

# Colophon

## Publication

© Cordaid, The Hague, April 2005

## Text

Willem Hooglugt

## Translation

Todo Talenservice

## Final editing

Cordaid

## Photography

Cordaid partner organisations, Cordaid

## Design

SO creatief, The Hague

## Printing

Hoonte Bosch & Keuning, Utrecht

## To order

Copies of this publication can be obtained at Cordaid:

externe.communicatie@cordaid.nl

t +31 70 313 63 00

f +31 70 313 63 01

www.cordaid.nl

Together with Kinderstem, Memisa, Mensen in Nood (Caritas Netherlands) and Vastenactie (Dutch Lenten Campaign), Cordaid is one of the biggest international development organisations in the world. Supported by half a million people in The Netherlands, Cordaid works with over a thousand counterparts worldwide towards achieving a dignified existence for the poor and for those deprived of their rights.

Mama Cash strives for a peaceful and just world where women are free to make their own choices. Mama Cash financially supports women's groups that blaze the trails with self-initiated projects. The activities of the women's groups supported by Mama Cash are centred around Physical Integrity, Art, Culture and Media, Economic Justice, Peace and Security, Empowerment and Participation.

<b>1 Introduction</b>	<b>3</b>
<b>2 What we Mean by Local Fundraising</b>	<b>5</b>
<b>3 The Culture of Giving</b>	<b>7</b>
3.1 Results of the Discussion	8
Case 1 Kazakhstan: A Small Beginning in a Difficult Situation. Solaris	10
Case 2 Peru: The 'Bread and Wine Dinner' of Hogar de Cristo	12
Case 3 India: How one Person's Small-scale Initiative Led to Success	14
<b>4 Local Fundraising and the Organisation's Mission</b>	<b>15</b>
4.1 Questionnaire	15
4.2 Results of the Discussion	15
Case 4 Philippines: Christmas Cards and Art as a Means of Communication and Fundraising	17
Case 5 Mexico: Investing in Social Change	18
<b>5 Communication and Fundraising Resources</b>	<b>19</b>
5.1 Questionnaire	19
5.2 Results of the Discussion	20
Case 6 The Netherlands: Cordaid and the Importance of 'Branding'	22
Case 7 South Africa: How WHEAT Surprised the South African Business Community with a Box.....	24
<b>6 The organisation of Fundraising</b>	<b>25</b>
6.1 Questionnaire	25
6.2 Results of the discussion	25
Case 8 Tanzania: A Diner for Widows and Orphans	26
Case 9 Philippines: Relations, the Basis for Success in Fundraising	28
<b>7 Recommendations</b>	<b>30</b>
<b>8 Epilogue</b>	<b>33</b>
<b>List of Participants</b>	<b>34</b>
<b>Bibliography</b>	<b>35</b>

◀ Photo cover: Carlinhos Brown is a famous singer and composer of Brazilian carnival music. Carlinhos gave personal possessions to GAPA for fundraising.

# Introduction 1

In its strategic plan 2003-2006 Cordaid named local fundraising as one of its innovation projects. Since the beginning of 2003, a special working group has been researching into how local fundraising as a methodology can make a strategic contribution towards strengthening the market position of counterpart organisations: achieving and facilitating the organisation's objectives in the light of the mission and helping the organisation itself to develop further. After all, local fundraising can contribute towards an organisation's financial sustainability and can be seen as a means of reducing dependence on foreign donors. In this it has a place alongside other forms of income acquisition by an organisation, such as via (local) government subsidies, from income-generating activities and contributions from national and international funds. Local fundraising contributes towards the embedding of an organisation in its own community and is proof of support for the organisation's mission.

Since 2003, Cordaid's local fundraising working group has collected experiences from counterpart organisations in this area and has carried out research in a broader context into the culture of giving in various countries and continents. After all, this culture of giving, which is deeply embedded in culture and history, forms the basis for local fundraising. The aim of this research is to investigate in more detail how the existing culture of giving - the deeper motives for helping people - can be used for social change. Together with Mama Cash, Cordaid decided to carry out a survey into the experiences of counterpart organisations with local fundraising via a questionnaire. Twenty organisations have completed and returned this questionnaire. The results of this questionnaire,

together with the results of a survey into culture of giving in various countries, served as the basis for the meeting of experts held on 29 and 30 September in The Hague. Cordaid/Mama Cash invited 'experts' to the meeting from organisations with proven experience in local fundraising: either because they are themselves active as a fundraiser, or because they advise and train organisations as consultants or are engaged in research on the subject. The purpose of this meeting was to gather the opinions and experiences of 'experts' in order to formulate the policy of Cordaid/Mama Cash concerning local fundraising. There were two central questions: how can organisations be encouraged to start or continue with local fundraising, and how can Cordaid/Mama Cash support them in that.

The results of this meeting are presented in this booklet in the context of a brief description of the answers to the questionnaire and of the survey into the culture of giving. In addition attention has been paid to a number of 'good practices' which were presented during the meeting. These have been included deliberately since one of the most important lessons from the meeting was that 'example is better than precept'.

This booklet represents an interim position in the project 'local fundraising'. The process is on-going and will lead to the development of a policy vis-à-vis partners, and to concrete actions arising from that, with the aim being to strengthen the partners' position and work. The experts from all continents who met in The Hague have inspired us to continue with this.

**Margriet Nieuwenhuis,**

*Chairperson local fundraising working group*



Theatre bus donated by Petrobras, the largest oil company in Brazil, to GAPA. GAPA works with young people by travelling around and presenting theatre productions, with special emphasis on the prevention of HIV/AIDS. At this moment 25% of GAPA's income comes from the corporate sector and 10% from private donors.

## What we Mean by Local Fundraising <sup>2</sup>

Local fundraising is defined as “a method of obtaining local resources (money or goods) from individuals and/or the business community for the benefit of a NGOs objectives”. LF is a separate component distinct from other forms of “local resource mobilisation”, such as the obtaining of income from local and national government and, for example, income-generating activities.

In its financial policy document, Cordaid sees local fundraising as one of an organisation's financial strategies: *An organisation's financial strategy is aimed at obtaining financial means that enable it to achieve the organisation's objectives in the light of its mission, as well as helping the organisation itself to develop further. A sound financial strategy is tailored to the social function(s) that the organisation fulfils, fits in with the specific character of the organisation (type), takes account of the possibilities given the context in which the organisation operates, and is aimed a building up a financial position characterised by financial stability that avoids unhealthy dependence. (Cordaid: Financial policy document)*

# Postcode Loterij helpt

Memisa and Mensen in Nood, both Cordaid brands, receive substantial donations from the Nationale Postcode Loterij (Dutch national lottery).



## Culture of Giving 3

**People give. That applies at all times and to all cultures. All religions call upon believers to give to the poor. So giving behaviour has a deep-rooted cultural use. India has the concepts 'daanan' or 'pararth' (charity). In the Philippines care for one another can be traced back to the tradition from pre-colonial times. In Africa, mutual solidarity is deeply rooted in broad family ties.**

A recent study into giving behaviour in 7 Asiatic countries shows that almost all households from the middle and upper class actively give. A study on South Africa concluded that South Africa is a country of donors and that giving is not the domain of the wealthy but is part of the living pattern of all South Africans. It is said of Peru that certainly half of Peruvians give and that most of these gifts go to local people.

The various studies show a pattern in giving behaviour: there are three clearly distinguishable 'good causes' to which people give. First of all gifts go to individuals: family, the poor, beggars, employees or victims of disasters. In Asia that accounts for 40% of the gifts. Second are the religious organisations and churches. For Asia it is calculated that 35% of the gifts go to these causes. Finally the NGOs, or volunteer organisations, form the third cause for gifts. For Asia this is estimated at 25%. The gifts people give consist of money, goods or free time. In Asia people give more in money, in Peru more in goods. The studies from Asia are up to date and were carried out in a scientific way using, among other things, the Asian Development Bank and USAID. They give a detailed picture of the state of affairs with regard to

fundraising. Although not all the studies carried out elsewhere are as scientifically-based as this, there are other studies and experiences which indicate that nowadays fundraising is done by all peoples and all cultures. The survey carried out by Cordaid/ Mama Cash alone demonstrates this.

