

TRAINING MANUAL
ON
FUND-RAISING AND RESOURCE MOBILIZATION
FOR CHARITIES AND SMALL NGOs

Prepared and Supported by:
Conscience International (CI)
And
The Brother Shaka Foundation (BSF)

November 2010

Content

Forward	3
Acknowledgement	4
Partners.....	5
The Problem	6
Fund-raising: Some things You Should NEVER Do	6
Fund-raising First Step - Networking & Establishing Credibility	6
Even More Credibility-Building	7
The Absolute Essential Preparations To Solicit Donations	8
Details Ready to Share	8
Before Making A Funding Request	10
Finding Donors & Making Contact	10
ESSENTIAL - Respect the Organization's Granting Guidelines	12
Online Resources For Further Information	12
Online Resources for Detailed Tips on Writing Funding Proposals	13
BEST PRACTICE: Example of a proposal	18

FORWARD

Some of the most frequently asked questions (FAQs) to forums for community-based organizations (CBOs) in developing countries, whatever the subject, are regarding funding.

In addition, the first impulse of many such non-governmental organization (NGO) seeking funding is to request the contact information for possible funders, and once such information is received, these NGOs often write immediately to the potential funder, stressing how desperately funds are needed. Sadly, this approach often does harm to the NGO, rather than gaining support. Not only does it rarely attract funding, it can turn funding organizations against the NGO altogether.

The document is meant to provide very basic guidelines for small NGOs in the developing world regarding fund-raising, and to point to other, more-extensive resources; it should not, however, nor be taken as a guarantee of success for funding. Also, please note that every funding organization -- corporation, foundation, government agency, etc. -- has its own requirements and ways of evaluating proposals and, therefore, it is impossible to create a one-size-fits-all funding strategy. Even with these guidelines, an NGO still must do research on its own about possible funders and their grant requirements.

The information contained here is specifically intended to broaden the knowledge of emerging leaders in the charity and small NGO sector. I trust that this manual will be helpful to individuals who work in both charity and small NGOs.

In order to ensure wider application of this manual to persons working with charities/small NGOs who have special funding needs, it is hoped that it will be put into different accessible formats. I trust the manual will make a positive contribution not only to charities/small NGOs but also to the general population.



.....
Shaka Ceesay
November 2010

ACKNOWLEDGEMENT

This training manual has been re-edited by Conscience International (CI) – The Gambia in collaboration with The Brother Shaka Foundation (BSF) based in Gambia. In particular, we deeply appreciate the contributions of Ms. Mira Kremers and Ms. Kelly Hollibaugh both interns at CI. Evang. Cyril Mbaegbu – National Coordinator of BSF special credit for his role as advisor during the re-editing of this manual.

Special thanks should be extended to Jayne Cravens, a consultant based in Germany who drafted these very basic tips for fund-raising for NGOs serving the developing world, as a volunteer for the Aid Workers Network (www.aidworkers.net). Several other volunteers with AWN took the draft, revised it, and posted it to AWN. However, the version you are reading now is one that has been further revised by the original author, Jayne Cravens. Their support is highly appreciated and this project could not have been undertaken without their support. More information has also been added to by CI and BSF.

This manual is intended as a guideline only and the authors and contributors are not legally responsible for any errors or omissions.

PARTNERS

To request for copies of the manual, please contact one of the project partners below:

Conscience International (CI)

16th Street Fajara
P. O. Box 4216 Bakau
The Gambia

Tel: +220 4498068/9982467

Fax: +220 4498068

Email: director@conscience-international.net
info@conscience-international.net

Website: www.conscience-international.net

The Brother Shaka Foundation

Conscience International (CI) Building
16th Street Fajara
P. O. Box 4216 Bakau
The Gambia

Tel: +220 9041909/6749631/7599310

Fax: +220 4397995

Email: brothershakafoundation@gmail.com
coordinator@brothershakafoundation.org

Website: www.brothershakafoundation.weebly.com

THE PROBLEM

The work of CBOs & NGOs in developing countries is vital to millions of people. However, fund-raising for these organizations is particularly difficult, for numerous reasons:

- There is often great competition among numerous local groups for scarce local financial resources.
- International funders are reluctant to fund community-based NGOs “directly”, because of a perception of lack of accountability, difficulty in establishing credible references, practical issues with resource transfers, and numerous tax questions.
- Some community-based organizations lack what donors regard as the necessary prerequisite structure for being able to process donations, financial or otherwise. For many organizations, this becomes a “Catch 22”: resources would permit the necessary administrative changes to become more donors rule-compliant, but they cannot get those resources without making the changes.

FUND-RAISING: Some things You Should NEVER Do

- post to online discussion groups or send letters via post with desperate pleas for money. You will not gain funds this way. You may even harm your credibility and create bad feelings about your organization among potential supporters.
- send out information riddled with spelling errors.
- WRITE EVERYTHING IN ALL CAPITAL LETTERS. This is shouting online or in print.
- Give Up. If you are not successful with your first attempts, keep trying. Review the reasons a donor has rejected your request, and use the information you gather to improve future requests. If you don't receive a reason, ask, respectfully, and say it is because you would like to be able to do better in the future. Don't pester the same donor with multiple requests, but if your NGO changes its work or administration and you believe your NGO's operations now better fit a funder's guidelines, consider contacting a potential donor again, emphasizing how your proposal is different than the one previously rejected.

