

An Introduction to Fundraising

Aim: This document has been produced to provide an overview of fundraising, what it is, what it involves, how to assess your organisations readiness to fundraise, the role of the fundraiser, an introduction to the motivations of the funder. It also covers the fundraising process and how to produce a fundraising strategy.

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Section 1

Why Fundraise ?

Fundraising is vital for the sustainability, development and success of all non profit organisations.

Survival:

Every organisation needs money to survive. Your organisation should have a clear idea of where the money is coming from in the long term.

Expansion and development:

If you are raising your own budget, you can direct where, how and when your organisation will expand and develop. You should therefore not have to compromise your programmes of work due to a lack of funds

Reducing dependency by diversifying your funding sources:

Many organisations are funded by one or perhaps a couple of major donors. This can put the organisation into a state of dependency. If one of the grants is withdrawn, this could create a financial crisis. And it may be difficult for your organisation to determine its own agenda when it constantly has to adapt to the priorities of the donor organisation. Broadening your fundraising base by bringing in other donors and by generating other sources of income will reduce this dependency.

Fundraising is the art of getting people to give you what you want, when you want, for an identified purpose

Section 2

Ethics, Accountability and Image

Ethical Fundraising - Principles of Good Practice

Since your organisation is based on ethical concerns - ethics play a part in your income and you can reserve the right to return or refuse donations which might be regarded as compromising your organisations values and integrity. Once you accept a gift from a donor, your organisation's credibility becomes closely linked to theirs.

It is a good idea to discuss and agree broad guidelines of an ethical donations policy within your organisation.

Reasons your organisation may refuse a donation could include;

- the money is associated with criminal sources,
- the donor's objectives are entirely opposed to those of your organisation,
- receipt of the donation would lead to a decline in support for your organisation,
- ...and could be shown to result in a fall in the resources available to your beneficiaries.

Comprehensive research will ensure that you understand the background of all potential donors before you approach them for funding. It is better to do this at the outset, than have to return donations.

Accountability, Transparency and Reporting

Ensure that you maintain accountability to the donors and supporters you propose to raise money from. You will need to make sure that you spend their money in line with what you have told them you will do with their support. You will need to be transparent about your work and keep them regularly informed. You should try to send them clear and detailed reports and a copy of your annual accounts. A good website and an e-newsletter are good ways of reporting back. If things do not go according to plan make sure you let the funder know, do not try to hide things from them. Always ensure that you also meet the donors reporting requirements as discussed in your original agreement.

Your Organisation's Image

All organisations have an image. Whether your organisation's image is something you planned and designed or something you left to chance, it exists.

You can simply leave your image to chance, but to really help your fundraising activities you should start to develop your image into a strong brand. This does not mean investing

millions of dollars on a coca-cola style marketing campaign. Put simply, developing your brand involves;

- Promoting your vision and mission in every communication
- Clarifying your key messages and sharing them at every opportunity
- Understanding your key audiences
- Ensuring that every member of your organisation understands and can communicate your brand

Above all, developing your brand is about consistency, clarity and coherence.

Very basically, your brand is how people think about you, both internally and externally. You can therefore decide at the outset, based on your vision and values, how you would like to be perceived. For example; kind, effective, caring, professional, credible, rational, brave, bold, pioneering?

Use these values to determine how you phrase your communications, what key messages you employ, and even how you engage with supporters.

Use of images (photo and other illustrations of your work)

The photos, pictures and images you use to represent your organisation can have a lot more impact than you may realise. This is especially true as your fundraising activities increase and your organisation becomes better known.

Use your brand to determine what kind of images you will use, but do also bear in mind that, as animal welfare organisations, you will regularly come across shocking stories of cruelty. How you represent these cases to your funders is important for how your organisation will be perceived by donors generally.

Presenting the full and shocking images could lead to people responding to the shock and not the message, you could also alienate potential donors, who will be upset and not inspired by these shock tactics. However employing only soft, cuddly images of animals is not necessarily realistic or effective either.

You should also be realistic about what is happening. Your images should represent the true situation. You also need to decide what you actually want to achieve with the image. Do you want people talking or long term donors?

The image needs to demonstrate the need, and tie in with the specific ask you are making. Do not make the situation seem hopeless, nor make it seem that everything is under control or underplay the situation.

In order to decide how you will represent your organisation through your images, think of your brand and be consistent.

First and foremost, you should get to know your audiences, understand who you are appealing to, and understand the culture.

Section 3

Are you ready to Fundraise?

Fundraising is important for your organisations success – and your organisational capacity is important for the success of your fundraising. Fundraising should not be ad hoc, or something done when you run out of money, it should be ongoing, systematic and sustainable.

Successful fundraising will need:

- A robust and up-to-date organisational plan
- A clear mission
- An inspiring vision
- SMART goals and objectives
- Engagement and support from all volunteers, staff and board members and trustees

Fundraising is not simply about asking for money. Successful fundraising requires:

- Good Communication
- Accountability
- Trust
- Credibility
- A positive and inspiring image
- Developing your fundraising tools and techniques

Recap:

Your **vision**: This is the ‘big picture’ image of what your organisation and, therefore, your fundraising initiative are designed to achieve. It should be broad yet focused. E.g. A world where animal welfare matters and animal cruelty ends (WSPA).

Your **mission**: This should articulate why your organisation exists and how you will achieve your vision. E.g. To advance the wellbeing of farm animals worldwide (Compassion in World Farming).