The challenge for the partners of Cordaid/Mama Cash is to capture a part of the existing 'gift market' as an NGO. In the spring of 2004, Cordaid/Mama Cash examined the position of local fundraising via a questionnaire. The 20 organisations that returned the questionnaire acquire an average of 17 to 20% of their incomes from local fundraising. They receive donations from individual donors and from the business community. For Cordaid partners there is a relationship between success and experience. The organisation Asisi based in the Philippines, for example, has been active in local fundraising since 1975 and obtains 50% of its income from this source.

Success in local fundraising depends on the possibility of fundraising organisations capitalizing on the giving motives of potential donors. People give out of a feeling of sympathy, from religious convictions and because they believe in an organisation's goal. Giving a gift makes them feel better. People do NOT give if the organisation cannot be trusted or if they do not believe in the organisation's good cause.

### 3.1 Results of the Discussion

These data formed the starting points for an initial discussion during the meeting of experts. All those taking part have wide experience in fundraising for their own organisations. Some participants are consultants with experience in training and advising organisations in local fundraising or are engaged in research on the subject.

The participating experts emphasise first of all that the 'culture of giving' is a fact and has existed for longer than the NGO for which you work. It is important to study the culture of giving before an organisation starts local fundraising. An organisation must realise that it is part of the local community and has its roots there. Local fundraising is therefore an opportunity to strengthen local rooting, provided they manage to link this to existing, common and familiar giving motives in a local community. An example of this is provided by women's organisations who ask women at the top of the business community for money for work by women. These women know the problems women face, recognise the decisive role of women in the community and know – on the basis of their own corporate culture - the value of an investment when there is something to be gained from it.

#### Different Organisations, Different Strategies

The experts emphasise the importance of communicating the cause effectively and clearly in the local community. An organisation that starts local fundraising must 'compete' with countless other 'good causes'. Ninety-eight thousand NGOs

are already active in South Africa alone and it is difficult to win trust and find a place alongside established and big names such as the Red Cross and Unicef. It is also important to distinguish between organisations with different core tasks: advocacy & resource support, service delivery and right-based. These differences determine the possibilities for direct access in local fundraising and the communication strategy of the organisation concerned. The different core tasks mean that an organisation must concentrate on different target groups and with that on different communication and fundraising methods. Beneath that lie other motives for supporting an organisation and its goals. Motives that are rooted in a cultural and/or religious value pattern that must be known and recognised.

The experts also point out the need to apply different strategies according to the requirements of an organisation. Who do you ask, for what, and when is the right moment? Hogar de Cristo of Peru, for example, asks supermarkets for help for its food banks and asks a communication agency and the television companies for help with its communication. The demand must match what the donor can give. So timing is also important. People give for disaster victims the minute the disaster is in the news. When the victims are no longer on the front pages of newspapers or cease to appear on television news bulletins, the time for asking for money is past.

#### Different Countries, Different Opportunities

In the discussion between experts from all over the world, the various possibilities appear again and again, depending on

the continents and countries where the experts work. First of all, there are differences in possibilities in urban areas and rural areas. Many organisations work mainly in urban areas and focus on a new emerging middle class. These are mentioned by the experts – alongside businesses - as important new potential donors. A derivative of this is formed by emigrants in the US, Canada or Europe who continue to retain the bond with their motherland or birth city via gifts to NGOs. In some areas with a strong economic growth, such as Southern India where the IT industry is flourishing around Hyderabad, there are significant opportunities for local fundraising. Organisations working in the poor areas of Sub-Saharan Africa, however, are confronted with huge problems when they begin local fundraising. Problems which can again lead to disappointment and scepticism.

#### Credibility of an Organisation

An important point for the experts is the importance of the credibility of a fundraising organisation and of the entire fundraising organisation sector. The experts emphasise the importance of the organisation being truly rooted in the local community and fighting against problems that are also actually experienced as a problem by the local community. An organisation must do what it promises to do and show the results of its work. A donor wants to know where his or her money goes and the organisation must be open about this. In this way donors feel that they are part owners of the organisation, their involvement with the work and the problem increases, and the basis is laid for a real partnership

with the donors, so that they will give again when new appeals are made to them.

A credible organisation must have a legal status and a good and confidence-inspiring governance that renders an official account of its work, of all incomes and expenditure, via annual reports and that also has these audited by official bodies. These reports must also clearly state which amounts come from which donors - local community, business community, governments and foreign donors. Some organisations also publish a 'public annual report' in which an account is rendered to the public at large and to the individual donors. The experts remark that the public information must also emphasise the human aspects of the results realised. A specific example is always the most striking and motivates donors to go on giving.

## A Small Start in a Difficult Situation...

Solaris Kazakhstan

Active in local fundraising since November 1998

Share of local fundraising in the total budget: 1%

**In several shops in two malls in the capital of Kazakhstan, Pavlodar, public can give their contribution towards the care of patients who suffer from cancer and have to be looked after in the Pavlodar Hospice. The placement of transparent collecting-boxes by Solaris is continually accompanied by a publicity campaign. Most of the local media gave attention to this campaign. Also the commercial television gave attention to the work of the Hospice.**

Each year 600 people in Pavlodar die of cancer. The existing medical institutions in Kazakhstan are not equipped for looking after these incurable patients and after the treatment the patients are sent home. Support for the family of the patients during the care at home in those heavy last months is rapidly necessary, but until recently such support was not present in Kazakhstan. Until recently, because the organisation Solaris has been set up in 1999, as an ambulatory service for this group. In 2002, a small home with 15 places was set up. At present a total of 44 people work at the organisation, both paid and unpaid. The organisation receives donations from national organisations and the local authorities and is convinced that eventually also individuals will be prepared to donate. After the first couple of months the collecting-boxes have produced a small turnover: € 150. That is also due to the

situation of the former Soviet republic of Kazakhstan. More than 70 years of communist regime have suppressed a culture of giving. According to the director of Solaris, Dr. Valeriy Smola: "There is no culture of giving here. We have never found a group of donors, who are potentially interested in our work and who are not linked to the state." Yet Solaris is decisive in continuing the local fundraising. Publicity has been attracted and Solaris has succeeded in getting a reputation and a positive image in Kazakhstan. Newsletters, folders and spots on the local radio and television form the core of the advertising resources which are deployed. Moreover personal conversations are an important means to give particularly small and medium companies information on the work of Solaris for the Hospice. It is noteworthy that it is easier to get in touch with people who know people who suffer from cancer from their own experience or have died of cancer. This situation of recognition frequently means a good starting point for a conversation and a familiarisation with the work of Solaris. It is the conviction of the employees of Solaris that this familiarisation is a beginning of a relation that can lead to grants for their work.

### Certification

An important means of increasing the sector's credibility is a certification of fundraising organisations. Donors then know that a certified organisation satisfies a certain number of criteria which the sector has set itself. Certification means that, in principle, these organisations can be trusted. The Netherlands has the CBF (Central Fundraising Bureau) seal of approval which, among others things, rules that no more than 25 eurocents of every euro raised by an organisation may be spent on raising that one euro. In fact Cordaid has ruled that its funds may not spend out more than 15 eurocents for every euro raised.