FUND-RAISING FIRST STEP - Networking & Establishing Credibility

Many funders want to know that a CBO or NGO is credible before they will even reply to an organization's request for funding. Establishing credibility doesn't take money – it takes time, effort and personal attention.

As noted earlier, the first impulse of many CBOs or NGOs seeking funding is to request the contact information for possible funders, and once such information is received, these NGOs often write immediately to the potential funder, stressing how desperately funds are needed. Sadly, this approach often harms the NGO's reputation, rather than garnering support. Not only does it rarely attract funding, it can turn funding sources against the NGO altogether.

The activity to start with for successful fund-raising is networking: establish relationships -- formal or informal -- with local NGOs and representatives from International NGOs, local UN offices, large employers in the area, etc. If someone were to approach any of these agencies and institutions and ask about your organization, the answers should obviously demonstrate that these other organizations know what your CBO or NGO is, why it is important, and some of the good things it has done.

Having such good local relationships means its more likely for these situations to occur:

- your CBO or NGO may be able to collaborate with these organizations and institutions and, therefore, receive funding
- when funding becomes available for an activity your CBO or NGO undertakes, these organizations will contact you and let you know

To network, start locally, with:

- local reporters or local media outlets (newspaper, radio, etc.)
- large employers in your area
- local UN offices (UNDP, UNICEF, UNESCO, ITU, etc.)
- local offices for International NGOs with excellent reputations with donors, such as OneWorld, Save the Children, Oxfam, World Vision, MercyCorps, and Doctors Without Borders (this is by no means a comprehensive list)
- local CBOs and NGOs
- local communities of faith
- local universities
- international volunteers serving in your geographic area
- any associations in your area (such as associations for small businesses, associations of women farmers -- such associations can be formally or informally-organized)
- local embassies or consulates
- local and regional government offices

Meet face-to-face with these people, whenever possible, to let them know what your CBO or NGO is doing -- do *not* emphasize what your organization needs but, rather, the good work that it is doing, and why the organization believes its mission is important, even essential, to the area. Invite representatives of these organizations to visit your organization and see your work first hand -- invite them more than once! If you can, give them printed information about your organization. And people representing your CBO or NGO should attend their events and accept their invitations too!

By doing this, you will lay the groundwork for funding! You will *greatly* increase your chances of receiving resources if you engage in these networking and reputation- building activities.

Even better is if this networking can lead to formal associations/affiliations with other local CBOs, NGOs, International NGOs, or UN agencies in your area, in the form of Memoranda of Understanding (MOUs), collaborative activities or shared resources. Potential funders view all such associations very favorably when considering who to fund.

But remember -- when networking initially, do NOT ask for funds, nor describe your organization as desperate for support. The purpose of networking is to establish your organizations reputation for excellent, quality work, and to create a network of organizations and people who will verify to others that your organization is legitimate, credible and worth supporting.

EVEN MORE CREDIBILITY-BUILDING

The aforementioned networking tips should help builds up the reputation of your CBO or NGO, but there is more that you can do, if you have the resources to do such. Some of the following activities may not be possible in your geographic area, or, you may not have the funds to engage in these activities:

- *Membership in formal networks and associations* -- If your country or region has a network or association of CBOs or NGOs, you should be a member. You can find these by contacting other local organizations to find out if such exists, or searching on the Internet for such.
- *Excellent online profile* -- If you type your organization's name into www.google.com what happens? Does your organization's web site come up (if you have such)? What about an online document by an International NGO or UN agency that references your organization?

Or a newspaper article highlighting your organization's work? Or your listing on a site such as www.onlinevolunteering.org? Anything negative come up? An online profile adds to your organization's credibility, and many potential funders, if they receive a proposal from you, will "Google" your organization's name, as well as the name of the leader of the organization, to see what comes up.

Also, post relevant information that can help others at www.developmentgateway.org, www.eldis.org and www.comminit.com. If you involve volunteers, write about how they help your CBO and NGO (especially how they help those you serve, NOT how they save you money), and submit your story to www.worldvolunteerweb.org. Even doing these activities just once every year will help *greatly* expand your online reputation, and increase the chance of your getting noticed by potential funders.

- *A clear, complete, easy-to-use web site* -- It's not essential that your organization have a web site in order to attract funding, but it will help in your efforts if you do. If your organization has a web site, it should be:
 - free of advertising for for-profit companies
 - free of misspellings
 - well-designed; simple and without lots of cumbersome graphics
 - accessible via a variety of different types of web browsers
 - complete, with a listing of your staff, your board of directors, your organization's address, contact information, and at least a summary of your organization's budget.
- *Academic profile* -- It's not essential, but it will certainly add greatly to your organization's credibility if it has been referred to in a university-related paper. Ofcourse, it's not always possible to say yes to participation in an academic research project, given your other priorities. But your organization should try, whenever possible and when asked, to participate, as such will add to the appearance of your organization as transparent and credible to anyone investigating your organization for such.

Again, these activities may not be possible in your geographic area, or, you may not have the funds to engage in these activities. Potential funders will understand, for instance, if your CBO or NGO cannot have a web site because your resources are so limited; they will not, however, accept "limited resources" as an excuse for a web site riddled with errors, or as an excuse for negative stories about your organization online.

