

# 4. Fundraising & mobilising resources

*Campaigning doesn't have to be very expensive, but there are nearly always some costs involved and you will need to find ways to secure resources for your work.*

## Fundraising

## Donors

## Budgets

## Proposals

## Resources

### Raising funds for your campaign

All kinds of financial support may be needed for your campaigning such as staff salaries or volunteer expenses, equipment, venues, supplies, printing, internet access, and travel, and like it or not, we must spend time and energy seeking the funding and in-kind support that will keep our campaigns operational and our work progressing. Funding for advocacy as opposed to programme funding can be more difficult to source, especially from government donors. But at the end of this chapter we discuss ideas to source unrestricted funding, which gives you the freedom to spend on advocacy or any other activity of your choice. Speak to Cluster Munition Coalition campaign colleagues to share ideas and experiences of fundraising for advocacy.

#### **Bekele Gonfa, Survivor Corps (formerly Landmine Survivors Network), Ethiopia:**

“Results of my work make my work attractive to funders. For example, the number of survivors that have been rehabilitated as the result of my work; the government’s position as the result of my advocacy; and government attendance at MSPs and other relevant meetings.”

There are several ways you can approach fundraising for your campaign, and a successful fundraising strategy should have some of all of these elements:

- Writing and submitting proposals for different projects to potential donors – as an individual organisation or through a strategic partnership with other organisations.
- Selling a product or a service and using the profits to fund your advocacy work.
- Hosting specific fundraising public events like a dinner, a concert or a film screening.
- Asking businesses for things you need such as computer equipment, cell phone minutes, stationary or printing - these are called in-kind donations.

#### **Habbouba Aoun, Landmines Resource Centre for Lebanon:**

“What makes our work attractive to potential funders? Showing commitment and local ownership, and having a good proposal that includes nice pictures of the work being done and the people being helped.”



Friendly volleyball match  
© Assistance Advocacy Access, Serbia



Campaigner Changgeun Yeom at a disinvestment protest in South Korea © Weapon Zero



Global day of action in Ireland

## First things first:

### Knowing what you want to do and why

When you are considering submitting a funding proposal - either responding to a call for proposals or preparing one proactively - it is important to be clear about what you are seeking funding to do and why. As mission-driven organisations, it is essential that we avoid chasing money and doing projects outside our mandate just because there is funding available. This is often called “mission drift” and it can be destructive to small, focused organisations as we can find ourselves getting pulled further and further from what we were created to do.

Just as importantly, it is usually obvious to donors when we seek funding for projects for which we do not have experience or expertise, or a mandate to fulfill. It is a waste of your time and effort to apply for something that does not match your organisation’s mission and vision. And it is a waste of a donor’s time – and potential goodwill towards your organisation – to screen out your proposal on this basis.

#### **Sulaiman Aminy, Afghan Landmine Survivors Organization (ALSO), Afghanistan:**

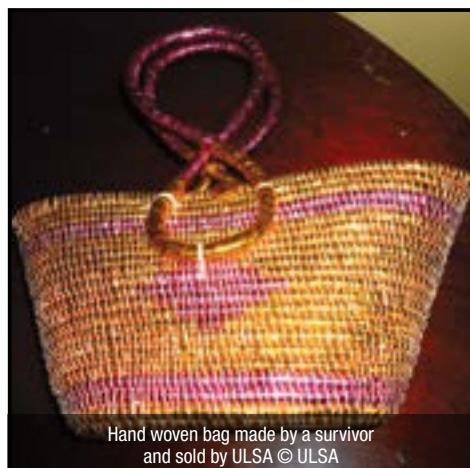
“Your objectives should be SMART [specific, measurable, attainable, relevant and time-bound]. Your programme should be high-quality, creative and unique – maybe something organised for the first time in your country. In your proposal and report, include feedback from beneficiaries and the reaction from government in addition to the documents of your project like photos, survey data, questionnaires and reports.”

Questions to consider at this stage include:

- What need is the project addressing?
- How do we know it’s a need?
- Why are we doing this project now?
- What is the change we want to see?
- Where will we undertake this project?
- Do we have partners or contacts in this (geographic) area?
- Do we have experience in or (enough) knowledge of this area to be successful?
- How does this project help us fulfill our mission and vision?
- Do we have the capacity and experience to be successful?
- Why would a donor (or this particular donor) be interested in this project?
- How does this project fit this donor’s priorities and objectives?
- Who will and won’t we accept funds from?

Taking stock of what you want to do, and why, should involve consulting with other team members and partner organisations, particularly if they will be implicated in the project you are considering.

