

PART
5

Accessing resources

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Ingrid Emsden/AHRTAG



'We are our own best resource!'

Self-help and support groups around the world rely most importantly on the skills, enthusiasm and hard work of members. However, we also rely on other resources (things which we use to achieve our aims). Resources can be:

- human (time and contributions from people in terms of their skills and knowledge)
- material (office space, equipment, free food)
- financial.

Much can be done without resources. However, your group will probably need some external support and funds to carry out activities – even if this is simply a small amount of money to cover small expenses for a regular meeting.

CHECKLIST

Organising a fundraising event

- * Set a date.
- * Choose a venue or route - safe and accessible, with toilets, medical facilities and child care, if this is possible and necessary.
- * Consult and get permission from the local authority and police if necessary.
- * Consider involving other organisations, such as local schools, youth clubs, sports clubs.
- * Organise publicity for the event and about your organisation.
- * Ask for sponsorship or gifts from a local firm to pay for costs in return for publicity for the firm.
- * Contact local press and radio.
- * Invite a local or national celebrity to start the event or take part.
- * Arrange all the necessary equipment.
- * Tidy up afterwards, and thank everyone who took part.
- * Publicise the total amount of money made among members and the community.



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HINTS & TIPS

Use personal contacts and relationships. Does someone in your family have business contacts?

Find out which local businesses are interested in supporting your group's aims.

Be clear what you are requesting and present it in business language.

Find out what the business will expect in return? Can you meet these expectations?

Find out what other support the company could offer as well as, or instead of, money.

Know their motive and persuade them of the benefits of working with, or supporting, you. Remember that businesses exist primarily to make money.

Looking for funds

Fundraising events

A good way for small groups to begin fundraising is to organise local events and activities, such as:

- fetes and carnivals or community festivals
- bingo games or lotteries, sports events, sponsored walks
- sales of produce or donated goods, auctions
- dances, discos, karaoke nights or concerts.

Businesses

Local businesses can support your group with:

- money, through grants, employee contributions, or donating a percentage of their profits to the group
- 'in kind' support, for example, access to equipment or offering to post mail
- technical support and expertise, for example, free services or advice, 'lending' a member of staff, for example an accountant to help you look at budgeting, or engineers and sound equipment for a World AIDS Day concert. Some businesses may also help to run free or low-cost training sessions, for example in book-keeping or public relations skills.

Businesses can reach many people that may be interested in your work. Employees may want to join or support your group. Businesses have contacts in the wider community who you may want to reach in awareness raising activities. Businesses can also play an important role as advocates, by providing examples of good practice in their workplace or using their economic strength or social standing in the area to lend support (see Part 7, page 112).

A word of caution – there are many reasons why a company may want to support your group. It may be concerned about the impact of HIV on its productivity, office morale and health costs. It may hope to create good relations with the local community. A company may want to be associated with your group to promote its own commercial interests. Before you contact local businesses, ask yourselves what the pros and cons of working with businesses will be. Will you be seen as 'selling out'? Be sure that group members and people who you work with do not feel that a company's commercial interests conflict with your aims and objectives.

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By developing links with local businesses OCAFI can do outreach work in local casinos.

Companies generally prefer to support local organisations, issues that are relevant to their business, of interest to their customers or in which a member of staff is involved. It is therefore worth contacting businesses most likely to be interested in your group.

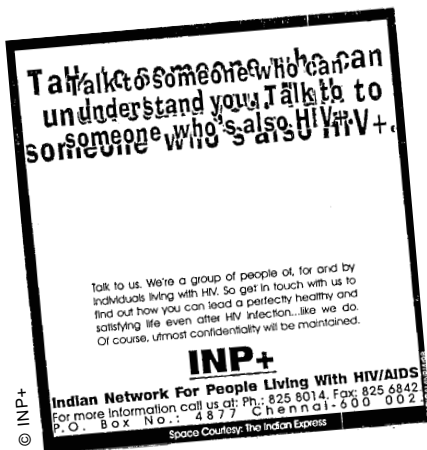
Your request will have a better chance of success if it is clear and well-presented. Find out about the organisation and see if your expectations are appropriate. Try to give the company all of the information it needs to make the decision to support your group. A good way to do this can be to contact someone at the company first to find out what sort of information they want. Then you can write a brief appeal letter, addressed to the right person, highlighting the potential benefits to the company of involvement with your group or project.