Your **values**: These show how your organisation conducts itself in achieving its mission. A single sentence or phrase which sums up your organisation will help people inside and outside the organisation focus their minds on the way you operate.

Your **organisational plan**: Your organisational plan (or strategy) outlines how you plan to achieve your mission and ultimately, your vision step by step. It displays the progress you are making and clarifies your direction.

Your **USP**: Unique Selling Point. Many other organisations may be working in a similar field to you. They may even be working in the same geographical area or with the same set up. What you need to make clear to potential donors is what makes your organisation unique?

Through your successful fundraising activities, your organisation will become more accountable, sustainable, independent, visible and stronger and you will be better able to communicate your goals and objectives.

Take this **quick quiz** to check how ready for fundraising your organisation is:

- Do you have a clear target for what you need to raise in order to achieve your goals and objectives?
- Is there someone in your organisation, paid or volunteer, who is able to devote at least three hours a day to fundraise?
- Do you have up-to-date mission and vision statements for your organisation?
- Do you have a strategic plan for your organisation?
- If you asked staff and board members to state your organisation's mission and vision statements, could they all do so, and would all their statements match?
- Do board members understand the importance of fundraising for the organisation?
- Does every one of your board members help raise funds for your organisation?
- Can you list the key markets or audiences for your services?
- Do you know how each of your audiences would describe your organisation's image?
- Is every one of your staff and board members committed to and enthusiastic about your organisation's mission and services?
- Do you have resources earmarked especially for fundraising?
- Do you have collaborative relations with other nonprofits?
- Is your technology up-to-date?
- Do you keep in regular contact with the media about your organisation and its events?
- Do you have good relationships with corporate leaders in your community?
- Do you have up-to-date versions of at least seven of the following materials describing your organisation?

Brochure	Marketing Piece	Direct Mail
Letter	Special Events Invitation	Newsletter
Newspaper Clippings	Press Releases	Annual Report
Case Statement	Wish List	Video
Slide Show	Public Service Announcement	
- Can you name everyone who gave to your organisation more than once last year?
- Are your accounts audited? What is your annual fundraising target?
- Do you have administrative systems in place?

HOW DID YOU DO?

Section 4

The role of a Fundraiser

The fundraiser is the link between a human being's aspirations for the world and the means of making them come true. The fundraiser's job is to share their ambition with people who may help them to achieve it.

Your ambition + meeting a funder's ambition = a partnership of equals

To be a good fundraiser:

Be passionate about your work

There is a saying in fundraising that 'people give to people'. We give to other individuals who show passion and energy and commitment, which in turn inspires us and connects us to their work. If you communicate your genuine belief in your organisation then others will respond positively. If you are feeling de-motivated, don't try and fundraise – spend time with the animals, your service providers, or service users, this will re-energise you.

Be clear about what you need

Of course you need more money, but for what exactly? If someone asked you today how they could help would you have a clear list of things you need money for? Would you be able to give a range of needs (and costs) depending on who was asking?

Are you clear about what difference you make in your work?

People usually give to organisations because they want the world to be a better place in some way. How will what you are doing make the world a better place? Can you communicate that to other people?

Start with your existing donors..

Your best prospects for funding are your current donors. You can also ask them to introduce you to their friends and contacts. Develop long term relationships with your donors.

..Then reach into your community and then gradually move further a field

Next, you should start talking to the people you know in your local community, in your faith group, perhaps your circle of family and friends. See if you have any support there first, and then gradually think of talking to other faith groups, local businesses, and other community organisations. Apart from anything else you will build up your skills and confidence in talking about your work around people you feel comfortable with.

It's all about communication

Practice talking to people. Could you explain in three minutes why your work matters and ask for help? Can you write a friendly, warm and factual letter that communicates the same ideas and feelings? For any written material you create get friends or colleagues to read it through and ask how it makes them feel. It should feel inspiring, moving, and convincing,

not intimidating, accusatory or unclear.

You need to reach people’s minds and hearts (and wallets)

What you are saying to people about why they should give money should make sense logically “I can see that this organisation is sensible, they will use the money well, I can understand that their approach will work” but also move people emotionally “I feel very upset when I hear about this animal suffering, but I feel happy and inspired at the idea that we can change things if I help”.

Don’t forget to ask for help

You have found someone who likes your work, you have inspired them with your conversation, or your letter – so don’t forget to ask for help! You need to say, as directly as you can, “You can help us if you give us...” How strongly you should ask will depend on the situation – but you will be best placed to know what will feel appropriately forceful without being too aggressive.

You don’t always need to ask for money

You might be more in need of office furniture that a company might donate, or of a volunteer to do office work for you once a week. People and organisations that start by giving to your work in other ways are more likely to end up giving financially too.

Say THANK YOU as much as you can

When people are generous you should be very appreciative – make them feel really good about their decision both when they give and later on as well. Perhaps after the work they funded is finished you could write and say what a difference they made. They are far more likely to help some more.

Lastly, enjoy yourself

Remember it’s all about finding like-minded people who believe what you’re achieving is worthwhile. That process of engaging with others and inspiring them about your work can actually be good for you too – it could boost your confidence and give you a renewed sense that real change is possible in your community or country.

Building fundraising income takes time – it is unrealistic to expect a fundraiser to immediately save an organisation from financial disaster!

