autonomy and reduce the political power imbalance by limiting its dependence on institutional donors while maintaining its capacity to act.

In this context, ASF wants to enhance its ability to mobilise private and individual funding, beginning with lawyers and legal professionals based in Belgium. Belgium has over 18,000 lawyers, a target audience likely to be sensitive to issues concerning the role of lawyers worldwide, the threats and persecution they may face, and more broadly, the strengthening of justice in fragile contexts.

To date, ASF has received limited financial resources from bar associations (less than 1% of its budget) and has never systematically and directly addressed individual lawyers.

To address this, ASF intends to define a direct marketing approach targeting Belgian lawyers by engaging in professional gathering spaces: judicial openings, networking events, conferences, etc., in partnership with bar associations and professional legal bodies. The goal is to secure recurring donations via standing orders, which can be integrated into ASF's budget planning. This pilot approach will be tested during a first event (to be defined with ASF) in September/October 2025.

Some ASF board members have volunteered to help reach the targeted donors.

For economic and ethical reasons, ASF does not wish to outsource this specific fundraising activity to a private company specialised in direct marketing.

### III. Purpose of the consultancy

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#### 1. General Objective

- Strengthen ASF's financial independence by developing and implementing a pilot approach to recruit donors from among Belgian lawyers.

#### 2. Methodology

The consultancy will include the following stages:

##### 1. Strategy et benchmarking

The consultant will conduct a strategic analysis of fundraising potential among Belgian lawyers (motivations, barriers, opportunities, channels, etc.), including engagement prospects (lawyers engaged and not engaged in human rights issues), with a competitive analysis. This step will also include cost-benefit projections.

##### 2. Development of a Pilot Donor Recruitment Methodology

This methodology will outline all aspects and steps of implementing the pilot, including:

- Conditions for donor recruitment: honorary membership? How to acknowledge donors?
- Logistics and communication tools required.
- Human resources needed for implementation during an event: team definition, task distribution.
- Training and support for the identified team.
- Donor retention strategy and acknowledgements.

This methodology will be validated by ASF's governance bodies before proceeding.

##### 3. Development of Fundraising Tools

The consultant will create key messages and materials suited for the identified communication channels (visuals, banners, flyers, forms, etc.) in collaboration with ASF's Communications Officer based in Brussels.

##### 4. Organisation of a Pilot Fundraising Event

The date will be decided with ASF's leadership.

The consultant will lead ASF's presence at the event and coordinate the team involved.

### IV. Expected Deliverables

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**Deliverable 1:** Strategic analysis report (PDF or Word format), including benchmarks, projections, and recommendations.

**Deliverable 2:** Detailed methodology document approved by ASF (including pilot action plan).

**Deliverable 3:** Ready-to-use communication kit (high-definition visuals, printable files, message texts, etc.).

**Deliverable 4:** Implementation of the pilot activity + evaluation report, including:

- Quantitative and qualitative results
- Feedback
- Recommendations for improvement and sustainability

**Deliverable 5:** Final consultancy summary document with an overview of all stages, deliverables, and future recommendations.

## V. Lieu et durée de mission

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The mission will take place from **September 1st to October 30th, 2025**, with a maximum of **15 working days**.

Meetings and follow-ups will be organised at ASF's office in Brussels.

## VI. Profile

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- Proven experience in **fundraising**, social marketing, or resource development for NGOs;
- Solid knowledge of the **Belgian non-profit sector** and/or legal profession (bar associations, lawyers, etc.);
- Fluent in French, Dutch is an asset;
- Proficiency in digital and traditional fundraising tools;
- Strong strategic thinking and writing skills;
- Autonomy, creativity, and a strong commitment to human rights.

## VII. How to apply ?

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Please submit the following documents:

- An updated CV in French
- A technical and methodological proposal demonstrating a clear understanding of the terms of reference (max. 3 pages), including a tentative timeline in French
- A detailed budget proposal in French
- Three references from similar assignments

**Deadline:** August 6<sup>th</sup> 2025

**Subject line:** "approche fundraising"

**Email to:** [consultance@asf.be](mailto:consultance@asf.be)

*Incomplete applications will not be considered. Due to limited HR capacity, only shortlisted candidates will be contacted.*