OCAFI provides prevention and care services, including a support group for people living with HIV/AIDS, in Olongapo City, Philippines. They have built strong partnerships with local businesses, for example, working together with the local casino for World AIDS Day.

'We've learned about treating business as partners rather than enemies. We realised that we could reach out to our community through many different ways. We've learned that we had to sell ourselves not in an artificial way, just by showing our strengths and our links with the community. We interested local businesses and talked to them about why they should care about AIDS and what they'd gain. After that, they were keen to help.

Business partnerships have led to benefits such as: a higher profile and respect among a variety of local businesses; financial and in-kind support, for example, local businesses donating banners and materials for promotional work; increased access to entertainment workers in casinos. It takes time. In 1995 we got a small amount of funding for World AIDS Day but by 1996 companies were offering full financial support. We are now being by other businesses who are impressed by our reputation and want to become involved.'

**Jude Asunción, Olongapo City AIDS Foundation (OCAFI),
Philippines**



Sponsorship is where a business pays to have its product advertised by your organisation. Sponsorship ideas include:

- paid-for advertising in your annual report, brochures or newsletters
- displaying the name of the sponsor, for example at events or on equipment.

'One of the leading advertising agencies in Chennai produced a set of four advertisements free of cost for us. Space for these advertisements is being sponsored by a leading national newspaper. The advertisement advises people that we are all HIV positive and living positively and provides information on how to contact us.'

Indian Network of People Living with HIV/AIDS, India

If you are looking for sponsorship you will need to be able to say how many people are likely to see the company's name or how many areas you can cover with a sponsored product.

Subscriptions

You can ask people to become a 'friend' or supporter of your organisation, for example by offering membership, a newsletter, reserved tickets for events, or other benefits, in return for a subscription fee. A subscription scheme can be an easy way of raising small amounts of money, but remember that you will have to provide the subscription benefits, collect the money, send out reminders, and keep an up-to-date list. All of this may not be possible for small groups.

However, an important advantage is that it gets people involved in your group over time. Supporters can also contribute to your group in other ways, such as skills or links with local businesses.

It is useful to have different subscription rates, for example, for HIV-positive people, family and friends and others.

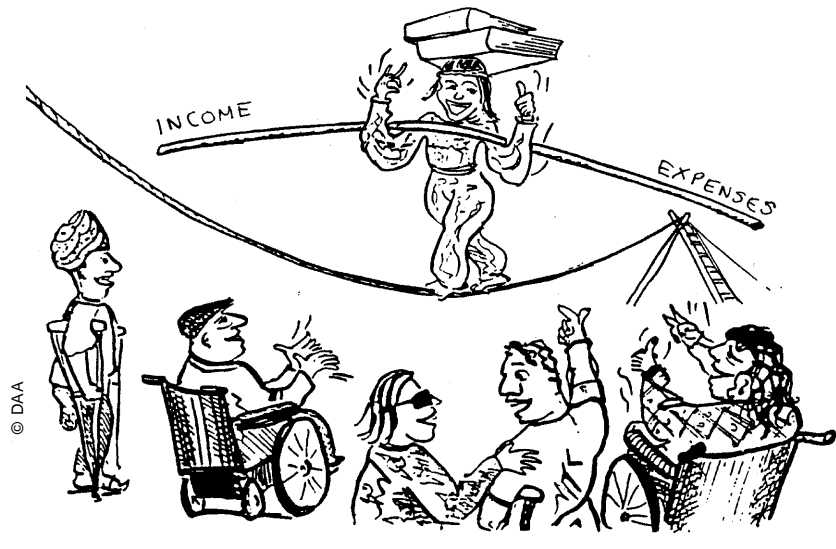
Self-financing

Self-financing means raising money through your own activities. People with HIV have acquired knowledge and experience that can benefit others. For some time, many groups have given their knowledge and experience for free, but some organisations are now charging others for:

- advising funded organisations or the media
- participating in research programmes, when the research has been approved by ethical committees and your members do not feel that they are being used as 'guinea pigs' (this is especially the case in medical research)
- providing training in HIV awareness work
- providing technical support to other groups, such as in organisational development.

'We used to do a lot of training for other AIDS service organisations. This led to some concerns - we sometimes felt our involvement in other organisations' activities were tokenistic. Now we make sure that if our name is put on a proposal we are involved from the planning through to the evaluation stage. We will do workshops for other organisations, but we will not go and do just anything anywhere as we did at the beginning. Now we prioritise certain workshops, those which we can do well. Now that we have had training in capability building the government has seen that we can handle projects ourselves and we are funded.'

