

Fundraising Consultant ESTHER Switzerland Term of Reference

1. Background and objective

ESTHER Switzerland is a network of health institutions that engages Swiss hospitals and other institutions in effective and sustainable North-South partnerships. ESTHER Switzerland promotes institutional health partnerships between Swiss hospitals, universities, laboratories, research institutions and institutions in low- and middle-income countries through knowledge generation, sharing of best practices and policy input with the goal of contributing to Universal Health Coverage and Health System Strengthening. The ESTHER approach contributes particularly to SDG 3 (Good Health) and 17 (Partnership).

ESTHER Switzerland is an active member of the ESTHER Global Alliance for Health Partnerships (EA) and supports the EA Secretariat. Switzerland, through the Swiss Federal Department of Foreign Affairs, joined the ESTHER Alliance in 2011. Switzerland is actively engaged in the implementation of the ESTHER Alliance strategic framework. ESTHER Switzerland shares the vision of the ESTHER Alliance of a world in which advances and practices in health are shared equitably within and between countries, and where everyone has access to quality health services. Partnerships are guided by the ESTHER Alliance Charter for Quality of Partnerships: <https://esther.eu/index.php/our-approach/>.

In order to accomplish this, ESTHER Switzerland is doing the following:

- Managing a Grant schemes including partnership grants of up to 100.000 CHF and start-up grants of up to 10.000 CHF
- Promote the IHP approach among Swiss and LMIC health collaborations
- Liaise and coordinate with other global health stakeholder in Switzerland
- Operate within and collaborate with the ESTHER Alliance

ESTHER CH is now entering a second funding phase. Projects from the first funding phase have been completed, a call for new proposals was launched in December 2019 and the new projects will start around June 2020: <https://www.esther-switzerland.ch/grants/>.

A recent external evaluation concluded that there are many benefits to the institutions involved in ESTHER supported partnerships, both for southern and northern partners. ESTHER is the only funding mechanism in Switzerland which supports twinning partnerships, focuses on hospitals and brings together research, implementation and training. However, one of the shortcomings identified was external communication to render ESTHER well known in Switzerland among both, a variety of potential partners and funders. Moreover, The ESTHER Switzerland Programme is currently fully funded by SDC. This poses a risk and diversification of funding sources will be indispensable.

In order to secure the continuity of ESTHER Switzerland and to broaden the funding sources, we are looking for a

Fundraising Consultant

The objective of the fundraising consultancy will be to render ESTHER Switzerland more sustainable and less dependent on one funding source by diversifying funding sources. Additional funding to complement SDC funding at least for 2022 to 2024 but ideally beyond should be secured. This should be done through the development of an effective fundraising strategy including, strategic and creative search for potential funders and donors, tailored messages and corresponding marketing material.

The tasks of the consultant will be the following:

1. Develop a fundraising strategy, including key messages for various target groups, marketing material and channels in order to attract more funders.
 - a. Identify potential donors, funders and partners, from local to national opportunities and going beyond Switzerland.
 - b. Research which donors, funders and partners may be interested in ESTHER Switzerland, and identify individually applicable key selling points to apply for their funding.
2. Develop fundraising material, as adequate for the developed fundraising strategy, that is tailored to the identified potential funders and donors.
3. Harmonize and coordinate the fundraising strategy with the communication strategy: The fundraising consultant will be expected to work closely with the communication consultant, who is being recruited in parallel.

2. Aim of the fundraising consultancy

ESTHER Switzerland is today strongly positioned in a rather narrow circle of Swiss international cooperation actors. ESTHER Switzerland has reached mainly the already convinced and those who are interested or engaged in international cooperation, meaning the existing community of international cooperation actors. A challenge for the future will consist in ESTHER moving further into the community of Swiss health care actors and winning additional forces for its purposes. Moreover, ESTHER Switzerland is funded exclusively by SDC, which represents a risk to its sustainability.

The aim of the fundraising consultancy is to render ESTHER Switzerland more sustainable by diversifying its funding sources. This should be done through the identification of potential donors and funders and the development of a targeted and tailored fundraising strategy. Marketing of ESTHER Switzerland beyond the relatively narrow circle to date should be intensified using a more strategic and systematic approach.

3. Methods

The consultant is expected to propose a strategic and systematic fundraising strategy. The following is a proposed method which the consultant may use in order to systematize fundraising efforts.

1. Based on the distinct ESTHER Switzerland profile, the positive results from previous projects, as well as evidence documented in published literature, define fundraising key messages.
2. Develop a shortlist of viable options using a systematic assessment and scoring system of all options.
3. Conduct research on the different options to develop targeted messages and tailored approaches.
4. Develop an implementation and action plan.

4. Expected results

The consultant is expected to deliver a fundraising and strategy with the following components:

- Clear objective
- Defined audience with a variety of stakeholders
- Tailored messages and channels for various target groups and channels.
- Tools, communication material and activities to deliver the messages adapted to the various target groups.
- Implementation strategy of the fundraising material.
- Assistance in proposal writing and other ways of approaching funders and donors.

The fundraising strategy must be harmonized and coordinated with the communication strategy.