Section 5

Why do people give?

Traditions of giving exist in just about every culture. Every religion promotes giving. Understanding why people give will help you to gain their support.

Broadly, motivations are:

- Long term impact
- To make the world a better place
- Self interest
- Pride of association
- Involvement and belonging
- Immortality
- Financial (tax) benefits
- Guilt
- Hard to say 'No'

Carrying out research before you make *the fundraising ask* will help you to identify possible motivators of your potential funders. You can then shape your appeal accordingly. You may also try some market research or hold focus groups. It is important to remember that as already mentioned donors need to feel a connection with your organisation's mission and vision, as well as with the person doing the asking.

'Donors don't give to institutions. They invest in ideas and people in whom they believe.'
G.T. Smith

Why do people not give?

- They don't connect with the person asking
- They have heard negative press about the organisation concerned
- They forget
- They don't believe they can make a difference
- They are muddled about what they are being asked to do
- No-one asks them!

'In good times and bad, we know that people give because you meet needs, not because you have needs' Kay Grace

Whatever the motivation to give, your supporters will demand accountability. They will want to know what the impact of their donation was - how was their gift put to use? Openness about your long term plans and goals and honesty is vital in your communications with donors.

The Case for Support

This is the presentation of information about why you need money (or time), that will effectively motivate a donor to support your cause. This document will help you focus your organisation on what you need to raise funds for and why.

Points to include:

- Who are you, an organisational summary
- What are the goals of this project, what is the background and the need: the WHY?
- An achievable aim: the general WHAT?
- Objectives and activities: the specific WHAT? HOW and WHEN?
- Monitoring and evaluation: the evidence
- A budget: How much money are you trying to raise? Over what period of time are you attempting to raise the money?
- Who else is contributing?

Relate to donors – think about;

- Why is the appeal important and urgent?
- What will happen if this appeal for support fails?

Remember to always be concise, coherent, urgent and motivating

In detail:

Background and need: the WHY?

- Justify the project
- Why has this need arisen?
- How do you know?
- Can you demonstrate this independently – where's the science?
- Why is it important to meet the need and what might happen if you don't?
- What is the scale of the animal welfare problem?

An achievable aim: the general WHAT?

- What is this project going to achieve?
- Think in terms of a donor – what will I get for my donation?

Objectives and activities: the specific WHAT? HOW? WHEN?

- Detailed plan of action
- Be SMART – Specific, Measurable, Achievable, Relevant and Time-based

Monitoring and Evaluation: the Evidence

- How will you measure and report on achievement of your objectives?
- Who will do this?
- What are their credentials?

A budget

- A short description: how much in total, how much have you got so far and what do you need?

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- Back this up with a separate, full budget
- Don't ask for too little
- Do include full cost recovery (and those hidden costs such as staff time or core costs)
- Make sure it fits the project

What else does the case for support need?

- Make it look good
- Use case studies
- Use photographs

Final check – work backwards and think logically

- Check the budget. Is everything in it in the proposal and vice-versa?
- Do the activities clearly lead to achievement of objectives?
- Do the objectives fulfil the aim and work towards the goal?
- Does this meet the need?
- If yes, you have a good case for support

See the end of this document for an example Case for Support.

Section 6

The Fundraising Process

Where do you start?

Firstly you need to **define your needs** and aspirations (your vision and your mission) as well as your *case for support*.

Secondly, you need to **identify your potential funders**. Please see the guides about different sources of funding which will take you through all the various funding opportunities you may find, and how to engage these potential donors. In each case you need to start with thorough research, through the internet, through your network, through newspapers and any media, not only to make sure that you make the most appropriate and effective ask, but also to protect your own organisations credibility.

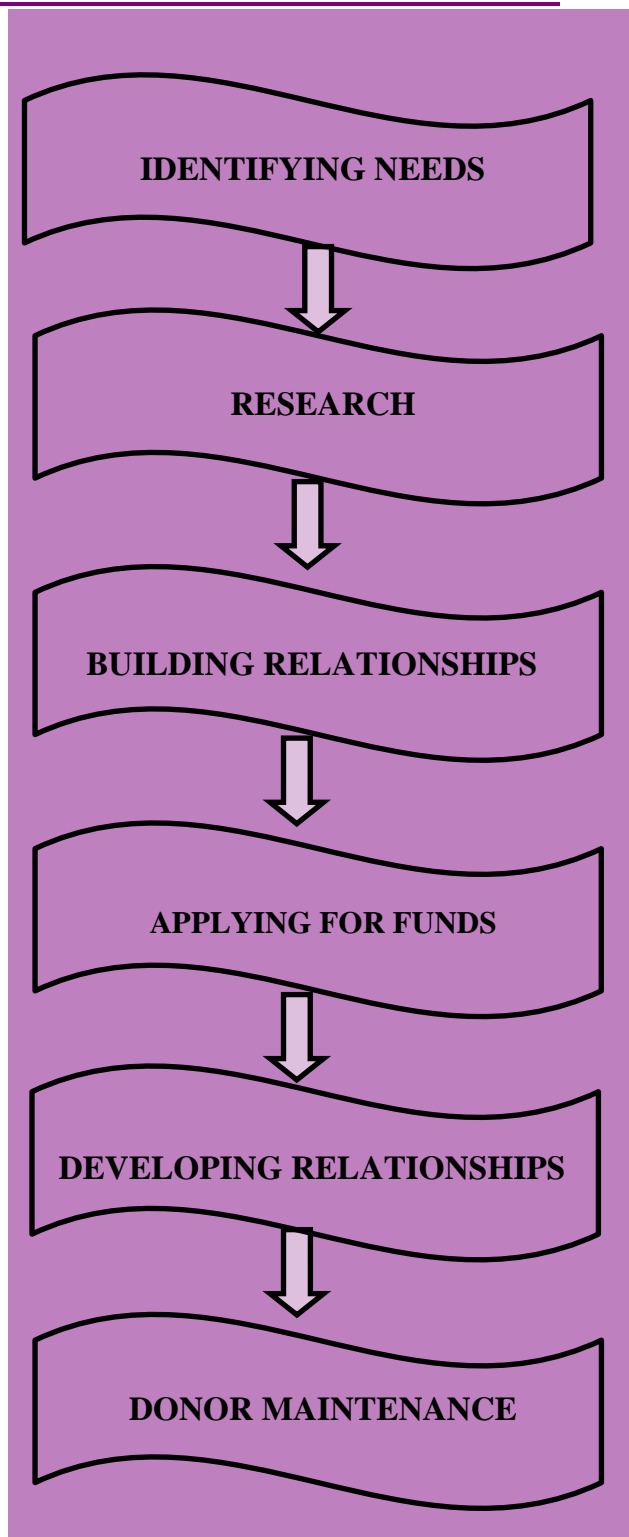
Thirdly, you begin the process of **building relationships**, also known as stewardship. This is how you communicate with your potential donors to ensure that they have the best possible donor experience with your organisation.

