KoGe

KOGE PAPER
A guide of the Community of Cooperation

GUIDE OF GOOD PRACTICES AND APPROACHES

FOR FUNDRAISING

A Guide of the Community of Cooperation of Bread for all and Partner Organisations (KoGe)

Working Group on Capacity Development

Members of the Community of Cooperation (KoGe):

- Bread for all
- Cfd
- Connexio
- DM – échange et mission
- Horyzon
- International Blue Cross (IBC)
- Mission 21
- Mission Evangélique Braille (MEB)
- Salvation Army Switzerland
- Service de Missions et d'Entraide (SME)
- TearFund Switzerland

Guide of Good Practices and Approaches for Fundraising

TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYMS

AECID	Spanish Agency for International Development Cooperation
AFD	French Development Agency
BD	Board of Directors
CIDA	Canadian International Development Agency
CSO	Civil Society Organisations
DB	Database
DEU	Delegation of the European Union
GA	General Assembly
GBAP	Guide to Best Practices and Approaches
GIZ	*Gesellschaft für Internationale Zusammenarbeit*
GRAMIR	Rural Research and Support Group
IGA	Income Generation Activities
ILO	International Labour Office
KoGe	Community of Cooperation of Bread for all and partner organisations
NGO	Non-Governmental organisation
NORAD	Norwegian Agency Development Cooperation
UN-Women	United Nations Entity for Gender Equality and Women's Empowerment
UNDP	United Nations Development Program
UNICEF	United Nations International Children's Emergency Fund
SOP	Strategic Operational Plan

INTRODUCTION

In general, a Best Practices and Approaches Guide (GBAP) offers a set of methodologically developed and evidence-based recommendations to help service providers, target groups and other stakeholders make informed decisions about interventions in specific fields or sectors of activity.

This guide of good practices and approaches in fundraising, commissioned by the Community of Cooperation (*KoGe*) for organisations and partner institutions of its members working in Haiti, is no exception to this rule. As such, the purpose of this guide is to strengthen the ability of local KoGe partners to fundraise and build partnerships.

The GBAP was developed by Ernst Mathurin with the support of Odile Reiher, two professionals with over 35 years of experience in fundraising, development and management of programmes as well as development projects, providing support and advice to organisations and local institutions working in the areas of human rights, development, and social assistance, and supporting planning processes, monitoring and assessment.

The approaches and practices proposed in the guide were first identified based on the experiences of both managers responsible for its design, as well as on bibliographical research, exchanges with donors, and organisations and institutions engaged in projects.

The guide is not intended as a 'how-to' book to be applied at various stages of the fundraising process. Instead, it focuses on providing a working approach and simple, proven principles to help users make decisions within the framework of fundraising and local partnership development. Proposals for best practices and approaches in the guide will be validated by both local KoGe partners and members of the Community of Cooperation.

The GBAP is a training and working tool that must enable any actor within development or social and humanitarian assistance to:

- better understand fundraising mechanisms and approaches (Chapter 2) for both the collection of internal funds and the valuation of specific capital (Chapter 3), for the coordination of fundraising campaigns (Chapter 4) and for funding from donors or partners (Chapter 5);
- identifying funding partners and donors on a more informed basis;
- establishing a well-informed strategic operational plan for fundraising and partnership development;
- drafting better adapted funding applications in the long term;
- developing and maintaining harmonious partnerships and collaborations with funding institutions (Chapter 6).

CHAPTER 1.   PREREQUISITES FOR FUNDRAISING

1.1. Develop self-awareness and the ability to identify needs, in order to improve presentation and visibility

Institutions and organisations seeking to fundraise and establish local partnerships must have fairly precise knowledge of their needs. This can enable them to determine their priorities at various levels, particularly in terms of seeking funding and partnerships.

A. Develop self-awareness and the ability to identify needs

In order to improve self-awareness, the institution or organisation must answer the following five questions within the framework of an internal participatory approach: i) Who are we? ii) Who do we work with? iii) Who are our allies? iv) How satisfied are we with ourselves v) What are our needs? vi) Do we have all the required documents?

1.   Who are we?

Answering this question requires the following to be defined or reviewed: institutional or organisational nature, vision, mission, values, work process, organisational structure, membership, environment, areas of intervention, types of actions carried out, and organisational or institutional capacities.

2.   Who do we work with?

This concerns reviewing the target groups with which the institution works, without omitting any of these groups. Asking the question 'why are we working with these groups?'. Analysing the problems and needs faced by these groups. Questioning the relationships developed with these groups.

3.   Who are our allies?

This involves determining the collaborators and/or institutional and funding partners of the institution or organisation. Asking why they are our allies. Questioning the relationships developed with these allies.

4.   What is our self-appreciation?

The simplest way to self-assess is to identify the following on a critical basis: a) the strengths and weaknesses of the institution or organisation; b) the opportunities and threats for the organisation or institution. This analysis should enable any weaknesses to be identified, and if necessary, an organisational or institutional strengthening plan to be established in order to meet the minimum criteria of a CSO managing funds. It is essential to know these criteria, the principal ones being: i) the existence of a steering committee and separation of powers within the CSO, ii) the requirements in respect of standards and procedures in the field of financial accounting, iii) annual balance sheets that are available, iv) written regulations and procedures, v) employment contracts for employees, vi) payslips, etc. If these criteria are not met, it is imperative to take steps to introduce them, by establishing a road map for example.

5.   What are our needs?

Answers to the previous questions will enable the institution or organisation to better determine its needs in terms of ownership of its identity, improvement of its interventions, improvement of relations with target groups and collaborators or partners, as well as its fundraising needs.

6.   Do we have all the required documents?

The main documents required for the internal functioning of a CSO and relationship development with third parties are the following: i) constitutional and statutory acts; (ii) internal regulations; iii) legal recognition; (iv) administrative and financial procedures manual; v) tax identification number and clearance certificate; vi) minutes of general meetings and meetings with governing bodies.

B. Improved presentation

An improved presentation will enable the institution or organisation to present itself more successfully to its target groups, its collaborators or institutional partners, as well as to its donors and funding partners.

In order to improve presentation towards one or another of these actors, or the general public, the institution or organisation must concisely and accurately define the following key aspects of its presentation: i) its nature and a brief history of the institution or organisation; ii) its mission and values; (iii) its geographical area of intervention; iv) organisational or institutional capacities; v) its working processes; vi) any achievements with target groups; vii) its strengths; (viii) its institutional and funding partners; ix) the effects and impact of its actions in its area of intervention.

All managers should be able to present these various aspects of the organisation or institution.

C. Improved visibility

Once the organisation or institution's key presentation aspects have been defined, they must be regularly updated each year and referred to in order to improve visibility. Generally, organisations or institutions use various means to improve their visibility:

   a. a presentation sheet, which is a short document summarising the key aspects of the organisation or institution, often presented in brochure form;

   b. Curriculum Vitæ (CV), a document detailing the background and other skills of the organisation or institution;

   c. a web page (organisations with significant resources) and a Facebook page (organisations with fewer resources). However, skills are required in order to design, install and maintain a web page. It may be necessary to invest in a simple web page presenting the CSO, its interventions and key documents.

That being so, updating such a page can be a challenge.

   d. requesting meetings or sending invitations to events such as: field visits, training sessions or conferences organised by the CSO to improve visibility and establishing personalised links with the eventual collaborator, institutional or funding partner;

   e. establishing partnerships and networking with other CSOs for better integration into the community and to strengthen access to services and funding.

The organisation or institution must determine the most appropriate way to improve their visibility in each case, and for each type of representative.