This might seem like a lot of work before you even start writing – particularly if there is a looming deadline for proposals – but the information gathered by the questions above is essential to your chances of success. This is a “make or break” step in project planning and proposal writing.



Hand woven bag made by a survivor and sold by ULSA © ULSA



Information stand at the Oslo signing conference © Fred Lubang



Campaigner and survivor Jesús Martínez from El Salvador

**Burim Hoxholli, Focus, Kosovo:**

“Contact private companies - banks, insurance companies, pharmacies etc. They always have reserved annual budget for humanitarian projects.”

**Finding a donor**

Unfortunately, it is not enough to write a great proposal for a much-needed project or programme. We must also seek out donors that will consider it. Ideas for donors include:

- Relevant departments of your own national, regional or municipal government.
- Convention on Cluster Munitions-friendly governments' foreign affairs or development departments.
- Embassies of friendly governments in your country.
- UN agencies such as UNMAS, UNICEF and UNDP.
- [The European Union](#).
- Charitable trusts/foundations, such as the [Sigrid Rausing Trust](#), [the Gates Foundation](#), [Open Society Foundation](#), [MacArthur Foundation](#), [Oak Foundation](#).
- Issue specific foundations, such as the [Disability Rights Fund](#), [Abilis Foundation](#).
- International aid and development agencies and NGOs.
- Interest groups, such as the [Rotary International](#) and [Lions Clubs International](#).
- Religious groups within your community that regularly take up collections.
- Companies or business with a corporate social responsibility policy, such as Ikea ([Ikea Foundation](#))
- Individuals in your community (or benefactors).

One way to determine your list of prospective donors and supporters is to have a brainstorming session with your staff and campaign colleagues to map out who your “hot” contacts are (someone the group personally knows), “warm contacts” (a donor who someone else in your network could introduce you to) and “cold contacts” (potential donors that no one in the group or the group’s network knows). This will help you create and set priorities for your fundraising strategy.

Other ways you can find potential donors include:

- Build on existing relationships. Your current supporters, and hot and warm contacts, should be your first points of contact for future projects. If they are not willing or able to support your proposal, they may be able to connect you with someone who can. Be proactive and explicit about requesting such connections.
- Use your network and partners as resources to find out who is funding what and where. Ideally, you would like to engage with a donor that has already supported the cause or a similar project. Be prepared to share information about your donors with your partners.
- Consider partnering with another organisation that has an existing relationship with a potential donor. Folding your project into a larger programme run by another organisation could be an easy and mutually beneficial way of realising your goals.
- Monitor donor websites for requests for proposals (RFPs). Subscribe to their e-newsletters, “like” their Facebook page, and follow them on Twitter to keep abreast of what they are funding and where, and what their priorities are.

**Theodora Williams, Foundation for Security & Development in Africa, Ghana:**

“Be strategic and innovative. We got the Canadian High Commissioner to host parliamentarians for lunch to discuss Ghana’s ratification process. We spent very little, but got huge results.”

**Hector Guerra, ICBL-CMC Mexico:**

“If possible, it is useful to get advice from other organizations and individuals with experience in fundraising. Needless to say, having a full-time employee working on this, would make a huge difference.”



## Elements of a good proposal

Many donors have their own preferred templates for proposals. If your potential donor has a template or application form, it is critical that you follow it to the letter! Show the donor you know how to follow instructions and make it easy for them to award you funds by providing all the information they are seeking. If they provide a word or page limit, follow it. Assume that you will be penalised for going over the limit and/or the donor will stop reading after the allotted limit and not consider any other information, no matter how interesting or important you consider it to be.

If your prospective donor does not have a template, you should include the following elements in your proposal:

- **Title:** The title of your project should clearly identify what the project addresses. It is the first “hook” to keep the donor reading. As such, the donor should be able to tell whether or not it fits within the scope of their call for proposals or funding priorities.
- **Executive summary:** This is an “at a glance” version of your project. Try to keep it less than half a page. It should include: the name of your organisation; the total amount of the project as well as the amount requested from this specific donor (assuming you are seeking funding from multiple donors); a short overview of what the project will do and achieve; and the duration of the project (e.g. the project will take six months or three years).
- **Context:** This is the section where you make the connection for the donor about how what you want to do will contribute to solving a problem or need that the donor is concerned about. To do this convincingly, you need to do your research. This is where you showcase your understanding of the issue, the geographic area and local population, and the underlying political, social and economic conditions.
- **Results chain:** A results chain (also called a logical framework analysis, log frame or logic model) starts with your overall campaign goal – the results or impact of your campaign, outlines all of the steps you will take to get there and critically, all the assumptions you are making about the impact of your activities. (See section on Building a Campaign Strategy for more information on this)