Examples of certification exist in various countries, such as the Philippines, India and South Africa. In other countries, such as Mexico and Brazil, organisations are working on developing this. In other countries again, such as Kenya, Ivory Coast and the Ukraine, such initiatives do not as yet exist. The experts emphasise the importance of certification and observe that the variations per country will partly depend on different laws and regulations. The conclusion is that certification must be a self-regulating process widely supported by different organisations within a country. It is important for NGOs to develop networks with other organisations in order to realise this. Such a network can, for example, also be useful with regard to lobbying for donations to good causes to be tax deductible. A measure such as this for businesses in South Africa has given the non-profit sector a tremendous boost. The representative of the Mexican organisation Semillas gives an example of how corruption within a particular fundraising organisation in an already corrupt country also

led to insinuations concerning other organisations within the fundraising sector and consequently caused a decline in people's willingness to give. The experts point to the encouraging role that Cordaid/Mama Cash could play in spurring NGOs on to set up similar initiatives in countries where there is as yet no certification. Examples from other countries could be used for this. It is important that Cordaid/Mama Cash helps to get the certification process started, partly with its knowledge and experience, and further stimulates the process where it has already been started by raising the subject for discussion.

## The 'Bread and Wine dinner', An Annual Event with a National Feel

Hogar de Cristo, Lima  
Active in local fundraising since 1998  
Share of local fundraising in the total budget: 15%

National television is present. The leading newspapers send their reporters. The 2000 participants come from Peruvian business circles, politics, show business and are happy to pay 100 dollars for a ticket. 'See and be seen' is what it seems to be about. But that is not the case at all: the participants in the annual 'Bread and Wine dinner' know that their contribution will benefit the work of Hogar de Cristo for children, in particular street children, the elderly and the mentally handicapped. Because communication about the goal of the fundraising is one of the strengths of Hogar de Cristo. That's partly why the annual 'Bread and Wine dinner' in Peru has quickly become a high-profile event. That and the profit of course: 200,000 dollars for the work of Hogar de Cristo.

The driving force behind Hogar de Cristo in Peru is the young priest Padre Martín Sánchez. In 1998 he translates the concept of Hogar de Cristo from Chile to Peru and very quickly manages to achieve success in the reputedly difficult fundraising market there, where the credibility of NGOs is not great. He positions Hogar de Cristo as a 'values organisation'. 'REAL' is his most important programme, the recovery of the soul, or, as a result of participation in Hogar de Cristo, new values are created and individuals and companies work together at 'creating heaven on earth'.

The fundraising activities consist of obtaining money, food and other goods from individuals and businesses. Through active networking contacts quickly increase. Padre Martín manages to persuade big companies such as The Mining Companies, Viru Farming Society and Saga Falabella to donate to Hogar de Cristo and to participate in the annual 'bread and wine' dinner. Together with these and other companies, he develops a concept by which employees of these companies contribute financially to Hogar de Cristo. At Christmas Hogar de Cristo sells cards and cakes throughout half the country, which brings in 15% of the annual income. Agreements are made with several supermarkets to supply food for the children and the elderly who are also cared for by Hogar de Cristo.

Padre Martín calls his work 'social marketing' and makes active use of the mass media to gain publicity for Hogar de Cristo, to propagate his values and to obtain money and goods in the Peruvian community. Where other organisations encounter suspicion he, through his unique concept and positioning, gains the confidence of individuals and companies. An inexhaustible energy, a huge network and a great deal of creativity have done the rest in order to make Hogar de Cristo a well-known organisation in Peru.

Padre Martín Sánchez manages to gain the confidence of the donors. Jairo, a small boy, becomes the symbol and identification mark of the work of Hogar de Cristo.



## How one Person's Small-scale Initiative led to Success

MCAS India, consultants for local fundraising  
Active in local fundraising since 1995  
Share of local fundraising in the total budget: 13%

Nisha Purushothaman tells the story of Dr Regi George. He is a doctor and is concerned about the fate of the indigenous tribes in Southern India and is the initiator of, and the driving force behind, the health organisation Tribal Health Initiative. His message is simple "Help tribals to cure themselves. We need support. Please visit us". Together with his wife Lalitha, he sends this message to 50 friends and acquaintances in June 2001. Three months later, in September 2001, he opens a website – [www.tribalhealth.org](http://www.tribalhealth.org) - and posts on that all the gifts that he has received to date and states precisely how the money is being spent. By chance – but can you call it chance if you show what you are doing - a journalist from Readers Digest heard about the work of Dr Regi George and visited him. His article became the leader article in Readers Digest. News of the article spread like an oil slick. The local media reproduced the article and in the end a sum of \$ 2,000 came in for the work of Tribal Health Initiative.

In September 2002, Dr Regi George - partly as a result of being inspired by a training he had followed at MCAS, the organisation of Nisha Purushothaman - became convinced of the need to tell his donors as much as possible about his work. For that reason he decided to publish a simple annual report aimed at the general public in a print run of 500 copies. He forwarded these to his donors and friends to send out, asking people to visit him or give something for his work. This raised \$ 4,500.

Three years after the first letter from Regi and his wife Lalitha to their friends and acquaintances, they have a database of 800 loyal donors who between them provide 20% of the income of Tribal Health Initiative. But there is more: the support from Indian individual donors means that Tribal Health Initiative finds it easier to get more support from Indian funds and charitable organisations. All of this has resulted in less dependence on foreign donors. So the conclusion drawn by Dr Regi George is clear: "I am totally convinced of the possibilities of raising funds among the public at large. It has given us credibility and satisfaction."

Nisha Purushothaman cites this case as an example of the power of small organisations in India. There are many of these organisations - perhaps as many as 1.2 million - mainly in rural India. She explains how the fundraising of independent organisations quickly grows. Hundreds of volunteer organisations raise funds, in which they are partly inspired by annual conferences and trainings relating to fundraising. Big organisations are successful and the biggest raise millions. Nisha Purushothaman explains that small and large-scale initiatives for local fundraising in India are likely to succeed since international donors are withdrawing, particularly from Southern India which is experiencing economic growth. At the same time India is developing internationally as a donor country in Africa and for Afghanistan. Opportunities exist and so does the awareness to grasp these opportunities. International fundraising techniques are being 'Indianised'. Local fundraising is promising in India. Dr Regi George is a good example. A small-scale initiative with big impact.

# Local Fundraising and the Organisation's Mission 4

It is an expression that has 'taken off' among fund-raisers: *'fundraising is friend-raising'*. In other words, it is about forging a lasting bond with 'friends' who are committed to the mission and goals of an organisation and who also actively contribute to that. These 'friends' or donors are the proof that an organisation is embedded in society and in the local community. In addition these donors also ensure the continuity of the organisation and demonstrate through their support that the organisation is a significant factor which politicians and decision-makers in the public domain must take into consideration. This allows local fundraising to be a resource in the development of the 'civil society' in which independent organisations of citizens demand their own playing field between the two 'superpowers' of politics and industry.

## 4.1 Questionnaires

The responses to the survey show that the decision to start local fundraising is usually taken after strategic talks among the organisation's staff and/or board. These organisations see a number of changes approaching; on the one hand, the expectation of fewer funds from foreign donors and the awareness of dependence on foreign funds and, on the other hand, the opportunities presented by an emerging middle class that is thriving economically and is willing give to good causes, increasing social responsibility among the business community and new fundraising techniques coupled to media interest. It takes a great deal of effort on the part of these organisations to utilise these opportunities in practice and

to make local fundraising an integral and inseparable part of the mission and the internal organisation.

## 4.2 Results of the Discussion

The experts feel that starting up local fundraising is a long-winded process. It takes patience and a time span of 5 to 10 years before local fundraising is able to make a structured and lasting contribution to an organisation's income. They emphasise that it is important to start with small actions that can be easily monitored and to evaluate these extensively before taking a second step.