THE ABSOLUTE ESSENTIAL PREPARATIONS TO SOLICIT DONATIONS:

Details Ready to Share

Some CBOs and NGOs are so small, so grassroots and so limited that they have no paperwork, no official documentation, and no official recognition by the government. Therefore, they must rely solely on local, in-person networking to attract local support, as most national or international funders require documentation and official recognition.

The following activities may not be possible in your geographic area, or, your CBO or NGO may not have the funds to engage in these activities, but realize that the following activities are absolutely essential to attract international funding, and sometimes more local funding as well, and being able to adapt even some of them to your situation will increase your organization's chances of receiving support. If your CBO or NGO can't do or adapt the following activities, many potential funders will feel that your organization cannot handle basic management/governance and, therefore, is too risky to fund.

All of the following are items that most potential funders are going to want to see immediately. Therefore, do NOT start soliciting funds until you have all of the following in order and ready to share on demand:

References -- Have a list of people and organizations, and their contact information (phone number, postal address, email) who are willing to affirm your organization's work and credibility, should they be contacted by potential funders. If called upon, they will verify to potential donors that your organization is worthwhile and credible. Other NGOs in your area, an international NGO serving the same geographic area, a representative from a nearby university, or a local corporation that has supported your organization in the past in some way, all make good references. The nearest UNDP office may be willing to serve as a reference for your organization as well, if they are well-acquainted with your organization's activities. Ask these organizations if they would be willing to be references regarding your organization, and to be listed in your funding proposals. Even if your NGO or CBO is so small and so resource-strapped that it cannot undertake any of the other following activities in this category of suggestions, it should, absolutely, have references.

Official papers - You need to have copies of your organization's official government documentation / registration papers (if you are, indeed, officially registered), brochures, press releases, staff list (if your staff is entirely volunteer, you still need to have a list of names of key volunteer staff) and budgets/financial statements ready for review by other organizations -- or even by potential international volunteers. Potential funders will consider how quickly and completely you respond to their request for such, so get these in order and ready-to-share before you start meeting with such organizations.

Budget - Have at least a one-page budget that shows, for last year or your most recent fiscal year:

- β *expenditures* - all costs your organization incurred, even if someone donated money or paid directly to cover these costs. Expenditures should include rent, salaries, travel expenses, paper, pencils, web hosting costs -- *everything*.
- β *revenue* - all income, including previous donations, and that means money spent by the staff or board or founder at the CBO or NGO for the organization (its considered, officially, a donation and, therefore, revenue).
- β put the budget in your local currency *and* in either Euros or US Dollars

If you have this budget on your web site, it will add even more credibility to your organization, as it will show that you are "transparent" -- a word very important to potential funders. Donors want to see accountability and transparency. They want to know how your organization's funds are spent, so they can have an idea of how a donation they make will be spent. Having this information ready to share -- even sharing it unasked for with a potential donor -- will demonstrate your organization's accountability and transparency.

Demonstrate That You Are Not a One-Person Organization - Donors are reluctant to fund one-person organizations. Even if the CBO or NGO has just one employee, and that employee happens to also be the founder, your organization should also involve many local volunteers, and these local volunteers should have a voice in what the CBO or NGO does, and how it works. Your written communications should demonstrate that many different people are involved in the decision-making and management of the CBO or NGO. Provide the names of people who serve on the CBO or NGO's advisory board -- this may be, for instance, parents of children your organization provides services for, who help your organization make decisions about programs and strategies.

Demonstrate Quality in Communications - This means:

- written communications from your CBO or NGO stress the activities your organization undertakes successfully, and details the results the organization has achieved. The communications stress successes and the difference the organization makes in its community.

- all of the CBO or NGOs printed materials, emails and web sites are free of spelling errors, and are clear and easy to read. Otherwise, the CBO or NGO may look unprofessional to potential supporters, who are usually unwilling to fund an organization that seems as though it cannot manage basics in communication.

Don't write your communications entirely on your own with no one else helping. Recruit either local volunteers from a nearby university or business and or volunteers from transnational organizations / companies to proofread your written materials. Online volunteers are also an excellent resource to proofread and correct your materials, and can be recruited from www.onlinevolunteering.org, a free service from the United Nations Development Program.

BEFORE MAKING A FUNDING REQUEST

- Know Your Organization:

You should be very clear about what your CBO or NGO is, why it is doing the work that it does, and what it hopes to achieve. If you don't already have a statement of your CBO or NGO's overall mission and specific aims, write them down. Often, you will have only five minutes to make an initial presentation, or a potential funder will decide in the first five minutes of your presentation whether or not your CBO or NGO should be funded, so rehearse your message!

- Know the Potential Donor

Research a potential donor's areas of interest, what kinds of organizations it has funded in the past, what kinds of support it's provided (financial or in kind donations of equipment, space, or staff time) and what it wants to achieve with its support.

And, *very importantly*, know the potential donor's requirements for funding proposals and apply only if you are *absolutely sure* that you can fulfill them. If you do not know the funder's details for any of the above criteria, and cannot find the information on the organization's website, ask the potential donor for clarification.

Use this information in your proposal, showing how your CBO or NGO's work fits into the potential donor's funding focus. This often impresses donors, to show that you have done research on them and know the focus of their previous funding activities.

Many donors have their own formats for proposals. If you are thinking about approaching a particular donor, always find out first if they accept uninvited applications and if they have a format. There's nothing worse than spending all that effort on a great proposal, only to find out they won't accept it, as it does not fit in their area of focus!

