**NETZ Partnership for Development and Justice**

3/1 (1st floor), Lalmatia, Dhaka-1207

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­**Terms ofReference (ToR)**

**for**

**Hiring Consultant to DevelopFundraising Strategyfor Anandalok Schools  
and Anandalok Trust**

**1. Background:**

NETZ Partnership for Development and Justice (NETZ) has been running Anandalok schools since 2008 with its partner NGOs Gana Unnayan Kendra (GUK) and Jagorani Chakra Foundation (JCF). Every Anandalok school is a fully-fledged primary school based on the concept of a child-friendly and joyful learning process. The schools are founded, run and maintained in close cooperation with the local community. A total of 33 schools are located in eleven Upazilas of five districts, namely Panchagarh, Nilphamari, Kushtia, Gaibandha and Rangpur. The main source of funding for the schools since its inception has been various projects supported by NETZ. NETZ does, however, require the local community to take full responsibility for the schools and to be committed to the education of future generations. Parents and school committees try to mobilize local funds through small monthly tuition fees and occasional donations from the local community. In addition, Anandalok Trust, a national civil society organization for education and development, works closely with NETZ to explore the possibilities of sustainability of Anandalok schools through fundraising and other initiatives at home and abroad. All these initiatives at the local, national and international levels must be further organized, improved and professionalized with the support of an efficient and effective fundraising strategy.

**2. Purpose, Goals and Use:**

The development of an efficient and effective fundraising strategy for education is the essential basis for the fundraising activities for the next 3-5 years of Andandalok Schools andAnandalok Trust.

Beneficiaries of the results of the fundraising strategy will be Anandalok Trust, NETZ Bangladesh and NETZ Germany. The joint fundraising strategy for the Anandalok schools and Anandalok Trust will be developed parallel in Bangladesh and Germany. The Consultant is only responsible for the fundraising strategy in Bangladesh which will be linked with the German fundraising strategy of the German Office.

**3. Scope of work**

**3.1 Time frame, geographic coverage**

The fundraising strategy in Bangladesh shall be developed from November 2020 to December 2020 The fundraising strategy should cover the local/regional school fundraising as well as the national fundraising e.g. activities in Dhaka.The international fundraising e.g. Bangladeshis living abroad will be also a part of the German fundraising strategy which will be developed by theGerman NETZ-Office.

**3.2 Tasks and responsibilities**

* Meeting with the NETZ Bangladesh Education Team
* Workshop with the NETZ Bangladesh Education Team, the Anandalok Trust and   
  partner NGOs
* Interviews with staff, school committee, families and children from Anandalok Schools from char and mainland
* Coordination of the first draft with NETZ Bangladesh and finalisation
* Presentation of the strategy results, including design of a Powerpoint presentations, during a meeting with selected representatives of the above mentioned groups

**3.3 Central Questions**

The consultant is expected to develop an overall fundraising strategy for NETZ Bangladesh and Anandalok Trust.

The following questions and assignments shall be part of the analysis:

1. Show the fundraising-objectives for NETZ Bangladesh and Anandalok Trust concerning money, time, quantity and with regards to the content
2. Which resources are available or can be mobilised in NETZ Bangladesh and Anandalok Trust to achieve the goals? Which additional input is required to achieve the goals?
3. Definition of the target groups which should be addressed to achieve the fundraising-objectives.
4. Naming of communication-targets
   1. emotional (what shall the target group feel?)
   2. cognitive (what the target group ought to know?)
   3. conative (what is the target group meant to do?)
5. Developing strategic fundraising-modules for
   1. regional fundraising for Anandalok-Schools
   2. national fundraising: in the urban middle and upper class in Bangladesh, with corporate social responsibilities (CSR) funds or comparable options in Bangladesh.
   3. international fundraising e.g. Bangladeshis living abroad(this will be mainly the task of the German Office)

**3.4 Methodology**

The methodology shall include at least the following:

1. The consultant will review existing documents related to NETZ and Anandalok Trust, including NETZ strategy, Anandalok Trust Goals and Milestones, Anandalok schools sustainability concept, mindmap possible keypoints, stakeholder analysis and other relevant documents of NETZ, Anandalok Trust and the partner NGOs. For this purpose, the consultant will be given access to all required written records.
2. The consultant will conduct (as feasible for each group mentioned in the following) interviews with staff, school committee, families and children from one Anandalok School.
3. The consultant is expected to consult with NETZ, Anandalok Trust and the partner NGOs at the beginning of the strategy and continuously brief them as and when needed. Debriefing session will be organised by the consultant with appropriate staff of the partner NGOs and with NETZ at the end of Anandalok School visit to share and to discuss their findings and recommendations.
4. A draft fundraisingstrategy by the consultant will be shared with NETZ and Anandalok Trust and checked by a feasibility study. Their feedback and suggestions as well as the recommendations of the feasibility study will be reflected during the finalisation of the fundraising strategy by the consultant.