### Investing in Social Change

The concept of 'local fundraising' in itself needs not be mentioned in an organisation's mission, although the deeper motives for seeking local support must be related to the mission. A concept such as 'embedding in the local community' is worth considering. The Mexican organisation Semillas emphasises the importance of local fundraising in its mission by mentioning it as a means of breaking away from dependence on foreign donors and of using local fundraising as a strategy for distributing wealth in the country. In this way local fundraising becomes an investment in social change.

### Everyone is a Fund-raiser

The experts emphasise that all the employees of an organisation which has chosen to start local fundraising must commit themselves to that. 'Everyone is a fund-raiser' applies to the board, all the employees and the volunteers.

## Christmas Cards and Art as a Means of Communication and Fundraising

The employees are the carriers of an organisation's mission and symbolise the organisation's goals more than anyone else. More than anyone, they are able to build a bridge to people who share the same vision and to involve these people in the organisation's mission.

The experts mention numerous practical examples based on their rich experience as well as advice for approaching potential donors. These include inviting people to come and see the work and the results for themselves. In this way Dr Regi George in India built up a large group of sympathisers in a very short time (see example on page....). It is important to illustrate the success and impact of the work with concrete examples and case studies and figures in publications, using the language of the target group. Moreover, a popular edition of the annual report is a sign of a transparent and verifiable policy. In fact, many organisations do that quite specifically as a means of keeping their donors abreast of things. This enables them to build up a lasting relationship with the donor, who in turn develops a lasting involvement with the organisation's mission.

**Target-group Oriented**

The experts realise that it is easier to involve donors in causes such as children with aids or street children than in human rights issues or general development matters. So they emphasise that the message must also relate to the organisation's mission, the cause for which the funds are being raised, and must be target group-oriented.

Asked about the desired support from Cordaid/MamaCash in the process of starting up local fundraising, the experts

emphasise that Cordaid must NOT deploy local fundraising as an exit strategy when they want to break off the relationship with a partner, but rather they should point out the possibilities that local fundraising offers and must not force it top-down.

There are many concrete suggestions for offering regional workshops about local fundraising run by people from the continent. "I want to be trained by an African, not by an American or a European", said Tina Thiart of South Africa.

CRIBS Create Responsive Infants By Sharing the  
CRIBS support ill-treated and abused children  
Share of local fundraising in own income: 40%

In 10 years' time, CRIBS Christmas cards have become a household word in the Philippines. Every year, four different designs are offered to the Philippine business community and to individual buyers. A set of four cards can be bought each year. The drawings on the cards are made by the children looked after by CRIBS at their centres. In addition, CRIBS also sells cards for general use which are designed – at no charge – by well-known Philippine artists. They are beautiful and artistic designs that find their way to a multitude of customers.

CRIBS sells the cards under the slogan: 'Christmas cards for a worthwhile cause'. This is intended to give the cards an additional distinguishing power and value in the eyes of the public and the business community. CRIBS is distinguished by the deliberate use of art forms in its communication and fundraising. For example, a well-known Philippine portrait painter was willing to paint portraits for the organisation which were sold for a good price. CRIBS had an artistic bowl and matching plates designed in a limited edition. They organised (participate in) fairs at which artistic objects were sold. Another great success was the performance given by classical pianist Cecil Licad, who is originally from the Philippines but lives in America, at a concert to mark the thirtieth anniversary of the founding of CRIBS, the proceeds of which benefited the work of CRIBS. Her performance

ensured a lot of media attention and publicity for the work for neglected and abused children.

CRIBS obtains 15% of its total income from the sale of cards. The competition on the Philippines market for the sale of cards is enormous. So one of the important lessons that have been learned is to be patient in order to get to know the card sales market well and come up with the right offer at the right moment at the right place. CRIBS (created a unit called Volunteer and Resource Program with two (2) personnel whose main function is to generate resources to support the different programs including the marketing of Christmas cards and All Purpose cards. Also it facilitates the involvement of various individuals / groups who come to spend time with the children using their talents and skills.)employs experienced personnel with a marketing background to do this work, but would still like to have an additional marketing manager to expand card sales further, because it has been difficult to increase sales in recent years.



## Investing in Social Change

## Semillas

Active in local fundraising since 1991  
Share of local fundraising in total income: 20%

Emillienne de Leon Aulina is the director of Semillas in Mexico and has an important pioneering role in her organisation. That emerges in the year 2000, when Semillas draws up a new strategic plan. The most important analysis is that Mexico is not a poor country. There is wealth, sometimes even outrageous wealth. There is also poverty, heartbreaking poverty. It is a matter of distribution of the wealth. That can only be done through social change. This was the basis for the formulation of Semillas' own role. Emillienne explains, "we are not philanthropists, but with our women's fund we want to invest in social change in order to bridge the gap between poor and rich, in initiatives from women who themselves realise concrete improvements in their neighbourhood". Semillas wants to use its funds to build a bridge between donors and these women who are active in social change.

At the same time Emillienne has observed that the Mexican charitable market increased enormously during the Nineties, but that projects for street children and health organisations profited particularly from that. Semillas has profited far less, but still wants the challenge to position itself in Mexico alongside the typical charitable organisations as a fundraiser for women. Semillas wants to break through the dependence on foreign donors which has so characterised it since the Nineties. This strategy demands a local fundraising that distinguishes it from the traditional charitable funds. Semillas has decided to focus on women in the business community

and invests in education and consciousness-raising aimed at holding onto these in the long-term. With that they have avoided the fundraising methods familiar in Mexico, such as tele-marketing and direct mail links, but have chosen, among other things, the model of a women's network. Semillas organises special events or living room meetings at which women meet one another, and representatives of Semillas show the personal and actual results of the work. One real innovation in this local fundraising is a catalogue in which the donors can specifically see the results of the work. Another good example is a shop where fashionable clothes are sold, and which serves as a meeting place for women who support Semillas' work.

Emillienne de Leon Aulina has introduced and defended this change of strategy in her organisation's board and in addition has asked for the personal dedication of the board members. Emillienne: "Obviously it was tense, they could have thrown me onto the street, but I am convinced that an organisation like Semillas needs board members who invest time in the organisation, open up networks of new donors and also give to our work themselves." It worked and Semillas has a deeply involved board.

## Communication and Fundraising Resources 5

Fundraising is not a box of tricks that can be opened and shut whenever you need some instant cash. On the contrary, fundraising is all about building long-term relationships with donors and, in so doing, creating a reliable reputation. Cordaid does this through the 'branding' of its income sources (see page 22). The basis for this is communication, followed by request for funding.

## 5.1 Questionnaires

The answers relating to communication in the questionnaire reveal that organisations place considerable emphasis on strategic communication. Where this is missing, a problem arises, as is illustrated by STOAS Tanzania: "People are unaware of an NGO's significance". Shortcomings in communication mentioned include a lack of any communication strategy, an organisation which is unknown and does not enjoy any affinity with the general public, poor contacts in the local community, the business world and the media. Successful local fundraisers, on the other hand, have turned these aspects to their advantage.

Generally speaking, many different means of communication are used. Websites, CD-ROMs and e-communication have become almost as common as folders, posters and brochures. All organisations produce annual reports to keep their most important stakeholders informed of developments. Some organisations publish an annual report which is intended for the wider public. In general, organisations enjoy a good relationship with the press, especially local media.

When asked about fundraising techniques, it turns out that all kinds are used, including the so-called western ones. There are two important aspects. Firstly, the use of a specific technique depends on local circumstances. For telemarketing, a telephone is required, for e-fundraising a computer and for planned giving a regular income. Secondly, it is important for donors to feel that they can trust these techniques. Telemarketing, for example, has a bad name in Mexico. In some neighbourhoods it is simply too dangerous to make door-to-door collections. In general, it is through trial and error that the most suitable fundraising techniques are found. Mensen in Nood, for example, has adapted the long-established formula of sending a simple letter asking for donations when emergency aid is needed somewhere in the world.

