

Basic Tips for Fund-raising for Small NGOs/Civil Society in Developing Countries

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with contributions from other volunteers at the
Aid Workers Network (www.aidworkers.net)

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Introduction

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

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

With all this in mind, Jayne Cravens, a consultant based in Germany (www.coyotecommunications.com) drafted very basic tips for fund-raising for NGOs serving the developing world, as a volunteer for the Aid Workers Network (www.aidworkers.net). Several other volunteers with AWN took the draft, revised it, and posted it to AWN. However, the version you are reading now is one that has been further revised by the original author, Jayne Cravens.

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

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The Problem

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

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

Fund-raising: Some things You Should NEVER Do

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

Fund-raising First Step - Networking & Establishing Credibility

Many funders want to know that a CBO or NGO is credible and adheres to the basic principles of good governance before they will even reply to an organization's request for funding. Establishing credibility and adhering to the basic principles of good governance does not take money -- it takes time, effort and personal attention.

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

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

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

To network, start locally, with:

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

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

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

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

But remember -- when networking initially, do NOT ask for funds, nor describe your organization as desperate for support. The purpose of networking is to establish your organization's 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.

Even More Credibility-Building

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

- o *Membership in formal networks and associations* -- If your country or region has a network or association of CBOs or NGOs, you should be a member. You can find these by contacting other local organizations to find out if such exists, or searching on the Internet for such.

- *Excellent online profile* -- If you type your organization's name into www.google.com what happens? Does your organization's web site come up (if you have such)? What about an online document by an International NGO or UN agency that references your organization? Or a newspaper article highlighting your organization's work? Or your listing on a site such as www.onlinevolunteering.org? Anything negative come up? An online profile adds to your organization's credibility, and many potential funders, if they receive a proposal from you, will "Google" your organization's name, as well as the name of the leader of the organization, to see what comes up.

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

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

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

Examples of Guidelines for Integrity, Transparency and Accountability

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

I.

The International Statement of Ethical Principles -- These are listed on page 14 of this document. 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.

II.

The Australian Council for International Development (ACFID) is the coordinating body for Australian non government overseas aid agencies. 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. To be a member of ACFID, agencies must sign on to the ACFID Code of Conduct. *However*, a number of agencies that are NOT members of ACFID have also chosen to show their support for the principles of the Code and become signatories.

Your organization should review the ACFID Code of Conduct and consider adhering to such. Whether or not you are affiliated with Australia or ACFID doesn't matter; 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 (<http://www.acfid.asn.au/code/code.htm>), includes a variety of 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 organisations can implement the Code in their guidelines, policies and practices.
 - annual report checklist, example annual report, governance checklist, fund-raising checklist, emergency response checklist
 - example annual report

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

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

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

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

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

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

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

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

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

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

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

• *Demonstrate Quality in Communications* - This means:

- written communications from your CBO or NGO stress the activities your organization undertakes successfully, and details the results the organization has achieved. The communications stress successes and the difference the organization makes in its community.
- all of the CBO or NGOs printed materials, emails and web sites are free of spelling errors, and are clear and easy to read. Otherwise, the CBO or NGO may look unprofessional to potential supporters, who are usually unwilling to fund an organization that seems as though it cannot manage basics in communication.

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

Before Making A Funding Request

- Know Your Organization:

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

- Know the Potential Donor

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

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

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

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

- Have a Thank You Plan Already Defined

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

Finding Donors & Making Contact

It can't be stressed enough -- all of the above needs to be done BEFORE you begin soliciting funds!! By doing the previously-detailed activities, you greatly increase the chances of your funding proposal being accepted, and for organizations to actually approach you about funding your CBO or NGO (rather than the other way around).

