



TERMS OF REFERENCE

Market Assessment: Business Diversification in Fiji

1. About FRCS

The Fiji Red Cross Society (also abbreviated as FRCS) is a leading humanitarian organization and auxiliary to the Fijian Government and part of the world's largest humanitarian non-governmental organization, The International Red Cross and Red Crescent Movement. It originated as a Branch of the British Red Cross in the early 1950s. Official recognition as the sole Red Cross entity within this territory was granted in 1972, making it the 118th member country of the Red Cross Red Crescent Movement. Comprising over 800 volunteers across 16 Branches in Fiji, the Fiji Red Cross Society operates with a dedicated support team of paid staff at the National Office and Divisional Offices, led by the Director General.

The Fiji Red Cross Society's aims to bolster Branch capacities and systems, ensuring they function as strong, independent, trusted and accountable local actors, effectively addressing growing humanitarian challenges.

2. Background

The Fiji Red Cross Society currently generates income through multiple streams, including rental income, first aid training, the sale of first aid kits through its Red Cross Shop, administrative fees, and mileage. However, to achieve financial sustainability and reduce dependency on external funding, FRCS seeks to assess its existing income-generating activities and explore opportunities for diversification. Given Fiji's economic landscape, including a robust tourism sector and increasing competitiveness in securing disposable income from customers and donors, FRCS recognizes the importance of innovation and diversification in its business strategies. This assessment aligns with the Strategic Plan 2022–2026, emphasizing financial sustainability as a transformative agenda for FRCS.

3. Overall Objective

1. Conduct a comprehensive assessment of current income generating and potential business diversification opportunities for FRCS.
2. Identify viable commercial ventures that align with FRCS's humanitarian mission.
3. Develop a roadmap for implementation, including potential risks and mitigation strategies.

4. Scope of Work

The consultant will focus on the following areas:

- Assessment of Business Diversification Opportunities
- Analyze existing income generating activities and opportunities for growth and potential detractors.



- Analyze existing organizational capabilities and resources that can be leveraged for new business ventures.
 - Identify sectors for potential diversification, such as health services, training programs, and community services.
 - Evaluate market demand for identified services and products, including competitive analysis.
 - Strategic Recommendations
 - Provide recommendations on the most promising business diversification options.
 - Develop a business model for each recommended venture, including target audience, pricing strategies, and marketing approaches.
- Identify potential partnerships with local businesses, NGOs, and government agencies to enhance service delivery and outreach.

5. Methodology

- Conduct desk research to analyze existing FRCS resources, market reports, and case studies of successful diversifications by similar organizations.
- Engage with stakeholders, including FRCS management, staff, volunteers, and community members, to gather insights and assess needs.
- Utilize qualitative and quantitative methods, including surveys and interviews, to gauge interest in proposed services and products.

6. Timeline

3 months from the time of contract signing.

7. Deliverables

1. **Data Collection Tools** (e.g., survey questionnaires) by **4th April, 2025**.
2. **Inception Report** outlining background, scope, methodology, and a work plan by **April 18th, 2025**.
3. **Comprehensive Assessment Report** detailing findings, analysis, and recommendations for existing income generating activities and business opportunities for incoming generating activities or by **9th May, 2025**.
4. **Prescriptive Guidelines** for improving existing income streams and implementing new business opportunities by **9th May, 2025**.
5. **Presentation** summarizing key findings and recommendations for FRCS leadership by **9th May, 2025**.

*Please note all the reports and tools will be subjected to the FRCS feedback and approval. The consultant should reach out to FRCS Resource Mobilization Focal, Mr Lasarusa Saqusaqu at lasarusa.saqusaqu@redcross.com.fj for consolidated feedback and pre-bid clarification. The last date for submitting pre-bid clarification questions (if any) is on/before 14th March 2024. The consultant must be willing to accommodate FRCS requirements throughout the duration of the assignment. All the documents should be provided in either hard or soft copies.



8. Required Competencies

The consultant, should preferably meet the following competencies:

- Proven experience in conducting market research
- Academic degree in Social Sciences, Statistics, Economics, Research, Business Administration, or other relevant technical areas.
- Excellence in data analysis, analytical report writing, and presentation skills
- Fluency in written and spoken English
- Willingness and capacity to meet deadlines, flexible and accommodating to FRCS requirements

9. Terms of Payments

- First Payment (20%): On the submission of the Data Collection Tools and Inception report 20% of the contract value will be disbursed.
- Second Payment (40%): On the acceptance of the final version of the reports on individual giving behavior, CSR activities, competitor analysis, and prescriptive guidelines, 40% of the contract value will be disbursed.
- Final Payment (40%): On the presentation of the key findings and recommendations from the assessment, 40% of the contract value will be disbursed.

10. Confidentiality

All the data and outputs produced under the assignment will be considered FRCS property and the outputs, reports, or any part of it cannot be shared, sold, reproduced, or reused in any manner without prior consent from FRCS.

11. Submission of the EOI/Proposal

The interested candidates are asked to confirm their interest by submitting a Technical and Financial proposal in printed and soft copies.

- The **Technical proposal** should include an understanding of the assignment, methodology, work plan, team composition, project timeline (a detailed schedule with clarifications and number of working days required), CVs, and organization experience in line with the ToR.
- The **Financial proposal** should include VAT/TAX, which will be deducted at the source. All costs should be quoted in Fijian dollar (FJD) and will remain valid up to ninety (90) days from the date of proposal submission.
- The consultant needs to attach a VAT registration certificate, certificate of Incorporation, and TIN Certificate in the Annex.

The deadline for submitting the proposals is on/before **14th March ,5 PM**. The soft copies should be submitted to info@redcross.com.fj and the hard copies should be submitted to Fiji Red Cross Society National Office, 22 Gorrie Street, Suva.

12. Evaluation Criteria

Criteria	Weightage
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Technical proposal (Overall understanding of the ToR, proposed work plan and methodology, etc.)	40%
Relevant Experience (Experience in conducting similar assignments and team composition)	40%
Financial Proposal	20%

The shortlisted candidate will be invited for a presentation and interview and the contract will be offered upon satisfactory performance.