1.2. Need for a broad understanding of the cooperation sector on local and global levels

Funding institutions to the civil society are numerous and diverse. In order to correctly define your fundraising strategy, it is important to have a fairly good understanding of this area of cooperation.

Funding sources for CSOs can be categorised into nine (9) institutional categories:

1.	Bilateral and multi-lateral cooperation agencies	Bilateral cooperation is when one State grants aid to another State. Multilateral cooperation is when the agency or body seeking funding is granted aid from more than one State. Bilateral agencies (AFD, CIDA, AECID, GIZ, NORAD, etc.) fund CSO projects or programmes that contribute to the economic and social development of beneficiary countries. As is the case for bilateral cooperation agencies, multilateral agencies (UNDP, UN-Women, ILO / ILO, UNICEF, DUE, etc.) have, in recent years, put in place specific funding tools intended for CSOs in the south. These bilateral and multilateral agencies are the main actors in development aid. In any case, they have the most resources. Bilateral and multilateral agencies regularly launch calls for proposals for projects or programmes that correspond to their guidance and eligibility criteria. These calls, designed for targeted grants, are carried out via the press and online. Interested CSOs must stay informed and monitor calls in order to react within the timeframes announced.
2.	Decentralised co-operation	Decentralised cooperation refers to the creation of long-term relationships between local authorities in northern and southern countries, whether made official via agreements or not. Agreements define actions planned as part of the cooperation and their technical and financial arrangements. The Cooperation can take various forms: development assistance, institutional support, joint management of goods and services, and interregional cooperation. It often involves the collaboration of different types of actors in the territory (associations, schools, universities, hospitals, etc.).
3.	Embassies	Northern countries represented in a southern country generally have 'embassy funds', in limited amounts but managed locally by ambassadors or their experts in technical cooperation. Most often, they are focused on financing small projects to be carried out in relatively short timeframes of less than a year, raising a few thousand to tens of thousands of US dollars, which are generally non-renewable. As is the case for bilateral and multilateral agencies, embassies regularly launch calls for proposals for projects or programmes with deadlines and specific themes that must be inherently respected in order to be eligible.
4.	Development and/or humanitar-ian NGOs	NGOs providing funding for development offer financial support to local CSO partners for the implementation of their medium and long-term projects or programmes aimed at improving the socio-economic conditions of a social group or community. The scope of action of humanitarian NGOs is that of direct and indirect interventions (via local CSOs) aimed at helping vulnerable populations who are generally in extremely precarious, transient, cyclical or chronic situations.
5.	State institutions	Today, several ministries within economic, social and cultural fields provide financial support to CSOs, both directly and via their autonomous public bodies. Financial support is often ad-hoc and not necessarily renewable. When this form of grant initiative is not used for political purposes, it can lead to a closer relationship between the State and the CSOs, which is necessary in order to foster political dialogue with civil society. However, this outreach should not be confused with the State's crucial role in creating the conditions needed in order to fulfil economic, social and cultural rights.
6.	Foundations	A foundation is a private-law body to which, by gift, donation or bequest, one or more natural or legal persons consecrate goods or rights in movable or immovable property with a view to assigning them to a cultural, educational, scientific or charitable non-profit-making activity. They are often acceded in a proposal submission process in order to obtain a grant. There are hundreds of grant-making foundations for development support present in all northern countries.

7.	Credit institutions	Credit institutions, working with associations or members of CSOs, are mainly active in the microfinance sector and aim to provide financial services to low-income natural and/or legal persons, and those who are excluded from the formal financial system. There are two types of credit institutions: (i) non-profit cooperatives based on the principles of cooperation, solidarity and mutual assistance with the primary purpose of collecting member savings and/or granting credit; (ii) non-cooperatives who are organisations that grant credit from funds borrowed from the banking system, international financial organisations, or received as donations from NGOs.
8.	National and international private companies	In a bid to add value to and improve their image, or to obtain tax facilities, a large number of private companies financially support sectors of activity, communities and/or CSOs. The development of relationships between the charity and industrial sector takes place over several years, creating close links and contacts over time. On the initiative of one or more companies, a 'corporate foundation' is created in order to carry out activities of general interest. In practice, the companies are choosing to provide funding to associations with increasing frequency.
9.	Community organisations and socio-professional associations in the diaspora	There are hundreds, sometimes even thousands, of various types of diaspora associations in the United States, Canada, France and other countries in Europe and America: socio-professional CSOs, cultural CSOs, those offering support to refugees and to local authorities, etc. The main associations in the diaspora are involved in humanitarian activities, technical assistance and development activities in the interest of their country. Some associations regularly organise fundraising campaigns for local CSO initiatives, as well as acting as liaisons between CSOs and institutions of international solidarity in host countries.

An inventory sheet featuring the main sources of funding for CSOs in Haiti is shown in the appendix.

Generally, CSOs requiring regular fundraising implement a tool designed to identify, analyse and monitor civil society financial support institutions in the form of a database (DB) on the cooperation sector.

The database on funding institutions typically provides the following information: (i) name of the institution; ii) area of intervention; iii) priroty areas; (iv) conditions and eligibility criteria; (v) method and procedure for submitting a funding application; vi) funding range; vii) contact information for the institution; viii) contact person.

In order to create the database, time must be taken to collect, enter, process and feed the DB file. It is important to update the DB each year. The implementation and development of a DB can be quite a large task for a small organisation or institution. As such, given the importance of the DB tool in seeking funding, it is better to work alongside institutional partners for its set up and use.

A growing number of organisations are helping to increase the visibility of their partners via their website, while others choose to inform or connect donors and CSOs. In this sense, there are platforms that gather data on donors and/or funding opportunities.

1.3. Identify the strategic operational plan for fundraising

The Strategic Operational Plan (SOP) for fundraising is an internal document owned by each organisation. It is designed and developed to meet the fundraising needs of organisations and institutions. The SOP defines the overall objective in terms of fundraising required for a given period and for each area of intervention, a specific funding objective with the strategy to be applied, and actions to be taken in order to obtain the desired result. It is part of a three-step process that includes a development phase, an implementation phase, and a monitoring and assessment phase.

The fundraising SOP must be adapted to the context of cooperation at local and global levels, as well as to the internal and external environment of the organisation or institution. It must address long, medium and short-term fundraising pathways. It is advisable to carry out the SOP approximately every three years with an annual review.

The development phase of the strategic operational plan (SOP) includes the following steps: i) contextualisation; ii) strategic diagnosis (both internal and external); iii) issues and strategic focus; iv) strategic choices, objectives and targets; v) operational planning and action planning related to strategic choices; vi) monitoring and measurement.

After developing the SOP, it is important to submit it to the Board of Directors (BD) or the General Assembly (GA) for review and validation. It is also advisable to establish a research and fundraising committee responsible for implementing the SOP must also be established.

CHAPTER 2.   FUNDRAISING MECHANISMS AND PROCESSES

Civil society organisations and institutions typically use three key fundraising mechanisms: (i) internal fundraising; ii) fundraising campaigns; iii) grant applications. Each of these mechanisms have advantages and limitations which require specific approaches, and respond to specific principles.

2.1. Raising and valuation of internal funds: advantages and limitations

The financial term 'internal funds' refers to funding or capital contributed by members of an organisation or institution. Internal funds consist of sums of money (joining or ongoing membership fees) or material donations and working hours contributed by members.

Internal funds can also be raised by asking users to pay for the services provided by the organisation or institution at an affordable cost. This cost must be reasonable (devoid of any form of profit) and feasible for members or target groups.

