Basic Tips for Fundraising
for Small NGOs/Civil Society
in Developing Countries

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The latest version of this document can be downloaded for FREE from

www.coyotebroad.com/outreach/grants.html

See the end of this document re: translation information & distribution information.

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Warning

I know if you request this document but don't read it. Those who don't read it entirely, those who just scan through it quickly, make a list of any web site listed in this document, including mine, and then they do everything I say repeatedly in this document NOT to do: they send a general request for money to every email address they can find, noting how desperate they are for donations. The result? They raise *nothing*. But they do get a very testy email from me, chastising them for asking for this document and then not reading it in full. In short: *do* read this document and *don't* write me and ask for money.

Introduction & Origin Story

The work of small community-based organizations (CBOs)/civil society organizations (CSOs)/non-governmental organizations (NGOs) in developing countries, collectively, is vital to millions of people. There is no group or institution doing more important work than CBOs / CSOs & NGOs. They represent local people and local decision-making. They often are the only group representing minority voices and the interests of those most-marginalized in a community. I call them mission-based organizations: they are organizations that exist, primarily, to fulfill a mission. They have a mission-statement that is supposed to guide all of their activities – in contrast to a business, which exists to make profits.

The biggest challenge these organizations is, usually, financial: they need money to pay for the costs of trying to achieve their mission. **The document is meant to provide very basic guidelines for small NGOs in the developing world regarding fundraising, and to point to other resources for further information. It should not, however, nor be taken as a guarantee of success for funding.**

I'm Jayne Cravens. I'm a consultant regarding communications and community engagement for nonprofit organizations, NGOs, government agencies, international agencies and other mission-based organizations (wwww.coyotecommunications.com). In 2004, I drafted the first version of this document for the Aid Workers Network, an organization that, sadly, is now defunct (if you go to www.archive.org and type in *aidworkers.net*, you can see the web site for this organization). Several other AWN volunteers revised the document and our work was posted to the AWN web site. But since the demise of AWN, I've regularly updated this document myself. In 2015, I published what I thought would be the last version – but four years later, in 2019, I've decided to update it. I may never update it again. I have no funding to do this project – I do it entirely as an unpaid volunteer.

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 that you are reading now, an NGO still *must* do research on its own EACH possible funder and that funder's grant requirements, if you want to raise money.

I don't charge for this document and neither should you – and many have tried.

I've used American English spellings except regarding organization's names and their own official descriptions, which often use British spellings.

If a URL (web address) in this document no longer works, you have two options:

- Use www.google.com or www.bing.com and search for the name of the document or resource that is supposed to be at that URL. You may find the new home of that resource.

- Use http://www.archive.org, also known as The Wayback Machine, and cut and paste the URL that no longer works into that web site. It is very likely that the old version of that resources is preserved on the archive.org web site.

I would appreciate it if you would contact me at jayne@coyotebroad.com and let me know if you found this document helpful, what NGO you represent, and where you are in the world. If you are going to share it with other NGOs, please let me know – I would just like to know, you don't have to seek my permission to do this.

See the last page of this document regarding permission to adapt or share this document beyond what I've just written.

If you would like to show your appreciation for this document, here is a web page on my site that gives several ideas on how you can do so:
http://www.coyotecommunications.com/me/payme.shtml

To know more about me, my latest work, my latest resources and services:

Become my fan on Facebook
https://www.facebook.com/JayneCravens/

Follow me Twitter at @jcravens42
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https://www.youtube.com/playlist?list=PLINg8P50qEaMMv_TyEzgQuJAT-M8Ja50Q

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The Challenges

As said in the previous section, the work of small NGOs in developing countries, collectively, is vital to millions of people. However, fundraising for these organizations is particularly difficult, for numerous reasons:

- Staff at these organizations, whether paid or unpaid (volunteer), have, usually, never had training in how to raise funds, what different funding streams can look like (individual donors, foundation grants, corporate grants, fees-for-service, government contracts-for-service, etc.), or how to maintain an accounting of funds.

- There is often great competition among numerous local groups for scarce local financial resources.

- These NGOs are serving high-poverty areas and believe its inappropriate to cultivate even micro-donations or ask for small fees for service from members of this population.

- International funders, including foundations with very deep pockets, are reluctant to fund community-based NGOs *directly*, because of a perception of lack of accountability, lack of basic governance, difficulty in establishing credible references, practical issues with resource transfers, concerns about corruption and numerous tax questions. International funders would prefer to provide support for small NGOs in other countries via international NGOs or the national government.

- 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": money and other resources would permit the necessary administrative changes for an NGO to become more donor rule-compliant, but the NGO cannot get those resources without making the changes.

This document will offer advice on addressing each of those challenges. This document offers a process for sustainability and resiliency, not just a list of steps to check off. However, this document is no guarantee of funding.

Some 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. Even with these limitations, I think there is advice here that can help such tiny NGOs.

Fundraising: Things You Should NEVER Do

I have to start with the don'ts, because these are the things most NGOs seem to do – especially those that request the document you are reading now but don't actually read the entire thing. I beg you to please do NOT do these things:

- Send a generic email to every person and organization you can find, asking for partnerships or funds. If you cannot take the time to research each prospect and then tailor each and every email you send proposing a partnership, using the organization's full name, spelled correctly, why should a potential partner or fundraiser take the time to read that email - or fund your NGO? When I am in charge of funding programs, I delete those emails after reading just a few lines.

- Send out information riddled with spelling errors. If you don't know how to spell check a document, you are telling potential donors you don't know how to do very basic quality control – and that includes not being able to handle monetary gifts. Whatever software you are using comes with spell-check features.

- WRITE EVERYTHING IN ALL CAPITAL LETTERS. This is the same as shouting.

- Sound desperate for money. Funders don't want to hear about your desperation. They don't want to hear that you will close if you don't urgently get funds immediately. They want to hear about your accomplishments.

- Write me, the author of this document, and ask for money. When I get such an email, I know you have NOT read this document. At best, I'll just delete it. At worst, I'll respond unkindly.

- Give up when turned down for funds. Review the reasons a donor has rejected your request, and use the information 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.

Fundraising FIRST STEP - Networking & Establishing Credibility

Funders, whether individual donors, government agencies, international entities or foundations, first want to know that a CBO, CSO or NGO is credible and adheres to the basic principles of good governance before they will even reply to an organization's request for funding (even with "no"). Establishing credibility and adhering to the basic principles of good governance does not take money -- it takes time, effort and personal attention.

Your first step in cultivating donors is **networking**: establishing relationships, formal or informal, with other local NGOs, the media, local officials, representatives from International NGOs, local UN offices, an association of NGOs or an NGO center in your country and for your country's NGOs, large employers in the area, etc. Engage in reputation-building. If someone were to approach any of these local agencies and institutions near you and ask about your organization, their answers should demonstrate that these other organizations know what your organization 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 organization may be able to collaborate with these organizations and institutions and, therefore, attract funding

- when funding becomes available for an activity your organization or program undertakes, these organizations that know you and respect you will contact you and let you know

Networking takes more than one email, the same email, sent over and over again. Networking is about relationship-building.

To network, identify:
- local reporters or local media outlets (newspaper, radio, bloggers, television, etc.)
- large employers in your area (mining companies, banks, industrial farms, etc.)
- local UN offices and representatives (UNDP, UNICEF, UNESCO, ITU, ILO, UN WOMEN, WFP, WHO, World Bank, etc.)
- local offices for International NGOs with excellent reputations with donors, such as OneWorld.net, Save the Children, OxFam, World Vision, MercyCorps, and Doctors Without Borders (this is by no means a comprehensive list)
- local NGOs, and any association of NGOs in your country
- local communities of faith (churches, mosques, temples)
- local universities
- international volunteers serving in your geographic area (from UNV, PeaceCorps, VSO, etc.)
- any associations in the area (such as associations for small businesses, of women farmers, etc. -- such associations can be formally or informally-organized)
- local embassies or consulates
- local and regional government offices, particularly those programs focused on some aspect of your mission or the goal of whatever your project is.

Read the web sites of these organizations carefully and complete. Make a list of what organizations and types of programs they are funding.