- Have a Thank You Plan Already Defined

Prepare a plan to thank donors immediately after receiving their donations, AND, a way to update them six months after their donations about what your organization has achieved. This will increase the probability that they will contribute again!

FINDING DONORS & MAKING CONTACT

It can't be stressed enough -- all of the above needs to be done BEFORE you begin soliciting funds!! By doing the previously-detailed activities, you greatly increase the chances of your funding proposal being accepted, and for organizations to actually approach you about funding your CBO or NGO (rather than the other way around). Once you have undertaken the previous activities, you should be ready to begin contacting organizations specifically about funding your organization. Some basic tips about where to look and how to contact:

- Start by undertaking "donor mapping". What organizations are funding NGO activities in your geographical area? What companies are funding for-profit activities (mining, farming, ranching, etc.)? And what activities in your local community are being funded by local, regional or state government funds? These are all potential funders for a CBO or NGO. And if you engaged in the previously detailed networking activities, they already know about your organization and its work. Once you have this informal relationship with them, you are ready to ask them about funding your organization.
- Contact embassies. They often have small grants programs, and favor organizations with whom they are already familiar (hence the importance of the previously-detailed networking activities). But be aware that these grants are often one-time-only -- you cannot count on such grants to be renewed year-after-year.
- Many CBOs and NGOs in developing countries access funding from donors in other countries through International NGO partners. And INGOs favor organizations with whom they are already familiar (hence the importance of the previously-detailed networking activities).
- Local government may be able to provide small grants. But, as many NGOs and CBOs are already aware, government funding is being scaled back in most areas, and the days of government funding all NGOs and CBOs are almost over (and are over in many places).
- UN Agencies often have small grant programs, and like others, favor organizations with whom they are already familiar (hence the importance of the previously- detailed networking activities). And often, with UN agencies, small grants can lead to more grants, and sometimes, bigger grants, in the future.
- Large transnational corporations are reluctant to fund local CBOs or NGOs serving the developing world unless the corporation has an office somewhere in or near the geographic area of the NGO. If you decide to approach a transnational corporation about funding, look at that company's web site and read *all* information posted about that company's philanthropic activities. Find out if they have an office in your geographic area. If the company has guidelines for submitting funding proposals, RESPECT THOSE GUIDELINES. If the company state that it does not fund environmental organizations, for instance, and your organization is focused on environmental issues, do not ask for funding. Also, before you solicit funding from such companies, consider creating volunteering opportunities for that company's local employees, and invite the company's participation. These local employees, through volunteering, will get to know your organization, and may be willing to champion your organization for funding within the company.
- Foundations can be approached, but often, only through International NGO partners. Foundations usually require ALL of the items detailed under the section "The Absolute Essential Preparations To Solicit Donations: Details Ready to Share." Suggestions for how to find such foundations are noted later in this document.

When you solicit funds, stress how the funding will be used, NOT desperation for funds.

Here are two examples of well-written explanations of how funds will be used:

Donations will be used to pay for the shipping of donated books from all over the world, for our library that serves disabled-children and their families. Donations will also be used to pay our two-person staff, made up of two professionals in child-development.

Donations will be used to pay the duty fees and transportation costs of five computers and networking equipment being donated to our organization by Acme Computer company, as well as to pay a local person to connect the computers to the Internet; all of this will allow us to provide Internet access to local women and children as part of our various community education activities.

Here is an example of a poorly-written explanation:

If we do not receive donations, our doors will close!! We need fund immediately, or we must turn children away!! We urgently request your assistance!!

Remember that potential donors often have many requests for support. Don't be disheartened if they don't show interest initially.

ESSENTIAL - Respect the Organization's Granting Guidelines

It is absolutely ESSENTIAL that you find out before submitting a proposal:

- that the funder will consider projects in your country/area/location
- that the funder will consider projects that are focused on the kind of work your CBO or NGO undertakes
- that the funder will consider funding the costs that you need (some will only fund capital expenses such as vehicles; others may only fund staff costs)
- what information the funder requires in a proposal - possibilities are detailed under the section called "The Absolute Essential Preparations To Solicit Donations: Details Ready to Share."

All funders are covered by legal documents and official policies which dictate how funds can be spent. Funders CANNOT give support outside the specifics stated on these documents. Then information on what an institution will fund is often clearly stated on a funder's website.

Foundations, corporations and government offices receive hundreds of applications a month from organizations that have obviously not checked their websites. These applications not only may never receive a reply, the organizations submitting them may be marked so that any future proposals are automatically refused.

The rest of this document deals with web sites that provide further information. Web addresses (URLs) change frequently. If you try a URL and it no longer works, try typing in the address to www.archive.org; or try typing in the name of the organization or resource to www.google.com to find the new URL.