The role played by internal funds is twofold: firstly, they serve to finance a portion of the projects, activities or running costs of the organisation or the institution; on the other hand, they constitute a guarantee for donors committed to funding the remaining portion of projects or activities.

Internal funds demonstrate the first act of the institution's willingness to achieve financial autonomy.

They highlight the interest, involvement and engagement of members. They make it possible to raise a base capital for the development of income-generating activities. They provide 'bridging' during fundraising and grant negotiation periods.

However, it is very difficult to raise a large amount of internal funding within a context of extreme poverty among members and target groups. The same applies to environments where assistance mentality is prevalent. When the managers of an organisation or institution fail to implement a consistent and systematic system of accountability for their own funds, members and target groups are not stimulated to pay their membership fees.

2.2. Fundraising campaigns: advantages and limitations

Fundraising campaigns aim to raise financial resources for organisations, institutions and causes of general interest. The fundraising process involves seeking donations from individuals, businesses, foundations or state agencies. Fundraising campaigns not only represent money; they also stand for mobilising interest around a project or an initiative!

Fundraising managers have a key role to play in raising awareness of the organisation or institution and its development. They monitor the process and mobilise any necessary private or public resources. In this sense, fundraising is a strategic approach which

can take place in both the long and short-term. Fundraising campaigns must engage all members of the organisation or institution: administrators, public relations officers, staff, volunteers and supporters.

They also indicate the institution or organisation's willingness to lay the foundations required for financial autonomy. Campaigns may occur on an ad-hoc or reoccurring basis, depending on the capacity of the organisation or institution. They may be local, national, regional or international. They require planning, coordination, communication and high levels of mobilisation than that required for internal fundraising. Donors must be well targeted, and the resources required to reach out to them must be acquired. They incur considerably higher expenses than raising internal funds or submitting grant applications.

Fundraising campaigns can provide significant levels of funding and institutional 'visibility'. On the other hand, they require knowledge and high levels of professionalism which the organisation or the institution may not possess, or be unable to seek out. Accountability is one of the golden rules in any fundraising campaign.

2.3. Submitting grant applications to donors or funding partners: advantages and limitations

Grants represent financial assistance which is either direct or indirect, non-refundable in principle, and allocated either by a public entity (State, local authority) or international (cooperation agency, embassy) or by a civil society entity (foundation, NGO) on a one- off or renewable basis in order to contribute to the achievement of a specific purpose or to promote an activity of general interest.

Grants dedicated to supporting civil society are always awarded to a natural or legal person which may be an association, NGO or foundation. When a grant is allocated to a community, it is granted indirectly through a natural person. The grant may relate to a programme, a project, goods, a service to be provided to a community, a situation (humanitarian crisis), etc.

CSOs running projects sometimes tend to equate grants with stable resources or even their own equity. This is a serious mistake, since no entity supporting civil society is willing to fund a CSO indefinitely. Funding is ultimately awarded to target groups with whom the CSO works. If the intervention for which the grant is awarded cannot be achieved in whole or in part, the supporting entity may request the allocated funds to be returned.

Financial support provided to CSOs in the form of grants enables them to raise funds required to implement initiatives, projects or programmes or identified target groups. It helps CSOs to achieve their mission. It can contribute to institutional strengthening and better anchoring of CSOs within their area of intervention.

One-off or renewable grants may also have negative effects on CSOs that have failed to clearly define or flesh out their own vision and pathway. These adverse effects manifest themselves in terms of: a) dependent attitudes or assistance mentality; (b) internal division between members and management; (c) corruption or embezzlement; d) tension or even conflict between the CSO and target groups; e) bureaucratic development within the CSO, etc.

As for internal fundraising and fundraising campaigns, the grant application process has specific requirements. These vary from one funding institution to another. Nevertheless, all grant allocating entities generally require: (i) a grant application document corresponding to their criteria, methods and procedures; (ii) legal proof of existence, regular operation, statutory status and proof of ability in the management and implementation of the CSO; (iii) evidence of genuine links between the CSO and target groups; (iv) a percentage of internal funding or collateral; (v) activity reports and financial reports; vi) regular monitoring visits; (vii) an audit and/or final external assessment.

CHAPTER 3.   COORDINATION OF INTERNAL FUNDING AND VALUATION OF CAPITAL SPECIFIC TO CSOs

One of the most important actions to be taken by an organisation in order to ensure its stability and independence is to ensure funding of its running costs. This is especially important given that donors very rarely accept to cover a CSO's administrative costs related to its operation. In order for a CSO to survive and develop, it must coordinate and institutionalise internal funding while also taking appropriate steps to value a portion of those specific financial resources.

3.1. Strategic elements for the coordination of internal fundraising

A. Strategic elements for the constitution of a CSO's internal funds

Generally speaking, associations use three (3) strategic elements to constitute their own funds: membership fees, and the acceptance of either donations or contributions. Each of these elements has particularities that must be taken into account in order to use them wisely. Membership fees represent periodic financial contributions that an association may request all or part of its members to contribute to the running costs of the organisation and the balancing of its accounts (when stipulated by statutes). The regular payment of a membership fee may be one of the requirements to become a member, with non-payment of this fee resulting in the loss of membership to the association.

A donation consists of giving goods, of one kind or another, to the association, without expecting something in return. Donations from members or non-members may be notarised or manual, i.e, handed over personally. Donations of buildings (land, houses, etc.) must be made by notarial deed or authentic act signed before a notary. Manual donations do not require special formalities and the use of a notary is optional. For a donation to be qualified as a manual donation, it must meet the following conditions: i) the goods are donated to the association while the donor is alive, ii) the donor receives nothing in return iii) the donor expresses a clear desire to permanently divest him/herself of the goods for the benefit of the association. Manual donations can be spontaneous or sought out.

A contribution is the transfer of ownership of goods to an association in exchange for a non-financial return for the contributor. Members and non-members can make different kinds of contributions to an association: monetary gifts, premises, shares, equipment, etc. The contribution is made either under full ownership or usufruct terms. It must be ensured that the contribution is not made in contradiction with the statutes or that it does not offer the contributor rights or benefits that would not be granted to other contributors.

B. Coordination and collection of membership fees

In order to ensure the collection fees is coordinated correctly, statutes and/or internal regulations must clearly answer the following questions: 1) Is the membership fee mandatory? 2) Who should be asked to pay a membership fee? 3) When does the membership fee have to be claimed? 4) Is the membership fee amount unrestricted? 5) Who should collect the fees? After adopting the measures that respond to these questions, the executive bodies of the CSO must endeavour to implement them.

1.   Is the membership fee mandatory?

In general, membership fees are not a legal obligation within the framework of associations. A CSO that requires its members to pay a membership fee may only do so subject to certain conditions, including: i) stipulation in statutes; ii) proof that the member has freely and voluntarily signed up; iii) obtaining the agreement of the parents or guardian if the member is a minor.

2. Who should be asked to pay a membership fee?

The association must claim periodic payment of membership fees from its members only. However, it may request donations or contributions from non-members. Membership fees are prohibited for clients who access the association's services.

3. When does the membership fee have to be claimed?

The payment date and frequency of membership fees should be stated in the statutes, but especially in the association's internal regulations. They can also state that the payment will be split (each month, every six months, etc.). If nothing is set out, payment can be made at any time, as long as formal notice to do so on a given date has not been declared by the association.

4. Can the membership fee be any amount, and how should it be calculated?

The association is free to decide on the membership fee amount. As a general rule, the amount must be fixed, proportional to the actual needs of the CSO. The membership fee amount cannot be decided based on member discretion. The amount must not be too high, nor too low. It is preferable to simply designate the body responsible for determining membership fee amounts in the CSO's regulatory documents. In this way, when the association wishes to reduce or increase them, they simply need to call upon the responsible body.