Now you **make the ask**, whether through a grant application, a face to face meeting or a mailing appeal etc. If successful process the donation.

Next don't stop! **Keep developing these relationships**. Stay in regular contact with your new donors.

Finally make sure that you are storing all the information regarding each donation (subject to your own countries data protection laws) around not only the financial records, but the information offered by the donors themselves and their motivations to give. **Keep up a comprehensive relationship database** even if it is just a paper file.

The fundraising process should become integrated into your organisation. It is not a separate activity carried out by a single individual.

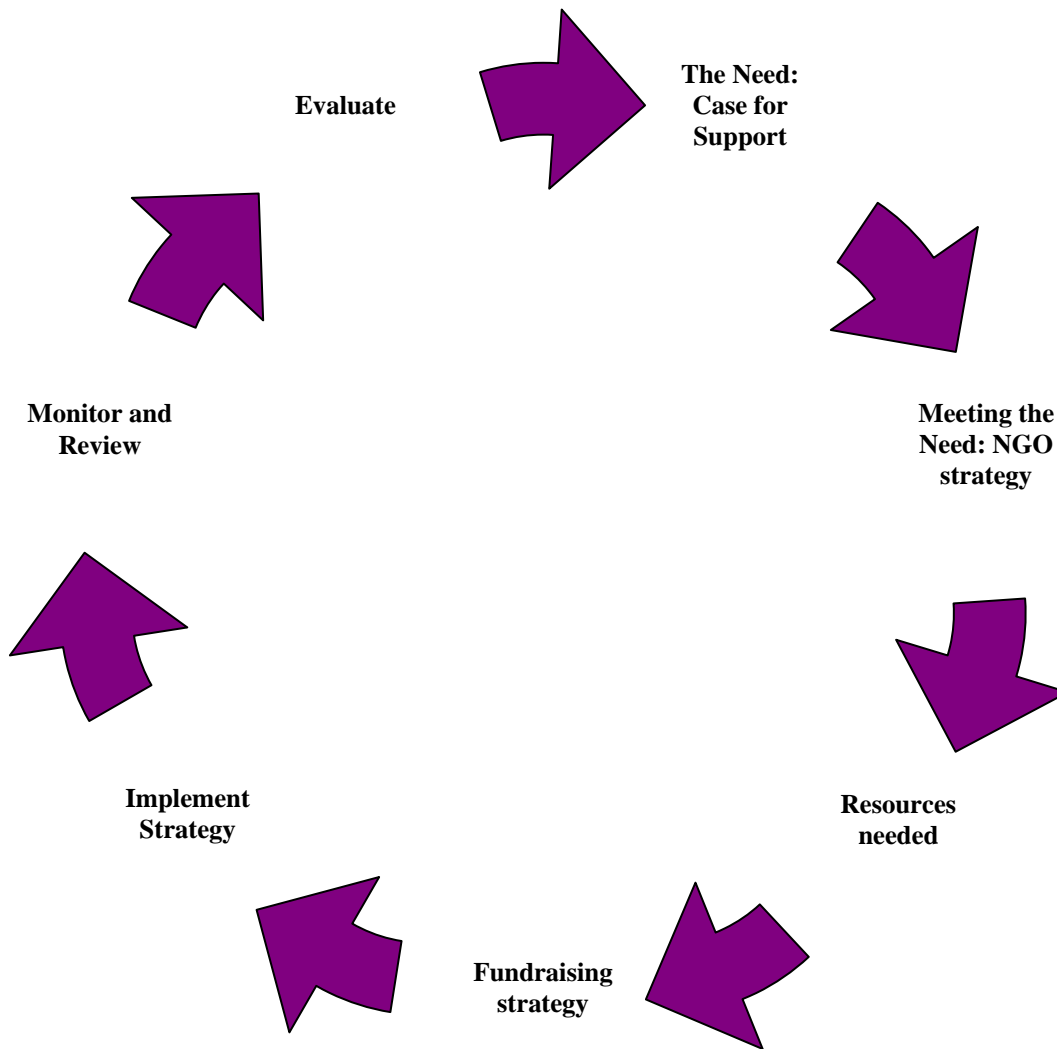


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The Fundraising Cycle

This cycle is used to help describe the fundraising process.