Attend the public meetings and press conferences of these agencies and listen to what they are doing. Introduce yourself to these people. Ask to meet face-to-face with these people, just to become acquainted and hear about their work, not just to talk about your own. LISTEN. **Do NOT ask for money.** You are meeting them only to let them know what your CBO or NGO is doing, and to hear about what THEY are doing.

Invite representatives of these other organizations to visit your organization and see your work first hand -- invite them more than once! People representing your CBO or NGO should attend their events and accept their invitations as well, to show that you are interested in their work. Show what your organization is accomplishing, however simple, however small, and why the organization's work is important, even essential, to the area. If you can, give them printed information about your organization.

By doing all of this, you are laying the groundwork for funding – and maybe not just one gift, but many. You will greatly increase your chances of receiving funds if you engage in these ongoing networking and reputation-building activities – if you build relationships with potential supporters.

Networking could 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 which organizations to fund.

But remember: when networking initially – when you are just getting started – 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 associations who will verify to others that your organization is legitimate, credible and worth supporting.**

If your NGO can't undertake these very basic networking activities, many potential funders will feel that your organization cannot handle basic management/governance and, therefore, your program is too risky to fund.

The only way to assure networking is happening is to track it. Do you:

- maintain a list, on paper or on a spread sheet, of every external meeting you or any staff member has?

- do you ask staff members regularly with whom they are meeting, and what the outcomes of such meetings are?

If you aren't doing these things already, you need to start. You can use an application on your smart phone for this. I like Evernote or DoogleDocs – both are free and allow me to share lists with only those I wish to share them with.

In addition to networking, you need to be thinking about the image your organization is otherwise projecting to potential donors, and those that influence such, by what you do – and don't do – in terms of communications, financial controls and partnerships.

The USA Department of the Treasury's Office of Foreign Asset Control (OFAC) released a Risk Matrix for the Charitable Sector to help organizations that deliver aid in foreign regions comply with USA sanctions programs. The purpose of the effort is to block the funding of terrorists, but in addition, the matrix offers good guidelines for an organization interested in attracting international funding, as it stresses a lot of transparent and accountable practices. The matrix indicates characteristics of low-, medium-, and high-risk situations. You can find the full matrix here: https://www.treasury.gov/resource-center/terrorist-illicit-finance/Documents/charity_risk_matrix.pdf

Here is the list of characteristics the matrix identifies as signs that a charity or grantee might be engaged in illicit activities, and these make an organization unattractive to a potential donor:

- The grantee has general charitable purposes and does not disclose how funds are used.

- The charity and the grantee do not have a written grant agreement.

- The grantee has no prior history with any charities.

- The grantee can provide no references or sources to corroborate references provided.

- The grantee has little or no history of legitimate charitable activities.

- Charity performs no grantee due diligence, or due diligence is random and inconsistent.

- Grantee provides no documentation of use of funds.

- The charity disburses funds in one large payment to be invested and spent over time or for unspecified projects selected by the grantee.

- The grantee does not use regulated financial channels or take steps to develop alternative methods that the charity and grantee reasonably believe to be reliable, trustworthy, and protected against diversion.

- There exist no procedures or processes for suspension of grantee funds in the event there is a breach of the written agreement.

The last characteristic says that a charity is a high-risk for international donors if the organization "primarily engages in work in conflict zones or in countries/regions known to have a concentration of terrorist activity." That means that, if your NGO works in such a region, you automatically are a risk for many donors, and you will have to work even harder regarding establishing credibility through transparency, financial controls and communication in order to attract international funding. The next section can help:

Even More Credibility-Building

The aforementioned networking and credibility-building activities will help build up the reputation of your program, help make it more attractive to funders, and don't cost much beyond your time. But there is more that you can do, if you have the resources to do such, to build up your credibility and make your organization attractive to funders.

Caution: some of the following activities may not be possible in your geographic area, because of distance or security, 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, join it! 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 google.com or bing.com, what happens? Does your organization's web site come up (if you have such)? Or perhaps an online document by an international NGO or UN agency that references your organization? Or a newspaper article highlighting your organization's work? Maybe what comes up is your listing on a site such as www.onlinevolunteering.org? Does anything negative come up? An online profile adds to your organization's credibility, and many potential funders or potential partners, if they receive a proposal from you, will look up your organization's name online, as well as the name of the leader of the organization, to see what comes up.

  WARNING: an online profile can also say negative things about your organization. If you type in the name of your executive director or other key staff members into an online search engine, does something negative come up? Is your executive director's online profile on FaceBook or Instagram other online social networking sites professional, with information about his or her credentials and work with your organization, or is it, instead, filled with very personal information, requests for romance, personal photos and links, perhaps even jokes and political comments many would find distasteful? It's absolutely fine and appropriate for staff to engage in personal social activities online, on their own time, outside of work hours, but these online activities should be obviously and strictly separate from the organization, so obviously and deliberately separate that a potential donor would never see them if he or she went searching online for the name of your executive director or other key staff in association with your organization.

- Post relevant information that can help others at online knowledge bases that curate such information by a variety of organizations. This could be a report you wrote about your organization's work increasing the number of women participating in a public health education activity, or about how you used local radio to deliver a message to a community, or your experience involving local people in decision-making, or how you won-over someone who was initially hostile to your efforts. If you involve volunteers, write about how they help your org (especially how they help those you serve, NOT how they save you money). Developing a resource that could help other organizations and sharing it not

only on your own web site but via someone else's online knowledge base, even just once every other year, will help greatly expand your online reputation and visibility and increase the chance of your getting noticed by potential funders. Here are examples of knowledge bases that might welcome your articles, depending on the kind of work you do:

WATSAN MissionAssistant
http://watsanmissionassistant.org
A database of water and sanitation-related resources curated by the International Federation of Red Cross and Red Crescent Societies

The Communication Information Network
http://www.comminit.com
A database of resources related to communications for public health, behavior change and media development

World Health Organization (WHO): The Health Manager's Website
https://www.who.int/management/en/
Resources for every aspect of public health management and delivery, including communications and financial management

- 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*. There should be NO advertising on your web at ALL for any company or product other than your own organization and its programs.

  -- *free of misspellings*. A web site that doesn't exude quality could signify to donors an organization that can't handle the fundamentals of running a quality organization. There's a free online program called Grammarly that will correct your grammar and spelling in English, and both Microsoft Word and LibreOffice have features that will correct your spelling and grammar.

  -- *content-rich*. Your web site should have complete contact information for your organization and a physical address (where are you?), a summary of what your org does, a list of results your organization has achieved, a list of your staff and their credentials, a list of your board of directors, and a summary of your organization's budget (how much money do you spend each year and what do you spend money on?)

  -- *well-designed*: simple and without lots of cumbersome or flashy graphics, and accessible via different web browsers and via mobile phones. Even better, it should be accessible for people using assistive technologies.

- Academic profile. It's not essential to have this, but it will add greatly to your organization's credibility if it has been referenced in a university-related paper. Of course, 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 in an academic research project. This can be as simple as agreeing to

an interview by a graduate student writing a thesis. This will add to the appearance of your organization as transparent and credible to anyone investigating your organization for such.

Again, some or all 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 spelling errors, or as an excuse for negative stories about your organization online.

Examples of Guidelines for Integrity, Transparency and Accountability

Here are two examples of guidelines that can help your organization exude integrity, transparency and accountability -- qualities potential funders are looking for in organizations they might support.

1. The International Statement of Ethical Principles -- These principles provide an outstanding set of guidelines that can improve your reputation among potential supporters. Demonstrate through all of your activities that your organization adheres to these principles. If you want to state on your web site or in documents that you adhere to these principles that's fine, but only if your organization can demonstrate a commitment to such.

   https://afpglobal.org/international-statement-ethical-principles-fundraising-revised-april-2017

2. The Australian Council for International Development (ACFID) developed a Code of Conduct for Australian aid and development agencies which sets out standards on how organizations are managed, how they communicate with the public, and how they spend the funds they raise. Your organization, even if it's not in Australia, should review the ACFID Code of Conduct and consider adhering to the code. The code provides excellent guidelines for *any* organization to exude integrity, transparency and accountability, and adherence to the code would be very attractive to potential supporters, especially large aid agencies and international donors. The ACFID Code of Conduct web site (https://acfid.asn.au/code-of-conduct), includes resources to help you implement the code at your organization:
   - the Code of Conduct
   - a Guidance Document
   - signatories to the Code
   - guidelines for becoming a signatory
   - guidelines for making a complaint
   - Code annual reports
   - tools for signatories:

     -- guidance document, offering practical ways that organizations can implement the Code in their guidelines, policies and practices.