ONLINE RESOURCES FOR FURTHER INFORMATION

The website of the Synergos Institute in New York, has lots of tips on mobilizing resources. The articles are addressed to Foundations, but can be easily adapted for any of us "non-experts" engaging in periodic fund-raising. www.synergos.org/globalphilanthropy/00/fbsresources.htm

ONLINE RESOURCE FOR DETAILED TIPS ON WRITING FUNDING PROPOSALS:

www.innonet.org/

The Innovation Network works with nonprofit organization to share the power of evaluation with nonprofits and funders. Their evaluation tools help with everything from creating your organization's mission statement to post-program evaluation, and draw heavily on log-framed approaches to program development.

www.ifrg.org.uk

The Resource Alliance's mission is to build the fund-raising and local resource mobilization capacity of the voluntary sector worldwide.

www.tgci.com

The Grantsmanship Center links to foundation and corporate sites of interest to fund raisers, and has general information on fund raising. Focused primarily on the USA.

www.cof.org

Council on Foundations with links to many foundations and general information on foundations and giving. Focused primarily on the USA.

<http://fdncenter.org>

The Foundation Center links to foundation and corporate sites of interest to fund raisers, and provides general information on foundations and giving. Focused primarily on the USA.

www.nonprofits.org/npofaq/keywords/5o.html

Frequently Asked Questions and Answers (FAQs) regarding prospect and funder research

OLINE DIRECTORIES OF FUNDERS

This section is not listed in the table of contents of this document. Why? Because of the original author's fear that, if it were listed, CBOs and NGOs would go straight to this section and the next section, and make the mistake frequently referred to in this document -- write the potential funder "cold," having established no previous relationship and making a desperate plea for funds that can actually harm the organization's reputation with potential funders.

If you have gone through this entire document, then the following two sections are your "reward": United States International Grantmakers (USIG)

www.usig.org/

USIG seeks to facilitate international grantmaking by providing access to: recommended forms with instructions; country reports and laws, and other informational materials and resources. The site serves both grantmakers and grantseekers to support and facilitate the process of making grants overseas.

The Grantseeker's Guide to the Internet

www.online.nonprofit.net/info.guide.html

The Foundation Directory

<http://grants.library.wisc.edu/organizations/foundationsbooks.html>

Funders Online (European Foundation Centre)

www.fundersonline.org/grantseekers

Offers access to profiles of a vast range of international foundations' and corporate funders' websites. The Directory is also searchable by funder's areas of interest indexed by subject focus, geographic focus, population focus and types of support. The site also provides links to a variety of other pertinent funding and fund- seeking information.

There are several highly-advanced, interactive donor grant websites as well, but such charge a fee for use.

Other Funding Resources

Again, this section is not listed in the table of contents of this document, because of the original author's fear that, if it were listed, CBOs and NGOs would go straight to this section and make the mistake frequently referred to in this document -- write the potential funder "cold," having established no previous relationship and making a desperate plea for funds that can actually harm the organization's reputation with potential funders.

The following list is of some very large foundations and networks that may be potential funders for your CBO or NGO, as well as online directories of foundations not already listed above.

Foundations usually require ALL of the items detailed under the section called "The Absolute Essential Preparations To Solicit Donations: Details Ready to Share." Also, as has been mentioned frequently before in this document, respect the funding guidelines of these potential funders -- for instance, if an organization says it only funds environmental programs, and your organization is not an environmentally-focused organization, do NOT contact them.

AiDA (<http://aida.developmentgateway.org>)

Includes historical and current information on activities of the major international development donors and some civil society organizations and private foundations.

Asian Development Bank (www.adb.org)

Charles Stewart Mott Foundation, a private philanthropy based in Flint, Michigan.
www.mott.org/grants.asp

The Democracy Projects Database
<http://www.ned.org/dbtw-wpd/textbase/projects-search.htm>

Democracy Resource Center's 2002 Guide to Sources of Funding in International Democratic Development
<http://www.ned.org/research/funding/democracyfunding.html>
Offers links to more than 100 foundations and other funding organizations

Fundsnet Online Services (www.fundsnetervices.com) a privately owned Web site created in 1996 for the purpose of providing Nonprofit Organizations, Colleges and Universities with information on financial resources available on the Internet.

Worldwide

Worldwide INitiatIVES for Grantmaker Support - WINGS (www.wingsweb.org) a network of over 40 grantmaker support organizations around the world; a meeting place for those engaged in building the infrastructure to support global philanthropy. Includes WINGS-CF, a database of organizations supporting the development and work of community foundations in different areas around the world.

Africa

Southern African Grantmakers Association - SAGA (<http://wn.apc.org/>)

Funding Site (The) (www.thefundingsite.co.za/)

Provides a searchable online database of prospective donors and a comprehensive range of information, training, advertising and marketing services to the South African non-profit and Development Community.

Asia

Net-NGO (www.net-ngo.com/)

An online guide to NGOs in Pakistan, and offers a links to donor organizations working in Pakistan.

Asia-Pacific Philanthropy Consortium - APPC-IC (www.asianphilanthropy.org/) serves as an information clearinghouse on the non-profit sector in the Asia-Pacific region. The website provides background information about the consortium, information about related organization, publishes an electronic Bulletin, and maintains an on-line database of regional foundations and a database of philanthropy-related bibliography.

The Indian Centre for Philanthropy (www.indev.nic.in/icp/sicp_page_1.htm) founded in 1996, seeks to promote and strengthen philanthropy in India. The website provides detailed information about the Centre's initiatives and programs.

Japan Foundation Center (http://www.jfc.or.jp/eibun/e_index.html)

The website offers an excellent overview of the Japanese foundation community and trends in philanthropy, in English; and information about the Center's work and publications, and a list of links to over 170 Japanese grantmaking organizations.