It gives you the big picture of your fundraising, starting with defining your need and your document outlining your need, how it will meet your organisational objectives, what you need to carry out this project and meet this need, putting it into your fundraising strategy, implementing your project, monitoring and reviewing (and amending) your project(s) through to the evaluation stage.



Section 7

Networking and Databases

Networking

Attending external workshops and conferences, if you have the budget, is a good way to network and receive fundraising training. WSPA can recommend and help you to identify fundraising training and support near you.

Are there any good publications or resources that provide information about donor agencies in your area? For example, foundations, embassies, small grants schemes, local and central government funding.

Do you have a national association of voluntary organisations or business networks? Membership organisations such as Rotary clubs could also be good sources of funding. Religious groups and local places of worship can play an important role in your fundraising, remember to include these groups in your networking.

Databases

Keeping an up-to-date supporter database will be invaluable to your fundraising appeals. You need to store information such as your supporter names and addresses, their donation history, and any information you have about what they responded to and why.

As your relationship grows with each supporter, you can add any relevant information to their record. For example, how often they would like to be communicated with, whether they prefer your adoption appeals or your education work, or even their birthday.

You will need to check any laws in your country around data protection and make sure that you comply with these.

See the document [Fundraising from Individuals](#) for more details about caring for your donors.

Do not forget that the relationship between the donor and your organisation should be seen as an equal partnership.

Section 8

Introduction to Funding Sources

In your fundraising planning you will need to identify the different types of costs that your organisation has, and then try and tailor appropriate fundraising tools and techniques to fundraise for these costs.

Projects

Operational and minor capital costs
Major capital projects
Scholarships and endowments
Friend Raising and minor fundraising

Fundraising Techniques

Annual giving and matched giving
Capital appeals and major gifts
Bequests and other planned giving
Special events

Annual appeals and annual giving:

These can cover operational and minor capital costs, such as the running costs of your organisation. This is unrestricted funding from a calendar of events, selling merchandise, and any other unrestricted gifts you receive. The annual appeal is usually made up of smaller donations. It is vital for your organisation that you do plan for this funding, as funding ongoing projects, or paying for your organisations rent for example can be difficult funding to source.

Capital appeals

Are covered later, but these are your big, high profile fundraising campaigns. Perhaps an educational centre or a new vet clinic. You would work with a diverse funding base for these appeals. They can be attractive to Major Donors and companies, as they may well want to be part of something dynamic, new and high profile!

Scholarships and endowment

They refer to donors who maybe do not want to donate to an actual building of a vet clinic but may want to give to a scholarship fund to help finance future students, or give to an endowment fund, which will help the long term financial security of a project.

Friend raising and minor fundraising

Covered in detail in these guidelines, this refers to your engagement and relationships with your supporters and how you involve them in your organisation.

Your main sources of funding

Individuals
Companies or Businesses
Foundations
Statutory / Government
Earned Income

Section 9

Producing a fundraising strategy

Your fundraising strategy is a written statement of how you intend to fund your work, as outlined in your organisational plan. It will provide the framework for all fundraising activity in your organisation over the specified period of time.

Your strategy will be unique to your organisation, these are simply guidelines. Your finished fundraising strategy will ideally be flexible and workable. It is not a rigid document to be followed to the letter, but nor should it be filed away and ignored.

Why is it important?

Your strategy offers your organisation continuity with your fundraising work. The document should be written so that new members of staff can pick this up and understand the organisations fundraising history, the current situation and future aims and objectives, as well as specific fundraising plans. This document will also outline the reasoning behind the fundraising direction the organisation has taken. For this reason the fundraising strategy is also a useful tool to engage all members of staff, board and volunteers. Your fundraising strategy will also ensure a balanced fundraising mix, and better chance that you are exploring all potential areas of funding.

Writing your fundraising strategy

- 1) Introduction: The purpose of the document
- 2) Defining your need: Overview of your organisation
- 3) Your fundraising objectives: Your past and current funding and timescales
- 4) Organisational analysis: Internal and external influences and impact
- 5) Planning: Planning guidelines
- 6) Background to planning: Research, potential sources, mechanisms, preparation
- 7) Summary

1. Introduction:

This fundraising strategy is a written statement of how your organisation intends to fund its work. The contents are based on your organisations mission, vision, objectives and the organisational five year plan.

It is aimed to support the organisations five year plan and enable this organisation to achieve its objectives by taking the organisation's stated aims and outlining how and where funds will be raised to reach these aims.

Your fundraising strategy should be diversified, balanced and mixed.

2. Defining your need:

Similar to your case for support, this section is where you outline your organisations mission, vision, aims and objectives; why your organisation exists.

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You need to be clear about:

- What you need funds for. What is the need and how do you plan to address the need?
- Why do you think your organisation is uniquely placed to tackle the challenges or problems you want to solve?
- What are the benefits of your actions?
- Does your organisation have credibility? A proven track record?