Pinoy Plus, Philippines



Good fundraising practice

For all fundraising, however small-scale, the following general principles are important.

- Collect good information and present it in a way that is easy to use. For example, one-page fact sheets, simple charts or leaflets are a good way to communicate facts and figures.
- Provide evidence of the value of your group for its members or benefits of its activities. This is useful for both general publicity and for showing to potential donors or partner organisations.
- Show any cost-savings that your services or project can provide.
- Be proud of what you have done and tell people about it. Publicise your activities and achievements. See page 103 for more information on dealing with the press.

HINTS & TIPS

Form a finance group with at least three members so that the responsibility for looking after the money is shared.

Develop clear, written guidelines for how money can be spent, and by whom.

Meet regularly, and keep up-to-date about how much money there is. Check the book-keeping system regularly, at least once a month.

Make sure that the finance group has all the items necessary to look after money well.

Keep a record in a book of all money coming in and going out (see example below). You can record all cash and cheques in the same book.

Keep the finance records in a safe place.

Keep as little cash in your cash box as possible.

Give a receipt (and keep a copy) to anyone who gives money to the group for any reason, including donations.

For larger amounts, open a group bank account so that deposits and withdrawals are recorded by the bank.

Managing your money

Managing your finances is important, however small your group's budget. Serious problems can develop if you do not keep track of all your funds and expenses and if it is not clear who is responsible for monitoring the money.

Example of a cash book record

	Date	Description of transaction	Cash In	Cash Out	Balance
		Amount brought forward			27.32
1	14 April	Talk at hospital	14.00		41.32
2	14 April	Bus fare - Zelma		.30	41.02
3					
4					
5					
		Total to carry forward			

Dealing with cash

It is important to have some rules about the small amounts of money which are not kept in a bank account (petty cash). These should be written down and everyone should know and understand the rules. For example:

- Be clear about who is responsible for handling petty cash – ideally this should be the finance group.
- Have a sensible place to keep small amounts of cash. This doesn't have to be a lockable cash box but should be kept somewhere secure.
- Always get a receipt for anything that your group spends money on.
- If you can't get a receipt, or have lost it, get a petty cash voucher signed.
- Keep receipts and petty cash vouchers in a secure file – a ring binder is ideal.
- Always give receipts to people who give your group money.



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Fundraising for larger amounts

Research

Talk to other people and groups who have experience of fundraising. Your local library may be able to help with contact numbers and addresses. Large international and regional donor agencies may have branches near you. (See also the fundraising resources listed on page 123).

Learn as much as possible about each funding agency you approach. What interests them most? What size and type of grants do they give and to what kind of organisations?

Target

Choose the funding agencies whose interests best match your project and its needs. Highlight any connections between the funder's interests and your work.

Do not send copies of your proposal to agencies which you have not researched, to which your proposal is clearly not appropriate, or which do not fund your type of organisation.