Australia

Philanthropy Australia, Inc. (www.philanthropy.org.au)

The national association representing Australia's leading grantmaking private, family and corporate trusts and foundations. The website provides a wealth of information on the Association's activities, services and publications. Also included are links to the websites of Australian grantmaking organizations.

Europe

Westminster Foundation for Democracy (www.wfd.org)

The Foundation Jean Jaurès (http://fondatn7.alias.domicile.fr/affiche_site.php4) or www.jean-jaures.org (in French)

The Swedish International Liberal Centre (www.liberal-international.org)

The Alfred Mozer Foundation (www.alfredmozerstichting.nl)

Fondation Robert Schuman (France) www.robert-schuman.org/

The Center for Philanthropy, Ukraine (<http://www.philanthropy.org.ua/>)

The Center aims to promote philanthropy and strengthen civil society in Ukraine.

CSR Europe (www.csreurope.org)

The European business-to-business network for Corporate Social Responsibility.

European Foundation Centre-EFC (www.efc.be)

Promotes and underpins the work of foundations and corporate funders active in and with Europe. Established in 1989 by seven of Europe's leading foundations, it has a membership of over 160 independent funders and serves a further 7,000 organizations through networking centers in 35 countries across Europe.

German Foundation Index (<http://www.stiftungsindex.de/>) the most comprehensive resource on German foundations on the Internet. It contains more than 150 links to German foundations' websites, a large number of reference to international grantmakers, bibliographic information on the non-profit sector and advice to grantseekers.

Maecenata Institute for Third Sector Studies

www.maecenata.de/centrum/datenbank.htm

Maintains a database on German foundations and a database on scholarships. The database on foundations offers you detailed information on 8000 German foundations. A register helps you to search for appropriate grantmaking foundations - for fund-raising and research purposes. The database on scholarships offers detailed information to students, researchers and artists on approx. 270 scholarship programs of German foundations.

Prince of Wales Business Leaders Forum (www.princeofwales.gov.uk/index.html) an international not-for-profit organization founded, in 1990, to promote socially responsible business practices that benefit business and society and which help to achieve social, economic and environmentally sustainable development. The Forum maintains a database on socially responsible business practice.

CCINet (www.ccinet.org/)

A unique online resource about company giving, managed by Charities Aid Foundation. CCINet offers an international directory of Foundations, is dedicated to promoting learning and encouraging dialogue among funders committed to the field of organizational effectiveness.

Independent Sector (www.indepsec.org/)

A membership organization that brings together foundations, nonprofit groups and corporate giving programs to support philanthropy, volunteering and citizen action. The website provides information about the Independent Sector's programs and initiatives, membership, and publications.

Women's Funding Network (www.wfnet.org/)

A partnership between women's funds, donors and allies around the world committed to social justice. Its mission is to ensure that women's funds are recognized as the "investment of choice" for people who value the full participation of women and girls as key to strong, equitable and sustainable societies

South America

Grupo de Institutos, Fundações e Empresas (www.gife.org.br/)

A membership association of institutes, foundations companies' giving web pages.

www.geofunders.org

Grantmakers for Effective Organizations (GEO), an affinity group of the Council on and corporate funders in Brazil.

North America

The National Endowment for Democracy (www.ned.org)

The International Centre for Human Rights and Democratic Development (www.ichrdd.ca/splash.html)

Canadian Centre for Philanthropy (www.ccp.ca)

A national charitable organization dedicated to advancing the role and interests of the charitable sector for the benefit of Canadian communities. The website has a special section for members only. You can further find information about the Centre's research initiatives, publications and the Centre's Imagine program.

Centro Mexicano para la Filantropía (www.cemefi.org/)

The Mexican centre for philanthropy.

Council on Foundations (www.cof.org/)

An association of American foundations and corporations. The website provides detailed information about the Council's activities and services, a preview of the Council's Foundation News & Commentary magazine and an up-to-date list of USA foundations and corporate funders with a web presence.

Foundation Center, New York (<http://fdncenter.org/>)

The website provides information on the FC initiatives, library services, on FC training and seminars, research and publications, as well as on grantmakers in the USA.

Funders' Network for Smart Growth and Livable Communities www.fundersnetwork.org/

A focal point for foundations, nonprofit organizations and other partners working to solve the environmental, social, and economic problems created by suburban sprawl and urban disinvestment.

BEST PRACTICE: EXAMPLE OF A PROPOSAL

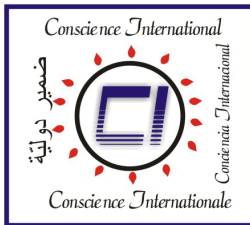
Here is an example of what a good proposal might look like. Remember, though, that each proposal is different.

Funding Proposal

FOR THE MERVIS FOUNDATION

Submitted by:

Conscience International (CI)



Secretariat
16th Street Fajara
P. O. Box 4216 Bakau
The Gambia

Tel: +220 4498068/9982467
Fax: +220 4498068
Email: director@conscience-international.net
info@conscience-international.net
Website: www.conscience-international.net

Contact Person: Shaka Ceesay

PROJECT TITLE:

Communities in Support of AIDS Orphans:

A project to train communities in urban and peri-urban areas to take care of AIDS orphans without dividing families or institutionalising children.