Once you have undertaken the previous activities, you should be ready to begin contacting organizations specifically about funding your organization (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 companies are funding for-profit activities (mining, farming, ranching, etc.)? And what activities in your local community are being funded by local, regional or state government funds? These are all potential funders for a CBO or NGO. And if you engaged in the previously-detailed networking activities, they already know about your organization and its work. Once you have an informal relationship with them (as detailed earlier), you are ready to ask them about funding your organization.
- Contact embassies. 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.
- Many CBOs and NGOs in developing countries access funding from donors in other countries through International NGO partners. And INGOs favor organizations with whom they are already familiar (hence the importance of the previously-detailed networking activities).
- Local government may be able to provide small grants. But, as many NGOs and CBOs are already aware, government funding is being scaled back in most areas.
- UN Agencies often have small grant programs, and like others, favor organizations with whom they are already familiar (hence the importance of the previously-detailed networking activities). And often, with UN agencies, small grants can lead to more grants, and sometimes, bigger grants, in the future.
- Large transnational corporations are reluctant to fund local CBOs or NGOs serving the developing world unless the corporation has an office somewhere in or near the geographic area of the NGO. If you decide to approach a transnational corporation about funding, look at that company's web site and read *all* information posted about that company's philanthropic activities. Find out if they have an office in your geographic area. If the company has guidelines for submitting funding proposals, RESPECT THOSE GUIDELINES. If the company 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.

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

Here is an example of a poorly-written explanation:

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

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

ESSENTIAL - Respect the Organization's Granting Guidelines

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

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

All funders are covered by legal documents and official policies which dictate how funds can be spent. Funders CANNOT give support outside the specifics stated on these documents. 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.

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

Beware of Fund-raising Scams

Sadly, it must be noted that 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, 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 potential scammer.
- Use www.google.com or official channels to find the location and phone number of the company's or office's headquarters.
- Do NOT use any phone numbers provided in the email!
- Call the number you found via Google or other official channels and ask to speak with the appropriate department or contact person. This may be the community affairs office, the public affairs office, etc.
- Tell the company or office's *real* representative about the email you have received, and ask if that office did, indeed, send such an email.
- 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. Then leave further investigation up to these entities.
- Do not reply to the email; never engage with a possible thief. Do not tell the scammer that you have forwarded the email, nor how you have investigated. If the scammer continues to write you, forward all of these to the real company or government office, and to law enforcement.
- Continually update all paid staff and volunteers of this situation, and re-affirm the proper procedure for fund-raising for your organization.

International Statement of Ethical Principles (for fund-raising)

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 fund-raising associations around the world, and is designed to be an overarching statement of macro-level principles that can unite all fund-raisers. Individual fund-raisers will continue to subscribe to a particular local or national code of ethics, which will address key details and specific issues relevant to their region and code. It is reproduced here as it provides excellent principles for anyone seeking funds for nonprofit organizations. *Demonstrating* to potential donors that you adhere to these principles can increase the attractiveness of your organization to donors.

The latest version of the document can be downloaded here:

www.sangonet.org.za/portal/images/stories/News/statement_ethical_fundraising_16october06.doc

International Statement of Ethical Principles in Fundraising

PREFACE

Fundraisers work in many varied fields, countries and circumstances, but they share several fundamental values and practices: they work to make the difference, help others and save what is valuable, in fact to make the world a better place. It is for these reasons that fundraisers strive to identify and employ best practices.

It is the purpose of this Statement of Ethical Principles to foster the growth of a worldwide fundraising community dedicated to accountability, transparency and effectiveness. In this Statement we want to set forth what unites us in the way we practise our profession. Recognising that in many countries there already exist codes of conduct and standards of practice, the intent of this statement is to unify the global fundraising community behind a single universal declaration of fundamental principles. Organizations and individuals who endorse this Statement are not necessarily abandoning existing codes or standards, but are announcing their interest in a global understanding of these fundamental principles.

Applied in different cultural settings, this Statement can provide guidance for initiating best practices in newly developing markets. It also provides a clear alternative to local customs which may not represent best practices. Adherence to this Statement should also advance the common purpose of assuring public trust in the non-profit sector while discouraging personal gain at the expense of donors and stakeholders.

A form of words has been incorporated within the statement in paragraph 5 where use of the words “*will*” and “*must*” indicate what is a mandatory requirement and “*should*” what is regarded as best practice by all organizations endorsing the statement. The statement recognises that fundraisers operate subject to many different jurisdictions and that they must observe the law of the jurisdiction in which they work. However, it is expected that fundraisers adhering to the principles of the statement should adhere to the most rigorous interpretation of the law (and of the Code of Ethics of their own Membership Association) applicable to an activity, whichever jurisdiction that activity derives from.

