

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

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*THIS DOCUMENT IS NO LONGER UPDATED. THIS IS THE LAST VERISON.*

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## Introduction & Origin Story

Some of the most frequently asked questions (FAQs) to forums for community-based organizations (CBOs)/civil society organizations (CSOs)/non-governmental organizations (NGOs) working in developing countries, whatever the subject of the forum is supposed to be, are regarding funding and sustainability. In addition, the first impulse of many organizations seeking funding is to request the contact information for possible funders, and once received, to write immediately to the potential funders, stressing how desperately money is needed. Not only does this approach rarely attract funding, it can turn funding organizations against the NGO altogether. The author of the document you are reading now gets requests for funding from NGOs that just look at the cover of this document, without reading the rest, and think I must have lots of money to give away. I don't.

I'm Jayne Cravens, MSc, BA, an international consultant ([coyotecomunications.com](http://www.coyotecomunications.com)). In 2004, I drafted basic tips for fund-raising for NGOs serving the developing world, for the Aid Workers Network ([aidworkers.net](http://aidworkers.net)). Several other AWN volunteers revised it, and it was posted to AWN. However, the version you are reading now has been *greatly* revised over the years by the original author (me). It is also the last version; I am no longer updating it.

**The document is meant to provide very basic guidelines for small NGOs in the developing world regarding fund-raising, and to point to other resources for further information. 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 small CBOs & NGOs in developing countries, collectively, 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, concerns about corruption 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: Things You Should NEVER Do

- Send a generic email asking for partnerships or funds to various people and organizations. If you cannot take the time to tailor each and every email you send out proposing a partnership, and you cannot take the time to research each and every prospect per the guidelines in the document you are reading now, why should a potential partner or fundraiser take the time to read that email - or fund your NGO?
- Send out information riddled with spelling errors. If you don't know how to spell check a document, you are telling potential supporters you don't know how to do very basic quality control – and that includes not being able to handle monetary gifts.
- 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 want to hear about your accomplishments.
- Write me and ask for money. When I get such an email, I know you have NOT read this document. I
- Give up. 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.

## **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 at all (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.

As noted earlier, the first impulse of many CBOs or NGOs seeking funding is to request the contact information for possible funders, and once received, to write immediately, sending the same email to the potential funders, stressing how desperately funds are needed. Not only does it rarely attract funding, it can turn funding sources against the NGO altogether.

Instead, **the activity to start with for successful fund-raising is networking**: establish relationships, formal or informal, with other local NGOs and 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 agencies and institutions and ask about your organization, their answers should 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 it's 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, identify:

- local reporters or local media outlets (newspaper, radio, etc.)
- large employers in your area
- local UN offices (UNDP, UNICEF, UNESCO, ITU, UNIFEM, etc.)
- local offices for International NGOs with excellent reputations with donors, such as OneWorld, Save the Children, Oxfam, World Vision, MercyCorps, and Doctors Without Borders (this is by no means a comprehensive list)
- local CBOs and NGOs, and an association of NGOs or an NGO center in your country and for your country's NGOs
- 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

Meet face-to-face with these people, whenever possible, and more than once. **Do NOT ask for money at these meetings.** You are meeting them only to let them know what your CBO or NGO is doing, and to hear about what THEY are doing. 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. Ask them about their work as well, and LISTEN. Also, invite representatives of these other organizations to visit your organization and see your work first hand -- invite them more than once! And 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.

By doing this, you will lay the groundwork for future 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.

If your CBO or NGO can't undertake these very basic networking activities, many potential funders will feel that your organization cannot handle basic management/governance and, therefore, 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?

### **Even More Credibility-Building**

The aforementioned networking tips should help build up the reputation of your CBO or NGO, and don't cost anything except your time. 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, 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! 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, what happens? Does your organization's web site come up (if you have such)? An online document by an international NGO or UN agency that references your organization? A newspaper article highlighting your organization's work? 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, 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.

HOWEVER, 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, what comes up? Is your executive director's online profile on FaceBook or 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, or personal photos and links? It's fine for staff to engage in 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 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 eldis.org, developmentgateway.org, and comminit.com, such as a report about your experience increasing the number of women participating in an activity, about how you used local radio to deliver a message, your experience involving local people in your organization's decision-making, how you won-over someone who was initially hostile to your efforts, etc. If you involve volunteers, write about how they help your org (especially how they help those you serve, NOT how they save you money). Doing these activities even just once every year will help greatly expand your online reputation and visibility, 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 (there should be NO advertising on your web)
  - 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)
  - content-rich, with complete contact information for your organization and a physical address, a summary of what your org does, a list of results your org has attained, a list of your staff and their credentials, a list of your board of directors, and a summary of your organization's budget (what do you spend money on?)
  - well-designed: simple and without lots of cumbersome or flashy graphics, and accessible via different web browsers (and, perhaps, to mobile phones as well, if you have the resources to design such)

- 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. 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, just as a survey of your staff or clients, as such will add to the appearance of your organization as transparent and credible to anyone investigating your organization for such.