The results of the survey show that the most successful fundraising techniques are charity dinners, such as the 'bread and wine dinner' organised by Hogar de Cristo in Peru (see page 12). Personal visits to business executives have been successfully used by WHEAT in South Africa, which sent out an attention-grabbing selection of pots, seed and information to the people in question beforehand (see page 24). Another example is 'donor-circles', where donors meet in small groups, acquire information and then pass this on to others. This kind of personal contact tends to create a trickle-down effect leading to more and more new donors.

## 5.2 Results of the Discussion

The discussion focuses on strategic aspects. The experts feel that it is vital to get their message across to the local population. "Say what you do and do what you say" seems to be the motto. Only through constant communication is it possible to generate some sympathy amongst the local community for the work that you are doing and to convince them to part with their money over the long term. Within local communities, it is possible to identify different target groups which can be involved with the organisation in their own special way.

Organisations differ from each other in their objectives. The experts feel strongly that a differentiation should be made between organisations which have different underlying objectives: advocacy & resource support, service delivery and rights-based. These differences determine the communication strategy of the organisation in question. For this reason, it is important to define the market and the target groups and to realise that the message must relate in some way to the aims of the organisation and the target groups. The experts point out the danger of trying to simplify the message. There should be a realisation that there are different communication objectives, for example, to inform, to educate or to fundraise. These objectives should not be confused with each other, for example, by linking education with fundraising. In addition, the means of communication must tie in closely with the objective.

In order to gain the confidence of local communities, it is essential to promote meaningful campaigns: "invite people to come and see for themselves what the organisation does, the values you wish to espouse and realise, and the results you wish to attain." The experts listed many examples and stressed the importance of building up honest and open links with the press. The success of Hogar de Cristo's 'bread and wine' dinners could not have been achieved without Peruvian television having paid considerable attention to the event.

One key question that arose in the discussions about cooperating with business was "who is doing who the favour?" There is a danger that a business which supports a good cause is only doing so to improve its own image at the expense of the NGO. Of course, a donating business enterprise always has some vested interest, but there has to be a balance so that there is a win-win situation for both parties.

Another issue focuses on the business enterprise that you should choose to join forces with. Opinions differ on this. Mayan Quebral of Venture for Fund Raising described the two extremes. According to a Salvation Army fundraiser, the organisation will work with anyone: "to help our cause, we will even accept money from the devil himself". Unicef, in contrast, only works with companies who share the same values and does not work with businesses that use child labour.

A word of caution is needed with respect to the use of photographs in fundraising campaigns. Sometimes photos may appear which detract from the dignity of the person

depicted. In the same way as the message should not be too simple, photos should not be used only for the sole aim of raising money because of the compassion they are likely to generate.

The experts attach a great deal of importance to improving the identity of an organisation through the use of an eye-catching or clearly recognisable logo. Many organisations already have this. Many people, for example, were able to identify with the presentation on the Cordaid income sources (see page 22). Many agreed with the concept of giving an organisation, product or service its own individual image, personality and visual identity through consistent communication. Many were able to identify with the process whereby identity is achieved by formulating who you are, where you come from, what your main activities, markets and target groups are. Any organisation which wants to raise funding locally should start by implementing this process.



Christmas cards as made by Cordaid partner COHAN, Haiti.



# The Netherlands

## The Importance of Branding

### Cordaid

Active in local fundraising: since 1914 (mensen in Nood, Caritas Netherlands), 1925 (Memisa), 1958 (Vastenactie, Dutch Lenten Campaign)

Own fundraising as share of total income: 20%

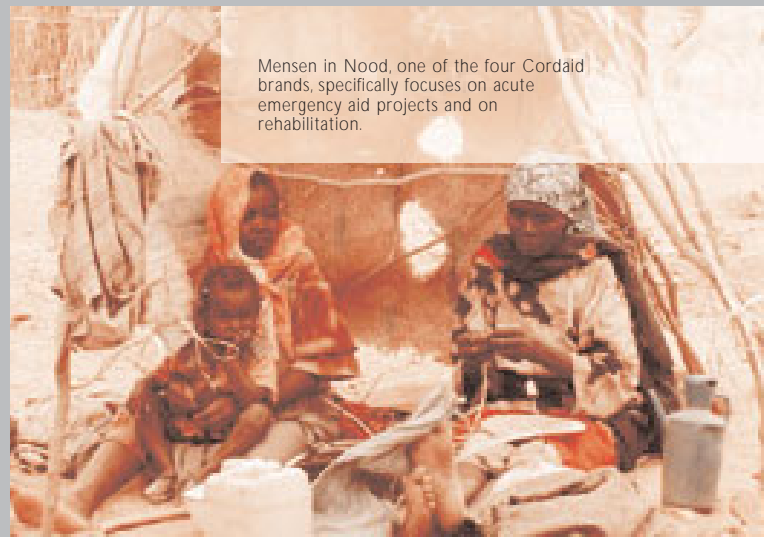
Cordaid has three income sources: Mensen in Nood (Caritas), Memisa (Medicus Mundi) and Vastenactie. The total revenue of these three income sources together is 32.2 million euro. This means that Cordaid is ranked as the fourth largest fundraiser in the Netherlands.

Each of the three Cordaid income sources must be instantly recognisable to its donors and be able to distinguish itself from the other competitors on the Dutch market. This process of differentiation is termed branding. "Before you even start to communicate, you have to think carefully about branding." These were the words of Jacqueline Brens of Mensen in Nood when she addressed meeting participants. This applies in equal measure to large and small income sources. You have to think about how to tap the market with a consistent message and a familiar image and personality. This is done on the basis of an unambiguous product, (for Mensen in Nood; emergency aid and for Memisa; care for mother and child) and pictures: use of photograph, colour and logo. The presentation made crystal clear which pictures belonged to Mensen in Nood and which to Memisa.

The development process begins by formulating key values and tasks on the basis of your vision and mission. That means saying who you are, where you come from, what (key activity) you carry out to achieve whatever it is you aim to

do, for whom and in what way. Once this has been formulated, you have to choose a simple and unambiguous message, taking into account your own target group and the competition. Only through trial and error is it possible to find out the right message and the right way to communicate this consistently in the future. If you start changing your tune, it is likely to cost lots of money and time to rebrand your product on the market.

The income sources with their own branding are important to Cordaid because they demonstrate the social entrenchment of Cordaid in Dutch society. Cordaid serves a number of sections of the market with the aid of these income sources: emergency aid workers, children, medical assistance and catholic and ecumenical development aid. Of course, the danger exists that donors give to one of these income sources and decide to ignore others, with the result that one income source grows at the expense of the other. However, the fact that these different income forces exist,



Mensen in Nood, one of the four Cordaid brands, specifically focuses on acute emergency aid projects and on rehabilitation.

enables their causes to be advanced in a different way to the others, so that they can all vie for the favour of the donor. An ability to differentiate is therefore vital.

### Mensen in Nood

Mensen in Nood targets Dutch inhabitants who are fifty years old or older. Its branding is under continuous development. Until 2000, the *Mensen in Nood* product was multifaceted: emergency aid, vulnerable sections of society, (homeless) children, nutrition and refugees in the Netherlands. The slogan was '*Geloof in eigen kracht*' (Believe in your own strength) and the communication was aimed at showing positive images of local partners who carried out their work in situ. After 2000, the focus of attention shifted to emergency aid, prevention of disasters and reconstruction, and vulnerable groups, especially children. The slogan became '*De mensen, de toewijding, de kracht*' (The people, the commitment, the strength). The communication focused on showing the necessity of (emergency) aid and the way in which local partners, above all, are able to provide this aid. The next phase in its development is that Mensen in Nood will focus solely on emergency aid and that child aid will be developed using a new income source. Throughout the whole process, communication has become more and more clearly-defined and this message is used in all fundraising activities of the organisation, thus ensuring optimum levels of recognition amongst donors and that *Mensen in Nood* is able to occupy an unrivalled position amongst the competition.