     -- annual report checklist, example annual report, governance checklist, fundraising checklist, emergency response checklist

     -- example annual report

3. The International Non-Governmental Organisations Accountability Charter defines a set of principles that many NGOs are signing on to. Charter signatories are required to submit a detailed report annually to prove compliance. To be accepted as a signatory would provide the kind of endorsement for your organization's credibility that many large funders would demand: https://accountablenow.org

4. The NGO Sector Supplement was born of an idea that came from the signatories to the INGO Accountability Charter (see above). It provides very detailed reporting guidance for non-governmental organizations. Unfortunately, the supplement uses a LOT of jargon, and that puts it beyond the reach of many small nonprofits. Still, some of the topics may be just what you are looking for to help you regarding fundamentals of successful NGO management:
   • Affected Stakeholder Engagement
   • Program Effectiveness
   • Gender and Diversity
   • Public Awareness and Advocacy
   • Coordination
   • Resource Allocation
   • Ethical Fundraising
   • Labor/Management Relations
   • Prevention of Corruption
https://www.globalreporting.org/Documents/ResourceArchives/GRI-G4-NGO-Sector-Disclosures.pdf

10 simple things to do to your web site to attract more donors

If you have the resources to have a web site, then here are 10 suggestions you can adapt RIGHT NOW on your web site that will make your organization more attractive to donors:

1. Make sure your organization's full name appears as text on your home page and your "about us" page (not just as a part of the graphic of your logo). This will make your organization's information easy to find online. Many times potential donors will look for you online based on your organization's name – you want to make it easy for them to find.

2. Make sure the location of your organization is on you home page and your "about us" page on the web site. You don't have to give the street address if, for some reason, you don't want to make your physical address easy to find (such as in the case of a domestic violence shelter or home for foster children – or because you have any clientele that needs to be protected from potential threats) but you do need to say the city, the state or province and the country where your organization is based. Also, it eliminates confusion: many times I have looked for a particular nonprofit in a particular place and I cannot tell on the web site if the nonprofit is the one I am looking for because it never says what region it's in – and there are so many nonprofits and NGOs with similar names.

3. Have as much information on your web site about what your program has accomplished as you do about it needing funds. And don't just talk about activities: talk about RESULTS from those activities. For instance, an activity is that you had a class attended by 50 girls, but a result is that 50 girls graduated from your program and are all now working as teachers.

4. Note what your organization's costs are. If I make a donation, what is that donation paying for? If most of your funds go to staff salaries, that's okay: talk about the expertise of your staff, the hours they devote to working directly with those you serve, what they do in their work, etc. It is perfectly reasonable to say that most funds pay for staff salaries. You do not have to say how much you pay each person (and you shouldn't do that on your web site). But you can say how much you pay, in total, combining everyone's salaries together.

5. Make sure your web site is free of misspellings and grammar mistakes. If your web site isn't a good representation of your organization's work, why would I donate? Again, there is a free online program called Grammarly that will correct your grammar and spelling in English, and both Microsoft Word and LibreOffice have features that will correct your spelling and grammar.

6. Make sure your web site has no outdated information. If I click on "upcoming events" on your home page, and the first item is about an "upcoming" event that actually happened two years ago, I'm not going to be inclined to donate, because if you cannot maintain an up-to-date web site, perhaps you struggle delivering your programs or managing money as well?

7. Make sure your web site is mobile ready– it should work on a smart phone. A majority of your audience may be viewing your web site on a smart phone rather than a lap top or desk top.

8. Do not say on your web site that you involve volunteers to "save money" or list a monetary value for volunteer hours, because as a donor, my reaction could be, "Why should I make a donation? They should just get volunteers to do the work for free."

9. Have a page that describes the history of your organization, who founded it, where it is located, why it was founded, etc. This establishes credibility for your organization. This makes donors feel more comfortable. If you are a start-up, then emphasize the previous experience of staff to show that you all have the experience needed to ensure your start-up success.

10. List the board of directors or board of trustees. This further establishes credibility for your organization – it shows the people willing to be fiscally-responsible for this organization.

Using Social Media to Build Credibility

Using social media should be part of your strategy to build your organization's credibility with donors and those who influence donors. You don't have to do anything extravagant or complicated online, there's no need to buy any special software or apps to leverage social media to build your organization's credibility.

Most of your organization's posts to Facebook, Twitter, Instagram or whatever social media platform you are using should not be about how you need money, nor requesting money. Instead, most of your posts to social media posts should show that your organization is needed and that it does great work.

Make sure your social media profile has the full name of your organization (don't use only acronyms), where you are located (city and country) and, if you have such, a link to your web site.

Sometimes, you need to post the full name of your organization in the actual message that you post to a social media platform. For instance, on Twitter, a tweet will show only your handle, and if someone follows many people on Twitter, they won't be able to see your organization's full name just by looking at your message, and they forget who you are. If you have room in a message and, if it's appropriate, include your organization's entire name.

You don't have to post several times a day, or every day, or even every week, to social media. But you should post something at least once a month. You also don't have to use every social media platform – just the ones that you think are the most popular with your own clients and with most donors.

Things your organization shouldn't post to social media:

- A link to a PDF file, article or video with no explanation of what it is you are linking to, why anyone might want to read it, etc.
- Constant pleas for money
- Unconfirmed information (rumors)
- Insults regarding any person, religion, regional or ethnic culture, etc.
- Disparaging remarks about other organizations or government officials

Great things to post to social media:

- Messages that raise awareness or educate about an issue your organization is concerned with (HIV/AIDs, maternal health, good sanitation practices, the importance of the arts, homelessness, girls participation in sports, micro-financing, etc.)
- Results of your efforts
- Photos of your staff or volunteers in action
- Photos of happy clients
- Photos of your events
- Links to videos of a staff member making an important speech or presentations (with a description of the video – don't just post the link)
- Links to a publication you produced (with a description of the publication – don't just post the link)
- Thank you's to sponsors, partners and funders

Posting the above will post help build your credibility with potential donors, and please your current donors. It will also build your credibility with those that influence donors: clients, partners, the media, etc.

Here are more detailed tips on how your organization should use Twitter:
http://www.coyotebroad.com/outreach/twitter.shtml

Here are more detailed tips on how your organization should use Facebook:
http://www.coyotebroad.com/outreach/facebook.shtml

These tips are easily adapted to Instagram or other social media platforms.

The Absolute Essential Preparations To Solicit Donations:
Details Ready to Share

The following activities may not be possible in your geographic area, or, your 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 certain local funding as well, and being able to adapt even some of them to your situation will increase your chances of receiving support. If your NGO cannot do or adapt these activities, potential funders may feel that your organization cannot handle basic management/governance and, therefore, is too risky to fund.

Do NOT start soliciting funds from international donors until you have all of the following in order and ready to share on demand:

(NOTE: The International Statement of Ethical Principles and the Code of Conduct promoted by the Australian Council for International Development, referred to earlier in this document, has help in putting together the information you need to have ready to share as part of your fundraising activities that are listed here under "The Absolute Essential Preparations To Solicit Donations: Details Ready to Share.")

References: Even if your NGO is so small and so resource-strapped that it cannot undertake any of the other following suggestions in this category, it should, absolutely, have references: a list of people and organizations, and their contact information (phone number, postal address, email), who are willing to affirm your program's work and credibility. If called upon, they will verify to potential donors that your organization is worthwhile and credible. Other NGOs in your area, government officials or staff, 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 representatives from these organizations if they would be willing to be references regarding your organization, and to be listed in your funding proposals (if you used the advice earlier, regarding networking, they will be happy to do this for you).

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 a list of their names) 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:

- 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.

- 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).

