



## **TERMS OF REFERENCE:**

### ***DOMESTIC PRIVATE SOURCE FUNDRAISING POTENTIAL IN SOUTH SUDAN***

## **BACKGROUND:**

The International Federation of Red Cross and Red Crescent Societies (IFRC) is made up of 192 National Societies (NS), present in nearly every country of the world. National Societies are the backbone of the International Red Cross and Red Crescent Movement and are auxiliary to their respective public authorities in the humanitarian field. Each one is independent and made up of an unparalleled network of community-based volunteers and staff who provide a wide variety of services.

National Societies in the Africa region have identified lack of financial sustainability as a key challenge to ensuring long-term coverage of certain core cost and activities and have requested support from partners to improve their domestic resource mobilization. African National Societies are generally reliant on external funding, and while some have successful income generating activities from commercial businesses and assets, there has been little exploration as to the potential of domestic private source fundraising (meaning fundraising from individuals and corporates). Therefore, IFRC is launching an in-depth market research initiative in selected African countries, including South Sudan.

The International Federation of Red Cross and Red Crescent Societies (IFRC) and South Sudan Red Cross are looking for consultants and consulting agencies to assist with in-depth market studies reviewing potential for private source fundraising. A market study will be produced for South Sudan.

We solicit interest from experienced and qualified consultants or agencies who have an in-depth understanding of South Sudan to produce the deliverables described in the ToR. It can be requested by email. Interested experts are invited to apply by submitting the information as specified in the ToR.

## **PURPOSE:**

This paper outlines the framework, key activities, and deliverables for a market study of several African countries including South Sudan that is focused on the fundraising market and assessment of the opportunities for the Red Cross and Crescent Societies in African countries to develop its fundraising income within this context.

# SCOPE OF ASSIGNMENT:

The scope of work includes supporting the IFRC in development of fundraising market studies in South Sudan.

## The Market Study will focus on the following:

### 1. Review on country context:

- a. Analysis of political, economic (including GDP and population income), demographic (including age and gender structure), socio-cultural (including religion and language), technological (including social media, digital censorship), and other conditions affecting the fundraising market.
- b. Analysis (based on the interviews, analysis of open sources, and legal acts) of legislation affecting the fundraising market, including the different tax implications, opportunities for tax-efficient giving, and payroll giving.
- c. Identification of barriers and constraints affecting fundraising. Assessment of the level of influence of the identified factors on the fundraising market. Forecasting the impact of the identified factors on the market in general and the activities of the National Society in particular.

*The following questions should be answered:*

- *What influences fundraising in Country?*
- *What is the strength and direction of influence of these factors?*
- *How do they affect the activities of Country?*
- *What barriers in legislation hinder the development of fundraising?*

### 2. Competitor review

- a. Review (based on an analysis of open sources) the best practices of the most prominent NGOs in the context of their practice of attracting resources within the country (7-10 most prominent NGOs will be considered, charitable NGOs, with a focus on work in the medical and social sphere with vulnerable categories of the population; those involved in emergency response; providing humanitarian assistance to the people will be considered as well).
- b. Review of their fundraising activities (structure of funding, declared income sources, main partners among corporations and donors and other relevant information).
- c. Review of the basic fundraising tools for donations: sending letters, mass media, email, and SMS mailing; advertising; fundraising on the streets through individual appeals; online donations, crowdfunding platforms, etc.
- d. Review of their communication strategies (webpages, social media, mass media, events).

*The following questions should be answered:*

- *Who plays on the same pitch as National Society?*
- *How do they raise funding? What fundraising tools do they use?*

- *What is their communication strategy?*
- *What can National society use from their best practices?*

### **3. Analysis of fundraising opportunities. Assessment of the fundraising market volume and segments' share.**

- a. Fundraising opportunities from individuals.
  - Overall popularity of donations, average size and frequency of donations, key segments (if the data will be available).
  - An overview of donation's behavior, main drivers and barriers, seasonality, etc.
- b. Fundraising opportunities from the corporates:
  - Mapping and review of main international and local companies operating in the Country.
  - Identification of the largest donors and analysis of their corporate social responsibility programs.
  - Identification of the main thematic areas of donations.
- c. Fundraising opportunities from the HNWIs sector and celebrities:
  - Identification of the main thematic areas of donations.
- d. Fundraising opportunities from domestic and international grant-giving institutions:
  - Creating a list of the largest domestic and international grant-giving institutions operating in the country, accessible to the National Society. Analysis of their interests.
- e. Fundraising opportunities from government funding:
  - Analysis of the mechanisms of state participation in charity.
- f. Fundraising opportunities from other relevant segments (e. g. diaspora, etc.)