### Memisa

Memisa also targets Dutch over-50s. Memisa offers structural medical aid. Prior to 2000, Memisa's concentrated

its efforts on structural medical aid, emergency medical aid, assistance to vulnerable groups through the Memisa doctor and local health workers. The slogan was '*Het Memisa Recept*' (The Memisa recipe).

The communication at the time used pictures of white-faced doctors, local health care workers and local patients, but nevertheless the image was a positive one. After 2000, the slogan was changed to '*zorg voor gezondheid delen we samen*' (share our care for health care). It was decided to dispose of the white doctors in the pictures and only the local health care workers and patients remained. From 2004 onwards, the emphasis is to be on structural medical aid, in particular for mothers and children. The emergency (medical) aid is to be transferred to *Mensen in Nood*. The new slogan will be '*Zoals de moeder het kind*' (like mother, like child), because the health of one generation must be passed down to the next. The pictures show healthy looking mothers looking after their children.



Memisa is the Cordaid brand that raises funds for structural medical aid projects.

## How WHEAT Surprised the South African Business Community with a Box...

## WHEAT

Women's Hope Education and Training Trust

Active in local fundraising since 1998

Share of fundraising revenue in overall income: 30%

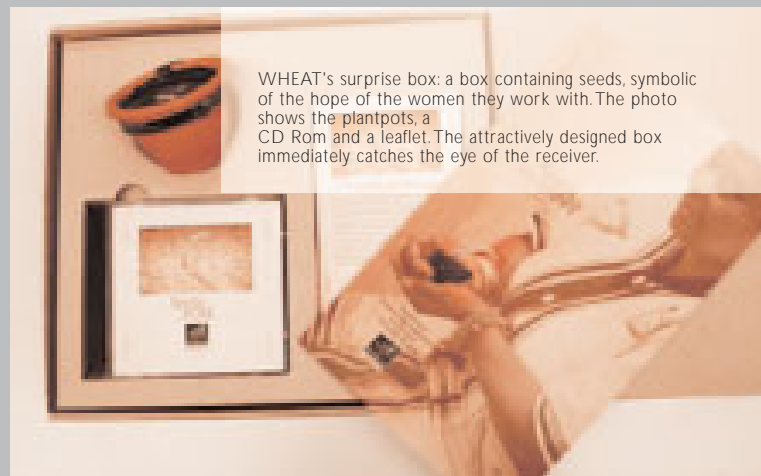
South Africa has more than 98,000 NGOs, all appealing to the generosity of the South African public. As a foundation which encourages women-based activities by providing them credit facilities for their work, WHEAT decided to target its fundraising efforts primarily on the business community. This was largely in reaction to advice given by the South African government to the business community to spend 1% of its profits on good causes. As part of its campaign, WHEAT primarily targets businesswomen and drew up a list of the 30 most influential women in South African business. Initially, newsletters were sent out with personal requests for contributions.

It all changed when Tina Thiar, one of the driving forces behind WHEAT, went to visit a large South African concern. "The first thing they showed me was a wall which was covered in brown envelopes each containing begging letters from NGOs. In a flash, it became clear to me that WHEAT would have to avoid ending up on the same wall. We had to think up something different." WHEAT received assistance in the matter from volunteers in an advertising agency. In the end, they devised a box containing seeds, symbolic of the hope for the women they work for. The seeds were accompanied by jars in which they could grow. A CD-ROM was added containing extensive information about the organisation, with some folders and a covering letter. The cleverly designed box

is an eye-catcher whenever it is delivered to an office.

"Whenever we contact a company to ask, they immediately remember us because of the box. We always try to get in touch with women in a company first, as the initial contact is easier." WHEAT has since sent out around 50 boxes to companies and the follow-up has proved very successful.

The most important lesson that was learned from this exercise is that the fundraising has to be innovative. Not only did the box make an instant impact, it also conveyed WHEAT's message. Neither should the assistance received from volunteers in the advertising agency be played down. Often they were able to provide a different angle on matters. The initial contact with businesswomen also worked well. WHEAT also invites these women to fundraising events at which they are able to get to know the organisation better. Once you get talking, more than one offer will be forthcoming. It is important to get to know a company's buzz words and to use them in your own proposals. In this way, business managers will start to identify with your own objectives.



WHEAT's surprise box: a box containing seeds, symbolic of the hope of the women they work with. The photo shows the plantpots, a CD Rom and a leaflet. The attractively designed box immediately catches the eye of the receiver.

The experts stress the importance of embedding the local fundraising structurally in the organisation. Mayan Qeubral of Venture for Fundraising in the Philippines presented a phased plan which is based on her wide and intensive experience of fundraising (see page 28).

### 6.1 Questionnaires

From the answers to the questionnaires it was clear that board members, management staff and many volunteers were active in local fundraising. Board members are important because they have access to networks and can open doors to possible well-to-do donors and leading lights in the business community. What's more, they are often valuable benefactors. At a management level, it would appear that on average an organisation spends 20% of its time on local fundraising. Additionally, most organisations have two or three members of staff who are in day-to-day charge of executive tasks such as the organisation of events and maintaining links with individual donors and the business community. In some cases an organisation has a member of staff that acts as press liaison officer and coordinates volunteers. Most organisations work with volunteers. A distinction can also be made between foreign volunteers who are sent out for a period of one or two years by organisations like the Peace Corps or VSO to carry out a specific task, such as building up a database. Usually however, it is local volunteers who help organise general activities such as fundraising events. Sometimes, specialised volunteers, who for example work for an advertising agency, help out by

writing and designing folders and thus contribute to the professionalism of the communication.

Almost all organisations have trained their personnel in fundraising techniques. Nevertheless, opinion amongst the organisations was unanimous as regards not having enough staff that was qualified in fundraising, not just at a management level, but amongst ordinary members of staff as well. In addition to extra training for management staff, there is a need for training programmes for board members.

### 6.2 Results of the Discussion

In the discussion, the experts stressed the necessity for local fundraising to be given a structural place within the organisation. However, it was acknowledged that the problems arising on a day-to-day basis often take priority, so that there is insufficient time to set up fundraising activities which can be managed on a consistent basis. Too often, fundraising is of secondary importance to management staff and board members. For that reason, it is important to make a plan including concrete tasks which can be delegated and time schedules which can be drawn up for these activities.

The experts identify with the need for the training of management staff and board members. They believe that Cordaid/Mama Cash have an important role to play in funding and facilitating these training programmes, as is also the case at the moment. Training courses specifically for board members will also have to be developed.

## Fundraising Activities for Widows and Orphans

Kagera Development and Credit Revolving Trust Fund (KADETFU)  
Active in local fundraising since 1996.  
Share of local fundraising in the total budget: 5.3%

Kagera is one of the poorest regions in Tanzania. It lies in the North West of Tanzania at a distance of 1200 kilometres from Dar es Salaam. Since the eighties the region has been confronted with one disaster after another. The Tanzanian armed forces crossed the area towards Uganda in order to get rid of Idi Amin. The regional economy depends on the coffee prices that have drastically gone down on the world market. The region was also hit the hardest by HIV/Aids and El Niño brought it severe rainfall and floods of mud. In 1994 this region was also "flooded" by hundreds of thousands of refugees from Rwanda who left large areas barren by their search for firewood.

And, as usual, disasters affect the most vulnerable people the most. In Kagera mainly orphans and widows. The organisation KADETFU wanted to raise money for this group of people in order to supply them with small credits so they would be able to start income generating activities. The organisation decided to organize a dinner party with an auction to be held at the Kolping Hotel in Kagera. They started by setting up a committee of the most influential people from the most important sectors of society. This committee assisted in inviting guests through their networks. A number of selected potential guests were visited first to explain the situation and to see if they were interested. This was helpful when inviting other guests: 90% of the invited

guests indeed showed up. The traditional culture of giving in the region, known as *Obwambi* or "mutual assistance" proved to be an important point of reference while inviting the guests. The organisation took care of quite some publicity in the local press. During the event an orphan and a widow were able to tell a convincing story. The auction was also a success because there was an atmosphere of good-natured and sociable bidding.