- 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 concept that is 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 NGO has just one employee and that employee happens to also be the founder, your organization should also have many partnerships with others and involve many local volunteers, and local people should have a voice in what the 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 NGO -- 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 NGO stress the activities your organization undertakes successfully, and details the results achieved. The communications stress successes and the difference the organization makes in its community. Tie your results specifically to the appropriate United Nations' Sustainability Development Goals (SDGs), which are listed at http://www.un.org/sustainabledevelopment/

- all of the CBO or NGOs printed materials, emails, web sites and blogs 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 local volunteers from a nearby university or from transnational organizations/companies to proofread your written materials. Online volunteers are also an excellent resource to proofread and can be recruited from www.onlinevolunteering.org, a free service from the United Nations Development Program, via the UN Volunteers (UNV) program.

Other excellent advice regarding making sure your organization exudes integrity, transparency and accountability in order to attract funding comes from the Community Media Sustainability Guide: The Business of Changing Lives, a free 81-page publication that is focused on community media organizations in developing countries, such as community radio.
http://internationalbudget.org/wp-content/uploads/The-Community-Media-Sustainability-Guide-The-Business-of-Changing-Lives.pdf

The entire guide is not applicable to non-community media organizations, of course, but much of it is, with regard to the importance of
- establishing institutional sustainability
- tracking in-kind support (non-cash donations) and listing such to potential funders
- showing that the project has strong community ownership
- developing a business plan and budgets

You should also take this Self-Assessment for Established NGOs
http://www.networklearning.org/index.php?option=com_content&view=article&id=111:self-assessment-for-established-ngos&catid=63:online-guides&Itemid=140

(this URL has to fit entirely in your web browser, on ONE line, to work!)
It's from a company called Network Learning. Via their web site, they provide free manuals, field books, training courses and other information focused specifically on NGOs working in developing countries. Use this self-assessment to identify qualities about your organization that you should highlight in funding proposals and on your web site.

Likewise, check online databases to see if they have published free business development guidelines, accounting guidelines, and other manuals relating to your particular organization's focus. Places to look (but NOT to ask for money!) include:

USAID's Development Experience Clearinghouse (DEC)
http://dec.usaid.gov/

Department for International Development (DFID) - UK Government
http://www.dfid.gov.uk/pubs/

Free Management Library
https://managementhelp.org/

World Health Organization (WHO): The Health Manager's Website
https://www.who.int/management/en/
Resources for every aspect of public health management and delivery, including communications and financial management

Also look on web sites of United Nations organizations that are focused on your particular mission area. For instance, if you are focused on empowering women, look on the UN Women web site to see if they have free publications that can help your organization: http://www.unifem.org
If you have a water and sanitation project, you should regularly check the UN Water web site for free publications: http://www.unwater.org/

Referencing these resources in your strategy documents and funding proposals shows that you are focused on quality and learning, that you look for what's worked and what hasn't elsewhere – these are qualities potential funders and partners like to see.

Do NOT use these web sites to contact these organizations and ask for money!

Use these web sites to find free business development guidelines, accounting guidelines, and other manuals relating to your particular organization's focus, that you can use to improve your organization's integrity, transparency and accountability.

In presentations about your organization, when networking with others, in your printed publications, in your online publications, etc., talk about how you incorporate the recommendations of these guides in your organizations work specifically. This impresses potential collaborators and donors. It shows you are committed to quality in your organizations operations.

If you have done everything that's been recommended in this document so far, you are in a fantastic position to attract donors and raise funds.

Before Making A Funding Request

- Know Your Organization:

You should be very clear about what your organization 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 program'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. Rehearse your message!

Also, be able to say which of the United Nation's Sustainability Development Goals (SDGs) your organization is addressing (and do NOT say you are addressing them all; be specific about which one, or ones, your work primarily influences). See http://www.un.org/sustainabledevelopment/ for information.

- 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 web site, ask the potential donor for clarification. In your proposal, be explicit regarding how your organization's work fits into the potential donor's funding focus; this often impresses donors, showing that you have done research on them and know the focus of their 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!

The European Foundation Centre, AISBL, based in Brussels, published the excellent "EFC Advice to Grantseekers." The center offers this advice as you gather and review information about potential funders:

- Do you have full and correct contact details of the funder?

- Does the funder support the specific subject area for which you are seeking resources? For example, if you are seeking funds for a programme involving university education, you

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should immediately cross off your prospect list those funders interested only in early childhood education.

- Does the funder support the particular population group for which you are seeking funds? For your campaign aimed at young people, you should not approach an organisation that only supports projects aimed at very young children.

- Does the funder indicate an interest in your country or geographic region?

- Is the funder a grantmaking or an operational foundation? Operational foundations prefer to carry out their own programmes and usually do not accept funding applications. They can, however, offer valuable expertise in their stated programme interests.

- Does the funder make grants for the type of support you are requesting? For example, if you seek funding for a public awareness campaign, you should not approach a funder that explicitly states it does not support them. Most funders have restrictions or limitations on their grantmaking programmes. The EFC strongly advises against requesting support in an area that a funder restricts, for this can seriously damage your organisation's credibility.

- Does the funder only support major consortia projects that involve a number of organisations, including governmental partners? For example, you should not request support to equip a single school laboratory from a funder that is only interested in the development of the administration of a country's education system.

- Does the funder make grants for the amount of money you will be requesting?

- You probably should not request 20,000 euros from a funder that has never made a grant above 5,000 euros, or alternatively, you should not request 5,000 euros from a funder that states they do not make grants smaller than 20,000 euros.

- Does the funder require matching funding? Most funders require or encourage matching funding although they do not always state it explicitly. Check your funder's position before submitting the application as the funder may not wish to support the full cost of a project and might ask for evidence of other funding.

- Does the funder accept full project proposals, or does it prefer an initial, brief letter of enquiry?

- By the end of this phase, you should have a fairly good idea of what funding resources are available in your community for your type of work. Now you are ready to proceed with the next step - the in-depth research.

And the end of this list from AISBL offers the perfect bridge to the next section of this guide:

Finding Donors & Making Contact

You have not jumped straight to this page without reading the rest, have you? Because if you have skipped all of the previous recommendations of this document and come straight to this page, then everything I'm about to tell you will fail and you won't raise any money at all.

It cannot be stressed enough: the steps on the aforementioned must 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).

If you don't do the aforementioned activities, then the following activities WILL NOT WORK.

Once you have undertaken the previous activities, you should be ready to begin contacting organizations specifically about funding your organization (but only if the organization, per your research, would obviously be open to such -- this can't be stressed enough!). 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 organizations are funding NGO activities in other countries that are similar to what you are doing? What companies are funding for-profit activities (mining, farming, ranching, etc.)? What activities in your local community are being funded by local, regional or state government funds? If you have followed the advice on previous pages about networking, then you have a list of potential donors already. And if you engaged in the previously-detailed networking activities, they already know about your organization and its work. Once you have an informal relationship with them (as detailed earlier), you are ready to ask them about funding your organization.

- Contact embassies – the embassies of other countries that are in your country. They *sometimes* 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. But remember: as stated earlier, the first time they hear from you shouldn't be when you want money; you should have invited them to your public events, shared information with them about what you are doing, etc. They should already know you before you ask for money.

- Many 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. The more you can let them know the impact your organization is having and, even better, letting them know how your efforts somehow help people do their jobs better (environmental groups help increase fish stocks, for instance; maternal health programs can reduce a country's health costs later), the more likely you might get funds.

- 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. As stated earlier, show which SDGs your program contributes to (don't say all of them), and how.

- 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 states 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; and to pay the salaries of our two-person staff, made up of two professionals in child-development.

OR

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 NEED ASSISTANCE!!

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

Proposal Writing

There are numerous FREE online resources that will tell you how to write a grant proposal, so I'm not going to get into to much detail here. I'll offer some general, basic advice, but I encourage you to research this topic more.