FIVE UNIVERSAL PRINCIPLES

Five important principles for acting as a fundraiser:

- Honesty:** Fundraisers shall at all times act honestly and truthfully so that the public trust is protected and donors and beneficiaries are not misled.
- Respect:** Fundraisers shall at all times act with respect for the dignity of their profession and their organisation and with respect for the dignity of donors and beneficiaries.
- Integrity:** Fundraisers will act openly and with regard to their responsibility for public trust. They shall disclose all actual or potential conflicts of interest and avoid any appearance of personal or professional misconduct.
- Empathy:** Fundraisers will work in a way that promotes their purpose and encourage others to use the same professional standards and engagement. They shall value individual privacy, freedom of choice, and diversity in all forms.
- Transparency:** Fundraisers stimulate clear reports about the work they do, the way donations are managed and disbursed, and costs and expenses, in an accurate and comprehensible manner.

STANDARDS OF PRACTICE

These standards are presented with the recognition that fundraisers operate subject to many different jurisdictions and that they must observe the law of the jurisdiction in which they work. However, it is expected that fundraisers adhering to these standards of practice will, first and foremost, adhere to the most rigorous interpretation of the law, and of the Code of Ethics of their own membership association, applicable to an activity, whichever jurisdiction that activity derives from.

1. Fundraisers responsibility regarding **donations**.

- Donations should be accepted if voluntary, in line with the goals of the organisation and will bring not more than reasonable costs related to the value of the donation.
- Funds will be disbursed in accordance with the donor's wishes, if expressed.
- Funds will not be raised for the personal financial gain of the fundraiser or the fundraising organisation the fundraiser works for.
- Funds will be collected carefully and with respect of donor's free choice, without the use of pressure, harassment, intimidation or coercion.

2. Relationship with **stakeholders**.

- Fundraisers are strictly answerable to all stakeholders including donors, beneficiaries, and employers.
- Fundraisers will respect donor rights by providing timely information about how contributions are used, respecting donor privacy, and honouring donor wishes.
- Fundraisers will respect beneficiary rights and preserve their dignity and self-respect. They will not use fundraising materials or techniques that undermine this dignity.
- Fundraisers work with suppliers or intermediary agents at the same standards as within their own organisation. They make reasonable efforts to assure that suppliers do not gain unreasonable profit while working with their own organisation.

3. Responsibility for **communications**, marketing and public information.

- Fundraisers will only use public information that is accurate, truthful and not misleading, and information that respects the dignity and self-respect of beneficiaries.
- Fundraisers will not express or suggest in public information that fundraising lacks administration and fundraising costs, thus giving the incorrect impression that fundraising activity is without costs. Fundraisers will object to their organization expressing or suggesting that fundraising activity is without costs.
- Fundraisers will provide truthful information about use of funds, without exaggeration or underestimation.
- They respect data protection rules and laws at all times.
- Fundraisers accept that all donor and prospect information developed by or on behalf of an organisation shall not be transferred or utilised except on behalf of that organisation.
- Donor wishes to be removed from request lists will be followed promptly and without obstacles for the donor.

4. Management **reporting**, finance and fundraising costs.

- Fundraisers assure that all fundraising transactions, accounting and reporting for which they are responsible are transparent and unambiguous. They are able to account anytime for their professional work.
- They will encourage their organisation to report within the national and international standards of accounting methods.
- They will submit accurate annual reports to all stakeholders within a reasonable time or encourage their organisation to do so.
- Fundraisers will be open and clear to all stakeholders about fundraising costs, fees and expenses and the way these are allocated.
- They will make any compensation arrangement transparent to an employer, donor, and beneficiary upon request.

5. **Payments** and compensation.

- Fundraisers provide their services either as a volunteer, or on a salaried basis or for pre-determined fees. Fundraisers should not accept commissions or compensation based upon a percentage of the funds raised.
- Fundraisers will not accept any gratuity when making decisions on behalf of the organisation.
- Fundraisers will not seek or accept any personal payments, in cash or in kind, from a supplier of goods or services in recompense for business placed with that supplier.
- Criteria that will qualify a fundraiser for performance-based remuneration must be agreed upon beforehand and should not be based on a percentage of the funds raised.

6. Compliance with **national** laws.

- Fundraisers will object if the organisation they work for does not comply with applicable local, state, provincial and national or international civil and criminal laws.
- Fundraisers will not engage in activities that conflict with national and international legal obligations to their organisation or to others. Moreover, they will avoid even the appearance of any criminal offence or professional misconduct.