November 2010

SUMMARY OF THE PROPOSAL

The Conscience International (CI) is setting up a project aimed at preparing communities to support AIDS orphans in a home-based, community context. The project will be run in two pilot districts, one urban and one peri-urban, over two years. The project will include:

- Material support (to be administered by CI and provided by District Governments);
- Training of professionals at community level to enable them to provide the professional support needed to AIDS orphans within their districts;
- Co-ordination of community-based project activities.

The project is expected to reach between 150 and 300 professionals and 10 000 AIDS orphans.

The project, which is viewed as a pilot, will emphasise:

- Enabling children to reach their full potential by providing psychological, material and social support;
- Keeping families together in a community context;
- Establishing community-based projects and co-ordinating structures to ensure sustainability;
- Careful monitoring, evaluation and recording in order to facilitate replicability

CI will cover all administrative costs through donations from member congregations. We are requesting support from the Mervis Foundation towards the costs of training and coordination.

CONTEXT

Background to HIV/AIDS epidemic in Developing Country

Over the past 20 years, the HIV/AIDS epidemic in our country has escalated enormously. According to a World Health Organisation (WHO) report (2001), there are currently 6 million infected people living in the country, or one in every three people. Over the past ten years, AIDS has become the main cause of mortality in the country, and in the past three years, there have been nearly one million AIDS-related deaths (WHO 2001). The WHO report estimates that there are at least 250 000 AIDS orphans in the country. On the encouraging side, the rate of new infections has dropped over the past three years. Whereas in 1998, there was an annual increase of 10% in the rate of infection among adults, this dropped to 5% in 2001 (National Health Department Report for 2001). Most health experts attribute this reduction in the rate of infection to the powerful education campaign which has been conducted by non-governmental and governmental agencies in the country over the past five years. In addition, the fact that affordable anti-retroviral drugs are now available at all government clinics throughout the country means that the death rate from AIDS is likely to drop over the next few years.

However, we already have a sizeable AIDS orphan population in this country. Research in other developing countries has shown that, where the problem of AIDS orphans is not addressed successfully, infection rates begin to climb again when these orphans reach young adulthood. Children growing up without parental or community support are more likely to contract the disease than those who enjoy such support (UNDP Report, 2000).

Our country has very few facilities or services for addressing the issue of AIDS orphans. What resources exist are in the form of institutions. Not only can these institutions provide care for very few children, but studies such as that of the UNDP mentioned above confirm that children raised in institutions are more vulnerable to HIV than those cared for in the community. Institutional care can lead to the break-up of young families, already devastated by the loss of a parent or parents. The difficult logistics of cost-effective institutional care often mean that siblings are separated and children lose their last contact with their family support system.

Institutional care has also been shown to be very costly. In studies done in other developing countries (UNDP 2000), the cost of providing support to an AIDS orphan within the community has been shown to be less than a third of the cost of institutionalised care. This support can take the form of, for example, grants to households headed by teenage family members, special care centres at places like schools and clinics, where such families can receive guidance and support, and surrogate grand parenting schemes.

Background to The Conscience International (CI) involvement in work with AIDS orphans

CI was set up in 1995 by a consortium of religious organisations, cutting across all denominations and mainstream religions. Current members of our Board of Trustees include prominent figures in the Muslim and Christian communities (see list of Board members in Appendix 1). During the past six years, we have focused on providing support to AIDS orphans through the structures of our religious communities. This has included:

- a service for finding foster homes for such orphans through which 1 250 orphans have been placed;
- an education and support project in existing institutions; and
- a nationwide education project for teachers to help them deal with the challenges of having AIDS orphans in schools and classes.

Details of this work are included in our annual report for 2002 (see Appendix 2)

Until now, the work has been funded by contributions from our congregations. However, we believe that a more concerted effort is needed to prepare communities to deal with the challenges. We are, therefore, proposing an extended education approach which, we believe, will also stimulate community-based activities to address the issue. For such a project, more resources will be needed than we can hope to raise from our congregations, many of which are themselves poor. We are aware of the excellent work that has been done with the support of the Mervis Foundation in our neighbouring countries. In particular, we have been inspired by the work of the AIDS Orphans Support Consortium in Neighbouring Developing Country 1. As the project we have in mind is very similar to the AOSC Community-based Orphan Support Project, we are sending you this proposal in the hope that you will be able to support our work.

OBJECTIVES OF THE CI COMMUNITIES IN SUPPORT OF AIDS ORPHANS PROJECT

The overall vision of CI is encapsulated in the following statement:

CI works to create a society in which every child is celebrated as a unique and valued creation of God, and is encouraged to fulfil his or her full potential.

We do this through:

- ◇ Involving our communities and congregations in supporting orphans;
- ◇ Conducting education campaigns among professionals to equip them to face new challenges; and
- ◇ Piloting cost-effective and family-friendly approaches to orphan support and care.

The goal of the Communities in Support of AIDS Orphans Project can be stated as follows:

Within the next five years, every child orphaned by the HIV/AIDS epidemic in this country will be living in a family context, supported by the community, and enjoying an acceptable standard of social, psychological and material care.

More specifically, the purpose of the project is:

Within two years, community-based support and care is provided to all HIV/AIDS orphans living in District A (peri-urban) and District Z (urban), with an emphasis on keeping families together and ensuring that there is adequate social, psychological and material care for the orphans.