- **Timeline:** In addition to the overall project duration, it is useful to include a timeline of project activities. This helps the donor understand how the project will unfold and your cash-flow needs.
- **Coordination and cooperation:** Explain the relationships with any other organisations for this project. This might include other NGOs, government bodies, UN agencies, schools, community groups or religious institutions. List who they are and what responsibilities they will have.
- **Risk analysis:** Most donors request a risk analysis because they are aware that there are always factors within and beyond your control that might affect the project. They want to know how you are going to address these, and how you will still be able to work towards getting results if any of those conditions are realised.
- **Monitoring and evaluation:** This is the section that explains how you are going to track the project’s progress and assess the degree to which you have achieved the expected results. To do this, you will need to define indicators for each of your results statements. Indicators measure progress towards achieving results. They are not targets. For example: “percentage of workshop participants reporting increased knowledge of victim assistance” is an indicator, not “85% of workshop participants report increased knowledge of victim assistance.” Like your results statements, indicators should be SMART (Specific, Measurable, Achievable, Relevant and Time-bound). They should also be cost-effective to track, and part of what you already do. When developing indicators, it is helpful to imagine yourself in the not-too-distant future writing a report to your donor using these indicators. This will help you keep them realistic and appropriate.

**Amir Mujanovic, Landmine Survivor Initiative, Bosnia and Herzegovina:**

“Don’t over-order materials and use volunteers whenever possible.”

## Building proposal budgets

The purpose of a funding proposal is to request money. In addition to having a compelling, clearly written narrative proposal, you must include a budget. As with project planning, the development of the budget should not be done in isolation and may require research. The following guidelines will help you prepare a project budget:

- Do your research.** Do not guess at expenses. Depending on the type of project, of course, this means contacting your travel agent or checking websites for fares if your project involves travel; calling venues for room rental rates; getting the catering menu from the venue and costing out all the breaks and meals you will cover; getting quotes from printers and other suppliers; and figuring out what materials and supplies you will need and estimating their cost.

In addition to direct project-related costs, it is appropriate to include overhead and administration expenses. These are expenses such as rent, internet and phone charges, postage, heating, hydro and other regular bills, technical support, equipment rental (e.g. photocopier), and all the other expenses necessary to keep your organisation operational. You can include portions of staff – usually senior management – salaries as overhead, in recognition of the oversight role they play, even if not directly involved in implementing the project. Some donors will allow a percentage (usually between 7% and 20%) of direct project-related costs to be allocated as project administration. Others will require you to itemise these, as you would do with direct costs. Make sure you know your donor’s guidelines.
- The budget should be presented logically and clearly, with the overall project expenses presented alongside the expense items you are asking them to fund so they can see the “big picture” of your project. Donors will want to see the link between the budget and activities and expected results. Depending on the type of project, the budget could be formatted by activity.

For example:

Expense	Requested from Government of xxx (USD\$)	Requested from other donors (USD\$)	TOTAL
<b>Regional universalisation workshop</b>			
Travel for 15 international participants	7,500		7,500
Per diem and accommodation for 15 participants x 3 days	2,000	3,000	5,000
Materials and supplies (e.g. workbooks, flipchart paper, pens, LCD projector)	1,500		1,500
Facilitator fees	1,000	500	1,500
Facilitator travel	750		750
Facilitator accommodation and per diem	-	300	300
Workshop coordinator salary and benefits	1,000		1,000
Administration (10%)	1,355		1,355
<b>Total:</b>	<b>15,125</b>		<b>18,925</b>

- **Present the budget in the donor's currency.** Your internal working version can be in your own currency. Include a separate column with the currency conversion. Because currency exchanges fluctuate, note where you got the rate from and on which date. Oanda.com and xe.com are reliable currency exchange sites.
- **Build some flexibility into the budget.** Often, we build budgets many months or even years before we actually implement the project. In the meantime, airfares change, catering prices rise, supplier rates go up, exchange rates fluctuate, etc. For these reasons, you will need some flexibility.
- **Check and double-check!** The proposal budget is your audition to the donor on how well you can manage their funds. Make sure all your formulas are correct and there are absolutely no mathematical errors. Circulate the draft budget to your team and partners to make sure all foreseeable expenses are included and realistic.

### Building relationships with in-kind donors

Successful fundraising – both financial and in-kind – is all about building strong, reciprocal relationships with donors where both of your needs are being met. Both in-kind and financial prospective donors are looking for a match between a concern, value or need they have with what you can offer them.

