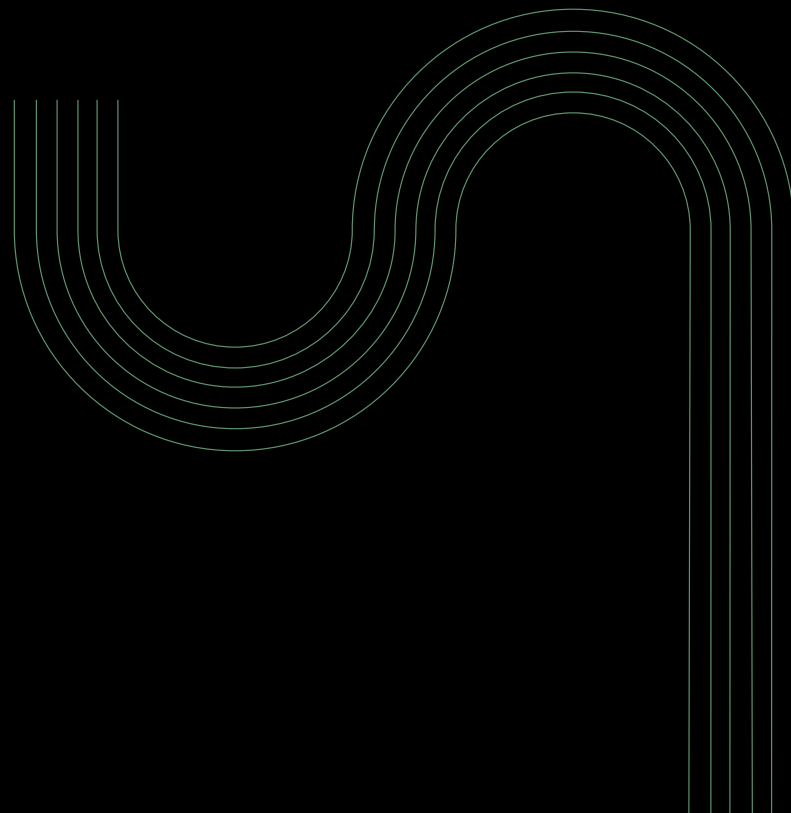


# Fundraising Toolkit

**Dear reader,**

We have made this Pdf file interactive.

You can navigate between pages and chapters by clicking on thumbnails and arrows. Part of the document contains questions. You can fill in your answers directly into the pdf. You can also print your answers, and the entire document if you like. And the printout will be without ink consuming backgrounds...



## Global Changemakers Fundraising Toolkit



[www.global-changemakers.net](http://www.global-changemakers.net)

# Contents



..... p. 1

..... p. 3

..... p. 4

..... p. 8



..... p. 16

..... p. 20

..... p. 40

..... p. 42





# 1.0 About *Global Changemakers*

*Global Changemakers* is a global youth network of social entrepreneurs, community activists and volunteers between the ages of 16 and 25. Our mission is to empower youth to catalyse positive social change. To date we have over 850 Changemakers from 127 countries, with more than four million beneficiaries of Changemaker-led projects.

**The programme is built on three pillars:** Learning and Teaching, Doing and Advocacy. Learning and Teaching is the basis of our programme - this toolkit is but one example in this area. Changemakers come together at regional and global summits to learn from facilitators, experts and each other, sharing best practices. This process also takes place online, through our website and various resources: an [online toolkit for project management](#), one to [combat corruption](#) in communities worldwide, one on [leveraging social media](#), and the present toolkit which is meant to help young people maximise the potential of their projects through effective fundraising.





## 1.1 About this toolkit

**In this toolkit,** you will find a guide that can help you cover some of your project's needs through raising funds and resources from multiple sources. You will learn what questions you need to answer before you ask for cash and how best to prioritize your needs so you know which things to spend your fundraising time on. The key is to think about aligning interests – thinking through how others will benefit when your project idea becomes a reality – and being smart about how to ask for help.