ENVISAGED PROCESS

Overview

The intention is to use Districts A and Z (where the numbers of orphans, according to the WHO report quoted above, are highest) to pilot our approach. An estimated 5 000 orphans are living in each District. The intervention will be carefully monitored and evaluated (baseline studies have already been conducted) and recorded in order to make replicability in other districts and by other agencies possible.

In order to achieve success in the pilots, we have entered into a partnership with the District Governments who have agreed to provide grants to cover the material needs of the orphans for a five year period. The grants will be administered by a central office of CI in each district. CI funds, raised from member congregations, will be used to cover administrative costs. The CI district offices will be responsible for locating orphans and ensuring that grants are appropriately used. Detailed reports will be provided to District Governments. To achieve this, CI will employ approximately ten trained community workers in each District. Costs of these community workers will be covered through the CI administration fund.

However, we believe that, for the project to succeed, extensive community training is needed in the form of intensive interventions with professionals from the following fields:

- ◇ educators;
- ◇ religious community leadership (clerical and lay);
- ◇ health professionals;
- ◇ social workers;
- ◇ district government officials in other categories.

It is for this work that we are seeking support from the Mervis Foundation as we are aware that your emphasis is on education and training.

Training, which will involve both theoretical and practical work, will be made specific to each group, but, in general, will cover:

- Identifying AIDS orphans in the community;
- HIV/AIDS causes and impacts of the epidemic;
- The needs and care of at-risk children;
- Counselling at-risk children - psychological, social and health counselling;
- Providing support to households headed by teenagers;
- Setting up and running projects

Each group will consist of a minimum of 15 participants and a maximum of 30. The groups will be run in each district. The intention, therefore, is to reach between 150 and 300 professionals across the two districts. Because of the importance of involving both men and women in this work, we will aim to have 50% of the participants from each gender group.

Training will be conducted in four three-day sessions per year over two years, making a total of 24 days training per group in each district. The National Technical Institution (NTI) has agreed to accredit the training at certificate level. This means that it will approve materials and do quality control on delivery of training. Certification qualification will be assessed at the end of the two years by evaluation of project involvement. This will be done by CI personnel with quality control by the NTI.

In addition, it is our intention to hold quarterly co-ordinating sessions at which representatives of each of the identified groups in a district can share experiences and work out ways to co-ordinate activities.

We see this as a two-year process, at the end of which we believe that the district communities will be able to sustain their efforts without our direct support. All the training interventions will be aimed at creating district community level independence and cooperation. CI will, however, continue to administer the material grants for at least a further three years, as per our agreement with the District Governments.

Training will be conducted by skilled and experienced community workers based on materials developed for the project by experts in the field. The intention is to draw on materials from other countries and to make our materials widely available through the Internet. We would welcome suggestions from the Mervis Foundation with regard to us being able to access existing materials and to make our materials available to others.

Outputs

The planned outputs for the two-year period are as follows:

- Five courses, each consisting of eight modules;
- Participants workbooks and facilitators guides for each Module;
- A total of 80 three-day modules run (40 in each district, eight for each of the five groups);
- Between 150 and 300 certificated graduates of the programme;
- At least five projects operating effectively in each district;
- Independent District Co-ordinating Committees in each of the two districts as a basis for sustainability;
- A report detailing the experiences and impact of the project as a basis for replicability.

CONCLUSION

In summary:

- We are requesting support from the Mervis Foundation for the training component of our Communities in Support of AIDS Orphans Project.
- This project is specifically aimed at ensuring that every AIDS orphan in this country has the social, psychological and material support required to fulfil his/her potential.
- We believe that the context in which we are operating makes such a project an imperative. Our intention is to pilot the project in two districts, as models for replicability by other agencies.
- The emphasis on district development and community-based projects makes it likely that the project will be sustainable at community level.
- We already have substantial support from, and have entered into a partnership with, the two District Governments involved in the project to provide material support to AIDS orphans in the district communities, outside of the concept of institutional care.
- We believe that our track record and our management and financial competencies (see Appendix 2, a copy of our most recent annual report, for confirmation of this) qualify us to make a success of this project. The staff from our head office who will be involved are highly skilled and experienced

BUDGET SUMMARY

A full budget, detailing line items, is included as Appendix 4. In brief, we are asking the Mervis Foundation to provide the sum of US\$ 70 000 in Year 1, and US\$ 100 000 in Year 2. This would cover the following:

	Year 1	Year 2
Materials development and production	US\$ 20 000	US\$15 000
Co-ordination workshops	US\$ 15 000	US\$ 20 000
Training sessions - logistics	US\$ 30 000	US\$ 45 000
Additional staff costs	US\$ 5 000	US\$ 20 000

This averages out at between US\$ 1 133 and US\$ 567 per professional, and US\$ 17 per AIDS orphans helped. The ratio of benefits to costs will be substantially increased if the project proves replicable, as we expect it will.

We have also requested funding from the Steinhobel Foundation and the Backbrunberger Foundation, to cover the costs of staff training and counselling, and the cost of supporting community-based projects (seed money) respectively.

All costs related to administration will be born by CI, from donations made by member congregations. District Governments have agreed to cover the direct material grants. A letter from each of the District Government heads to this effect is included as Appendix 5.

Should you feel that this amount is more than you can contribute, we ask you to consider funding one of the proposed two districts, at half the cost of the total requested.

We look forward to hearing from you and hope that we can work together in the future.

CI

November, 2010