

# Marcel Hagmann

Senior executive director with three decades of transformational leadership experience across three continents, heading up complex programmes leading up to 70 staff. Responsible for national and international fundraising portfolios with a total of over 200 million USD raised. Inspirational and unifying executive team member with specialist knowledge in fundraising, impact investment, human rights, youth policy development, environment and poverty alleviation. Highly strategic thinker. Passionate and inspirational motivator and life-long learner. Multilingual (German, English, French, Arabic).

## Core Skills

- Authentic strategic thinker
- Proven fundraising specialist
- Cross-cultural communicator
- Inclusive motivator
- Risk & crisis manager
- Sustainable relationship builder
- Multilingual

## Virunga Foundation [UK], Virunga National Park [Congo] Head of Philanthropy Jul 2020–Jan 2022

Fixed-term contract to diversify the funding model of Virunga National Park. The 15 million USD annual income currently received was initially designed to be cross-subsidized by revenues from investments in hydropower stations and other business projects of around 100 million USD and was lacking income from other sources.

### Key Achievements

- Development of diversified income strategy and associated three-year business plan.
- Research, analysis, and organisation of all online and offline donations over the previous five years into a single database.
- Implementation of Middle Donor Programme from above-mentioned database, focusing on a long-term impact on online fundraising and the identification and development of major donors.
- Market research of conservation finance foundations in the UK, Europe and the US.
- Applications totalling 6m USD. This has already yielded results, with the largest grant received so far totalling 250k USD.

## Amnesty International, Swiss Section [Bern, Switzerland] Head of Philanthropy Jan 2012 – Jun 2013 Director Fundraising & Engagement Jul 2013 – Jun 2020

As part of the executive leadership team, I was collectively accountable to the board for the implementation of Amnesty Switzerland's strategy and business plan. As the Director of Fundraising and Engagement, I was responsible for all income and operational engagement activities. I led a team of 22 people, with 5 direct reports. I deputised for the CEO in her absence for a total of six months and was responsible for a total of 70 staff and all communication with the board during this time. I was also part of the international Fundraising Management Team for 7 years, which reviewed and advised on the individual strategies of Amnesty sections.

#### *Key Achievements*

- Raised overall annual income from 16m CHF to 25m CHF.
- Developed a successful philanthropy department, growing it from 0.5 FTE to 5 FTE, and attaining an average income of 1m CHF per 1 FTE after just 3 years.
- Implemented a Swiss-wide strategy of major donor roundtables and circles in five major cities.
- Successfully prepared Amnesty staff for agile working by leading a staff and board working group for six months.
- Replaced the CEO during her sabbatical for a total of six months and successfully managed an international crisis in this time, as well as handling all communication with the Swiss board and the international Secretariat.
- Built a team of 22 people, and a culture of mutual trust and support, where commitment to the overall success of the section surpassed competition between departments.

#### **European Youth Card Association (Hungary, Slovakia)**

**CEO, Secretary General** Jul 2004–Jul 2011

Hired by and directly accountable to an international board and responsible for running a secretariat of 40 plus European member organisations. I was ensuring the financial sustainability of the organisation, via membership fees and structural grants from the European Commission. My main tasks for the member organisations were capacity building, governance development and direct liaison with the youth departments of the Council of Europe and the European Commission.

#### *Key Achievements*

- After conducting initial due diligence and financial analysis, I discovered a large unrecognized debt, which threatened to destabilise the organisation. By gaining access to new structural grants and revising the membership fee structure, I turned this position around within one year.
- Substantial contribution to board governance
- Annual visits to all 40 national organisations, for capacity building and quality assurance of their strategies and programmes.
- Successfully project-managed complex multi-national youth projects
- Participated in several member state youth policy and youth law development meetings, together with the national youth ministries, the Council of Europe director of youth and youth representatives of the European Commission.

#### **Habitat for Humanity**

**National Director, Jordan** Jan 1996–Jun 2000

**National Director, South Africa** Jul 2000–Nov 2002

**International Strategy Manager, Budapest** Dec 2002–June 2004

While finalising my degree in Arabic in Amman, I was hired by Habitat for Humanity to establish a programme in Jordan and to register Habitat for Humanity in the Middle East. After successfully building a small Jordanian operation, I was called to become the National Director of Habitat South Africa to solve a management crisis. For the next three years I had overall managerial responsibility for the 44 staff and 19 affiliate programmes all over the country. Once the office was running successfully, and after taking

on increasingly international responsibilities, I finally took a role in the Europe Central Asia regional office, consulting on national programme strategy, programme development and fundraising.

*Key Achievements*

- Development of a corporate sponsorship programme (largest gift of 25m USD over 5 years).
- Overall management of 44 staff and 19 large scale community housing projects, completing 100s of houses every year.
- Management of the Jimmy Carter Work Project in 2002 in Durban [JCWP] involving 6000 volunteers, 4 presidents of African countries and Jimmy Carter.

**Education**    **MFA, Master of Fine Art in Photography**  
2007–2009        Academy of Art University (San Francisco)

**MBA studies [final thesis unfinished]**  
2001–2002        Mancosa (Johannesburg)

**Lic. Theol. Master of Theology**  
1985–1990        Schweizerische Theologische Hochschule (Basel)

**Participation in IFC Holland and Amnesty Fundraising Skillshares**  
2012–2019