

Request for Tender

Strategic Review of the Irish Red Cross Fundraising Programme

February 2024

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The Irish Red Cross

The Irish Red Cross Society (IRC) is dedicated to serving people in need whether they are here in Ireland or caught up in humanitarian crises in countries and regions throughout the globe. With our network of over 3,000 volunteers at 75 branch locations based in large and small communities throughout the Republic of Ireland as well as our professional staff team of more than 110 people, we provide a wide range of health, mental health & wellbeing programmes for those in need of assistance. We are part of the global Red Cross Red Crescent Movement of over 192 National Societies in each country in the world and are guided by the fundamental principles of the Red Cross (Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality). IRC is a registered charity.

Our Vision

To be Ireland's leading humanitarian organisation, providing impartial services and support to vulnerable people and communities both at home and abroad.

We aim to achieve our vision through

Delivery of a wide range of health and mental health & wellbeing services to those who are most in need in communities both at home and abroad.

The Approach of the Irish Red Cross

The Irish Red Cross Head Office raises financial support for its programme through a mix of engagement with voluntary and statutory income sources. The primary objective of the Fundraising Team is to raise unrestricted funds for the IRC's ongoing programme of domestic and international support for those in need. However, the IRC is also a well-recognised and highly respected relief agency that is uniquely qualified to respond to domestic and international emergencies such as natural disaster or international conflict. In such instances the IRC will promote restricted "emergency" appeals in support of a specific incident of national or international consequence.

In 2022, the IRC received a total of €2,758,000 through state funding from agencies including the Department of Defence, the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), The Irish Prison Service, the HSE and other agencies. In the same year, the IRC Head Office in Dublin fundraised €3,030,000 in unrestricted revenue for its core work while also raising over €47,000,000 in response to emergency appeals in support of those impacted by the conflict in Ukraine, the Creeslough tragedy and the August 2022 flooding in Pakistan. In 2023, the organisation increased its unrestricted revenue to €3,160,000 while also launching several Emergency Appeals in response to environmental and political crises in Turkey/Syria, Morocco, Libya, Afghanistan and Gaza. IRC fundraising activity in response to these incidents resulted in an additional return of circa €5,500,000 and directly contributed toward raising the public profile of the organisation.

Branch-based fundraising: It must also be noted that the Irish Red Cross maintains a national branch network of 72 branches located in large and small communities throughout the Republic. IRC branches are intended to be financially self-sustaining and many actively fundraise to support their programmes and capital needs. Additional sources of branch specific revenue is realised through fees associated with Ambulance coverage at local events such as sports matches and concerts as well as the provision of first

aid training. In some instances the IRC Head Office will work to secure grant funding from agencies including the Department of Rural & Community Development (DRCD) for Ambulance purchases or POBAL (e.g. Scheme to Support National Organisations (SSNO) or Emergency assistance during the Covid 19 Pandemic).

The IRC Head Office Fundraising

Key donor & donor prospect audiences are engaged through three coordinated programmes:

- *Individual Giving* - direct marketing engagement via poste, digital communications, telemarketing, direct response television (DRTV), newspaper inserts and other channels.
- *Partnerships & Philanthropy* – bespoke engagement with major donors and corporate entities, legacy, and community-based fundraising engagement.
- *Trusts & foundations* – research, engagement and outreach with Irish and International trusts, foundations, statutory grant bodies in Ireland and abroad.
- *Digital Fundraising & Communications* - focus on social media solicitations and general organisational communications.

Key fundraising communications include the scheduled distribution of donor newsletters, “warm donor” fundraising appeals & “cold” donor acquisition engagements including through direct mail solicitation, newspaper inserts, DRTV engagement, telemarketing and bespoke communications with major donors and corporate partners.

State Grants, Trusts & Foundations - Additional income is realised through engagement with Ireland-based statutory grant bodies as well as trusts & foundations and funding streams within the International Federation of the Red Cross and the International Committee of the Red Cross. IRC engagement in these areas is presently divided: the Head of Fundraising looks after Trust & Foundation engagement, but a new role of dedicated Grants Officer is being recruited in first half of 2024. Engagement with Irish state funding agencies has been historically driven by the Head of National Programmes, the Secretary General and respective volunteer National Directors of the IRC and it is planned that the new Grants Officer will take a central coordinating and driving role in this regard.

Corporate / Major Donor engagement & events – the IRC currently engages with Major Donors and Corporate Partners through ongoing 1:1 engagement supported by scheduled direct marketing campaigns. Additional cultivation and engagement is undertaken through three annual gatherings which take place in Dublin. These events include an annual Humanitarian Awards gathering of approximately 150 guests, an annual summer gathering of 50 guests and a Christmas celebration.