This guide presupposes that you already have a project for which you are raising funds/ seeking partners; if you know you want to make a difference but you don't (yet) know how, you should first take a look at the [Global Changemakers Action Tools](#) which can help you find or develop projects that you can then improve by applying what you'll learn with this toolkit. Remember: thorough project planning comes first and fundraising after.



## 2.0 What is fundraising?

FUNDRAISING:

**What is it? How do you do it? Who gives out funds? And what if you hate asking people for money?**

Particularly in today's economy when budgets are stretched, ensuring the long-term sustainability of any project is hard work – **but it's not impossible.**

**All projects need funding** (specifically allocated money and resources) to survive and grow. Without recurrent funding streams a project is not sustainable long-term. So, step one is knowing that fundraising is the **on-going** process through which you ensure your project has adequate resources. It is **not** a one-time only event (though you may have special events to help with your fundraising efforts and sometimes, you only need to raise money for a single event). Key in most cases is to think about fundraising as one of the things you must constantly be doing to keep your project alive. Remember: fundraising is more than just raising funds – it is about ensuring your project or initiative has all the resources it needs to be sustainable long-term.



# 3.0 What are you trying to achieve? What do you need? Who is doing it already?

As mentioned in the Global Changemakers [Project management toolkit](#) step one is being very clear on what you're trying to achieve and what you need in order to do so. Start by making a list.

## Step 1: Objective

### What are you trying to achieve?

What is your objective: what specifically are you trying to create/achieve/do? Where? Who for? How many people? When?

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#### Example answer...

24-hour dance-a-thon for 250 people in Shanghai, China on June 12, 2013 in order to raise 50,000 RMB for cancer research

## Step 2: Needs

### What will you need?

What do you need to make it happen? Your list should be as complete as possible.

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#### Example answer...

- Venue
- Materials (e.g. dance floor, music)
- Food
- Transport
- Dancers
- Volunteers
- First Aid
- Media attention and advertising
- Donation scheme

## Step 3: Budget

### How much will it cost?

What do things cost? List things in order from most to least expensive.

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#### Example answer...

- Venue: 20,000 RMB
- Food : 12,000 RMB
- Transport: 6,000 RMB
- ... and so on

**Let's turn to a real example:** **Lebo** from South Africa wants to start a nursery school in her local township. Let's assume she has done her market research and established the need for the school already. What will she need to make it happen?

**Some of Lebo's needs:**

- Venue (somewhere for the nursery school to meet) and legal/property rights to the place
- Transport of children to and from the venue
- Staff to run the school (paid plus volunteers to help)
- Furniture
- Food
- Curricula/books/learning materials
- Recurrent revenue streams (Will parents pay to leave their children at the school? What is the business model? Can Lebo have students at the nursery school produce something so it can be run as a social enterprise?)
- PR (how will parents come to know about the school?)
- Market research (what other schools exist in the area? Is there a way Lebo can collaborate with them to create her nursery school?)



**Look closely at the list** we articulated for Lebo – nowhere does it say cash. Of course, cash could buy Lebo many of the things on her list, but just as important is to consider in-kind sponsorship to get you what you need.

**In-kind sponsorship** means asking people not for money, but for goods or materials or whatever they are 'producing' anyway that you need. In Lebo's case, it would mean asking the furniture company for tables and chairs, the transport companies for vans, publishing companies for books, and so on. Getting in-kind donations will greatly reduce the amount of money you need for your project.

Use the worksheet to list what you need from most to least expensive – this will help you prioritize your asking for support.

For example:

**Some of Lebo's needs:**

- Venue (somewhere for the nursery school to meet) and legal/property rights to the place
- Transport of children to and from the venue
- Staff to run the school (paid plus volunteers to help)
- Furniture
- Food
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- Recurrent revenue streams (Will parents pay to leave their children at the school? What is the business model? Can Lebo have students at the nursery school produce something so it can be run as a social enterprise?)
- PR (how will parents come to know about the school?)
- Market research (what other schools exist in the area? Is there a way Lebo can collaborate with them to create her nursery school?)

most expensive

ask transport companies

ask furniture companies

ask publishers

# 4.0 Aligning interests

## Who gains and how to leverage it for your project

**Suppose you're clear** on what you're trying to achieve, what you need, and what's already happening in your local community that you can tap into.