Online Resources For Further Information

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 periodic fund-raising.

www.synergos.org/globalphilanthropy/00/fbsresources.htm

Online assessment tool to develop a resource development plan
<http://www.cdnwomen.org/CWF-tool-en/>

Thanks to funding from Ontario Women's Directorate and Status of Women Canada, The Canadian Women's Foundation developed an online assessment tool which can help you create your own effective resource development plan – whether you are a Board member, volunteer, Executive Director, or staff member in a women's organization.

Online Resources for Detailed Tips on Writing Funding Proposals:

www.innonet.org/

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

www.ifrg.org.uk

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

www.tgci.com

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

www.cof.org

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

<http://fdncenter.org>

The Foundation Center links to foundation and corporate sites of interest to fund raisers, and provides general information on foundations and giving. Also includes a free online Proposal Writing Short Course, available in several languages

<http://foundationcenter.org/getstarted/tutorials/shortcourse/index.html>

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

Frequently Asked Questions and Answers (FAQs) regarding prospect research

www.civicus.org/new/default.asp

CIVICUS toolkit for NGOs features numerous tip sheets for NGOs, including one on "Developing a Financing Strategy" and another "Writing a Funding Proposal. In English, Francais, and Español.

Online Directories/Databases of Funders

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

The author is sorry to say that many organizations who have received this document have done just that.

PLEASE DO NOT CONTACT THE ANY ORGANIZATION 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 advise 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.

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**.

AiDA (<http://aida.developmentgateway.org>), also known as The Development Gateway (<http://www.developmentgateway.org/>) Funding is *not* its focus; this extensive database includes historical and current information on activities of international and national donors and private foundations, major grants, and other information that can help regarding funding.

AidWorkers Network (<http://www.aidworkers.net>)
Two sections of the AWN forum -- "financing development" and "fundraising" -- have updates posted about various grants. Please do NOT post request for funds to AWN!

Asian Development Bank (www.adb.org)

The Communication Initiative Summary of Awards & Funding Opportunities
Awards - <http://www.comminit.com/awards2006.html>
Funding Opportunities - www.comminit.com/funding2006.html
Provides details about the awards and funding opportunities including criteria, deadlines and previous winners. You can subscribe to The Drum Beat, to receive a periodic email update regarding these two sections of the Communication Initiative web site www.comminit.com/subscribe_drumbeat.html

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

Democracy Resource Center
Guide to Sources of Funding in International Democratic Development
(www.ned.org/research/funding/democracyfunding.html)
offers links to more than 100 foundations and other funding organizations

List of funding opportunities (<http://eadi.org/devfunding>)
This is compiled by the European Association of Development Research and Training Institutes (EADI). It provides information on grants and scholarships in development related fields, tenders and calls, and funding possibilities for development research.

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The Foundation Directory

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

Funders Online - European Foundation Centre (www.fundersonline.org/grantseekers)

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

Fundsnet Online Services (www.fundsnet.com)

privately-owned site providing information on financial resources on the Internet.

The Grantseeker's Guide to the Internet

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

Gender-focused grants are announced in most issues of *INSTRAW News*, an email-based newsletter. INSTRAW is the United Nations International Research and training Institute for the Advancement of Women. INSTRAW is not a funding organization; do not write INSTRAW with funding enquiries. To receive the INSTRAW newsletter, visit: <http://www.un-instraw.org/mailman/listinfo/instrawnews>

Siyanda Community Forum

Topic: Funding Sources (related to gender equality)

<http://www.siyanda.org/forum/xviewthread.cfm?Thread=120060307100834&FullMsg=220070511112050#220070511112050>

(URL must be on ONE line in your web browser to work)

Frequently updated with funding leads relating to women and gender mainstreaming / gender equality.

United States International Grantmakers (USIG) (www.usig.org/)

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

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.

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**.

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Regionally-Focused Databases & Granters

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 INitatives 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.

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.

Southern African Grantmakers Association - SAGA

(The Southern African Grantmakers' Association closed in February 2006 after 11 years of operation. You can read about its demise here:

www.allavida.org/allianceonline/aosep06j.html)

Proposal & Opportunities Section (www.sangonet.org.za/url/ry)

Hosted on the SANGONeT portal, this has information on grants, awards, calls for papers, fellowships and scholarships, most focused on South Africa.