The Fundraising department consists of a team of 11 staff that is divided as follows:

1. Head of Fundraising – oversight of programme strategic development & implementation, monitoring & evaluation and trusts & foundation engagement.
2. Individual Giving (IG): (Team of five) IG Manager, Data Coordinator, 2 x Donor Engagement Executives, Warm Donor Engagement Coordinator and Acquisition / Tax income coordinator.
3. Partnerships and Philanthropy (P&P): (Team of three) Partnerships & Philanthropy Manager, Major Donor Executive, Corporate Engagement Coordinator. The P&P team also manages legacy engagement and coordination of fundraising events (3x annually)
4. Digital Fundraising & Communications (DFRC): DFRC Manager. Responsibilities include the management of all IRC internal and external digital communications. Role supported by a dedicated social media executive.

Communications: In April 2023 the IRC introduced the role of Communications Manager to oversee the development and implementation of the organisation’s internal and external communications strategy. This role reports to the Secretary General of the IRC and works closely with the Digital Fundraising and Communications manager to support the organisation’s communications requirements.

2023 Income (Unrestricted):

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| - Individual Giving: | €2,187,000 |
| - Partnerships & Philanthropy: | €974,000 |
| - TOTAL | €3,160,000 |

Work Programmes

Our core work programmes include:

- Helping those who are most vulnerable to prepare, withstand, and recover from emergencies in their communities. E.g. flooding, pandemic
- Improving the health and wellbeing of targeted communities (including all of the prison population) with our Community Based Health & First Aid programmes
- Restoring families who have been separated by war, forced migration, or other circumstances.
- Delivering first aid and psychological first aid training to the public and providing first aid and ambulance cover at events and incidents throughout the country – including mountain & lake rescue.
- Supporting older people and remote members of our community – assisting with the delivery of food and medicine and transport for hospital appointments.
- Providing interactive and educational opportunities for our youth members.
- Delivering local and national support for refugees in need of food, water, shelter, and medical assistance.
- Delivering a targeted international aid programme focusing on livelihoods, medical assistance and prevention of gender based violence
- Promoting awareness of International Humanitarian Law (IHL) and the seven fundamental principles of the Red Cross Red Crescent Movement to inspire policy and attitudinal change

Additional detail relating to the income source of specific project areas can be found in the 2022 Irish Red Cross Annual Report:

<https://www.redcross.ie/wp-content/uploads/2023/09/IRC-2022-Annual-Report.pdf>

Other considerations

The Irish Red Cross works closely with a wide variety of programme and funding partners who are instrumental to the delivery of our domestic and international humanitarian work. (See 2022 Annual Report for detailed listing). These partners provide a mix of financial and practical/intellectual support for established “core” elements of the IRC’s work – including (for example) DCRD CLÁR financial support of the IRC’s national fleet of ambulances, corporate (Microsoft) intellectual and financial support of the

IRC's refugee accommodation programme, (Central Bank of Ireland volunteer administrative assistance) and others.

In addition to receiving overwhelming public support in support of the Ukraine Crisis Appeal, in 2022, the Irish Red Cross received substantial support from a broad variety of state, corporate and Trust & Foundation partners who contributed financially and strategically in support of emergency appeals for Ukraine, Creeslough and elsewhere. As a member of the Red Cross Red Crescent Movement, the IRC also collaborates closely with the International Federation of the Red Cross and the International Committee of the Red Cross – both of which also receive significant support from the Irish Government.

The Assignment

Overview and Objectives

The Irish Red Cross is seeking tenders from suitably qualified consultants to carry out a Strategic Review of the Irish Red Cross Fundraising Programme. The purpose of this engagement is to assess opportunities for the sustained long-term expansion of Irish Red Cross unrestricted and restricted revenue through existing and potential additional / augmented fundraising and income raising channels. The overall objective of the assignment is to develop a multi-year transformative fundraising strategy for the Irish Red Cross that will enable the organisation to significantly expand its programme of domestic and international humanitarian work.

2024 will represent the final year the organisation's current five year strategic planning cycle. Throughout 2024 the organisation will engage in thorough review of its current programme and structure with an aim to establish the next phase of its development through agreement of a new five year (2025-2029) Strategic Plan.

2019-2024 Strategic Plan: <https://www.redcross.ie/wp-content/uploads/2023/01/Irish-Red-Cross-Strategic-Plan-2019-2024.pdf>

In light of the described planning cycle, the IRC has yet to determine the structural development and budget requirements of its programme beyond 2024. However, in the 18 months following the overwhelming public response to the Ukraine Crisis Appeal and other emergency engagements such as Creeslough and the Turkey & Syria Earthquakes, the IRC also recognises that it has a significant and time-sensitive opportunity to build on the current level of public attention and financial support.