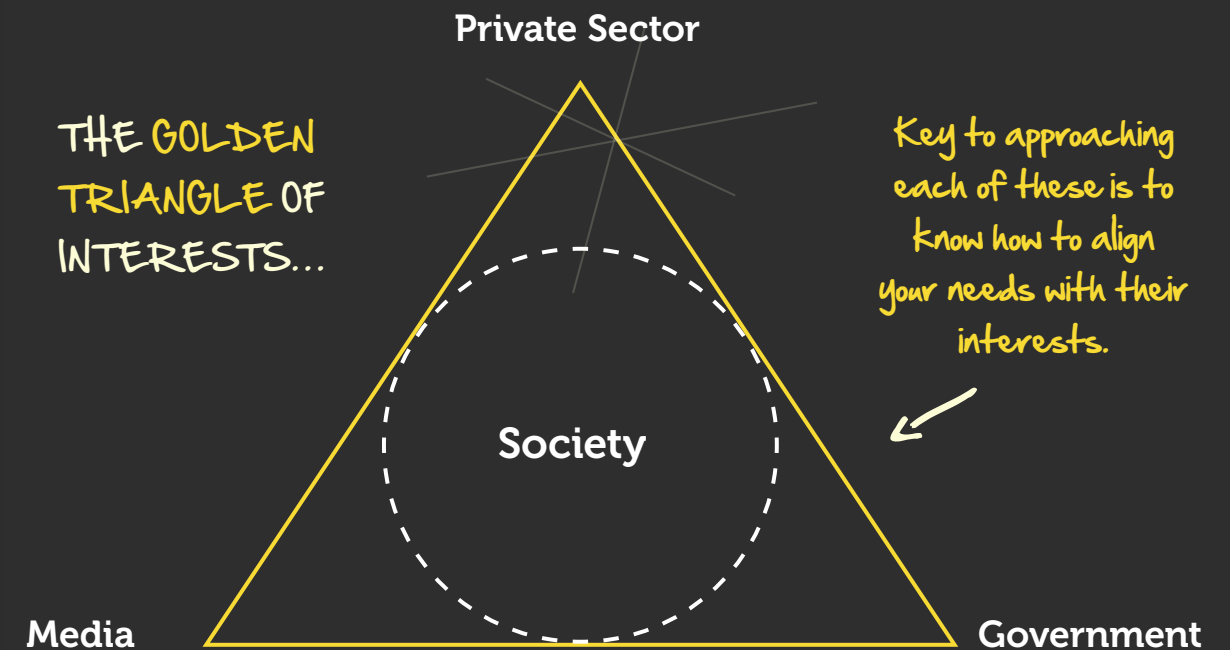
The next step is to think about aligning interests: who gains if your project becomes a reality? Identifying who gains lets you figure out whom to approach and align your needs with those who are in a position to help.

**Let's go back to Lebo's project – who gains if the nursery school comes into existence?** The list is long and includes:

- **Students, parents, and employees of the school**
- **Private companies** (who gain from the business Lebo's school will generate and all the new potential customers that Lebo's school will bring together)
- **All employers long-term** (who benefit from a better educated workforce)
- **The government** (after all, Lebo is helping do their job for them) and specifically the elected representative of the township (Lebo is serving his/her constituents)
- **Media** (who can leverage Lebo's school as a positive media story and to report on the efficacy of local education initiatives)
- **Society/South Africa in general** (who benefit from children who previously didn't have access to education now having it)



**The list will vary** somewhat depending on your project but typically includes three key components – the private sector, the government, and media. To help yourself remember, think of the three as component parts of **a golden triangle**.







## a. Private sector



**The private sector means** businesses – of all sizes – all of whom spend their days thinking about how to get more customers. You can use this to your advantage by understanding that companies are always trying to grow their [market share](#) – the percentage of a market’s sales that is earned by that particular company. Growing market share happens by keeping the customers that a company has through [brand loyalty](#), and attracting new customers.