**3.5 Output and results**

The consultant shall prepare a strategy report in English setting out his fundraising strategy and covering all points referred to in Chapter 3.3. The report should be between 20 and 25 pages long. Additional documents shall be compiled in the Annex to the report. In a conclusion of the report, the consultant makes recommendations as to which fundraising goals can be achieved and by what means the current fundraising potential can be expanded.

The German stakeholder analysis will be prepared beginning of2021 by the German Office. The recommendations of both the fundraising strategies will be used for the definition of the next fundraising steps.

**3.5 Mandatory Template**

**Table of contents**

* (i) Table of contents; (ii) list of tables and illustrations; (iii) list of abbreviations

**Executive summary (max. 1 pages)**

* (i) Background; (ii) major findings and conclusions; (iii) (major) recommendations and, if applicable, overarching conclusions/lessons learnt

1. **Introduction (max. 1 page)**

**1.1 Background and objective of fundraising strategy**

(i) Rationale; (ii) objective; (iii) central/critical questions

**1.2Fundraising strategy mission**

* + (i) duration and process; (ii) participation of partner NGOs and target groups; (iii) external factors influencing the implementation of the fundraising strategy incl. their consequences

1. **Methodology (max. 1 page)**

**2.1 Methodology of the fundraising strategy**

* + (i) Methodological approach and instruments; (ii) measures ensuring participants’ protection (if applicable)

**2.2 Critical assessment**

* + (i) Suitability and limitations of the methodological process

1. **Strategy (max. 20 pages)**

(i) Short, mid-term and long-term fundraising objectives including monetary, content and   
quantity aspects

(ii) Definition of target groups for

- local fundraising  
 - national fundraising  
 - international fundraising

(iii) Communication strategyfor the different target groups  
 - emotional  
 - cognitive  
 - conative

(iiii) Fundraising modules for  
 - local fundraising  
 - national fundraising  
 - international fundraising

(iiiii) Resources  
 - availability of internal resources of NETZ and Anandalok Trust

- needed additional input

(iiiiii) Fundraising material  
 - print

- online

1. **Conclusions and recommendations (max. 1 pages)**
2. **Annex**

**4. Process**

The following table summarises the different phases of the analysis and will be concretised in cooperation with the consultant.

| **Analysis phases** | | **Timeframe** |
| --- | --- | --- |
| 1 | Planning meeting with staff members of NETZ Bangladesh and Anandalok in Dhaka |  |
| 2 | Review of respective documents | Around 20 days |
| 3 | ***Field level work on local and national, including:***  a) Meetings with project staff of GUK and JCF,  b) one school visit as well as  c) dialogue meetings with representatives of the target group, local authorities, civil society etc. on local, regional and national level |
| 4 | Preliminary dissemination of findings: de-briefing meetings with project staff of GUK and JCF in working area and with NETZ Bangladesh and Anandalok Trust staff members in Dhaka after field level work |
| 5 | Draft report preparation and submission to NETZ Bangladesh and Anandalok Trust for feedback |
| 6 | Final report preparation, including feedback and suggestions of NETZ Bangladesh, Anandalok Trust and feasibility study |
| 7 | Submission of final report |

**5. Required Quality of the Consultant:**

1. Work experience on education
2. Have an Academic degree of Masters in Business Administration(MBA) or other relevant subject. Requirement academic degree is subject to flexible in case of highly experienced candidate
3. Experience in the field of fundraising
4. Experience in developing operational guidelines, strategic documents, business plan andpractical experience on developing business model in non-profit organization
5. Experience in facilitating workshop and module development

**6. General Terms and Conditions**

1. A financial contract will be signed after acceptance of this Terms of Reference (ToR) with the selected consultant.
2. As the analysis requires direct dealing with the target group and the partner NGOs, NETZ expects to have a friendly and respectful environment throughout the process.
3. The NETZ management reserves the right to disagree with any incomplete report and consequently NETZ may retain the last rate of remuneration.
4. NETZ reserves the right to amend this contract at any time according to the necessity of the project given prior communication.
5. The child protection policy of NETZ in the attached form is recognized and respected by the consultant and all his employees.
6. The final payment will be made after the acceptance of the final report by NETZ in terms of fulfilling all required elements as laid out in the ToR.
7. The contract may be terminated if the consultants are found non-compliant to the terms and conditions of the ToR.
8. NETZ will provide food, accommodation and transportation during the field visits
9. NETZ and the Anandalok Trust will have the copy right of all results and documents elaborated under this evaluation. Any publication also in extracts needs prior approval of NETZ and the Trust.
10. All documents handed out to the consultant by NETZ are confidential and must not be shared with third parties.
11. VAT and Taxes will be deducted at source upon government rules.

**7.** **Proposal Submission**

Interested consultant/consulting firms are requested to submit a Technical proposal (not more than 3 pages) along with CV of the Consultant (not more than 4 pages) through email: mashiur@netz-bangladesh.de with a cover letter addressing the Finance & Administrative Officer of NETZ. The deadline of proposal submission is the **27 November 2020.**