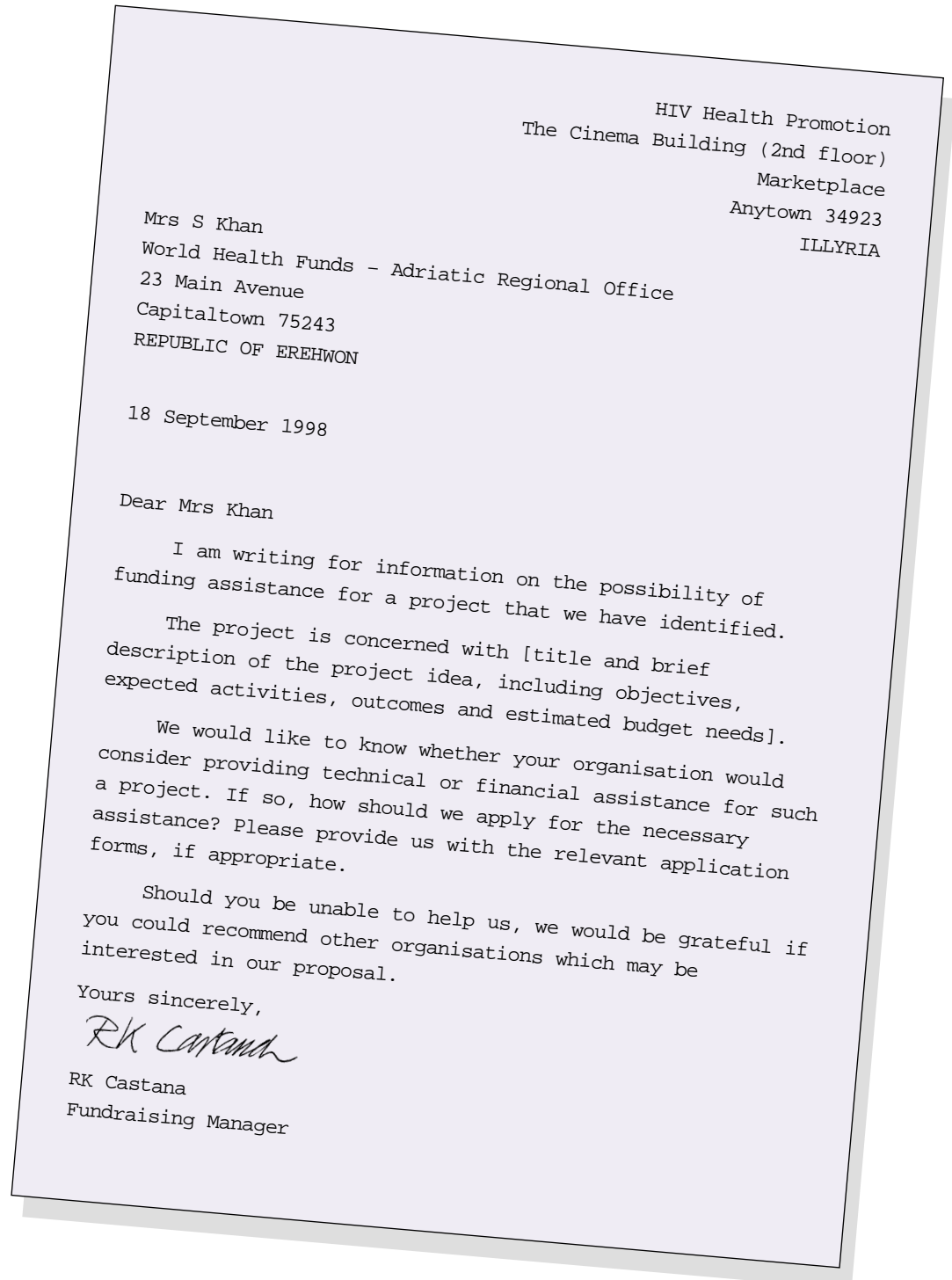
Funding agencies are likely to want to know:

- Who are you, where do you work and who do you work with?
- What is the problem, need or want?
- What action are you proposing and why have you chosen it?
- What are the expected benefits, and who for?
- How much will it cost?
- How will you evaluate what you have done and how will the lessons be used?

Letter of enquiry

It is a good idea to send an initial letter of enquiry before you prepare a full proposal. Address it to a named person if possible, asking whether their organisation is willing to consider a proposal for your project and, if so, whether they have any particular requirements.

Sample letter of enquiry



HINTS & TIPS

Fundraising proposals

Follow the donor's guidelines and address its special interests.

Be brief. A standard proposal should be no more than ten double-spaced pages, plus a title page and a list of contents.

Keep it simple. Avoid complicated words, slang or jargon. Explain any special terms, abbreviations (shortened words) and acronyms (words made from initial letters, such as PWA).

Focus on one message. Explain the importance of what you propose to do.

Talk about specific activities and concrete results. Avoid general statements other than perhaps in describing the long-term aims and philosophy of your group.

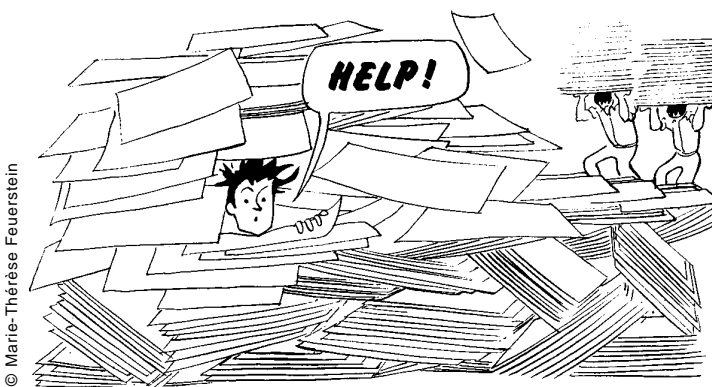
Emphasise the impact that your project will have. Explain who will benefit, and how.