**Do you still use the same brand of toothpaste that you did when you were 12 years old?** *Turns out, most people do – which is why companies fight so hard to earn your business when you’re young. It’s also an example of why companies try to engender brand loyalty in their customers – and you can use your understanding of it to convince the private sector to contribute in-kind to your project.*

**Let’s go back to Lebo’s school** and assume that there are at least two companies competing over food sales in the particular part of the township where the school is located. You’re Lebo. You need food for your school and from your research you know that Kefilwe’s food company and Sipho’s food company are rivals battling it out for the potato business in the township. How can you use that to your advantage?



**Use your knowledge** about competition and your understanding of brand loyalty to get donated food – e.g. ‘Hi, Kefilwe. I’m Lebo. We’re founding a nursery school in the township and will be needing 50 pounds of potatoes per week from now on for our students. We’re speaking to Sipho as well, and I wanted to ask whether you’d be interested in donating 50 pounds of potatoes a week for the next year to our school. **In return, we’ll of course let all our students, their parents, and the community know about your generosity.**’

*See how it works?*

**Those of you** whose projects work with and for young people are particularly well placed to leverage these concepts given the huge buying power of young people all around the world. Don’t forget that companies – tiny and huge – all want the same thing – more customers and a good reputation – and that young people are a much sought after source for both.

**Did you know** that the buying power of young Americans is nearly **\$300 billion USD** per year?

**Am I “selling out” to the private sector?** *The private sector often has many of the material goods (and cash) that your project needs. One way to look at this is to see your project as a way to assist the private sector to help your local community. **But make sure you are aware of the reputation and activities of your partner companies** as well as their record in your community, with their employees, and in business.*



## b. Government



**In the same way** that the private sector is made up of companies that compete with each other for customers, government is made up of politicians who compete with each other - and those not in government - for votes. But how can you use this to get what you need for your project?

Think of where your project is taking place. Who is the elected official for that area? Most, but not all places will have one – whether the representative serves constituents at the municipal, county or national level.

**Typically, you can use politicians' desire for popularity and votes in two ways:**

1. **to get him or her to support any regulatory/legal/permissions issues** that you face by demonstrating how your project is good for his/her constituents;
2. **by leveraging his/her presence at a public event** in order to get media attention for your project. Remember, media will show up if a politician is there (and vice versa).

**Honouring your local politician** for his/her support or leadership in a given area is a good tactic to use – but it has to be sincere. Ways to go about this include asking the politician to show up for the launch of your activity or giving an award recognizing his or her leadership. Remember, the idea of competition applies to politicians as well. Particularly if it's election season, leverage the opportunity to host a debate between competing candidates on the issue area that your project serves. **In Lebo's case**, she could host a debate between candidates on education, for example.

### A few caveats and things to keep in mind:

- **Do not lie** or misrepresent the scope or scale of your project
- **Do not honour** a politician or celebrity unless his/her work or efforts merit it
- **Be fair** and give equal platform to all political parties
- **Remember that politicians show up when they think media will be present** – and vice versa. Use that to your benefit to draw both to your event.





## c. Media



**Media is the third part of the 'golden triangle'** – and both print and online publications compete with each other for readers just as politicians do for votes and companies do for customers. Your project likely needs media attention, whether to attract beneficiaries, raise awareness, or build your project's reputation. Journalists are always looking for new and interesting stories – and your project, whether in the early stages or later on, can certainly fit the bill.

### A few things to keep in mind:

- **Media/journalists are always looking for the latest scoop;** think about how your project offers new insight into issues facing your community and be sure to communicate how. Find out who the journalist is who covers the 'beat' that your project falls under (In Lebo's case, this would mean finding out who covers education).
- **Use data and be specific.** A good adage to keep in mind is 'no stories without data; no data without stories.' If Lebo approaches local journalists with the statistic that 37% of the nursery-school age children in her township don't attend schooling and her new school will help redress that, journalists are likely to pick it up. What is a similar statistic for your project? For country-level data on many pressing social issues, see: <http://data.worldbank.org>
- **Journalists want stories that sell** – and that includes good news/feel good stories that show the positive impact of engaged and active youth. Don't forget to use your age to your advantage – it makes you statistically exceptional.