The *Resource Mobilization Orientation – Participant's Manual*, by the World Health Organization's South-East Asia Regional Office (SEARO), offers some very short and excellent advice:

If the donor can see that it is hastily written, without careful thought and planning, the relationship may be a very short one! Rather, give the impression based on fact, that you are thorough, careful and committed to doing a good job, right from the start:
- Plan the project before you start writing
- Understand all the questions/sections first
- Focus on technical details but also on overall persuasiveness, logic and flow of the writing
- Ensure you have enough time to write the proposal
- Ensure the right people involved (technical, finance, Resource Mobilization focal point)
- Develop a matching budget

Next, I'll quote a table that outlines the Components of a Grant Proposal, from the excellent Resource Mobilization, a briefing paper from the World Bank:
http://siteresources.worldbank.org/INTKYRGYZ/Resources/Resource_Mobilization.pdf
(see next page for the table)

Components of a Grant Proposal

Contact Information	Responsible person's name, organization, address, email, telephone.
Overview	Summary of proposal, including a statement on the purpose of the project and why funds are being requested.
Context	Description of critical issues affecting your community and why project is necessary. Funders may ask for a needs statement which provides a scope of the problem, including statistics. Focus this section on what your intended project is addressing.
Project Description	How project will be implemented, including: measurable goals and objectives, activities, beneficiaries' involvement, anticipated results, timeframe, collaborating organizations or agencies
Monitoring & Evaluation	How project will be monitored and evaluated to ensure that the project is on track and that the results are being achieved.
Budget	Costs for project, amount requested, in-kind contributions, and other sources of funding. State currency and exchange rate on which your budget is based.
Organization Information	Background, governance structure and composition, mission, past accomplishments, staff qualifications, internal controls, legal status.

ESSENTIAL - Respect the Organization's Granting Guidelines

It is absolutely ESSENTIAL that you find out before submitting a proposal:
- if the funder will consider projects in your country/area/location
- if the funder will consider projects focused on the kind of work your CBO or NGO undertakes
- if 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. The information on what an institution will fund is often clearly stated on a funder's web site. Foundations, corporations and government offices receive hundreds of applications a month from organizations that have obviously not checked their web sites. These applications not only may never receive a reply, the organizations submitting them may be marked so that any future proposals are automatically refused.

I will again quote from the *Resource Mobilization Orientation – Participant's Manual*, prepared by the World Health Organization's South-East Asia Regional Office (SEARO), this time about what is most important when reporting to funders:

- Demonstrate the impact of the funding (the results of the programme)
- Demonstrate fiscal accountability and transparency (by spending in line with the donor's expectations and reflecting an efficient use of funds
- Quantitative reporting (this includes financial reports and 'impact numbers')
- Qualitative reporting (the narrative of the programme, 'storytelling')
- Essential to adhere to all timelines and donor requirements

Ethical Principles for Fundraising

How your organization engages in fundraising is a reflection of how well your organization is managed. It is a reflection of its credibility and accountability. Read these and think about how you will assure donors in funding proposals and on your web site that you will adhere to these ethnical principles for fundraising:

   Code of Ethics & Conduct for NGOs: Fund-raising
   This is published in the English, Spanish and Arabic by the World Association of Non-Governmental Organizations (WANGO). It addresses general fundraising principles, solicitations, use of funds, accountability and relationship with the donor. It is focused on how, as a recipient of funds, an NGO can be open and transparent, accountability for the use of funds, and consistent with its own mission.
   http://www.wango.org/codeofethics.aspx?page=9

International Statement of Ethical Principles (for fundraising)
The International Statement of Ethical Principles, a series of values and standards for those who raise funds for nonprofit organizations, was approved unanimously in October 2006 at the fourth International Fundraising Summit in Noordwijkerhout, Holland. The document was developed with input from more than 30 national fundraising associations.
https://afpglobal.org/international-statement-ethical-principles-fundraising-revised-april-2017

Crowdfunding & Online Donations

Crowdfunding is giving online by individuals. In most countries, it is legal for any organization to put an appeal for funds on any social media channel, like Facebook, or a platform specifically for crowdfunding, like GoFundMe. If you aren't sure if it's legal in your country, you will have to do this research yourself.

If your NGO solicits funds from individuals on the Internet – if it engages in crowdfunding – will it get lots of money? No. It may not get anything at all.

When crowdfunding works for NGOs, charities, schools, etc., it works for the same reason that any fundraising effort works - because:

- potential donors have a relationship with the organization already - they already know and trust the organization and feel good about it's work. They aren't strangers; they are people who have visited your site, in your country, in-person, or they know someone who has.

- the organization talks much more about what it is accomplishing, and why it is essential, than urgently asking for donations.

- the organization has transparent, well-documented information about its accounting and finances, particularly how donations are spent, on its web site.

- the donor felt thanked and valued for the donation they made previously.

Yes, there are some campaigns that are wildly successful because a celebrity or major news outlet picked it up. For every one of those wildly successful campaigns, there are THOUSANDS where that DOESN'T happen. Rare is the organization that can rely solely on crowdfunding to primarily fund its operations.

I'm not saying don't engage in crowdfunding. I am saying that crowdfunding should be seen as a supplement to all of the other essential, core fundraising activities an NGO should be undertaking.

As this document notes again and again and again, successful fundraising comes from a solid reputation, established credibility and long-cultivated trust. Yes, there are the examples of someone who had an idea, quickly formed a new NGO and got the attention of the media for his or her idea, and because of the media support, attracted hundreds, even thousands of total strangers to support the cause. But if there are even 100 examples of that, there are many thousands of examples where that DIDN'T happen, leaving a cause with little or no money via crowdfunding.

Here are four reality checks you need to keep in mind if you want to crowdfund for an NGO or

other community initiative:

1. There are not thousands of people with a big bag of money, who are surfing the web, trying to find a stranger in need to donate it to.

2. Pleas for money to "save" an organization, initiative or building that is on the verge of closing may work - but just once. A second plea makes people think, *wait, are they going to keep doing this regularly? Maybe they should close.*

3. The majority of successful crowdfunding efforts have raised small amounts of money from people that are already familiar with the organization, familiar because they have been volunteers, clients, previous donors, or are relatives of such.

4. You are competing with several thousand other organizations and individuals that are trying to raise the funds, as well as all of the people raising money from friends for a run or walk they are going to participate in to benefit a nonprofit and individuals who are *desperate* for funds to pay medical bills, stay in their homes, etc.

Staying realistic in your crowdfunding goals - the lower amount, the better - will better make it worth your while and keep you from over-investing in something that isn't going to work out for your organization.

Know those points before you invest the time in a crowdfunding platform to try to raise money.

Step One:

Pick something simple that you can campaign for, and a specific amount as your goal. That could be four computer tablets that would let four of your staff members work in the field. Or 20 bed nets. Or a new latrine. In your appeal, note why you need the money, exactly how much you need, and what will happen if you don't raise the money. Be clear that this is a ONE time appeal, that you are not going to come back in six months and beg for more money for your latest urgent critical need.

The smaller the amount, the more likely you will be able to raise funds. $500 is far more realistic than $1500. Raising money for a specific part of a school program is easier than raising money for the entire school. And, of course, pick a certain date by which you need this particular amount.

Step Two:

Have at least three people in mind who you know will give money to your cause via this online campaign. Talk to those three or more solid supporters in person, tell each of them what you are going to do, and ask them if, the day you launch the campaign, they would make a donation online, on whatever platform you choose, and to make a public comment along with the donation about why they are making the donation. Also ask those core supporters to immediately share that they have made a donation, along with a link to your campaign, on all of their social media channels - and help them craft the message they will post. It is vital that you have these core supporters who will immediately support your effort - it does not reflect well on your effort if, days after launching, no one has given any money.

Step Three:

Launch your appeal on a crowdfunding site. Choose ONE site - do not pick several. Choose JUST ONE. There are some sites listed later in this document. Link to that campaign on your web site.

Step Four:

Share the fundraising appeal via your social media accounts. Ask volunteers to share the appeal with their friends via their social media accounts as well, and give them guidance on messaging. You can ask staff, but make it clear that it is optional for them to do so - many people do not like mixing their work and personal life on social media. Also, ask the people who donate to say, at the time of their donations, why they are contributing to the cause, and encourage them to share with friends via social media that they have donated.

Step Five:

Thank every contributor/pledge personally, directly, and as immediately as possible. That means you don't send a mass "thank you" - you write each person, say his or her name, and thank that person for the specific amount that person gave.

Step Six:

Is there something unique or especially touching about your appeal? If so, local TV stations MIGHT be interested in talking about your appeal on a news cast.