3. Your fundraising objectives

What are your aims and objectives, your mission and vision for your fundraising?
 Are you fundraising simply to keep going, to expand or to develop the organisation?
 How do you envisage your fundraising portfolio will look in 5 years or 10 years time?

This section should include

- A summary of your past fundraising activities, targets and results:
 Where has your funding come from in the past?
 How sustainable are these sources of funding?
- Your current and ongoing fundraising activities:
 The frequency and value of your donations
 What funding opportunities exist?
 What fundraising are you currently planning or working on?
- Timescales:
 Outline here when any funding is due to run out. You should ensure that you start looking into new sources of funding at least 6 months before it is due to dry up.

Your fundraising target:

	2008	2009	2010	2011	2012
Gross					
Costs					
Net					

You should clearly state here how much you need to raise.

4. Organisational Analysis

This series of strategic analysis will help you to understand your organisations position internally and externally, and help you to more accurately plan and time your fundraising activities. The analysis stage will involve four key aspects namely: PEST Analysis, SWOT Analysis, Competitor Analysis, Analysis of Funding Cycles.

PEST Analysis

- P – Political
- E – Economic
- S – Social
- T – Technological

This analysis enables you to understand your level of operation; are you primarily a local, regional, national or international group? It will also outline the issues that impact your field;

what are the political, economic, social and technological factors that impact, influence or affect your activities and operations?

SWOT Analysis

- S – Strengths
- W – Weaknesses
- O – Opportunities
- T – Threats

Components of the SWOT Analysis are:

Internal Analysis – what are your strengths, weaknesses?

External Analysis - what opportunities are there externally? What are the threats to your organisation and its activities? This is done after the PEST analysis of the overall environment.

Competitor Analysis

It is important to have an idea or know who your competitors are, real or imagined. The key issues you should know are:

- For which funders or funds are they competing?
- Are they operating at your level?
- Among them, who are your main competitors?
- How distinct are they from you?
- Do you have a comparative advantage over them?

Think about

- The way you compete
- The level at which you compete
- Who you compete with

Level of competition

- Brand level
- Product level
- Budget level

Analysis of Funding Cycles

Every funding type and source (e.g. special events, corporate, foundations, donor grants) has its own time cycle. The funding cycle is a product of 3 factors:

- The time a given type or source of funding takes to mature
- The level of funds or investment required
- The rate of returns from the investment of funds

Note that the funding cycle varies from situation to situation and country to country.

5. Planning

This section looks more directly at rolling out your fundraising strategy. Who will be responsible for what, and how will your fundraising be carried out. After completing your situational analysis, you have a basic framework within which you will work in order to meet your mission and objectives. At this point you develop a plan.

Key questions to ask when drawing up the funding plan:

- Where are we at present?
- Where do we want to go?

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- How will we know we are reaching or have reached where we want to go, the way we envisaged to reach there? Key performance indicators, monitoring and evaluation.

For each funding project plan you will need to:

- Identify your new and continuing funding needs (stated by program activity)
- What are your fundraising objectives for your need?
- What source will you target for each activity, new funder or old funder?
- What obstacles or constraints are you expecting to meet in trying to meet your funding objectives?
- What strategies would you adopt to overcome the obstacle or constraint?
- What specific activities do you propose to undertake to secure the resources for each need and objective?
- What is the nature of the resources asked for, e.g. cash, technical assistance, commodity?
- What is the estimated cost of each fundraising activity?
- When do you expect to start and end the activity?
- Who will be responsible for the activity?
- How will you verify whether you are meeting your objectives or not?

Steps in the development of action plans:

- Analysis of Situation
- Choosing the best and most appropriate fundraising option
- Statement of value or ethical policy
- Programming and implementation strategy
- Ownership of the plan and governance
- Timeline and target
- Monitoring and evaluation mechanisms

6. Background to planning

Below are points to consider when writing your plans.

Research

The essence of research in the fundraising process is to get reliable information on the various sources, risks involved, what is needed to effectively target and to enable you to prioritise and choose your potential funder or partner. You have to be very methodical and systematic in selecting sources of information. Some sources include:

- Specialist magazines
- Databases
- Published directories
- Funders own materials such as annual reports
- Consultants
- General media e.g. newspapers, television, radio etc
- Internet
- Personal contacts and colleagues
- Libraries
- Competitor information
- Meeting and business luncheons
- Informal networks

Identifying sources of funding

Your internal and external analysis will help direct which sources of funding you target, they largely fall into the following groups:

- Individuals
- Groups (Membership, Interest etc)
- Local community
- Corporates and Local businesses
- Trusts and Foundations
- Government Grants
- Multilateral Aid
- International and Development Grants
- Service fees (such as veterinary treatments) or commercial activities

As a rough indication of funding breakdowns, on average around 75% of a charities income comes from individuals, around 11% from trusts and grant giving bodies, and only about 5% from companies or businesses.

Fundraising mechanisms

There are various methods and tools that you can employ to reach the above mentioned target audiences. They include:

- Organising events
- Inviting a donor to see project
- Funding meeting or pitch
- Written proposal
- Targeted mailing
- Informal contact

Again your analysis will be vital in exploring which methods will be most effective in order to achieve your objectives. For each, list advantages and disadvantages and score your perception of its effectiveness and risk of failure.

Who will manage and carry out your fundraising?