The dinner was a great success. 70% of the set goals were attained and many orphans and widows could be given financial assistance. The name of the organisation has become well-known and has created a trustworthy image at many influential persons in the region. A second dinner has been planned.



At a continent-wide level, programmes will have to be devised for the 'training of trainers'.

Cordaid/Mama Cash can also play their part in bringing together and in recording the diverse experiences of organisations in a particular region. The nature of the work is such that lots of contacts are made and this means that many sorts of good practices and success stories can be identified, which can provide an important impetus to new organisations. This may help bring about a network of organisations which works with local fundraisers.

In stimulating local fundraising it is the opinion of the experts that organisations should be differentiated as follows:

- Organisations which are not aware of the possibilities offered by local fundraising. It is important to communicate the scope of local fundraising via success stories and by establishing contact with organisations that already have experience with this. At a strategic level, it can be shown that local fundraising is all part and parcel of the long-term financial strategy which is not solely dependent on foreign donors.
- Organisations which are aware of the possibilities, but which have so far not acted on these. Cordaid/Mama Cash should be able to point out other organisations which have already had the experience and make them an offer for the training of management staff and board members. Such organisations should be encouraged to make a study of the local culture of giving and potential local donors /

businesses in order to make a successful start to local fundraising.

- Organisations which have experience of local fundraising should be persuaded to set up a network to exchange experiences and to build up a list of those experts who have hands-on experience in the field. As part of this network, workshops might be organised, good practices drawn up and possible certification procedures developed.

The experts feel that it is extremely important for an organisation to get the financial opportunities offered by donors such as Cordaid, so that a marketing budget can be drawn up to invest in local fundraising.

A suggestion was put forward that Cordaid, when entering into a contract for a grant, should specify in the contract that local fundraising is a necessary precondition for receiving the funding in question.

## Relations, the Basis for Success in Fundraising

## Venture for Fund Raising

Venture for Fund Raising is a group of professionals which, since 1999, has been helping non-profit making organisations with local fundraising by means of training courses, consultancy and research.

Mayan Quebral is a real expert in local fundraising. Before becoming managing director of Venture for Fundraising, she worked as a successful fundraiser at Unicef in the Philippines. She is author of the book, 'The Fund Raisers Guide to Fund Raising', in which she describes the step-by-step approach to fundraising, from initial concept to successful campaign. Her presentation on the second morning of the second day brought together all the different elements.

"Fundraising is Friendraising". By this she means that, "It is a management process whereby an organisation goes off in search of those who share similar values and undertakes actions to manage this relationship." So fundraising is not just about money. In fact, fundraising is about relationships, sharing values and building up trust between the organisation and its donors.

Of course, fundraising has a financial objective, that is, consolidation of the long-term financial stability of an organisation. The fact is that many organisations are 95% dependent on their foreign donors. Mayan describes ideal development which must lead to diversification of income sources to a situation where, for example, a third of all income is foreign, another third is made up of grants from

the local government and a third is generated from local fundraising.

In Mayan's view, donors only support bona fide organisations which are transparent and accountable. In order to achieve this status, a number of conditions must first be satisfied before an organisation starts fundraising locally. To start with, the entire organisation must be convinced of the need for fundraising and this applies to everyone: the board, the director, the staff and the volunteers. This also includes drivers. When she worked at Unicef, Mayan would impress on drivers how important it was for them to drive carefully and non-aggressively. Just imagine a Unicef driver getting into a roadside fisticuffs with another road user who was a Unicef donor? It would probably mean the end of that particular donation.

Fundraising must occupy a permanent place in the strategy and the priorities of the organisation and it has to be made plain to everyone what the income goes towards (transparency and accountability). Mayan underlines the role of the board. She argues for a board which is representative and enjoys a wide network. The board should be assigned an active role in the organisation's fundraising activities and she cites the example of the Philippine Eagle Foundation, which recruits its board members from leading business and community circles in the Philippines. In addition to inviting them to four meetings per year, they are also asked to set fundraising objectives and to take an active part in campaigns. In the last 15 years, the number of board members has grown from 5 to 17, with a corresponding increase in income and social outreach.

On the back of her wide experience, Mayan advocates making a 'financial sustainability assessment' in three phases. The first phase involves an external audit to identify the possible opportunities and threats with respect to fundraising. The second phase entails performing a market research survey of existing and potential donors and of the possibility to develop and strengthen relations. The third phase consists of an internal audit to identify the strengths and weaknesses of the organisation's fundraising activities. She quotes the example of a survey carried out by the Christian Broadcasting Network Asia. The organisation categorised its donors into three main groups: large donors, medium-sized donors and small donors. They looked at the donation patterns of donors in each of these categories in order to calculate average amounts and frequency of donations. A more customer-friendly approach for these donors was formulated and donors were no longer addressed en masse (which caused some irritation amongst donors), leading to cost savings for the organisation and a general increase in revenue.

Planning is the key to successful fundraising and entails three important steps. Draw up a plan that is strategic, realistic and well-coordinated. Set yourself goals, know how to quantify these and gear up your plan of action to these. Finally, ensure that your organisation's mission comes to the fore in all your fundraising activities. Everyone in the organisation should be given clearly defined tasks in which the director, the fundraiser and his or her department is in charge of the whole fundraising process. These tasks can be specified according to target groups, such

as individuals, large donors and the business community. Internally, other specific tasks can be identified, such as communication with donors, updating databases, organising events and bookkeeping. Organisations such as Venture for Fund Raising, of which Mayan is director, can help newly established organisations to set up a departmental structure, to train staff and implement and evaluate the impact of the initial campaigns, such as mail shots. Her organisation has helped various organisations earn their spurs and in this way the internal structure of many NGOs has been strengthened. Ultimately, successful fundraising means reducing the dependency on others, growth and development and the creation of a strong and sustainable organisation.

# Recommendations of the Expert Meeting 7

1. It is important for counterpart organisations and Cordaid / Mama Cash to share responsibilities for the long-term financial sustainability of the work of counterpart organisations.

2. Choosing to start a local fundraising campaign must be the strategic decision by the counterpart organisation itself, so it is important to find sufficient reason to persuade them of this fact. Explain the necessity of local fundraising, give examples of success stories from other organisations to break down any initial resistance and put them in contact with organisations which already have experience with local fundraising.

3. The success of local fundraising depends very much on the local circumstances so it is important to do some research locally into patterns of donation, potential donors and their motives and into opportunities for bringing about long-term financial sustainability.

4. Carry out a study into how existing cultures of giving can be influenced and used for the benefit of social renewal.

5. Starting up local fundraising requires a step-by-step approach. Look into the local circumstances and possibilities, take time to look at successful examples, pinpoint target groups, build up capacity by training staff, the board and volunteers of an organisation. The encouragement of local fundraising by Cordaid/Mama Cash must not form part of an exit strategy, but must be a stimulus to developing greater financial independence within the organisation and to spreading the income of an organisation across more sources.

6. Local fundraising requires a good communication strategy: "Say what you do and do what you say". It is important for organisations to develop their own individuality and visual recognition through branding and consistent communication.

7. Fundraising must be related to the organisation's mission. Target groups and opportunities for success in local fundraising vary according to the objectives and key tasks of the organisation, e.g. advocacy & resource support, service delivery and rights based. These differences determine the communication strategy of the organisation in question. For example, there is a difference in communication where objectives differ: information, education or fundraising.