Step Seven:

Give updates. You can do this on the platform itself, and then share a link to the appeal yet again on your social media accounts, like Facebook, noting the update ("We're halfway to our goal… We have 10 days left… ")

Fundraising platforms

Again, it's up to you to make sure it's legal for you to use a fundraising platform in your country. The following platforms are NOT available in every country. Note: all fundraising sites take out a small portion of each donation for administrative and other costs, which can range from 5%-20% of funds raised.

Do NOT use more than one fundraising platform for people to donate through for your crowdfunding cause! That will NOT help you reach more people! Pick ONE where people will donate. That said, no matter what you pick, you should put links to your fundraiser on all social media you use, including Facebook, and your own web site.

> GiveForward
>
> FundRazr
>
> YouCaring
>
> GoFundMe
>
> Facebook Fundraisers

If you haven't fully explored how you are going to do steps one through seven, your crowdfunding efforts will fail. If you don't know the basics of funder cultivation and relationship-building - how to tell a compelling story with words and photos, how to ensure funders feel valued, how to look results-based, not desperate – it's likely your crowdfunding efforts will fail.

What about having someone in, say, the USA, crowdfund on your behalf and then sending you the money they raise? Legally, taxes have to be paid on any money a person raises individually like this, because they possess the money for a time, before it's transferred to you. Their own country may prevent them from engaging in this type of fundraising. Please consult "Can our international NGO raise funds in the U.S.?" at
https://grantspace.org/resources/knowledge-base/ngos-raising-funds-in-u-s/
and
Nonprofits – International Charity Activities at
http://www.nonprofitlawblog.com/nonprofits-international-charity/
for more information. There's more on the topic of foreigners raising money for your NGO or charity later in this document.

Beware of Fundraising Scams

Sadly, there are many unscrupulous people who use the very real financial needs of NGOs and CBOs in the developing world to swindle people and organizations out of money. The Internet has made such scams even easier to undertake.

One of the most common ways these swindlers work is to contact an NGO or CBO via email; the swindler pretends to be a representative of a well known corporation or foundation, such as Microsoft or the Gates Foundation, or the United Nations, or a government office. The person tells the organization that it has been awarded a special grant. To receive the money, the fake representative says that the organization must provide bank account information, or pay a processing fee. The message stresses the urgency of providing this information, with lots of high pressure words and phrases.

Corporations, foundations, the United Nations and various other funding bodies do NOT grant financial gifts suddenly, without previous contact, and certainly not via email! They also do NOT charge fees in order for a grantee to receive the funds.

Make sure all of your staff, both paid and volunteer, are fully aware of these potential scams, and know exactly what to do if they should suspect a scammer is targeting your organization. It's a good idea for just one person at your organization to be in charge of handling such a situation, and to be responsible for informing all staff of such an event.

If your organization receives an email from a company, INGO, foundation or the government saying it wants to give your organization money, do NOT reply, no matter how reputable the company name may be. Instead:

- Inform appropriate people within your organization of this message.

- Do NOT use any phone numbers provided in the email!

- Use Google and Bing to find the location and legitimate phone number of the company or office the email claims to be from. Call the number and ask to speak with the community affairs office. Tell this real representative about the email and ask if that office did, indeed, send such an email (they are probably going to tell you no).

- If the office/company did NOT send the email (which is probable), forward the email to the office/company. You may also want to send it to your local law enforcement agency, with details about why it is suspicious. Leave further investigation up to these entities.

- Do NOT reply to the email. Never engage with a possible thief. Do not tell the scammer how you have investigated.

- Continually update all paid staff and volunteers at your organization of this situation, remind them to NOT reply, and re-affirm the proper procedures for fundraising.

Online Resources For Further Information

These are _**not**_ organizations that provide funding!
These are _**not**_ organizations that provide funding!

These web sites provide additional information about fundraising. These resources affirm what is here in this document that you are reading now, as well as adding more detailed information about various steps in successful fund raising.

If a URL (web address) in this document no longer works, you have two options:

- Use Google or Bing and search for the name of the document or resource that is supposed to be at that URL. You may find the new home of that resource.

- Use http://www.archive.org and cut and paste the URL that no longer works into that web site. It is very likely that the old version of that resources is preserved on archive.org

A Guide to Fundraising, by Ernest Hayes, Fadumo Alin, and Lia van Ginneken
You can download this free, excellent guide – which reads a lot like the guide you are reading now, reaffirming many of the same principles – from various places online, including:
https://www.networklearning.org/index.php/all-manuals-librarymenu-119/a-guide-to-fundraising/47-a-guide-to-fundraising-english-pdf

The Global Development Research Center offers the NGO Cafe, which has advice regarding writing proposals, finding sponsors, and creating strategies to address specific fundraising challenges. It also has sections on NGO accountability and credibility:
http://www.gdrc.org/ngo/funding/fund-raising.html

The web site 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 "non-experts" engaging in fundraising. Use the search function to search for *fundraising* on the web site: http://www.synergos.org/

The National Minority AIDS Council in the USA offers free "Organizational Effectiveness Series" manuals in PDF, covering Board Development, Fiscal Management, Grant Writing, Needs Assessment, Program Development, Evaluation, Starting a Nonprofit, Strategic Planning and Volunteer Management. These are focused on USA organizations but are easily adaptable for work in other countries: http://www.nmac.org/programs/capacity-building/resources/
Also available in Spanish

Raising funds and mobilising resources for HIV/AIDS work
from the International HIV/AIDS Alliance
- *Raising funds and mobilising resources* (English)
- *Obtención de fondos y movilización de recursos para el trabajo en vih sida* (Español)
- *Collecte de Fonds et mobilisation de Ressources pour les programmes De lut te contre le vih sida* (Français)
http://www.aidsalliance.org/resources/335-raising-funds-and-mobilising-resources-for-hivaids-work

The Innovation Network (www.innonet.org) 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.

Guide to Resource Mobilization Planning for Telecentres/Telecenters
Prepared by Campaign Advisor Viven Chiam for Telecentre.org Foundation, this guide presents a 5-step plan for Resource Mobilization: building valuable contacts and networks, and garnering the interest, support and contributions of others:
http://www.coyotebroad.com/outreach/Telecentre_Resource_Mobilisation_Guide.pdf

CIVICUS (www.civicus.org) toolkit for NGOs features numerous tip sheets for NGOs, including one on "Developing a Financing Strategy" and another "Writing a Funding Proposal." You find these by using the site's search function. In English, Francais, and Español.

Nonprofit fundraising and Grantwriting from the Free Management Library by Carter McNamara, http://www.managementhelp.org/fndrsng/np_raise/np_raise.htm
This site is focused on nonprofit organizations in the USA, but the advice is easily adaptable to NGOs anywhere. It offers advice and links regarding fundraising fundamentals, evaluating your fundraising readiness, elements of a successful fundraising plan, evaluating strategies, the board's role in fundraising, registration for fundraising, proposal writing, online fundraising, fundraising software, and more.

Women's Fundraising Handbook
Designed especially for first-time fundraisers, Global Fund's updated handbook presents some key ideas about raising money to fund women's rights work in today's global political and

economic context. Available in English, русский, Français, Español, عربي, Portuguese
https://www.globalfundforwomen.org/fundraising-resources-2/#.XEZdRc9Kg_U

Association for Women's Rights in Development (AWID)
Various publications re: funding women and girls' organizations, www.awid.org
Publications include:
"Beyond Investing in Women and Girls: Mobilizing Resources" (use the AWID web site's search function to find this)
"Where is the Money for Women's Rights?" AWID's WITM Toolkit,
https://www.awid.org/witm-toolkit
Financial Sustainability for Women's Movement's Worldwide,
https://www.awid.org/publications/financial-sustainability-womens-movements-worldwide

The Worldwide Fundraiser's Guide, A Resource Mobilisation Guide for NGOs and Community Organisations. A free, comprehensive guide to all the main sources of income and the techniques associated with these different sources.
http://www.coyotecommunications.com/outreach/worldwide_fundraisers_handbook.pdf

The Foundation Center (http://fdncenter.org) provides general information on foundations and giving. Also includes a free online Proposal Writing Short Course, available in several languages: http://foundationcenter.org/getstarted/tutorials/shortcourse/index.html

The Grantsmanship Center (www.tgci.com) and the Council on Foundations (www.cof.org) each have general information on fund raising. Focused primarily on the USA.