- Do it yourself
- Use a committee
- Appoint a staff member or a team
- Hire a consultant

Each of the above has its advantages and disadvantages that you need to be aware of depending on:

- The nature of your organisation
- Amount of money to be raised
- Time and energy
- Nature of fundraising itself
- Commitment and nurture
- Credibility

Packaging

Packaging is the process of adapting your needs to the interests of your potential funder and their ability to contribute. Aspects to consider are:

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Target the funder’s interests:

- Targeting should be a creative process
- All funders have their own programmatic and ideological agenda
- Approach funders whose ideas match yours
- Be careful not to accept funding that does not match your objectives
- Above all make sure that your interest are also met

Match their timing:

- Chart the funders deadline dates and decisions cycles and match these to your own planning
- It is also crucial to know when your proposal is likely to receive a more positive response

Pitch according to their guidelines:

- When deciding how much to request, remember that many donors have guidelines on funding levels that they can give
- You may need to start by applying for a modest amount. As you build your relationship with the donor they will get to know your organisation better and may increase their investment.

Maintaining Relationships

In the long term, the key to successful fundraising is to receive repeat funding, gifts and investment. In building a relationship it is important for you to be aware of the following:

- What is the motivation to give?
- Is this motivation to give stable or changing?
- What benefits, returns or reward do they need from their giving?
- Can you meet these returns directly or indirectly?

Resources

- What technology do you have or need?
- What personnel do you have in place or need?
- Office infrastructure: do you have the necessary policies and procedures in place to support your fundraising?
- Do you have a database?

Things to note

Fund givers are people who also need to be appreciated:

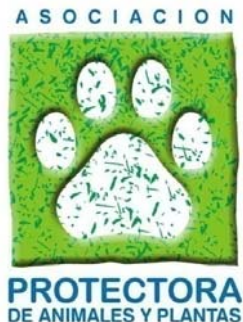
- By funding you, they have risked their reputation on you.
- Remember to acknowledge that they are funding as soon as they give notification of their grant.
- Always remember to say thank you.

7. Summary

This is where you tie together the key points of the document. Do also include here a summary of your monitoring and evaluation procedures to ensure that you will be effectively measuring the success of your activities. Add the more in depth information, for example the analysis as appendices at the end of the strategy.

Appendix: Example Case for Support

Association for the Protection of Animals and Plants of Pereira Fundraising Campaign 2008 - 2009



APAP is a private, non-profit organisation, founded in 1982 with the objective of working for the recognition and protection of animals. With the creation of APAP, a veterinary clinic was opened, which continues to function up until today.

Mission: To work for the protection of animals and the conservation of the natural environment through programmes of education and animal wellbeing.

Values: Diligence, Readiness, Commitment, Responsibility, Consistency, Sensitivity, Confidence, Honesty.

The Problems:

- The illegal traffic in forest fauna, in Colombia as in the rest of the world, is one of the major causes of the loss of biodiversity and the destabilisation of ecosystems. For this reason it is considered an activity prejudicial as much to humans as to the natural world.
- In the city of Pereira, a serious public health problem exists today, because animals which live on the streets and the horses which draw carts are carriers of many diseases which can be transmitted to humans.
- The environment of the city of Pereira is threatened by the faeces of stray dogs and horses, which represent a significant problem for the community. At the same time people's security is put at risk by the possibility of being bitten by a stray dog.
- The intensive rearing of farm animals, under conditions of confinement and stress, cause in the animals many diseases which put at risk the healthiness of people's food.



The Solution:

- Adoption programme: APAP responds to calls from local people reporting cases of stray animals which are sick, injured, maltreated or pregnant. When these animals have recovered, been vaccinated and sterilised, they are offered for adoption.
- Sterilisation programme: APAP sterilises for free the domestic animals of owners who cannot afford to pay.
- Working horses support programme: APAP provide basic services in preventive medicine, hospital treatment and care to cart horses which have been retired or have become incapacitated. As well as providing care for the horses, APAP provides training to the owners in the management of horses and about traffic regulations.
- Forest fauna programme: APAP offers rescue services, reception, assessment, care and rehabilitation of forest animals which have been victims of illegal trafficking and young left abandoned, until their final destination is decided. These animals have previously been seized by the forest authorities.



Objectives:

- Educate and raise awareness amongst different social actors about issues like sustainable development, forest conservation, responsible ownership of pets, the wellbeing of farm animals,



the management of waste and organic agriculture. Involve local colleges and universities in the education and research work of APAP.

- Provide training on the subject of fauna to the members of the operational teams of the regulation enforcement institutions. Bring together a network of support for municipal protection agents.
- Contribute to the control of the population of stray animals, through sterilisation campaigns.
- Contribute to solving the problems which affect the working horses of the city.
- Contribute to the preservation of biodiversity in the country, through a programme of care for forest fauna which have been seized.
- Design and implement a permanent institutional communications programme.