5. Who should collect membership fees?

Collection of membership fees is the responsibility of the Finance Committee or the Treasurer. Payment receipts should always be issued to members who have paid the membership fee. A reminder should be sent to members who have not yet paid their fees by the deadline. Internal regulations must define sanctions to be taken in the event of non-payment of the fee. The executive body must receive a regular report or update on membership fee payments. The latter has the duty of submitting a regular report to the general assembly on the amount of fees collected and how they have been used.

C. Coordination and collection of donations and contributions

The coordination and collection of donations and contributions for the running costs of the CSO comes down to the following questions: 1) What donations and contributions can the CSO accept and when can it receive them? 2) What are the formalities to be respected in order to receive donations or contributions and the conditions that may be related to the contributions? 3) What are the tax requirements? 4) How should donations and contributions for the running of the CSO be collected?

1) What donations and contributions can the CSO accept and when can it receive them?

The statutes must stipulate the acceptance of donations and contributions and specify which entities and types of goods the association can receive. The donation or contribution can be made when the CSO is launched and during its existence. However, if it is real estate (non-manual donation or contribution) the legal transfer will be done following recognition of the CSO. It will be necessary to draft and validate a contribution agreement via general assembly or the statutory body responsible for this formality.

2) What are the formalities to be respected in order to receive donations or contributions and the conditions that may be related to the contributions?

There are practically no legal formalities for manual donations, but the CSO must provide for administrative arrangements for the integration of this type of donation into its assets. In the case of real estate, the drafting of a notarial act is necessary and in addition to the notary's fees, the association must pay taxes that the latter must pay back to the State. For minor contributions (sums of money, equipment, material): a letter setting out the terms of the contribution and its return. For contributions of greater value or accompanied by specific requirements from the contributor: a contribution agreement will spec-

ify all terms and conditions: consistency and assessment of the contribution, scope, returns (charges and conditions imposed by the contributor to the association) and the eventual recovery of the goods by the contributor.

3) What are the tax requirements?

If the donation or contribution is property (land, buildings), the contribution will require the payment of transfer duties including the following rights: registration rights, transcription rights, rights to writings, proportional rights, etc. The amount will vary according to whether the contribution is made by a corporate entity liable to corporation tax or by another person. On the other hand, no rights are charged for donations or contributions of furniture, unless it is in connection with business assets or Leasehold. However, as a tax benefit, if the receipt given to the contributor clearly features the name of the association, along with information of its legal recognition, and the stamped logo of the association, the person can obtain a tax deduction on their next annual final return.

4) How should donations and contributions for the running of the CSO be collected?

The association must assign a team to this task. It is important to correctly identify the physical and legal persons to solicit and also to determine how communication will be established. As the request concerns the existence and running of the CSO, communication will focus on the merits of the association, its vision and its role in the community. Collecting donations in a public place is subject to prior administrative authorisation and must take place on specific days. A collection plan must take into account all of these considerations and should be assessed after implementation. A report on the results of the collection must be put together and sent to executive and decision-making bodies.

3.2. Valorisation of capital specific to the CSO

Generally internal funds originating from membership fees, donations and contributions are not sufficient to cover the proper functioning of the CSO. The association may also reach a level of development where it lacks funding for its smooth running. As such, in order to ensure the autonomy and sustainability of the CSO, it is important that it invests a portion of its specific capital in order to achieve profitable growth. However, income generating activities (IGAs) in which the CSO will invest a portion of its equity should be in line with its values, focus and statutes.

An association is fully entitled to develop productive activities, processing activities, marketing or service activities. However, these income-generating activities must follow the same philosophy as the CSO. That is, they do not seek individual profit for an individual or group but rather the achievement of primary surpluses for the development of the CSO. When economic activity is on an irregular basis only, excluding declarative obligations, the association has no specific obligation. But as soon as the activity occurs on a regular basis, it exposes itself to numerous accounting and tax consequences. Irregular or regular IGA, like any activity, requires a certain level of reflection, planning, organisation, management and accountability. If the IGA is improvised, it can create effects contrary to those expected.

A. Irregular income-generating activities carried out by CSOs

If income generating activity is marginal compared to the association's main activity, it is considered irregular. It entails no specific obligation and may benefit from the following arrangements: i) the maintenance of simple, regular and transparent accounting; ii) the exemption from certain types of taxes.

Irregular IGAs such as: charitable and support events, lotteries, charity sales, sales of certain types of products, sales by canvassing, etc. are subject to specific regulations and obligations. Authorities and/or resource persons must be consulted before undertaking them.

B. Regular income-generating activities carried out by CSOs

The exercise of a regular IGA is strictly regulated and has many consequences including: i) regular payment of commercial taxes, ii) establishment of a

business plan or operating account, iii) implementation of complete and compliant accounting, iv) compliance with competition and consumption laws, v) compliance with specific rules for certain contracts linked to the IGA.

Regular IGA is only possible if provision has been made for it in the association's statutes and to the extent that surpluses are not restricted to members, and serve the overall interest and objectives of the CSO. The sanction incurred in the event of illegal activity is the nullity of the association.

CSOs exercising a regular IGA are required to implement accounting in accordance with the associative chart of accounts, which may require the use of accounting software and the support of a chartered accountant. This type of IGA is subject to the same legal obligations as when executed by a commercial enterprise.

CHAPTER 4.   COORDINATING FUNDRAISING CAMPAIGNS FOR CSO INITIATIVES

Fundraising for a cause consists of using financial transaction tools and methods which call upon the support of a large number of people in order to fund initiatives, projects, and programmes undertaken by CSOs. Donors are approached in order to support the activities carried out by an CSO rather than its operation.

Improvisation is the worst mistake to make in a fundraising campaign. Its success requires significant coordination, planning and implementation. This chapter will present the various stages in the fundraising process.

4.1.   Defining the initiative requiring fundraising

In fundraising campaigns as well as grant applications, the conception of the initiative or benefits of a project or programme for which the CSO is seeking contributions is a crucial prerequisite. If the CSO's managers are aware of the multiple facets of the cause they are fighting for, they are likely to be more passionate about it. A good cause has a precise and convincing purpose, is easy to get on board with and has a crystal clear message. The key to receiving donations from people is to truly believe in your objective.

To prepare the campaign, the CSO must formulate a request using the document from their project or programme, which features a captivating or attractive description of their initiative. The request must be able to conquer both the head and the heart of the person that receives it. In this brief summary of the project or programme describing the major issues, the CSO will also take care to inform potential donors of the use and impact of the money raised. People are more likely to donate when they know how their money will be used. The CSO must precisely and honestly explain to donors how their donations will be used. People like to contribute to causes that are really worth it. This gives them a positive feeling and a sense of being involved in the progress of a community.

4.2.   Making enquiries with entities that have relevant experience and get in touch with others that are working in the same area or sector

CSOs frequently have very little knowledge of and expertise in fundraising, but this must not lead to inaction or discouragement. This is since nowadays, there are multiple ways of accessing knowledge wherever you are, thanks to new technology. The CSO may also call upon communication professionals on a voluntary or paid basis with expertise in fundraising campaigns.

The CSO must also draw inspiration from the success or failure of others to define its work processes. In order to take stock of how things are done elsewhere, the association should take inspiration from fundraising processes for projects similar to its own, learn about the design of their processes, the techniques used, the activities undertaken, and their scope.