Financial Sustainability Action Planning

For an NGO to be sustainable, it must have a diversified funding base. All funding should not come from one foundation, government agency or super donor; sooner or later, that funding will go away, leaving the organization with no source of income and leaving those it serves with no hope of continued help and support.

Don't just think about how to successfully ask for and receive money. Also consider:

- Should you be charging a small, even tiny fee for your services from individuals, or a fee for certain more advanced services?

- Should you be charging a small, even tiny fee, or asking for donations, from attendees to large events offered by your organization?

- Could you charge rent for use of your facilities by other organizations?

- Could the training that you provide to volunteers or staff members be of interest or value to businesses, corporations, government offices, large international NGOs or university classes? For instance, if you train volunteers to work in HIV education so they can be spokespeople about the issue, would a local business pay you to provide this same training to their employees? If so, what would be a reasonable fee to charge for this training?

- Does your NGO have the expertise and resources to undertake activities that would help the community, through a contract with the government? (e.g., would the government be interested in hiring your NGO to provide a service on behalf of the government?)

A 2006 paper by Caesar Layton, released through the University of Michigan's Davidson Institute Working Paper Series, discusses the importance of NGOs diversifying their funding and explores some of the activities NGOs can undertake to do this. The paper's language is quite advanced and its advice applies, for the most part, to organizations with a somewhat advanced understanding of modern management and working in a financially-stable community. Email me, Jayne Cravens, the author of this guide, for a copy of this paper (it's not available online anymore).

Also see the tool kits by the World Bank's Development Marketplace toolkits. Resources include helping you market your message, measuring outcomes, and social entrepreneurship. These are no longer available at this URL; cut and paste this into archive.org, to access these resources: *http://wbi.worldbank.org/developmentmarketplace/toolkit*

Individuals Raising Money in Another Country for Your NGO

Your NGO may have a relationship with a volunteer who lives in a different country, such as the USA, that wants to fundraise on your program's behalf. That volunteer FIRST must make sure it is legal for him or her to fundraise on behalf of you, a foreign agency. The volunteer could face legal action if he or she violates the law in fundraising for your organization.

That person should also read this guide, the one you are reading now, and should fully, completely understands your NGO and the ethics of fundraising.

Make sure the person understands how to direct people to information on your web site regarding your NGO's budget, finances, staff credentials, program activity, evaluations of your services and other essential information.

You must have a very trusting relationship with such a volunteer in another country, knowing he or she will provide full, detailed reports of all funds raised. If the volunteer embezzles funds, you may never know, and even if you discover this, you may have no legal recourse to recover those funds.

You need to have an agreement with the volunteer, in writing, regarding expenses. For instance, if the volunteer prints information about your NGO to hand out to friends and encourage donations, he or she is going to have to pay for that printing. Is your NGO going to reimburse the volunteer? Make it clear *before* any fundraising starts if you are, or are not, willing to cover such expenses!

Any money that that volunteer receives on your NGO's behalf, even if it's intended for your organization, is taxable; the individual will have to pay taxes to his or her government for that money, even though the money is for your organization. There are a few options for the individual who wants to avoid having to pay taxes on money raised:

- The volunteer can form a nonprofit, NGO, charity or foundation in his or her country that is created to support your NGO's mission. That means recruiting a board of directors and paying all registration fees. The volunteer will have to complete and file the necessary

government paperwork in his or her country, set up an account at a local banking institution in his or her country for the organization, and adhere to his or her country's laws regarding the transfer of funds from this organization to your NGO. Also, there are ever-changing anti-terrorism laws that affect how NGOs may or may not fund organizations abroad. Your volunteer abroad need to be diligent and thorough in researching all of the legal ramifications and requirements for such an endeavor.

- The volunteer can encourage individual donors to transfer donated funds from their individual bank accounts directly into your NGO's bank account in your country, or to use a wire service do donate to your organization, directly. Many individuals are uncomfortable donating to a foreign organization this way, as they worry the NGO might actually be a scam; however, this arrangement releases the volunteer from any responsibility actually handling money and paying taxes.

- You can set up an account on an account such as Paypal, that your organization owns and manages, and the volunteer can encourage individual donors to send money directly to the organization via this account.

For more information, please consult:
"Can our international NGO raise funds in the U.S.?" at
https://grantspace.org/resources/knowledge-base/ngos-raising-funds-in-u-s/
and
Nonprofits – International Charity Activities at
http://www.nonprofitlawblog.com/nonprofits-international-charity/

Should you encourage or allow the volunteer to seek corporate or business sponsors for your NGO? No - unless the volunteer has created a formal, officially-registered NGO, charity or foundation on your NGO's behalf, and you know the volunteer is an experienced, credible, capable fundraiser. Otherwise, it will be a waste of of both the volunteer's and the corporation's time - and could even lead to misunderstandings or poor publicity for your NGO.

Third Party Fundraising sites

If you have a strong partnership with an established international NGO, you can ask that INGO to recommend your NGO be featured on GlobalGiving USA (www.globalgiving.org) or GlobalGiving UK (www.globalgiving.co.uk/). Both of these sites also host periodic "open" challenges during the year that allow individuals and NGOs to nominate projects for possible inclusion on the GlobalGiving websites; to qualify for a long-term spot on GlobalGiving, NGOs must meet minimum donation volume and donor thresholds within a prescribed time period. When you apply to be a part of Global Giving you will be asked to provide bank details for wire transfers, sign a due diligence affidavit, an anti-terrorism certificate and a non-discrimination policy, and provide proof of registration/certification with the government and financial documents. If your NGO is featured on the site, then volunteers in the USA or the UK with whom you have a relationship can direct their friends and colleagues to your profile on the site for donations directly to your NGO. This arrangement removes any responsibilities regarding money-handling by the volunteer.

Supplemental Information:
Directories/Databases of Funders

The following section is not listed in the table of contents of this document. Why? Because if it were, CBOs and NGOs would go straight to this section and make the mistake frequently referred to in this document -- write potential funders "cold," having established no previous relationship, and making a desperate plea for funds. I wish that wasn't true, but it is. Many people that request this document write me, asking for money, just because my contact info is on the cover of this document – I am NOT a foundation!

The author is sorry to say that many organizations who have received this document have skipped all of the previous advice and just started sending desperate emails to the following web sites, hoping to get money, leading to some potential funding organizations to write the author and asked to be removed from this resource.

PLEASE DO NOT CONTACT ANY ORGANIZATION UNTIL YOU MAKE ABSOLUTELY CERTAIN YOUR NGO OR CBO MEETS THE ORGANIZATION'S FUNDING REQUIREMENTS PRECISELY.

To contact any of the following organizations with disregard for the previously-detailed advice will not only NOT garner any funds for your organization, it will also reflect poorly on your organization and, therefore, potentially reduce your chances for funding. And note that many of these websites are NOT hosted by funders – instead, they tell you were to find resources for donor research.

Please note that web sites change frequently. If a web site listed here is no longer valid, you can still find the information by typing the URL into www.archive.org

Asian Development Bank (www.adb.org)
The funding processes it talks about are very formal. Read the web site thoroughly and follow its steps precisely. Do NOT write ADB with a funding request unless you are responding in exactly the way asked for by ADB on its web site.

Association for Women's Rights in Development (AWID)
Feminist Donor List: Who Can Fund My Women's Rights Organizing?
http://www.awid.org/resources/feminist-donor-list-who-can-fund-my-womens-rights-organizing

The Communication Initiative Announcements of Awards & Funding Opportunities
Provides details about the awards and funding opportunities including criteria, deadlines and previous winners. Go to the Communication Initiative web site, www.comminit.com, and tick the "fundraising" box on the right side of the page.

National Endowment for Democracy (NED)
www.ned.org
Makes direct grants to hundreds of nongovernmental organizations worldwide working to advance democratic goals and strengthen democratic institutions.

The Foundation Directory
https://www.library.wisc.edu/memorial/collections/grants-information-collection/
This project does NOT provide funding, so do NOT write this organization with funding requests. Use this database to identify potential funders, then follow the guidelines detailed in this guidebook to reach those potential funders.