*The following questions should be answered:*

- *What is size of the fundraising market?*
- *What are the most promising segments of it?*
- *How can National Society work with each segment?*

### **4. Analysis of the fundraising performance of National Society**

- a. Analysis of the structure of resources attracted by the National Society by sources (if statistics are available).
- b. Analysis of work with different market segments (involved personnel, efficiency, channels for attracting resources, methods of fundraising, communication messages).
- c. Comparison of National Society fundraising and communication activities with market's best practices.

*As a result of the project, the following question should be answered – What should NS change in the fundraising system to improve its efficiency?*

## **Suggested methodology**

1. Develop project plan and timescales.
2. Desk research

- Review available reports and data on the Country’s fundraising market.
  - Make competitors analysis using prepared templates.
  - Identify potential stakeholders for qualitative assessment (interviews and correspondence).
  - Review the Country’s Red Cross and Crescent Society internal documents, data, and interviews, where possible.
  - Use prepared mapping tools for corporates mapping.
3. Agree on interview modality (due to the pandemic most of the interviews may be conducted online), including questions and list of participants.
  4. Qualitative Assessment:
    - Interviews with other INGOs (as potential competitors) and largest fundraising NGOs.
    - Conduct interviews with identified potential donors (corporates, HNWI).
    - Conduct interviews with representatives of National Societies.
  5. Develop a Fundraising Market Study report based on gathered data.

*Applicants are encouraged to suggest additional activities, which might be helpful to reach survey's goals.*

**Deliverables and deadlines**

1. The domestic fundraising market report in PPT and PDF formats.
2. Excel file with mapped NGOs, Corporates’ CSR activities, and HNWI’s philanthropic activities.
3. The profiles of 10 most prominent NGOs in MS Word or MS Excel.
4. Interview minutes with NGOs, Corporates and HNWI in MS Word or MS Excel.
5. Final report on the gathered data via desk research and interviews in PPT and PDF formats and online presentation.

Terms of reference agreed	Project Team	September 2022
Relevant Resources and information sourced to Consultant agency	Project Team	December 2022
Desk research commences	Consultant agency	January 2023
Consultant agency provide initial interview suggestions	Consultant agency	Mid of January 2023
Interview list agreed	Consultant agency/ Swiss Red Cross/IFRC	End of January 2023
Interviews arranged	Consultant agency	End of January 2023
First draft report	Consultant agency	Mid of February 2023
Provide feedback on market study with suggestions for further improvement following the mission	Swiss Red Cross/IFRC	End of February 2023
Provide final draft of the study	Consultancy Agency	Beginning of March 2023
Report agreed	Project team	Mid of March 2023

Total 8-12 weeks for 1 country.

# REQUIRED COMPETENCIES:

1. Previous experience in Strategy Development, including Market Research.
2. Knowledge of domestic political socio-economic, business and philanthropic landscape.
3. A firm with extensive experience of operating in Africa and with ability to hold interviews on-site.

## References

Please provide us with at least 3 recent references for the delivery of similar services (**preferably for the assignments mentioned above**). Describe, in a few lines, the project scope and service(s) provided for each of these references; focus, why the reference is relevant for the assignment.

## Technical Approach and Methodology

Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s), and the degree of detail of such output. *This section should cover the following: the company's approach to the project and method to achieve its objectives, while mitigating all risks.*

## Work Plan

Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration and tentative delivery dates. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final output(s) to be delivered should be included here.

## EVALUATION CRITERIA

All proposals will be assessed first on their technical merit and subsequently on their financial proposal. The proposal with the best overall value (composed of technical merit and financial proposal) will be recommended for approval.

Evaluation Criteria Points	Points
1. Overall Quality of technical proposal <ul style="list-style-type: none"><li>• Comment on the methodology and approach [30]</li><li>• Experience and qualification of agency [10]</li><li>• Experience and qualification of agency team [15]</li><li>• Client references for similar projects [5]</li><li>• Delivery period [10]</li></ul>	70
2. Financial proposal	30
Maximum points	100

- **Technical proposal evaluation.** Proposals passing the minimum technical pass score to be considered technically compliant (49 points, or 70 per cent of the maximum points obtainable for technical proposal) will continue into the Financial proposal evaluation.
- **Financial proposal evaluation.**

- The lowest price proposal will be awarded the full score assigned to the financial proposal (30 points).
- The highest price proposal will be awarded 1 point.
- The rest of the financial proposals will be awarded according to their ranking between the lowest and the highest prices.
- The recommendation for award of contract will be based on the best combination of technical and financial score. The Evaluation team will select the Proposal, which is of high quality, clear and meets the stated requirements and offers the best combination of technical and financial score.

Please submit your detailed application documents – in PDF format – to: [vacancy@ssdredcross.org](mailto:vacancy@ssdredcross.org), copy to 1. [taban.sabir@ssdredcross.org](mailto:taban.sabir@ssdredcross.org), 2. [gisela.piercey@ifrc.org](mailto:gisela.piercey@ifrc.org) by 6 January 2023. E-Mails should not exceed 9MB.

All communications and queries related to this call should be addressed to the same e-mail addresses.