Based on this view, the IRC seeks to develop a three year (2024/2025-2027) fundraising strategy that will capitalise on the current influx of public attention and support and establish a path for of the IRC to maximise its combined revenue over a three-year term through:

- a. The structured advancement of all relevant existing funding and income raising channels.
- b. The development of new opportunities for sustainable and scalable funding to contribute to the same.

This support will be used for the advancement of established IRC domestic and international programmes including: domestic and international humanitarian assistance, rescue services, physical and psychological first aid, domestic and international refugee assistance, health and first aid for Irish prisoners, international humanitarian law, youth programmes and training.

With in this objective, key priorities for this contract will include the following outcomes:

1. Expanded/strengthened capacity for the delivery of the consistent and impactful connections with the IRC's existing donor pool for the purpose of driving gift upgrades and renewals, encouraging donor transition from emergency to "core" support, growth of recurring monthly donations, etc. (See Key Fundraising & Communications outline on page 3)
2. Expanded/strengthened capacity for IRC acquisition of new donor prospects across the full spectrum of engagement including individual public & "major" donors, corporate donors, religious orders, legacy, community engagement, etc.
3. Expanded and efficient capacity to expand the strategic support of domestic statutory funders such as the Department of Foreign Affairs, the HSE and others; European funding streams and private trusts and foundations in Ireland.

Scope of the assignment

In delivering on the objectives as set out above, it is expected that the successful tenderer will carry out the following activities:

1. **Internal Assessment:** A review of existing fundraising and income raising channels and organisational structures and provide recommendations.
2. **Identification of new funding opportunities:**
 - a. The identification of new unrestricted and restricted funding opportunities that lie beyond the current focus of IRC Head Office and branch-based fundraising activity.
 - b. Engagement with domestic and international trusts & foundations and domestic / international State and EU funding opportunities.
3. **Donor Profiling:** A review of the profile of IRC voluntary donors and their motivations, outreach / interviews with donors and volunteers such that we better understand our donors' needs and wants.
4. **Public Engagement:** A review of the IRC's communications strategy and capacity including: donor messaging and methods of engagement with the aim of increasing the impact and scale of IRC outreach and strengthening support for the organisation.
5. **External Assessment:** Complete a competitor analysis and comparison of fundraised income, brand position and key communications / campaigns including: review of similar or peer not-for-profit organisations within Ireland as well as selected international Red Cross societies with similar or relevant profiles or structures to the IRC.
6. **Balanced portfolio:** A review of IRC operations with the aim to to identify which IRC programmes resonate most with donors and prospects and develop fundraising campaigns / products to generate income for these programmes.

Outputs

The expected outputs are:

1. A three-year strategy to maximise the fundraising and income generation ability of the IRC across current and new channels, including indicative budget and implementation plan (including investment required structures, additional resources, suggested changes / additions to existing

team). This should also include the relevant elements of a communications strategy as pertaining to enabling the success of the fundraising plans and targets.

2. An assessment of existing Fundraising and Communications programmes.
3. A setting out of a strong and compelling case for support for respective areas including key requirements for within the IRC as a pre-requisite. This to include impact, case studies and current / future need.
4. Analysis and reporting on audience profiles, key prospects in each audience group (e.g. corporate, institutional, trusts)
5. Key propositions and campaign concepts for any identified audiences / streams
6. Boilerplate messaging for donor communications and impact reporting

Timeline

It is anticipated that the successful tenderer will commence work in late-March 2024 and finish by July 2024.

Cost

The tendered price should not exceed €35,000 including vat. The payment shall be based on the work carried out in line with the agreed programme of work.

Application Process

To apply, please submit a PDF or MS Word Document with details under the following headings:

- Contact details of individual or organisation tendering
- Relevant experience, including CVs of people who will work on the project
- Your understanding of the work to be completed
- Proposed methodology, timeline and deliverables
- Cost
- Evidence of tax clearance
- Two references related to similar work undertaken

Tenders will be evaluated according to the following criteria:

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| • Understanding of the work to be completed | 20 points |
| • Experience of tenderer | 25 points |
| • Proposed methodology | 25 points |
| • Cost | 30 points |

Shortlisted applicants may be invited to make a presentation to prior to any decision to confirm an appointment.

The issuing of the request for tender does not imply that the lowest costed tender or that any tender will be successful.

Applications should be submitted to Charlie Lamson, Head of Fundraising at clamson@redcross.ie by 4pm on Wednesday, March 20 with subject line: Fundraising Strategy Tender.

Late applications cannot be considered.

For any queries in relation to the tender process, please contact the above named contact.