Emphasise your skills and knowledge. Show that your group and project is unique, and explain why.

Make your proposal attractive — it should be clear and easy to read. Use double line-spacing.

Be prepared for the funder to suggest changes to the proposed project design.

Keep copies of the proposal and any correspondence.



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Get to know your funder. If possible, arrange a meeting with the person who is dealing with your application. If they cannot spare the time for a meeting, see if they will talk to you on the phone for ten minutes. Talk about your ideas before sending in a final proposal. Some funders may tell you about what they would like to see in a particular programme.

Your appeal has more chance of success if you start by asking for smaller grants. You can then gradually increase the amount as your organisation builds up a record of successful projects and experience in financial management. Be realistic and 'transparent' (open and honest) about your needs. If you overestimate figures this will cause suspicion and they will be unlikely to fund you.

Consider asking an established organisation to host the account and provide financial backup if you have not done this before. Keep careful records of how all your money is used.

Show how the project will be funded in the future. Funders like to support projects which have the potential to become self-sufficient over time, so their contribution can reduce as a project gains increased local support. Show that this is being considered in your proposal, for example by including a 'start up' year followed by less costly 'scaling up' activities in the second year.

Read the funder's guidelines carefully. Make sure that you send in your proposal within any time limit and that your proposal follows their specified format.

Stages of fundraising

- 1 An agency officer looks at your appeal or letter of enquiry, along with many others. This person then decides if your project is within the agency's funding guidelines.
- 2 If your project fits the donor's requirements, your group is then asked to send in a full proposal. You may also be given a particular outline to follow
- 3 You send in your full proposal.
- 4 The agency officer reads the proposal, along with many others. The officer may contact you to ask for further information or explanation of certain points in the proposal.
- 5 The officer then writes a report assessing each funding proposal.
- 6 Copies of all proposals are given to members of the agency's board of directors or grants committee, along with the officer's report.
- 7 At the next meeting of the board or committee, the members decide whether or not to fund each proposal.
- 8 You are informed of this decision.

This process can take a year to complete, and sometimes longer.

Elements of the proposal

1 Summary (not more than one page)

The summary must be short but should highlight all the key points of your proposal, including:

- a brief description of your organisation
- a few sentences on the problem or need for the proposed project
- a description of the project (including where it will be carried out, long-term aims and one-year objectives)
- the expected results or outcomes of the project, specifying who will benefit
- the planned length of time of the project
- how it will be monitored and evaluated
- the total funds needed for the project (include any funds from other sources, and the amount requested from the funding agency).

2 Information about your organisation and its track record (about one page)

This section should include: the name of the organisation, who started it and why; overall philosophy (or 'mission statement'); the members and who benefits from your group; how the group is organised (number of paid or volunteer staff, any governing body or advisory groups, your legal status as a charity, if appropriate); recent activities and achievements; awards or honours your group has received; quotations about your group from community leaders or experts, or any past evaluations which demonstrate success.

3 The need for the project (about one page)

Briefly explain the problem or need that your project is proposing to meet. Explain why and how you know that this need is important, and back this up with information, such as quotes from authorities or people who will benefit. Do not assume that the reader will know about HIV. Explain why your work is significant, for example, that you work in the region with the highest prevalence of HIV in your country. Point out what is special or unique about your project.

4 Project description and plan of action (not more than three pages)

List the project's overall aim and the shorter-term objectives, for example objectives to be achieved in the first year of the project. There should be no more than five of these for a large project.

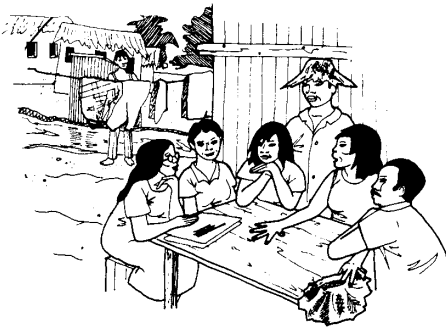
Describe the stages you will go through to reach your objectives and explain why those particular stages are important. This section will say what your project will do, how, why, where and when it will do it. Show any significance of your plan for the future, for example any cost savings or improvements in quality of life resulting from your project.

Explain future plans including an outline workplan or timetable of activities, showing the months when different stages of the project will be carried out. Show when you will be making major financial expenditures.

Explain who has overall responsibility for directing the project, who else will be involved and what each person or group's responsibilities will be. Use job titles rather than individuals' names. State whether each person will be paid or is volunteering their services. This information will explain what you have budgeted for in salary costs.