A significant number of charities and development organisations are already active and well established in the community and region. After a period of reflection, CSOs carrying out projects within an area or location must decide to network with others. Sometimes it is better to pull together rather than duplicate efforts and disperse the interest of potential donors.

4.3. Identifying the fundraising campaign's target group

Acquaintance with or knowledge of the donor public that best fits the CSO's initiative or project/programme is critical to a successful fundraising campaign. It is important to have an idea of the best type of donor for each form of fundraising. In identifying the target audience, the CSO must remember that its audience is not necessarily limited to its community, country or continent thanks to developments in communication technology.

In determining the target audience, demographic factors must be taken into account. Do the targeted sectors of the population include a higher number of old people, young people, or people with low, middle or high incomes? The composition of the target audience can be quite diverse; a mix of individuals, businesses, foundations and even charities. Research strategies for large donations are implemented in CSOs by Leasehold skimming files, by interacting with the most generous donor sectors in a more personalised way. On the other hand, it is not very efficient to base a fundraising strategy solely on large donors.

Correct identification of the target audience will improve communication content and will enable the CSO to better understand which fundraising technique it should use.

4.4. Choosing from the various fundraising techniques

CSOs tend to use a number of fundraising techniques, the most common ones being:

a. a large number of small and large associations place a <u>donation box or money jar</u> in places in places with high footfall;

b. <u>door-to-door fundraising</u> by representatives duly mandated by the CSO;

c. organisation of <u>a community event</u> to raise funds for a project or programme run by the CSO. This activity, which has very tangible and immediate results, requires methodology, anticipation and the involvement of a group of people. It can also be quite amusing and rewarding due to the nature of the event created;

d. <u>online donations</u> are a form of seeking donations via the Internet, using credit/debit cards. This technique is based on three actors: the beneficiary association, the donor, and a platform that connects the beneficiary and the donor. It can significantly reduce the cost of fundraising for associations. There are several platforms that associations can use to collect donations online.

e. <u>direct marketing</u> concerns all activities used by a CSO to transfer requests for funding to a potential donor, without using any other support than the various forms of media currently available. The CSO uses direct mail, catalogues, the press, computers and telephone.

f. some organisations run <u>high-profile campaigns</u>, either to raise funds directly or to 'boost' their direct mail operations. Despite their prohibitive cost for small associations, advertising and direct marketing provide essential support for fundraising campaigns, especially in convincing potential donors.

Each of these techniques has its own specific method of organisation. Before choosing a technique, you must take the time to fully understand the facts and circumstances.

4.5. Launching and carrying out a fundraising campaign

Good organisation and planning is the key to a successful fundraising campaign. In all probability, the better the coordination and planning of the CSO's campaign, the more money it will raise, and the more participants will respond to its requests for donations.

First, it is important for the campaign coordination and implementation team to budget by adding the amount needed to make the project or programme a reality to the total amount of planned expenditures [costs related to techique(s) adopted by the campaign]. Using this calculation, a very simple mathematical formula enables a realistic goal to be set. In order to estimate the amount that can be raised, an estimate of potential donors and the maximum amount expected to be received from each segment in the target group is established.

Once the financial objectives and campaigning techniques have been determined, it is necessary to establish a schedule with a checklist and engage all members of the CSO, supporters, and contract personnel required before, during and after the campaign. The fundraising coordination and implementation team must ensure that logistical and promotional resources are available and implemented within the timeframes stated.

When everything is ready, under the right conditions, the campaign is launched, implemented, monitored and closed. It is then up to the coordination and implementation team to carry out organisational and financial assessment of the campaign as soon as possible, and to send the results to CSO officials for the necessary follow-up.

4.6. Facilitating the donation process, acknowledging and thanking donors

The easier it is for people to donate, the more likely the CSO is to raise money. The donation process must be facilitated for those who would like to contribute. If the CSO has opened a bank account, it must make sure it gives explicit instructions on how deposits should be made. If the minimum donation amount set by CSO is low, people will feel more able to donate.

During the campaign, the CSO must record the name and contact information of each donor, as well as the amount donated and what the amount was used for. Every person who has made a donation must receive a message of thanks from the CSO for their contribution with details of how the donation will be used. The CSO must ensure that the donor is happy to have made this donation. By thanking the donor, it is easier for the beneficiary association to contact them again, should they want to start another fundraiser.

For individual fundraisers, the CSO should strive to thank people immediately after receiving their donation and a second time at the end of fundraising. However, it must establish regular contact with donors to inform them of the progress of the initiative to which they have donated. By informing the target audience of its activities and history, its donors will develop a degree of confidence in the CSO and will want to support it more regularly.

CHAPTER 5   PREPARING A FUNDING APPLICATION

5.1. Mistakes to be avoided when applying for a grant

Mistakes to be avoided
1. The CSO failing to meet the eligibility criteria.
2. Application submitted after the deadline.
3. Incomplete application: headings and detailed budget omitted, references (annexes), etc.
4. Project failing to meet the eligibility criteria.
5. Project not developed enough.
6. CSO's approach to the aid action (assistantship, 'doing in place of', etc.), in which the CSO replaces the target groups and does not take into account their rights.
7. Insufficient information: information too brief, in the wrong place in the document, inconsistency from one section to another, etc.
8. Budget presented not very understandable or accurate, unclear and opaque.
9. Application poorly drafted, poorly presented, and which fails to provide answers to requests for additional information.
10. Request made not specified in the application or format of the grant application and steps not respected.
11. Sending letters or e-mails with desperate requests for funding.

5.2. Principles to be respected in grant applications

Principles to be respected
1. The CSO must first identify the donors or funding partners that correspond to its project.
2. It is essential to comply with the directives announced by the donor or funding partner.
3. It is essential to refer to the eligibility and selection criteria (regulations of calls for projects) before applying for a grant.
4. The CSO must write a funding application that can be understood by the donor in question.
5. The project must be consistent with the intervention policy of the donor or funding partner.
6. The CSO should only seek support for future projects or activities and never for an initiative that has already been carried out.
7. The project document must obligatorily provide the following key information: who, with whom, what, why, when, how, where?
8. The application document must clearly show the feasibility of the project in relation to the situation on the ground (appropriate objectives, reasonable costs, etc.).
9. The application document and attachments must prove the skills of the CSO and its experience in project management, and indicate the other donors or funding partners supporting the CSO, as well as the number of years of collaboration.
10. The action proposed by the project must be relevant, coherent, effective, efficient, viable and able to produce effects in the community.
11. First draft a project presentation template before embarking on the fundraising process.

Once the principles of preparing and submitting the application are known, it is important to take them into consideration in the process so as to prevent non-compliance, irregularities and misguidance.

5.3. Key project elements that must stand out in grant applications

Project development for the grant application generally amounts to defining the following four fundamental aspects: a) the intervention strategy and its justification; b) stakeholders; c) the actions to be undertaken and the intervention logic of the project; d) the guarantees for project success.

A. Intervention strategy and justification

Analysis of the local situation in relation to the external environment, and analysis of its problems must form the first step in discussions justifying the intervention. A serious development or humanitarian project can only be conceived by identifying the needs and searching for solutions with all stakeholders.

Identification should take into account the objective situation and the needs expressed by the CSO's members, partners on the ground and the target population. Adequacy of the envisaged responses must be examined in relation to the needs expressed as well as the feasibility of the action planned.

It must be ensured that the project seeks to respond to a problem identified as a priority by the target population, and one that has been truthfully established. Each strategic choice adopted as of the identification phase up to the project development stage must be justified.