Fundsnet Online Services (www.fundsnetservices.com)
privately-owned site providing information on financial resources on the Internet. However, this project does NOT provide funding, so do NOT write this organization with funding requests.

Donald Griesmann's Nonprofit Blog – Entries Tagged as "Grants"
http://dongriesmannsnonprofitblog.blogspot.com/search/label/Grants
(Formerly the Grantseeker's Guide to the Internet). Mr. Griesmann does NOT provide funding, so do NOT write him with funding requests. His blog hasn't been updated since 2012, however, there's still good information there, and you can use his blog posts to identify potential funders (if those funders are still around).

Peace and Security Funders Group
http://peaceandsecurity.org/
PSFG does NOT make grants. It is an association of private and public foundations, operating foundations, charitable trusts, grantmaking programs, and individual philanthropists who make grants or expenditures that contribute to peace and global security.

BRIDGE is a specialised gender and development research and information service based in the Gender and Sexuality Cluster at the Institute of Development Studies (IDS), in the UK.
Funding Sources (related to gender equality)
https://www.bridge.ids.ac.uk/opportunities-and-notices/funding-and-scholarships
BRIDGE is not a funding organization; do not write BRIDGE with funding enquiries.

Council on Foundations – Global Grantmaking Resources
http://www.cof.org/topic/global-grantmaking
The site serves both grantmakers and grantseekers to support and facilitate the process of making grants overseas.

Funds for NGOs
https://www2.fundsforngos.org/
This is a for-profit site that curates grant announcements.

Resources for Mobilizing Funding for Development Projects
http://www.gdrc.org/ngo/funding/ngo-grants.pdf
This 2001 free guide is from the World Bank's now defunct Small Grants Program and the International Youth Foundation, Baltimore, Maryland USA. Sections include how to research donors and where to find published directories of donors. Much of the information is outdated, but it's still worth a look.

There are several highly-advanced, interactive databases of donor grant web sites as well, but they charge a fee for use and, therefore, they are not listed here. In some countries, you can get access to these databases for free via a university library.

Regionally-Focused Databases & Granters

Please note that web sites change frequently. If a web site listed here is no longer valid, you can find still find the information by typing the URL into www.archive.org.

PLEASE DO NOT CONTACT THE FOLLOWING ORGANIZATIONS UNTIL YOU MAKE ABSOLUTELY CERTAIN YOUR NGO OR CBO MEETS THE ORGANIZATION'S FUNDING REQUIREMENTS PRECISELY.

To contact them with disregard for the previously-detailed advice will not only NOT garner any funds for your organization, it will also reflect poorly on your organization and, therefore, potentially reduce your chances for funding.

Worldwide or Multiple Regions

International Research & Exchanges Board-IREX (www.irex.org)
Offers a small grants fund for Africa and another for Asia. Grants may be focused on a specific area, such as a call in 2006 for proposals for projects to support education, media, and civil society projects in Africa and Asia.

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.

World Bank Small Grants Program &
World Bank Resources for Civil Society Organizations (www.worldbank.org)
NGOs and other CSOs interested in participating in the Small Grants Program should contact their local World Bank Country Office. The Program supports CSOs whose primary objective is civic engagement of poor and marginalized populations. For more info and examples of supported activities, go to Bank's web site and type in -- Resources for Civil Society Organizations -- into the search function. To access the Bank's free "Guide to Resources for NGOs and Other Organizations of Civil Society," go to the Bank site and type in the title of the document into the site's search function.

Blog of funding announcements, compiled by fundsforngos.org
http://www.fundsforngos.org/
This blog compiles and publishes funding announcements from a variety of agencies. Updated frequently.

Africa-Focused Databases & Granters

African Women's Development Fund (AWDF) http://www.awdf.org
Based in Ghana, AWDF funds local, national, sub-regional and regional organisations in Africa working towards women's empowerment. In addition to awarding grants, the AWDF attempts to strengthen the organisational capacities of its grantees. Funds work in five thematic areas: Women's Human Rights, Political Participation, Peace Building, Health, Reproductive Rights and HIV/AIDS, Economic Empowerment. The AWDF makes grants in three cycles each year.

The site http://www.greatergoodsa.co.za doesn't seem to be focused on providing information about funding announcements anymore, but you can see old ones if you type this URL into archive.org and look at old sites: http://www.greatergoodsa.co.za/funding/

Asia-Focused Databases & Granters

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

Japan Foundation Center (http://www.jfc.or.jp/eng/english-top/)
The web site 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.

Europe-based Databases & Granters

PLEASE DO NOT CONTACT THE FOLLOWING ORGANIZATIONS UNTIL YOU MAKE ABSOLUTELY CERTAIN YOUR NGO OR CBO MEETS THE ORGANIZATION'S FUNDING REQUIREMENTS PRECISELY.

Westminster Foundation for Democracy (www.wfd.org)

Foundation Jean Jaurès (www.jean-jaures.org) (in French)

Alfred Mozer Foundation (www.alfredmozerstichting.nl)

Fondation Robert Schuman (France) (www.robert-schuman.eu)

CSR Europe (www.csreurope.org) - 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. It has a membership of over 160 independent funders and works through networking centers in 35 countries across Europe.

Please note that web sites change frequently. If a web site listed here is no longer valid, you can find still find the information by typing the URL into www.archive.org.

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German Foundation Index (http://www.stiftungsindex.de/)
Contains more than 150 links to German foundations' web sites, 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 (http://www.maecenata.eu)
The foundations database offers detailed information on 8000 German foundations. The scholarships database offers detailed information to students, researchers and artists on about 270 scholarship programs of German foundations.

CCINet (https://www.cafonline.org/giving-as-a-company/corporate-responsibility/corporate-community-investment)
a unique online resource about company giving, managed by Charities Aid Foundation. Offers an international directory of foundations, promotes learning and encourages dialogue among funders committed to the field of organizational effectiveness.

South America-focused Databases & Granters

Grupo de Institutos, Fundações e Empresas (www.gife.org.br/)
a membership association of institutes, foundations companies' giving web pages.

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

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North America-based Databases & Granters

Imagine Canada (formerly Canadian Centre for Philanthropy) (http://www.imaginecanada.ca/) a national charitable organization dedicated to advancing the role and interests of the charitable sector for the benefit of Canadian communities.

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 site provides detailed information about the Council's activities and services, a preview of its 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 web site 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 focal point for foundations, nonprofit organizations and otherss working to solve environmental, social, and economic problems created by suburban sprawl and urban disinvestment.

To find other funding opportunities, type keywords into Google or Bing, such as:

- grants for civil society development Africa 2018
- grants for HIV education Cambodia 2017
- funding for small business development Macedonia 2018
- funding anti-corruption Ukraine 2018
- grants women maternal health Afghanistan 2016

Don't look at only the first page of listings; look at least five pages deep. Not every listing will be a grant program -- you will have to read each listing carefully to determine if the resource is a funding opportunity, and if it is one your organization's might be eligible for.

And it can't be emphasized enough: please follow the explicit directions in this guide before contacting any funders. As has been said again and again, never write a potential funder "cold" (having established no previous relationship), and making a desperate plea for funds - that practice can actually harm your organization's reputation with potential funders.

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You are welcomed to translate this document into language other than English, edit that non-English version of the document to make it more appropriate to your region or language, and republish or distribute that non-English language version, so long it is offered FOR FREE, without charge, and you credit Jayne Cravens as the original author, & my web site (www.coyotecommunications.com). It would be appreciated if you would notify me that you have done so. Please note that, if you translate the document, you will need to go through each and every link to determine if the web resources listed are available in languages other than English, and to note such in your revised version of this document.

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- Use www.google.com or www.bing.com and search for the name of the document or resource that is supposed to be at that URL. You may find the new home of that resource.

- Use http://www.archive.org, also known as The Wayback Machine, and cut and paste the URL that no longer works into that web site. It is very likely that the old version of that resources is preserved on the archive.org web site.

If you would like to show your appreciation for this document, here is a web page on my site that gives several ideas on how you can do so:
http://www.coyotecommunications.com/me/payme.shtml

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