

Request for Proposals (RFP)
Fundraising/Advancement Consulting Services

Organization Overview

World Renew, an agency of the Christian Reformed Church in North America (CRCNA), is a non-profit, international development and disaster response organization with offices in Burlington, Ontario (Canada) and Grand Rapids and Byron Center, Michigan (U.S.A.).

World Renew recently conducted a comprehensive evaluation of its department that is responsible for general program fundraising through a variety of channels. One of the distinct recommendations flowing from the evaluation was to reorganize strategically, using a *comprehensive fundraising campaign* (CFC) as the vehicle for that change. World Renew aims to use that approach to significantly increase its capacity to engage new and existing constituents and increase organizational revenue.

Key Consultancy Objective

World Renew seeks to engage an experienced fundraising consultant or consulting firm to provide strategy, direction, counsel, accountability, design and implementation of a comprehensive fundraising campaign that will reframe organizational structure and fundraising for the next decade.

Profile of Consultant/Firm:

1. Deep understanding and affirmation of World Renew's mission and values
2. Demonstrated knowledge and experience with the external fundraising environment in which international humanitarian organizations like World Renew operate
3. In-depth experience advising the design and implementation of comprehensive fundraising campaigns
4. Excellent project management skills, as demonstrated through successful management of personnel, schedule, and budget to complete deliverables on past consulting projects.
5. Proven track record in facilitating communication and collaboration among various organizational departments and positions
6. Demonstrated ability to use data to assess the effectiveness of various fundraising strategies and inform fundraising strategy
7. Experience with a variety of the following types of non-profit revenue streams such as: individual gifts, on-line fundraising, church-based fundraising, and institutional grants from foundations and government
8. Demonstrated competence in marketing through both traditional and newer social media methods
9. Demonstrated understanding of organizational development, ability to evaluate existing organizational structure effectiveness, and to advise innovative change
10. Previous experience doing fundraising campaign(s) for non-profit organizations in **both** the U.S.A. and Canada

Please submit your proposal comprising of:

1. A letter of interest that outlines your qualifications, availability including begin and end date and your fee schedule. Your fee schedule is to include a day-rate, related time schedule as well as a price-list for other specific services.
2. Your current CV/resume, if a single consultant, or CVs for up to three people who would be delivering services on behalf of a firm.
3. Information about comprehensive fundraising campaign(s) you personally and/or your firm successfully planned, implemented, and executed.
4. Three references from past clients.

Proposals should be submitted **on or before March 22, 2017** to World Renew, attention of: Doreen Hoogvliets at dhoogvliets@worldrenew.net.

Your proposal consisting of the above documents must be submitted *at the same time together in 1 (one) PDF document* for your proposal to be considered.

Thank you!

World Renew is not bound to accept any or all of the proposals received.



Fundraising/Advancement Consulting Services
Terms of Reference (ToR)

A. Purpose Statement:

World Renew seeks to engage an experienced fundraising consultant or consulting firm to advise the design and implementation of a comprehensive fundraising campaign (CFC) that will reframe organizational fundraising for the next decade.

B. Background Information:

World Renew recently conducted a comprehensive evaluation of its department that is responsible for general program fundraising through a variety of channels such as donor relations, church relations, communications, and volunteer programs. One of the distinct recommendations flowing from the evaluation was to reorganize strategically, using a comprehensive fundraising campaign (CFC) as the vehicle for that change. World Renew is seeking to use that approach to significantly increase the capacity to engage new and existing constituents and increase organizational revenue.

Experience and external observation indicate that there is general growth and popularity of campaigns across a variety of noteworthy growing organizations; although limited on-line detail exists regarding non-capital CFCs. CFCs are also becoming a competitive necessity in order to retain and stay relevant to a donor base that is generally becoming more selective about giving.

Although CFCs are fairly new practices for faith-based development agencies, we believe that becoming organizationally ready to launch a World Renew CFC will be a strategic way to adapt organizational structure for the future.