B. Project stakeholders

The following must be specified in this phase: who is the project initiator?; with whom and for whom is the action being carried out?; what is the intervention approach or philosophy?

1. Who is the initiator?

It is essential to clearly present the CSO initiator that will be the main contact person for the donor or funding partner, with emphasis on the following: its associative structure, its legitimacy and the main project leader or leaders.

2. With whom and for whom is the action being carried out?

This concerns all the stakeholders with whom the CSO will work with to make the project tangible, i.e, any individual, group of people, institution or association likely to have a link with the project. The relationship type and distribution of roles between the stakeholders must be specified. The project's direct and indirect target population (or beneficiaries) is presented. Their number and mode of selection must be specified. Are vulnerable or excluded groups included in the project?

3. What is the intervention's approach or philosophy?

Does the project's working approach fit into the 'make do', the 'do with' or the 'do it for' approach? The distribution of tasks between the CSO, stakeholders and target groups, capacity development and skills transfer, etc. are just as important as their involvement at every stage of project implementation.

A project is conceived (whether on a participative basis or not) for the benefit of a group of individuals and is implemented by a set of actors whose roles are clearly defined beforehand.

C. Measures to be undertaken and intervention logic for the project

What needs to be done by a project is a series of activities with specific objectives, designed to produce a specific result within a given time frame. A good understanding of the intervention logic and a reasonable estimate of the necessary means are important assets.

Intervention logic shows the link between the fixed objectives (both general and specific), the activities to be carried out in order to achieve the expected results. If the objectives are reached, what effects will they have in the community and particularly on the target groups in the mid to long-term.

It is also necessary to estimate the resources required in order to carry out the activities. This concerns human resources (technical and administrative staff), technical and material resources (know-how or skills and equipment), and financial resources (project cost). If the resources required are poorly estimated, the project may not be fulfilled. Effectiveness and efficiency of the project's actions are also strongly linked to resources.

D. Guarantees for project success

The success of the project depends on the estimated budget, coordination of the launch and monitoring of its implementation.

Control of the project's budget and financing strategy reflect the project leader's role and management capacities. It is therefore important to establish a funding plan and respect it in the implementation phase.

It is essential to propose a relevant monitoring mechanism throughout the implementation phase. To do this, it is essential to build a logical framework as soon as the project has been developed. A logical framework is a matrix where the logical relationship between objectives, results and activities is established. Parallel to this, indicators are also formulated (qualitative and quantitative measurement, objectively measurable) providing an overview of the achievement of objectives, results and effects. Means of verification, assumptions and risks are defined in the logical framework.

The latter makes it possible to carry out regular monitoring and assessment inspections required for decision-making in the face of difficulties encountered. They are also used for the preparation of activity and financial reports to be shared with stakeholders and sent to donors and funding partners.

It is occasionally recommended to prepare two versions of the project or programme document: a complete one (20 to 30 pages) and a shorter one (4 to 5 pages). It may be useful to send the summarised version and specify that a complete version is available and can be provided upon request.

CHAPTER 6. DEVELOPING PARTNERSHIPS AND ONGOING COLLABORATIONS WITH FINANCIAL INSTITUTIONS

6.1. Relationships between two different, albeit complimentary, key players

The decision to undertake a project is a significant responsibility for a CSO as it is represents a commitment towards various target groups, partners and collaborators to coordinate or lead an initiative to completion. The action of financing a project is an important responsibility for a donor or funding partner since it determines the success of the intervention. Both the funding institution and organisation undertaking the project share responsibility in en-

suring the success of the intervention. The responsibility they each share is of course different, but complementary.

The pattern and quality of relationships between donors and CSOs undertaking development initiatives are fundamental aspects in the process of supporting a target population via projects or programmes. This essential relationship can be one of two types. **Collaboration,** if it remains within the framework of working on a project together, between allies, with a view to achieving a common goal. **Partnership,** if the relationship is part of an association between

two parties in which, while maintaining their autonomy, they agree to pool their efforts in a bid to achieve a common goal, generally in the mid to long-term.

Depending on their nature, philosophy and intervention policy, funding institutions may be donors or funding partners. Donors are looking for effective and sustained collaboration with CSOs undertaking projects. Funding partners wish to establish constructive and supportive partnerships with CSOs.

Development CSOs prioritise partnerships as they best guarantee medium-term financial stability and strengthen the autonomy of target populations.

6.2. Advantages of a personalised and sustained approach to a partnership or a collaboration

A donor is an important ally and a funding partner is a valuable associate. In both cases, the relationship allows the action to materialise and may offer some stability over time. The trust of the donor or funding partner adds value to the action of a CSO among stakeholders and target populations as it promotes the development of collaborations or partnerships with other actors.

When the CSO takes the time required to support and infuse originality into its relationship with its correspondent, this allows for an opportunity to gain perspective on the project in a bid to improve its quality. It is a question of comparing two different points of view for a common objective; this requires effort but is key in enriching important relationships. The donor or partner may highlight certain difficulties or shortcomings that may lead to negative effects.

6.3. Initiating harmonious partner relationships and collaborations

Donors and funding partners seek the relationship in a passive way. This is expressed via the distribution of its aid policy or calls for project proposals. The initiating CSO, must for its part, possess an active and dynamic approach in finding the donor or funding partner that best fits its project. This is why it is important to have an inventory or database of donors and funding partners at local and/or global levels.

It is essential to respect the principles of project preparation and submission before submitting the grant application. Direct contact may be necessary to better target the expectations of the donor or partner. The CSO must not change the essence of its project to meet the expectations of the donor or funding partner. However, as the relationship between the two parties is aimed at improving the quality of the project, a compromise on the substance and form of the application project may be necessary to ensure successful intervention.

6.4. Developing and maintaining partnerships and collaborations

The relationship between a project holder/implementing partner and a donor or funding partner is first and foremost based on a financial relationship, but it is not limited to this alone. Funding partners or donors intervene upstream and downstream of the project implementation phase. The CSO carrying out the intervention needs to develop and maintain good relationships throughout the process.

In order to achieve this, it is in the CSO's interest to provide donors or funding partners with any necessary additional information, activity and financial reports (both intermediate and final) in a timely manner, as well as facilitating field visits. This does not necessarily imply a loss of autonomy vis-à-vis the donor or the partner. Grant allocation is always done within the framework of a contract. The CSO must understand the terms of the agreement and may even need to negotiate them before signing the contract. In implementing the intervention, each party must take responsibility and respect its commitment while protecting each other's autonomy.

Improving living conditions and empowering a target population cannot be achieved in one project or even a series of projects. This requires change at State level and in the State's relationship with both society and international cooperation. Sustained collaboration between donors and CSOs or a constructive partnership between funding partners and CSOs on progressive and innovative projects can help to materialise advocacy around such a change.

CONCLUSION

The fundraising stage is crucial for an organisation or institution to successfully complete potential projects and programmes, as well as in order to survive. It is therefore essential to devote time, allocate sufficient means and competent and motivated human resources, and ensure that research is carried out on the best strategies and funding sources as well as on the most appropriate processes and types of relationships in order to achieve successful results in terms of funding.

This guide to best practices and approaches for fundraising provides essential steps and valuable guidance in order to diversify funding sources, respond to certain legal and tax requirements, coordinate internal fundraising, organise fundraising campaigns, prepare funding applications, establish and maintain partnerships and collaborative relationships, etc.

It is now a question of applying this advice, carrying out a reality check within your organisation or institution, appropriating it, adapting it as needed, acquiring this expertise, experimenting with your own approaches and new practices to ultimately enrich the content of this guide retroactively with your own experiences. It is in this spirit that the guide has been created and developed, and is subject to criticism to ensure its enrichment.