If any special advisory committee will be set up for the project, describe this and what it will do.





5 Expected outcomes (up to two pages)

In this section, describe what you expect the results of the project to be. Explain who will benefit from this project (and give any details such as their age, sex and HIV status). Emphasise that people with HIV and AIDS will be directly involved in the project design, planning and implementation. Show how this is done and explain why it is important.

Describe your monitoring and evaluation methods and how you will use this information for any future plans. Mention:

- any regular monitoring arrangements to identify and correct problems as you go along
- who is responsible for carrying out and for directing the evaluation process
- how often evaluation will be carried out, when the results will be reported and who to
- exactly what you will examine to measure the success of the project (these indicators should be related to the project objectives and there should be at least one for each objective)
- what data or facts you will collect for your evaluation, how you will collect these, and how they will be analysed
- how you will share the lessons learned from the evaluation with the community and with others, including the funder
- how the evaluation will be used to improve the project.

6 Budget (one page plus notes)

A proper budget must be based on amounts that you know are correct, because funders will want to know how you arrived at your figures. Check that every item in the budget clearly relates to your planned activities.

It is good practice to put notes into the budget to explain any expenses that may seem high. For example, if appropriate, you could explain that travel estimates are based on the lowest available costs, or that translation costs include sign-language interpretation.

Include in the budget a list and explanation of all non-money elements which will contribute to the project ('in-kind' contributions). These might be volunteers' time, loaned vehicles, office space or any donations of services, supplies or equipment.

Mention other funding that you have and who else you are approaching for future funding. In particular, explain how you will raise any additional money for this project which is not being requested in this application.

Outline any plans you have for how you will support an on-going project when this proposed funding ends. Some of your budget costs may be for once-only expenses such as buying equipment. But have you included costs for maintenance and repairs? Are there any plans for the project to generate income without outside funding?

Explain briefly the financial management system for the project including where the funds will be deposited. How is spending controlled and who by? Who does financial reports and how often? Are your accounts audited? If so, who by?

(See example budget worksheet on next page)

7 Supporting materials

With your proposal, you can include support materials such as: your organisation's latest annual report; any policies on equal opportunities or human rights commitments that your organisation has made; copies of any newspaper reports about your activities; a list of member groups (if you are a coalition); the curriculum vitae (CV) of the person leading the project.

Follow-up

Even when you have submitted your proposal, remember that there is a lot of competition for funds. It is advisable to check that your proposal has been received at the funder's office, but do not pester them for an immediate reply. If you have not heard from the funder after a month of submitting your proposal, you could follow up with a polite letter. Ask for confirmation that your proposal has been received and about when you are likely to receive a response. (It may be in six months or a year.)

Keep a record and copies of all applications, with dates of each, and notes of any connected phone calls or meetings.

Use every opportunity to build relationships and increase the funder's knowledge and confidence about your organisation

If your proposal is not successful don't give up. Any proposal can be rejected – even those from very experienced and successful fundraisers. Try to find out the specific reasons why your proposal was rejected. You may be able to submit your proposal again with some additional information or by putting your case in a different way.

If your proposal is successful, it is very important to thank the funding agency for their help. Make sure you meet reporting requirements, for example by providing them with quarterly reports. You may want to apply again for something else in future. They will be more willing to fund you next time if they feel

that they know you well. Invite them to visit you or the project they are supporting, invite them to attend activities and encourage them to feel appreciated and 'part of the family'. Ask them for feedback during the project. Do not forget to acknowledge your donors at meetings or in publications and reports.

Example budget worksheet

This will need to be adapted to relate to your proposed activities.

Project title:

Starting date: Ending date:

Funds requested from [name of donor]:

Other sources of support:

Section 1. Personnel: wages and salaries

Title of post Full-time or part-time (how many hours per week)

1.

2.

Employment taxes & benefits:

Total personnel wages & taxes:

Section 2. Space

1. Office rent: (rate per month x 12)

2. Other space (specify uses):

3. Telephone:

4. Utilities (electricity, water etc)

5. Maintenance and repairs:

Total

Section 3. Materials and supplies

1. Postage:

2. Other (specify)

Total

Section 4. Equipment, furniture and vehicles

1.

Total

Section 5. Travel

1. Local mileage km/month x \$..... /km x 12 months:

2. Meals and accommodation away from home: days \$ /day

3. Other (specify):

Total