We expect a World Renew CFC to operationalize the World Renew funding strategy by:

- a. Increasing revenue
- b. Engaging volunteer and board participation in fundraising and building up the fundraising skills of volunteers and board members
- c. Increasing awareness and promoting the new brand consistently in current and new markets (next generation and beyond the Christian Reformed Church denomination)
- d. Facilitating an integrated model of fundraising – with major gifts as the priority
- e. Retaining and escalating current donors – who in a climate of competition may be becoming more selective with their giving
- f. Engaging donors in the longer term vision of the organization which will help position larger and longer term giving (i.e. multi-year pledges and planned giving)
- g. Addressing the demographic changes – as constituents are aging and many are entering their peak giving years

- h. Enabling outreach to new markets during the public phase with a compelling call to join us financially and otherwise
- i. Building the team to continue to enhance relationship skills required to identify, solicit and steward large gifts
- j. Broadening philanthropy across the organization – engaging senior staff, volunteers and all teams in the campaign

C. Consultancy Scope:

1. Conduct a feasibility study of a comprehensive fundraising campaign – review data from the recent CORE Team Evaluation to help inform the framework of this feasibility study
2. Based on the feasibility study, develop and deliver a campaign project plan. The plan will detail work and campaign structure needed to complete personal solicitations of current and lapsed donors; churches; institutions, NGOs, and government funders; and new individual, corporate, and foundation prospects. The plan will include timetables and campaign-related marketing and publicity plans
3. Assess the likely success of various fundraising strategies to determine which approaches should be included in the comprehensive fundraising campaign. The Consultant is expected to analyze World Renew financial data and bring in outside data that sheds light on the external fundraising environment to inform this process
4. Consult collaboratively with various members of the World Renew staff to develop a detailed Comprehensive Fundraising Campaign project plan, as explained in more detail under *Key Deliverables* below
5. Consult in prospect identification and design of membership gift levels; assist in identification of donor prospects to determine appropriate asking strategies and donation amounts, recommend the top tier cut-off level of prospects having the best giving potential as those to be personally solicited by Campaign Council members
6. Write the Case for Support in collaboration with key World Renew fundraising personnel. This is explained in more detail under *Key Deliverables* below
7. Provide expert advice during the design of communication and marketing materials, including printed and digital items. Propose ideas for the campaign visual identity and key messages and ensure that selected messages and visual elements are implemented across all campaign materials
8. Actively participate in relevant campaign-related consultations, consulting with the campaign leadership staff to prepare all that is necessary: agendas, time-lines, documents and presentation
9. Sharing relevant information about progress of implementation, requested changes to the plan or budget that may need approval, analysis of spending and revenue data, and other information as requested.
10. Provide opinions and counsel for all situations that directly or indirectly could affect the campaign's outcome



11. Agree to hold all organizational information, including donor records, in strict confidence
12. Evaluate the success of the campaign and write a report at the end outlining the achievements, the failures and the lessons learned for campaign stakeholders

D. Key Deliverables:

1. The Case for Support. This is the document that explains the campaign publicly. It must be clear, concise and include financial goals for campaign programs and projects. The case must also be inspiring and a deeply persuasive demonstration that the CFC is absolutely necessary, highlighting the unique qualities of World Renew. The expectation outcome is that constituents will respond positively to a fundraising effort if World Renew can convince them that the CFC need is valid, urgent, and compelling.
2. The CFC project plan will specify:
 - a) Work to be completed in order to carry out the campaign
 - b) Who will be responsible for various assignments and deliverables
 - c) The project schedule
 - d) The project budget
 - e) The human resource commitments. Roles and responsibilities of various people involved in implementing the campaign should be clarified, and the plan should include an organogram showing lines of communication and accountability. Additional human resources or contracted services that need to be enlisted to complete the plan should also be specified.
 - f) Current and new donor prospects to be targeted and the strategies to be employed for targeting them
 - g) Marketing and communication strategies and key messages to be used with various audiences during the campaign, including collateral material to be developed and advertising to be purchased
 - h) Fundraising events to be organized as part of the campaign
3. End of Campaign Evaluation Report
4. Monthly reports to the CFC Council tracking progress and requesting changes, as necessary

E. Time Period:

The contract is expected to begin before June 1, 2017, unless otherwise negotiated. The specific start and end date is to be determined and will be negotiated with World Renew.

It is assumed that this consultancy will continue for the length of the campaign and adjust as needed during the duration. Proposals that outline how this ebb and flow will be determined and managed will have an advantage in the review process.