Again, 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 -- three 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.  
<http://www.afpnet.org/Ethics/IntlArticleDetail.cfm?ItemNumber=3681>
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. 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 organizations 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

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:

<http://www.ingoaccountabilitycharter.org/read-the-charter/principles/>

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/resourcelibrary/G3-English-NGO-Sector-Supplement.pdf>



## **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 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 CBO or 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 (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: 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. 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, 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.

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:

- 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 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 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 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 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](http://www.onlinevolunteering.org), a free service from the United Nations Development 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
- etc.

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](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/>

The Development Gateway

<http://www.developmentgateway.org/>

Department for International Development (DFID) - UK Government

<http://www.dfid.gov.uk/pubs/>

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 UNIFEM web site to see if they have free publications that can help your organization: <http://www.unifem.org>

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

Let me say this again: ***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.

### **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! 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 CBO or NGO'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!

## **Finding Donors & Making Contact**

It can't be stressed enough -- all of the aforementioned 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). 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? These are all potential funders for you. 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.*

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.

### **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.

The document frequently names web addresses (URLs) - however, these change frequently. If you try a URL and it no longer works, try typing in the address to [www.archive.org](http://www.archive.org); or try typing in the organization or resource name to [google.com](http://google.com) to find the new URL.

### **Beware of Fund-raising 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.com](http://google.com) or phone books to find the location and legitimate phone number of the company or office. Call the number and ask to speak with the community affairs office. Tell this 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 at your organization of this situation, and re-affirm the proper procedures for fund-raising.

### **Ethical Principles for Fund-raising**

How your organization engages in fund-raising 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 ethical principles for fund-raising:

#### **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 fund-raising 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 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.

<http://www.afpnet.org/Ethics/IntlArticleDetail.cfm?ItemNumber=3681>



## 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 fund raising for nonprofit organizations, non-governmental organizations, community organizations, etc. These resources affirm what is here in this document that you are reading now, as well as adding much more detailed information about various steps in successful fund raising:

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:

[http://www.iwtc.org/cd\\_finance/66\\_fnd.pdf](http://www.iwtc.org/cd_finance/66_fnd.pdf)

The Global Development Research Center is a virtual organization, and offers the NGO Cafe, which offers advice regarding writing proposals, finding sponsors, and creating strategies to address specific fund-raising challenges. It also has sections on NGO accountability and credibility that you MUST check out:

<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 periodic fund-raising.

<http://www.synergos.org/knowledge/>

The National Minority AIDS Council in the USA offers free "Organizational Effectiveness Series" manuals in PDF to download. They include advice on grant writing, as well as other areas that affect abilities to attract funding: board development, fiscal management, needs assessment, volunteer involvement, strategic planning, audits and more. These are focused on organizations in the USA, but most are easily adaptable for work in other countries.

<http://nmac.org/publications/>

Also available in Spanish

The Innovation Network ([www.innonet.org/](http://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, which is defined as the building of valuable contacts and networks, and garnering the interest, support and in-kind contributions of people important to your organization: [http://women.telecentre.org/?page\\_id=399](http://women.telecentre.org/?page_id=399)

CIVICUS ([www.civicus.org/](http://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. In English, Francais, and Español.

Nonprofit fund-raising and Grantwriting from the Free Management Library by Carter McNamara, [http://www.managementhelp.org/fndrsng/np\\_raise/np\\_raise.htm](http://www.managementhelp.org/fndrsng/np_raise/np_raise.htm)

This web site is focused on nonprofit organizations in the USA, but the advice is easily adaptable to NGOs anywhere. It offers advice and links regarding fund-raising fundamentals, evaluating your organization's fund-raising readiness, elements of a successful fund-raising plan, undertaking a fund-raising feasibility study, evaluating strategies, the board's role in fund-raising, registration for fund-raising, proposal writing, online fund-raising, fund-raising software, and hiring fund-raisers.

Eldis – fund-raising resources

Elidis is an extensive online library of a variety of resources. Go to the search window and type in fundraising for links to various publications from many different publishers and authors. If a URL no longer works, type the name of the publication you are looking for into Google.com, or the ULR that no longer works into archive.org

Fundraising for Change: A Practical Guide for Women's Rights Organizations

Global Fund for Women, August 2005. Especially designed for first-time fundraisers and for women's groups in developing countries.