All deliverables should be in English.

Note: In parallel to this call, ESTHER Switzerland is also seeking a communication consultant. Considering that communication and fundraising must be matched and coordinated, we expect the two consultants to work together as necessary. We welcome joint proposals from a communication and a fundraising expert.

5. Timeline

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| 1 | January 13 th 2020 | Publication and diffusion of the Fundraising Consultancy ToRs and opening of the Call for consultancy |
| 2 | February 25 th , 2020, COB | Deadline for submission of consultancy proposals |
| 3 | Week of March 9 th , 2020 | Selection of consultancy proposals and final decision |
| 4 | March 16 th /17 th , 2020 | Inception meeting in Berne: ISPM & Consultant(s) |
| 5 | Mid-March/April 2020 | Beginning of the development of a fundraising strategy and identification of potential funders and donors. |

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| 6 | May 29 th , 2020 | <p>Presentation of the fundraising strategy and propositions of potential donors and funders and propositions on how to approach them.</p> <p>Note: the consultant(s) must be in regular contact with the ESTHER project manager as well as with the communication consultant during the development of the fundraising strategy.</p> |
| 7 | Through the second half of 2020 | Development of fundraising material and assistance in fundraising efforts as needed by the ESTHER Secretariat. |

6. Budget

A total number of about 30 working days between February 2020 and December 2020 may be allocated to the consultant / consultancy team. The bulk of the working days will be between February and May, for the development of the fundraising strategy, the identification of potential funders and donors and key messages on how to approach them, while the remaining days should be used for implementation/ proposal writing and other ways of approaching funders.

The proposal should include a detailed budget (hours per activity) and the cost of the consultant(s). The budget should explicitly include the VAT.

7. Profile of the consultant

Consultancy proposals will be accepted from an individual consultant. It may also be possible, if not encouraged, to propose a team of two consultants, one being an expert in communication and one being an expert in fundraising to collaborate on the development of the communications strategy and the fundraising strategy in a harmonized and coordinated way.

The fundraising consultant(s) should demonstrate:

- Very good knowledge of the fundraising landscape in Switzerland and beyond with a view on health and development
- Creativity in identifying potential funders beyond classic health and development funders.
- Good knowledge of the Swiss health sector and its variety of actors
- Up to date knowledge and experience in fundraising within the field of development and health
- Up to date knowledge and experience in the development of fundraising and marketing strategies for non-profit organizations
- Knowledge of different modalities in development cooperation (project, programme, policy dialogue, partnerships; multilateral and bilateral work, etc.)
- Knowledge of the Swiss development cooperation system and of the SDC health policies.
- Knowledge in public health, especially in development context
- Familiarity with Institutional Health Partnerships (IHP)

The consultant(s) should demonstrate a solid experience in the development of fundraising strategies (min 5 years) and demonstrate previous experiences in similar work.

The consultant(s) should be able to work in English and demonstrate excellent writing skills in English.

Consultants should be able to meet in person with the ESTHER project manager either in Bern or in Geneva, Switzerland.

Exclusion criteria:

Consultancy proposals coming from the following persons will be excluded from the selection:

- Anyone currently being a formal employee of the ISPM or SDC.
- Any member of the ESTHER CH Steering Committee.

Conflict of interest: any other possible conflict of interest should be brought to the attention of the ESTHER Secretariat in the consultancy proposal.

8. Structure of the consultancy proposal

The consultancy proposal should be structured as follows:

- Cover page with name and contacts of the consultant(s)
- Interpretation of the mandate
- Outline of a fundraising strategy to demonstrate understanding of the task at hand, including target groups, key messages and preliminary ideas of funders and donors, where to search, fundraising messages and material.
- Methodology
- Timeline
- Budget
- Consultant(s) expertise/ examples of previous work (weblink)
- Annexes: CV, note on possible conflict of interest

The consultancy proposal should not exceed 10 pages (excluding annexes)

9. Guiding documents

As a basis to prepare the proposal, it is advised to consult the [ESTHER Switzerland Website](#), where the external evaluation can be downloaded, the [Website of the European ESTHER Alliance](#) including the Alliance's [Strategic Framework 2015-20](#) and the ESTHER Switzerland Project Document. The Project Document can be obtained from Dr Dörte Petit on a confidential basis.

The consultant is expected to propose a strategic and systematic fundraising strategy. The following are suggestions resulting from the external evaluation that may be components of the strategy. The full evaluation is available at the ESTHER Switzerland website:

1. Could the “Geneva model” with its *fonds de péréquation* serve as a role model for other cantons, particularly when promoted by H+?
2. Could ESTHER CH become an attractive partner for corporate social responsibility investments of Swiss hospitals and health industry?
3. An ESTHER Forum to be organized in September or October 2020 may serve as an opportunity to invite potential funders to meet with project implementers/ partners.

10. Deadline for submission

Deadline for submission of consultancy proposal is February 25th, 2020, midnight CET.

11. Contact

Consultancy proposals should be sent in electronic format to Dörte Petit

ESTHER Switzerland Project Manager
Email: doerte.petit@ispm.unibe.ch