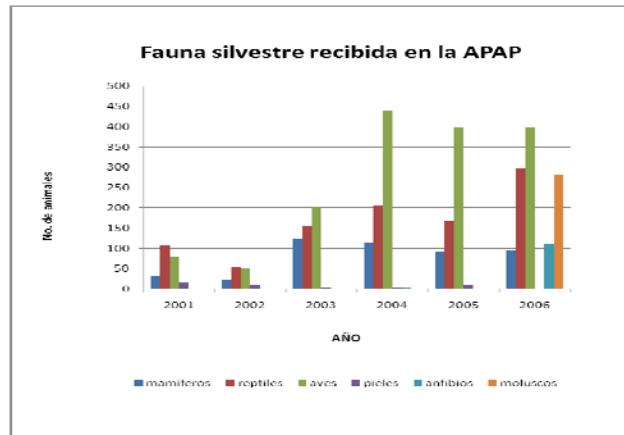


Achievements

Adoptions:

Adoptions (2001-2006)	Cats	Dogs
Total	517	503

Forest fauna:



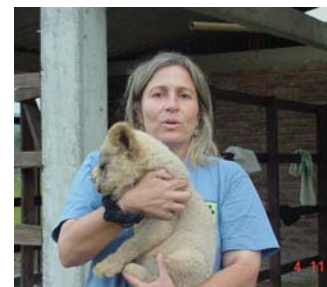
Forest fauna received by APAP (2001- 2006)						
	2001	2002	2003	2004	2005	2006
Mammals	32	22	124	114	92	96
Reptiles	107	54	155	206	168	297
Birds	81	52	204	437	398	397
Pieles	16	11	2	3	11	
Amphibians				5		110
Moluscs						281
Total	236	139	485	765	669	1181

- In 2005, APAP acquired 41,000 m2 of land in the municipality of Santa Rosa de Cabal, with the intention of improving the provision of its services and the development of its projects.
- In 2006, APAP opened a rehabilitation centre for working horses, which has the capacity to support ten animals at a time which is already at capacity.
- In 2006, APAP attended to 550 cases of maltreatment, abandonment and accidents, reported by local people.



Agreements

- In April 1997, la Corporación Autónoma Regional del Risaralda (CARDER) delegated to APAP the role of monitoring the commercial trade in species of forest in the department of Risaralda.
- In September 2007, APAP signed an agreement with the Universidad Javeriana to provide internships for ecology students as part of their practical work.
- Today, APAP is discussing an agreement with the Universidad Tecnológica de Pereira, to provide internships for veterinary students, which will come into effect from the first semester of 2008.
- In 2005, APAP signed an agreement with the Secretaría de Educación to provide internships for grade 11 students.



Recognition

- In 2003, APAP was awarded the “Cruz de Tatamá” medal of environmental merit by the local government.
- In 2005, APAP was recognised for its contribution to regional environmental development by the Federación de Organizaciones Ambientales de Risaralda (FONGAR).
- In June of 2006, APAP received, from the Sociedad Mundial para la Protección Animal (WSPA), recognition for its outstanding contribution to the struggle for the wellbeing of animals.

Projects

Construct and furnish an environmental education centre, providing rescue and care for domestic and forest animals, on land of 41.000 m2, the property of APAP.



Activities:

- Construction and fitting out of a visitor centre with capacity for 30 people
- Construction and fitting out of an auditorium with capacity for 30 people.
- Construction and fitting out of a cafetería.
- Construction and fitting out of a shop selling various articles
- Construction of a bird observatory.
- Construction of a marked ecology trail.
- Construction and fitting out of a shelter for abandoned dogs and cats.
- Construction and fitting out of a veterinary clinic.
- Construction of a rescue and rehabilitation centre for forest fauna.
- Restoration of areas of land with native species to protect water sources/springs.
- Construction of a plant nursery with native species.
- Adaptation of an area for the development of composting and vermiculture.
- Restoration of an existing wetland.

Financial needs:

Environmental education area

Pre-operation costs: \$ 14'600.000
Construction of visitors centre: \$ 130'000.000
Furnishing of visitors centre: \$ 95'000.000
Construction of auditorium: \$ 45'000.000
Furnishing of auditorium: \$ 10'317.000
Construction of cafeteria and food store: \$ 60'000.000
Furnishing of cafeteria: \$ 16'483.000
Subtotal: \$ 371'400.000

Area for dogs and cats

Construction of cat and dog shelters: \$141'000.000
Furnishings: \$ 5'000.000
Subtotal: \$146'000.000

Forest fauna area

Design of rehabilitation centre: \$ 9'000.000
Enclosures for forest fauna: \$ 135'000.000
Furnishing of veterinary clinic: \$ 225'000.000
Quarantine area: \$ 0
Reception area: \$ 0
Subtotal: \$ 369'000.000

Bird observatory \$ 15'000.000

Path \$ 5'000.000

TOTAL \$ 906'400.000

Fundraising Campaign

APAP has determined to establish an Environmental Education and Animal Rescue Centre. No refuge currently exists in the region for domestic and forest animals, and this can at the same time be an excellent base for environmental education . For this reason, APAP is inviting people, companies, institutions and foundations to join with its noble efforts, because it is urgent that together we find solutions to the problems from which our community suffers. APAP relies of the support of a professional and committed Board of Trustees, a group of volunteers and staff trained to provide an excellent service. APAP is authorised to issue tax deduction receipts for your donations. We count on the support of a prestigious firm of external auditors, through who we guarantee transparency concerning the use of funds raised.

How can I help?

Donations can be made through:

- Cheques made out to Asociación Protectora de los Animales y las Plantas.
- Credit cards.
- Bank transfers to the following account:

Número de Cuenta:

Nombre del Titular: Asociación Protectora de los Animales y las Plantas.

Banco:

Dirección del Banco:.

We invite you to give your time, talent, personal effort and generosity, to make a difference in the life of our community.