English:

<http://www.globalfundforwomen.org/cms/images/stories/downloads/Handbook2007.pdf>

Español:

<http://www.globalfundforwomen.org/publications/fundraising-handbook/spanish/1-intro.html>

Français:

<http://www.globalfundforwomen.org/publications/fundraising-handbook/french/1-intro.html>

Association for Women's Rights in Development (AWID)

Various publications re: funding women and girls' organizations

<http://www.awid.org/>

Publications include: WITMs Compilation of Resource Mobilization Tools, First Fundher Report, Financial Sustainability for Women's Movement's Worldwide, FundHer Brief: Money Watch for Women's Rights Movements and Organisations, Where is the money for Women's Rights- survey results, Funding to find HIV/AIDS through the promotion of Women's Rights: A case study from South Africa, Money for Women's Rights in the Middle East and North Africa.

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.ired.org/modules/infodoc/cache/files/worldwide\\_fundraisers\\_handbook.pdf](http://www.ired.org/modules/infodoc/cache/files/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](http://www.tgci.com)) and the Council on Foundations ([www.cof.org](http://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 even a small fee for your services, or a fee for certain more advanced services?
- Should you be charging even a small 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? 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 language of the paper 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 Development Marketplace toolkits, developed by the World Bank. Resources include helping you market your message, measuring outcomes, and social entrepreneurship.

<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 and wants to fundraise on your NGO's behalf.

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 to avoid this problem 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. The volunteer will have to complete and file the necessary government paperwork in his or her country, to set up an account at a local banking institution in his or her country for the organization, and to adhere to his or her country's laws regarding the transfer of funds from this organization to your NGO. Require the volunteer to submit regular financial reports to you regarding money raised, and you should submit regular financial reports to the volunteer so he or she can see how you are spending money raised for your NGO. This arrangement makes individual donors most comfortable in giving to a foreign organization, but it means you must have a *very* trusting relationship with the volunteer, knowing he or she will provide full, detailed reports of all funds raised. If the volunteer is in the USA, ask him or her to use Razoo ([www.razoo.com](http://www.razoo.com)) or Change.org ([www.change.org](http://www.change.org)) for all donations, so that donation accounting is fully transparent.
- 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. Many individuals are uncomfortable donating to an 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.
- The volunteer can encourage individual donors to send money directly to the organization via a money wire service such as Western Union. Many individuals are uncomfortable donating to an organization this way, as they worry the NGO might actually be a scam; however, this releases the volunteer from any responsibility actually handling money.
- You can set up an account on Paypal, and the volunteer can encourage individual donors to send money directly to the organization via this account.

If individuals in other countries are looking for fundraising activities to do on your NGO's behalf, you first need to make sure they have read the guide you are reading now completely, and that they understand 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 need to make sure these volunteers fully and completely understand your NGO, as well as the ethics of fundraising. You need to have a very trusting relationship with any volunteer in another country that will fundraise on your NGO's behalf, 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 also have to have an agreement with the volunteer beforehand, 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 for such expenses? Make it clear *before* any fundraising starts if you are, or are not, willing to cover such expenses!

For a volunteer in another country who wants to fundraise on your NGO's behalf, he or she could:

- work a series of jobs in the informal sector (walk dogs, pet sit, provide child care/baby sit, do yard work for neighbors and friends, etc.) and have payment for the volunteer's services sent to the NGO instead of being given to the volunteer (see previous page). The volunteer should tell clients why he or she is working these jobs, about what the NGO does, etc.
- have a garage sale and ask friends, relatives, neighbors and others to donate items for the sale. He or she should make large signs at the garage sale that say money is being raised for the NGO, and have flyers with the URL of the NGOs' web site and basic information.
- sell items on eBay. The volunteer can ask friends, relatives, neighbors and others to donate items for the sale.
- send emails and post messages to FaceBook and other social networking sites, reaching friends and family, about the NGO, what it does, what donations pay for, and how to donate.
- make a presentation at a local community of faith (church, temple, mosque, etc.) or an ethnical society about the organization, and then "pass the hat" for donations or provide information to attendees on how to donate directly to the organization.
- turn a birthday party into a fundraiser for the NGO. Ask in the invitation that, in lieu of gifts, people make donations to the NGO.
- host a party, cookout or reception at the volunteer's home, invite his or her friends (and encourage them to invite *their* friends), and show a film or documentary, and/or serve food, relating to the country where the NGO is located. In the invitation, the volunteer should note clearly that this is a fundraiser for the NGO and that he or she is asking for donations; the volunteer should NOT wait until the party, cookout or reception to tell invitees that they have been invited in order to ask for donations.
- hold a fundraiser at a local bar or pub. The volunteer doesn't have to rent the facility; he or she can simply ask the bar if there is a slow day or night that he or she could use as a fundraiser for the NGO. The volunteer can ask a band or friends who sing to provide entertainment (with permission from the bar owner or manager), create a big wall display about the NGO, have information to pass out about the NGO, and make a five-minute speech before and in the middle of the event saying what the event is about and how people can donate to the NGO.