The research and preparation that you need to put in to approaching a financial donor is very similar to what potential in-kind donors will require. You still need to:

- Do your homework about what you want to do and why, and be very clear on what greater need your project will address
- Create a proposal or shorter concept note summarising what you want to do, the outcomes and the budget
- Research prospective in-kind donors through mapping out your “hot” and “warm” contacts, and researching company policies and practice
- Compare your list of prospective in-kind donors with the expense items in your budget to look for a good fit between what you need, what they have and what you both care about

- Come up with a list of benefits that you can offer your in-kind donor that will allow their contribution to be acknowledged by the public (e.g. give them a speaking role at your event, list them as a sponsor in all event materials, ask them to be a member of your field visit delegation, offer them a chance to participate in any media opportunities generated by your project, etc.)
- Always follow through on any of your commitments to a donor – thank them every chance you get, before, during and after the event to pave the way for future asks of support!

### What can you ask from an in-kind donor?

- Office furniture and stationary equipment, such as a computer, printer, and a telephone
- Meeting space
- TV and radio advertisement space - these can get very expensive, but sometimes (especially local) TV channels and newspapers offer free advertising space for charities
- Expertise – support with book keeping, legal advice, translation and communications planning for example

### Organising a fundraising event

Before you decide what type of event to choose, think which people you are hoping to attract and what type of event or activity they would enjoy. A concert, sporting event, exhibition, or auction are just some things you could organise to raise money.

### Collections

Door-to-door collections, collections in public spaces or leaving a collection box in a shop are just a few ways to directly raise money from the public. You do need to be wary that different countries have different rules for collecting money door-to-door or on the street, so do check the rules before get started!

#### **Ayman Sorour, Protection M.A.H.R.F, Egypt:**

“Everyone everywhere is looking for money. A real campaigner is the one who can show they can do a lot of things, with less money, that nobody else can do.”

## Merchandise

Some Cluster Munition Coalition campaign members, such as the [Cambodian Campaign to Ban Landmines and Cluster bombs](#), sell their own merchandise to raise funds for their activities. T-shirts, pencil cases, caps, calendars, cards and pens branded with your logo can be sold directly by your supporters, online or in charity shops. This method has the advantage that you raise funds and spread your campaign message at the same time.

You will need to consider initial outlay costs, and also do your research to ensure sales would generate enough money to cover the production costs, let alone generate additional funds for your campaign. So carefully consider your budget beforehand and decide whether it is worth the investment.

## Crafts and artwork

The survivor group of the [Ugandan Landmines Survivor Association \(ULSA\)](#) sells its own-produced woven baskets and bags to raise funds for its activities - a therapeutic and social way to generate income, supporting the employment or self-employment of campaign beneficiaries.

### Boubine Toure, Senegalese Campaign to Ban Landmine/ICBL, Senegal:

“To inspire people around me, I show them the disastrous humanitarian consequences of cluster munitions.”

## Crowd funding

Crowd funding is raising many small donations from a large number of people for one particular activity – for example to fund an art or film project. There are special websites that facilitate the technicalities of crowd funding, such as [Kickstarter](#).

## Sponsorship

Ask a local business to sponsor a specific activity or event, for example a football competition, printing publications or enabling a survivor representative to attend an international treaty meeting.

## Investing in action

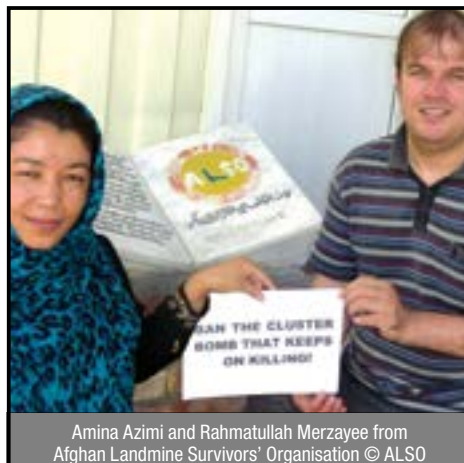
The CMC offers a small grant programme to support campaigners' work. Each year a call for applications is announced on the CMC website – keep an eye on [www.stopclustermunitions.org](http://www.stopclustermunitions.org)

### Dr. Eva Maria Fischer, Handicap International, Germany:

“Ask if someone else in the CMC has already created a website, flyer or tool that you need - and adapt it to your context.”



Kyungsoo Park campaigns against investments in cluster munition producers in South Korea © Weapon Zero



Amina Azimi and Rahmatullah Merzayee from Afghan Landmine Survivors' Organisation © ALSO



Project RENEW football match - “We can stop cluster bombs” © Project RENEW