BIBLIOGRAPHIC REFERENCES

A. Books and documents

Agence Micro Projet, *Guide 101 : Comment rédiger une demande de subvention pour un microprojet de solidarité international*, Editor The European Guild, 2014

The Montérégie Health and Social Services Network, *Manuel d'élaboration d'un guide de bonnes pratiques*, Quebec, 2015

Alonso, José Antonio, Glennie, Jonathan, *Qu'est-ce que la coopération pour le développement?* Policy Notes from the Forum for Development Cooperation, ECOSOC, 2016

Bank of the Republic of Haiti (BRH), *Le secteur de la micro-finance en Haïti*, Background Paper, 2018

Cadre de Liaison Inter ONG (CLIO), *Comprendre le déficit de participation des ONG haïtiennes au CLIO*, 2008

Ontario Healthy Communities Coalition (OHCC), *Stratégies pour rédiger une proposition efficace,*

First Nations of Quebec and Labrador Economic Development Board, *Présentation du 'Guide de planification stratégique',* 2011

Cravens, Jayne, *Basic Tips for Fund-raising for small NGOs in Developing Countries*, 2006

Groupe de Recherche et d'Appui au Milieu Rural (GRAMIR), *Implantation et Impact des Organisations Non Gouvernementales, Contexte général et étude de cas (Haïti)*, Société Haïtiano-Suisse d'Édition (SHSE), Geneva, 1989

Groupe de Recherche et d'Appui au Milieu Rural (préparé par GRAMIR), *Accord-cadre entre la Direction Nationale d'Eau Potable et d'Assainissement (DINEPA) et les Organisations Non Gouvernementales (ONG) intervenant dans le secteur Eau Potable et Assainissement (EPA)*, 2009

Hayes, Ernest, M. B. A., B. Sc, Alin, Fadumo, M. A., B. A., van Ginneken, Lia, B.A.R.N., *A guide to fundraising*, Amsterdam, 3rd Edition 2008

HEC Montréal & Immigration et Communautés Culturelles Québec, *Exemple de canevas de plan d'action*, 2014-2015

Ministère des Affaires Municipales du Québec, *Le Plan d'action*, 1994

Ministère du Développement Durable et de l'Environnement de la République de Guinée, *Autoévaluation nationale des capacités à renforcer pour la gestion de l'environnement mondial en Guinée, Stratégie et plan d'action*, Conakry, 2008

Rainhorn, Jean-Daniel (Under the direction of), *Haïti, réinventer l'avenir*, Éditions de la Maison des sciences de l'homme &Éditions de l'Université d'État d'Haïti, 2012

Réseau Rhône-Alpes d'Appui à la Coopération*, La solidarité internationale, qu'est-ce que c'est ?* tool sheet for journalists

Paris Descartes University, *Guide des financements de projets de recherche*, Edition 2016-2017

B. Haitian legal documents (original documents written in French)

Code du travail haïtien (dispositions sur les syndicats) (*Haitian Labour Code {provisions on trade unions})*)

Décret sur les ONG (*Decree on NGOs*)

Loi sur les Fondations (*Foundations Law)*

Décret sur l'impôt sur le revenu (*Income Tax Decree)*

Loi relative à la Taxe sur le Chiffre d'Affaires (TCA) *(Law on the Turnover Tax {TCA})*

C. Web references (consulted from August to December 2018)

Définition de planification stratégique - Concept et Sens http://lesdefinitions.fr/planification-strate-gique#ixzz5OLrxBeYE

www.un.org/ecosoc/dcf

http://www.globenet.org/preceup/pages/fr/chapitre/etatlieu/acteurs/g/ga.htm : Financement de projets d'environnement et de développement urbain : Guide d'orientation pour les ONG du Sud, Enda Tiers Monde, juillet 1997

https://www.loi1901.com/intranet/a_news/index_news.php?Id=2025

https : // www.dictionnaire-juridique.com

http://www.assistant-juridique.fr

- Tout savoir sur la cotisation dans une association

- Le versement d'une cotisation à l'association est-il obligatoire pour en devenir adhérent ?

- Recevoir des dons

- Quels apports votre association loi 1901 peut-elle percevoir ?

- Une association loi 1901 peut-elle avoir une activité économique ?

- Guides pratiques de l'association loi 1901 : Créer et gérer vous-même votre association

Comment organiser une collecte de fonds pour une bonne cause : https//fr.wikihow.com

Organiser une collecte de fonds par étape : Mélanie Roy : https//www.coupdepouce.com

Les 7 meilleures idées pour collecter plus de dons en ligne pour votre association : Sophie Gioanni, avril 2018 : https:// blog.verticalsoft.com/autor/sophieverticalsoft

Campagne de collecte de fonds : https://fr.wikipedia.org/wiki/Collecte_de_fonds

Organisation et planification de l'événement pour la levée de fonds : https://www.amnistie.ca/donner/organiser-une-levee-fonds

APPENDICES

APPENDIX 1. CHECKLIST FOR FUNDRAISING AND BUILDING PARTNERSHIPS

	To do	**Level of achievement**
1	Develop the presentation sheet and the organisation's CV and update them each year.	
2	Does the body or person responsible for fundraising have the necessary training and information? Do they possess the required time, support from other CSO bodies or officials, and essential documents for fundraising?	
3	Establish and update the inventory of local donors and funding partners and the list of potential donors and contributors.	
4	Define the strategic operational plan for fundraising and partnership development.	
5	Coordinate and implement the internal funding process and/or fundraising campaigns.	
6	Identify and make contact with funding partners and/or donors who correspond to your CSO's projects.	
7	Develop the grant application(s) taking into account the principles to be respected.	
8	Check whether all the principles for a grant application have been respected.	
9	Submit the grant application(s) taking care to check that all supporting documents are attached.	
10	Follow-up on the submitted application and, if requested, provide additional information.	
11	Prepare and negotiate the grant with the funding partner(s) or donor(s).	
12	Ensure understanding and acceptance of the terms of the funding agreement before signing it.	
13	Prepare, organise and start the project(s).	
14	Develop and maintain a personalised and sustained relationship with the funding partner(s) or donor(s). Send quality reports and meet deadlines for submission of activity, financial and audit reports.	

APPENDIX 2. TEMPLATE PRESENTATION FORM AND CSO CV

Presentation form
I) Name and type
II) Vision
III) Mission
IV) Work approach
V) Area or zones of intervention
VI) Organisational or institutional structure
VII) Fields or areas of intervention

CV
I) Legal name and legal status with date of recognition of the status
II) Full contact details
III) Contact persons' information, details and organization chart
IV) History
V) Mission
VI) Role in the intervention
VI) Experience
VII) Skills
VIII) Referenced institutional or funding partners

APPENDIX 3. TEMPLATE FORM FOR POTENTIAL FINANCIAL INSTITUTIONS

Name of the structure and/or the financing mechanism	
Type of institution	Click to choose a type of institution
Preferred fields of intervention	
Areas of concentration	
Conditions and eligibility criteria	
Terms and procedures for filing a funding application (How to proceed?)	
Funding range amount	
Contact information of the institution? (Phone number, email address, website)	
Contact person	

APPENDIX 4. KEY ELEMENTS IN A STRATEGIC OPERATIONAL PLAN FOR FUNDRAISING

I) Choice of areas or sectors of intervention

Intervention area	Decision for the future	Justification
1.		
2.		
3.		