Ask the volunteer to take pictures at any of these activities or events he or she undertakes and to share them with you via Flickr.com or some other photo-sharing web site.

The NGO should require that the volunteer provide a detailed financial accounting of all funds he or she spends to make any of these activities happen, and how much money he or she raised for your

organization (if he or she handled donations, rather than donors sending them directly to your organization).

Thank any volunteer who undertakes fundraising or awareness activities regarding your NGO! Thank him or her on your NGOs web site, on your Facebook or GooglePlus page, via Twitter, with a Skype or iVisit call, and/or with a postcard sent from your country.

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 both the volunteer's and the corporation's or business's time - and could even lead to misunderstandings or poor publicity for your NGO, making it more difficult to fundraise in the future.

### *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](http://www.globalgiving.org)) or GlobalGiving UK ([www.globalgiving.co.uk/](http://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.

Can a volunteer in another country, such as the USA, form a nonprofit or foundation to benefit your NGO? Yes, but because this is a complicated legal process, and because of the ever-changing anti-terrorism laws that affect how NGOs may or may not fund organizations abroad, I am not offering advice on how to do that – it is beyond my area of expertise.

## **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.

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, hoping to get money, leading to some potential funding organizations to write the author and asked to be removed from this resource. Many organizations write me, just because my contact info is on the cover of this document – I am NOT a foundation!

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 organization's 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.

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](http://www.archive.org).

AiDA (<http://aida.developmentgateway.org>), also known as The Development Gateway (<http://www.developmentgateway.org/>) Funding is *not* its focus, so do NOT write AiDA with funding requests; 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.

Asian Development Bank ([www.adb.org](http://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](http://www.comminit.com), and tick the "fundraising" box on the right side of the page.

National Endowment for Democracy (NED)

[www.ned.org](http://www.ned.org)

Makes direct grants to hundreds of nongovernmental organizations worldwide working to advance democratic goals and strengthen democratic institutions.

#### The Foundation Directory

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

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.fundsnet.com](http://www.fundsnet.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. Use his blog posts to identify potential funders, then follow the guidelines detailed in this guidebook to reach those potential funders.

#### 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)

<http://www.bridge.ids.ac.uk/jobs-funding-events-and-training>

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.

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.



## **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](http://www.archive.org).

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### **Worldwide or Multiple Regions**

International Research & Exchanges Board-IREX ([www.irex.org](http://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](http://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](http://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://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.

SANGONeT Portal ([www.sangonet.org](http://www.sangonet.org))

Has information on grants, awards, calls for papers, fellowships and scholarships, most focused on South Africa.

Funding Site ([www.thefundingsite.co.za/](http://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 (<http://www.info4africa.org.za/>)

From info4africa

## **Asia-Focused Databases & Granters**

Asia-Pacific Philanthropy Consortium - APPC-IC ([www.asianphilanthropy.org/](http://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.

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**

Westminster Foundation for Democracy ([www.wfd.org](http://www.wfd.org))

Foundation Jean Jaurès ([www.jean-jaures.org](http://www.jean-jaures.org)) (in French)

Alfred Mozer Foundation ([www.alfredmozerstichting.nl](http://www.alfredmozerstichting.nl))

Fondation Robert Schuman (France) ([www.robert-schuman.eu](http://www.robert-schuman.eu))

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](http://www.archive.org).

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CSR Europe ([www.csreurope.org](http://www.csreurope.org)) - European business-to-business network for Corporate Social Responsibility.

European Foundation Centre-EFC ([www.efc.be](http://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.

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.

Prince of Wales Business Leaders Forum ([www.princeofwales.gov.uk/index.html](http://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 (<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.

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](http://www.archive.org).

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### **South America-focused Databases & Granters**

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

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

### **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/](http://www.cemefi.org/))  
the Mexican centre for philanthropy.

Council on Foundations ([www.cof.org/](http://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/](http://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](http://www.google.com), such as:

- grants for civil society development Africa 2008
- grants for HIV education Asia 2008
- funding for small business development Eastern Europe 2008

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 - 16 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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