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

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

List of Funding Opportunities (www.hivan.org.za/resources/funding.asp)

List is produced by HIVAN, Centre for HIV/AIDS Networking in South Africa

List of Funding Opportunities (www.africa.ufl.edu/WARA/fund_other.htm)

West African Research Association (WARA) produces this list of opportunities, but has no further information on these opportunities other than what is listed.

List of Funders (www.odi.org.uk/cspp/Resources/Funders.html)

List provided by the Overseas Development Institute (ODI) Civil Society Partnerships Programme

Asia-Focused Databases & Granters

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

an online guide to NGOs and donor organizations working in Pakistan.

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 a an on-line database of regional foundations and a database of philanthropy-related bibliography.

The Indian Centre for Philanthropy (www.indev.nic.in/icp/sicp_page_1.htm)

Founded in 1996, seeks to promote and strengthen philanthropy in India. The web site provides detailed information about the Centre's initiatives and programs.

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

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

Westminster Foundation for Democracy (www.wfd.org)

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

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

Alfred Mozer Foundation (www.alfredmozerstichting.nl)

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

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The Center for Philanthropy, Ukraine (<http://www.philanthropy.org.ua/>)
Aims to promote philanthropy and strengthen civil society in Ukraine.

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. Established in 1989 by seven of Europe's leading foundations, it has a membership of over 160 independent funders and works through networking centers in 35 countries across Europe.

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
www.maecenata.de/centrum/datenbank.htm
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.

Prince of Wales Business Leaders Forum (www.princeofwales.gov.uk/index.html)
an international not-for-profit organization promoting socially responsible business practices. Maintains a database on socially responsible business practice.

CCINet (www.ccinet.org/)
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.

Independent Sector (www.indepsec.org/)
a membership organization that brings together foundations, nonprofit groups and corporate giving programs to support philanthropy, volunteering and citizen action.

Women's Funding Network (www.wfnet.org/)
a partnership between women's funds, donors and allies around the world committed to social justice. Its mission is to ensure that women's funds are recognized as the "investment of choice" for people who value the full participation of women and girls as key to strong, equitable and sustainable societies

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**.

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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.

North America-based Databases & Granters

National Endowment for Democracy (www.ned.org)

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

Canadian Centre for Philanthropy (www.ccp.ca)
a national charitable organization dedicated to advancing the role and interests of the charitable sector for the benefit of Canadian communities. The web site has a special section for members only. You can further find information about the Centre's research initiatives, publications and the Centre's Imagine program.

Centro Mexicano para la Filantropía (www.cemefi.org/)
the Mexican centre for philanthropy.

Council on Foundations (www.cof.org/)
an association of American foundations and corporations. The web site provides detailed information about the Council's activities and services, a preview of the Council's Foundation News & Commentary magazine, and an up-to-date list of USA foundations and corporate funders with a web presence.

Foundation Center, New York (<http://fdncenter.org/>)
The 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/
a focal point for foundations, nonprofit organizations and other partners working to solve the environmental, social, and economic problems created by suburban sprawl and urban disinvestment.

To find other funding opportunities, type keywords into www.google.com, such as:

- grants for civil society development Africa 2007
- grants for HIV education Asia 2007
- funding for small business development Eastern Europe 2007

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 directions on pages 2 - 14 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.

**Please note that this document is frequently updated,
particularly pages 16 - 22.**

**The latest version of this free document can be ordered from:
www.coyotecomunications.com/outreach/**

You can get updates regarding additional free resources from Jayne Cravens by subscribing to her free email newsletter:

<http://groups.yahoo.com/group/tech4impact/>

And visiting her blog:

<http://blogs.forumer.com/jcravens/>

Want to adapt this document? You are welcomed to translate this document into another language, edit it, change it, and republish it or distribute it, so long it is offered FOR FREE, without any charge, and you credit Jayne Cravens as the original author, her web site (www.coyotecomunications.com), and the volunteers at the Aid Workers Network as contributors, and the AFN web site (www.aidworkers.net). It would be appreciated if you would notify jc@coyotecomunications.com that you have done so. Jayne Cravens is an independent consultant; her services are detailed on her web site.

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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