II) Strategic objective and targets

Intervention area	Strategic objective	Target	Measurement indicator
1.			
2.			
3.			

III) Strategic choices and priority projects

Area	Strategic objective	Strategic Choice/Priority Project	Target	Measurement indicator

IV) Fundraising Operational Planning

Action	Manager	Deadline	Resources allocated	Expected result

V) Monitoring and measurement of the objective and fundraising actions

A) Measurement of the fundraising objective

Area	Objective	Target	Indicator	Year 1	Year 2	Year 3	Expected result

B. Measurement of a fundraising objective

Action	Manager	Deadlines	progress %	Resources allocated	Used resources	Expected result	Actual result

APPENDIX 5. TEMPLATE APPLICATION FORM FOR A PROJECT GRANT APPLICATION

1. Cover page

2. Table of contents

3. List of acronyms and abbreviations

4. Executive summary

5. Introduction

6. Presentation of the organisation or institution leading the project

7. Context and justification

8. Project objectives and envisaged outcomes

9. Project stakeholders

10. Target population and groups

11. Areas of intervention, expected results and activities to be undertaken

12. Approaches and intervention strategies

13. Coordination of implementation

14. Intervention schedule

15. Provisional budget and financing plan

16. Leadership and monitoring/assessment of the project

17. Risk management

18. Sustainability of the project

19. Appendices

APPENDIX 6. GLOSSARY

Action plan: Consists of considering the actions to be undertaken and coordinating them within an overall approach. The action plan takes the form of a table with five (5) separate columns: action to take, manager, means available, implementation date or period, monitoring criteria.

Activity: Action implemented, or work carried out for which certain means, such as funds, technical assistance and other types of resources have been committed in order to produce specific outputs. An activity or group of activities forms part of a line of intervention. Several lines of intervention form part of a project strategy.

Civil society: This constitutes a form of self-organisation of society in the form of citizen initiatives of general interest. It includes all CSOs, including grassroots associations, professional associations, non-governmental organisations, trade unions, interest groups, lobby groups, charities, etc., of varying degrees of formality, that are of anon-State and non-profit nature.

Collaboration: The act of working or thinking together to achieve a goal. Collaboration is a process whereby two or more people or organisations join together to carry out a job, and within which the relationship is in the context of collaborative work between allied entities in order to achieve a common goal, usually in the short or medium-term.

CSO strength: The totality of knowledge, expertise and skill or even the degree of dynamism, efficiency and capacity of the CSO, either greater or lesser, to produce results in a field or on a general basis.

CSO weakness: Under-developed knowledge, skills or aptitude or even a lack of ability, deficiency, failure or insufficiency within a field or on a general basis.

Database: Large amounts of data or information stored, organised, structured and easily accessed, administrated and updated regularly, found in the same place on the same device, most frequently a computer device which can be queried using software.

Direct mail: A legal marketing technique that consists of sending out advertising information or leaflets, by post or electronically, to promote a product, service or brand.

Effectiveness: Extent to which resources/means (funds, expertise, time, etc.) are transformed economically into results. Effectiveness concerns the rational use of available resources and aims to analyse whether the objectives have been achieved at a lower cost (on financial, human and organisational levels).

Effects: Expected or likely changes to a project or programme's actions and achievements within a community and target groups or populations, usually resulting from strengthening the capacities of both individuals and the organisation. These socio-economic, behavioural, institutional and social changes occur during, and at the end of the intervention, and are always qualitative and quantitative.

Efficiency: Extent to which the intervention's expected results and objectives were achieved or expected to be achieved, given their relative importance. It concerns performance to attain or achieve a certain result in accordance with a given goal.

Expected result: This is what is achieved by carrying out one or more activities within a fixed target. Achieving results determines alignment of the objective.

Impact: All significant and sustainable changes (medium and long-term), expected improvements in the lives and environments of individuals and groups, directly or indirectly related to the project or programme.

Indicators: A quantitative or qualitative value, or a variable that makes it possible to simply and reliably measure the achievement of fixed objectives, to observe changes resulting from an intervention or to help assess the performance of an actor.

Issues: All that can be gained or lost by undertaking something (or by not doing it).

Logical framework: Matrix where the logical relationship between objectives, results and activities is established, highlighting both strategic and operational elements. As such, indicators, means of verification, assumptions and the risks are also formulated or defined here. The logical framework is a management tool used for planning, implementation, monitoring and assessment, as well as for improving and adjusting a development intervention at project and programme levels.

Mission: Vocation, purpose of the CSO and major strategic choices according to the skills it wants to implement in order to achieve its vision. The CSO's mission must be assessed every 5 to 10 years.

Objective: Goal (or purpose) that the CSO has set itself and that must be achieved via a project or pro-gramme https://fr.wikipedia.org/wiki/Projet. Overall objective: Goal or purpose for the entire project or pro-gramme. Specific objective: Goal or purpose for each area or component of the project or programme.

Operational planning: As the name implies, this refers to operations or activities that should lead to the achieve-ment of a portion of the expected results in the short-term (one year or less). By using it, it helps ensure that deadlines, coordination and communication are respected within administrative, financial and technical re-sources in order to reach the objective(s).

Opportunity for a CSO: Opportunity or favourable possibility for the development of its actions.

Partnership: The relationship is part of an association between two parties where, while maintaining their au-tonomy, they agree to pool their efforts towards the achievement of a common goal, generally in the medium or long-term.

Relevance: Concerns measuring whether the action's objective(s) correspond to the expectations of the benefi-ciaries, to the needs of the community, to local, national or global priorities as well as to the policies of partners and donors.

Requirements of a CSO: Everything that appears to be 'necessary' to the CSO, in a certain field or on a general basis.

Stakeholders: Any individual, group of people, institution, organisation or association likely to have a link with a project or programme, a legitimate interest in the intervention and/or to be affected by it.

Strategic choice: One or more essential or vital decisions to be used to condition survival or development of an organisation in the medium and long-term. It represents one or more essential decisions to be made in relation to diagnosis of the situation and issues within the context of a project or programme.

Strategic direction: This is the goal the organisation wants to achieve in a project or programme and the path it will take to get there.

Strategic planning: Process of developing strategies to achieve a goal or set goals. Planning occurs in the medium (3 to 5 years) to long-term (5 to 10 years), which defines the lines of action or areas of intervention in the external environment on the basis of the fixed objective, with a view to achieving the results that are likely to occur.

Strategy: A set of coordinated actions, skilled operations, or manoeuvres to achieve a specific goal. The strategy consists of defining coherent actions according to a sequential logic in order to achieve or attain one or more objectives.

Target groups, public or populations: The set of specific individuals or organisations that are expected to benefit from the intervention put in place by the CSO. The people, categories or groups targeted within a CSO's area of intervention, project or programme.

Threat to a CSO: A sign or indication that suggests something harmful, untoward or dangerous for the CSO or its intervention.

Values: These are the synthetic representation of beliefs and behaviours that are considered important. An ideal to be achieved, a cause to defend, a reference, or a moral, ethical, social, spiritual, professional or militant rule of a group or CSO at a given moment.

Viability or durability: This is whether the effects of the project or programme will continue after its stopped or comes to an end. It concerns analysing the probability of whether the positive effects of the action will continue once external aid or intervention has ended.

Vision: This defines an ideal to be achieved or to be lived out in 20 or 30 years. It concerns the image, place or life situation of the target groups or populations that the CSO wishes to see lived out or achieved. Vision engages while also stating the future position that a CSO hopes to have.

Working approach or method: Logically ordered set of principles, rules, and steps, which constitutes a mode for steering and carrying out the actions of a CSO.