8. Organisations should work at building up confidence and transparency within their local communities. In addition, a system of national certification is an important tool in establishing some credibility for the whole fundraising sector. Networks of NGOs provide the means to reach this objective. It may also lead to other spin-offs for the whole sector, such as tax inducements for those who donate to good causes.

10. It is important for Cordaid/Mama Cash to commit themselves to 'capacity building' and the provision of technical assistance to organisations with respect to local fundraising. This will make it easier to use the experience gained in other places.

9. Undertake studies into the implementation of financial instruments, including endowment funds.

11. It is important for Cordaid/Mama Cash to inject resources to stimulate long-term financial sustainability in order to enable local fundraising, such as for the organisation of training courses and workshops and for developing a toolkit containing e.g. a standard database which can be used by organisations.

12. It is important to develop worldwide networks so that experiences in local fundraising can be exchanged and innovations introduced.



Fundraising publications of several Cordaid partners.

It has already been mentioned in the introduction: "this booklet represents an interim position". The state of affairs after a first attempt to map local fundraising, to systemize, analyze and learn lessons for Cordaid/Mama Cash and their partner organizations.

The 'interim score' indicates that the many good initiatives that have been taken all over the world especially can inspire others to also take up local fundraising. The experts who all in their own way have reached results in local fundraising are quite willing to share their experiences and all know the intense feelings of satisfaction and pride after a successful activity. These experiences should be spread around the world in order to trigger the conviction that there are possibilities. And then the expertise on how to do it can be built up.

The next step will be to continue studying experiences: the culture of giving, the motives of those who give, methods used in communication and fundraising. Besides this, on a worldwide scale experiences will be exchanged through networks of organisations and initiatives will be taken to organize trainings and workshops.

Within Cordaid a track will be set out to show the officers in the regional departments what the possibilities of local fundraising are in view of the organisational approach. In this way it can play its role within the strategy of the organisational approach. And by analyzing the local circumstances we can indicate what opportunities are attainable for several partners within their specific setting.

Special attention will be given to the position local fundraising should take within Cordaid's financial policy. For instance, further research will be done on the issue of the role of endowment funds within the financial strategy of an organization.

You will be able to be kept informed on the state of affairs: Cordaid's website [www.cordaid.com](http://www.cordaid.com) will provide updated information on the many aspects of local fundraising. At this moment you will find an overview of literature, trainings and addresses of the participants of the expert meeting.



# List of Participants

Mrs. Mercy Cabrillas	CRIBS	Philippines	cribsnet@info.com.ph
Mr. Ali Ashghar	COVA	India	hyd1_covahyd@sancharnet.in
Ms. Nisha Purushothaman	MCAS	India	nisha@fundraising-india.org
Mr. Midekor (Ayao Dodji Agblévi)	Inades-Formation	Ivory Coast	ayaoda@inadesfo.ci
Ms. Marianna Torok	NIOK	Hungary	m.torok@niok.hu
Mr. Dritan Shutina	CoPlan	Albania	dritan_shutina@co-plan.org
Mayan Quebral	Venture	Philippines	mayan@venture-asia.org
Padre Martin Sanchez	Hogar del Cristo	Peru	anawim_hc@terra.com.pe
Mr. Harley Nascimento	GAPA	Brasil	gapaba@terra.com.br
Nyame Goniwe	SCAT	S. Africa	nyame@scat.org.za
Paul Bottelberge	TRACE	Tanzania	tracet@cats-net.com
Rosemary Adong	CDRN	Uganda	cdrn@cdrn.co.ug
Emilienne de Leon Aulina	Semillas	Mexico	emilienne.deleon@semillas.org.mx
Ms. Bisi Adeleye-Fayemi	Afr.W.Dev.fund	Ghana	bisi@awdf.org
Ms. Tina Thiar	WHEAT	S. Africa	thiar@worldonline.co.za
Ms. Nathalia Karboska	Ukr.W.fund	Ukrain	uwf@uwf.kiev.ua

## Resource institutions:

MCC-Murray Culshaw Consulting  
 2<sup>nd</sup> Floor Vijay Kiran Building  
 314/1 7<sup>th</sup> Cross, Domlur Layout, Bangalore 560 071, India  
 Tel: +91-80-535 2003, 5115 0580  
 email: [mcc@fundraising-india.org](mailto:mcc@fundraising-india.org), website: [www.fundraising-india.org](http://www.fundraising-india.org)  
 Training/consultancies/publications

Venture for Fund Raising  
 Unit 2801 Jollibee Plaza Building, Emerald Avenue,  
 Ortigas Center, Pasig City, Metro Manila, Philippines 1605  
 Telephones: +63 2 634 8889 to 90; Fax: +63 2 637 3545  
 E-mail: [venture@venture-asia.org](mailto:venture@venture-asia.org), website: [www.venture-asia.org](http://www.venture-asia.org)

# Bibliography

**A Venture for Fund Raising, Investing in ourselves:**  
 Giving and Fund Raising in Asia, *March 2004*

**A Venture for Fund Raising, Series: Investing in ourselves:**  
 Giving and Fund Raising in Bangladesh, India, Indonesia, Nepal,  
 Pakistan, Philippines, Thailand, *March 2004*

**Quebral, Mayan G., The Fund Raisers's Guide to Fund Raising**  
 A Venture for Fund Raising Publication, *2002*

**Chikati, John, Complete Eastern Africa Fundraising Handbook.** An Institute of Fundraising and Direct Marketing  
 Publication, *Nairobi 1999*

**Norton, Michael, The World Wide Fundraiser's Handbook**  
 A Directory of Social Change Publication, *London 1998*

**Hooglugt, Willem, Local Fund Raising, The First Steps, 1999**

**Nilsson, Christina and Angey, Silvia, NGO Financial Sustainability: Whose reality? A Study of Financial Sustainability of NGOs in Uganda: Successes, Challenges and Prospects.** CDRN,  
 Kampala, Uganda, *September 2004*

**The Need for Local Resource Mobilisation by CSOs**  
 TRACE, Dar-es-Salaam *2004*

**Everatt, David and Solanki, Geetesh, A nation of givers? Social giving among South Africans.** Findings from a national survey researched and written for the CCS, SAGA and NDA,  
 Strategy & Tactics, *South Africa 2004*

**Chawla, Mukesh and Rannan-Eliya, Ravindra, Experiences with Resource Mobilization**  
 Strategies in Five Developing Countries - What can we learn? Dept.  
 of Population and International Health, Harvard School of Public  
 Health, *May 1997*

**Viravaidya, Mechai and Hayssen, Jonathan, Strategies to Strengthen NGO Capacity in Resource Mobilization through Business Activities.** PDA and UNAIDS Joint  
 Publication, UNAIDS Best Practice Collection, *2001*

**Diversifying Funding Sources.** The challenges and opportunities for local resource mobilisation in Eastern Africa.  
 The Resource Alliance, Dar-es-Salaam, December 2003. Trends in  
 Romanian Philanthropy: Individual and Business Giving. Association for  
 Community Relations, Cluj, Romania ([www.acromania.ro](http://www.acromania.ro)) and  
 Allavida, London, UK ([www.allavida.org](http://www.allavida.org)), *September 2003*

**Fundación AMARY SERVIR,** Raising funds amongst Colombians,  
*November 2004.* Survey of ex-students of Jesuit colleges and of  
 expatriates.

**Reyes, Anantonia en Samandú, Luis, Movilización de Recursos y Organizaciones de la Sociedad Civil en Guatemala**  
 CUDECA, San José - Costa Rica, *December 2004*

**Price, Jorge L. en Key, Patricia, Estado de situación del fundraising en el Peru Juni 2004,** no plans for publication  
 Marins de Brito, Márcia Valéria, Capatação de recursos nacionais  
 privados: um desafio para as ONGs brasileiras Organização  
 Complete end of 2004, publishers are contacted