## 5.0 How to get to who you need and how to ask

So now you're clear on what you're trying to do, what you need, and understand how to align interests so you can convince the private sector, government and media to come on board. How do you start the conversation?

**First and foremost**, you need to know exactly whom to approach. Read, talk to people, surf the web, join online networks – do whatever you need to do so you can keep track of what organisations in your community are getting funding, from whom, and for what purpose. Be on the lookout for opportunities and also try to be as informed as you can about which human beings make the best targets (e.g. the name of the CEO of the company, politician, journalist, etc.)

You'll quickly discover that the individuals you need to target are often difficult to get into contact with and that it's easy for them to ignore your requests.

### A few tips:

**Whenever possible, try to get an introduction from someone you know.**

It is much harder to ignore a request from a friend of a friend than from a stranger.

**Asking face-to-face is (nearly) always your best bet.** An email is easy to ignore.

Speaking on the phone can be a good in-between option. But whether in person or on the phone, you will need to be persistent and follow up continually.



**Presentation counts** – be friendly, professional and let your passion show. Your biggest asset is your age – there is no need to act like a 60-year-old! That said, a good rule of thumb is to always be respectful towards those you are dealing with and don't use language you wouldn't use in front of your grandmother.



**Be prepared and do your homework** – the more you know about the person you're meeting with, the better able you are to understand what drives him/her – and what might make him or her support your project. Successful members of the community all came from somewhere and it might just be the neighbourhood that your project benefits. Don't be afraid to pull on people's heart strings as well as their rational side.

**Assistants to business and government leaders are often overqualified and underappreciated.** Call them, treat them respectfully, and ask for their advice on your project – if you get them on your side, they will often be able to convince their bosses to support your project too.

**Equally, spouses of business and government leaders are another great source of influence over them.** Read up on the areas of interests of the husbands and wives of the leaders you're trying to target – a good source is the society page of your local newspaper. If it's appropriate, invite the person's spouse to serve as a Patron or Board Member of your project. Doing so will not only get you their support, but may also get you influence over their husband/wife as well. Caveat: no one likes feeling taken advantage of/being used just because of who they happen to be married to, so be thoughtful.



**Loss aversion** – it turns out our brains are neurologically wired for something called loss aversion which means that we are more likely to do something if we think we're going to lose the opportunity to do so in the future than if we think we might gain it. Keep this in mind during your meetings – a good tip to incorporate is to use the phrase *'I'd hate for you to lose the opportunity to...'*

**Practice** – many people don't like asking others for help. Indeed, if you don't, think about making fundraising (at least the asking part) the responsibility of one of your team members for whom it's a more natural fit. If it is you who is doing the asking, practice always helps. Ask your friends and family to have mock meetings with you so that when you do meet your target CEO or politician you feel comfortable and at ease.



**A final note** – we get many questions about written proposals and how to be convincing in writing. Even if you write like Shakespeare, we recommend face-to-face meetings to discuss your proposal.

**That said, a good rule of thumb is for your written submission to include:**

- **a short and clear concept note** describing your project (the need for it, how it will be implemented, and how it will be sustained over time), keeping in mind that it's presented in a way that is aligned with the interests of whomever you're targeting;
- **a detailed budget;**
- **what specifically you're asking** your potential partner for and how he/she benefits from helping;
- **the positive impact** once implemented.
- **These are also the elements you should be prepared to cover in your face-to-face meetings** with potential supporters. One tip – writing down brief talking points for yourself before going into the meeting will help you stay focused, present your ideas in a clear and concise manner, **and calm your nerves.**



## 6.0 Sources of support

So who gives out cold, hard cash? Following are different funding sources and successful examples from Changemakers on how they brought them on board.

### a. The public/ your community

Whether you hold a bake sale, dance party, contest or auction, those in your immediate community who stand the most to gain from your project are a great first source to ask for help. Other than individuals (especially those you know), ask local businesses, schools, religious institutions (churches, mosques, temples, synagogues) and community organisations for funds to support your work and be clear about what their support 'buys' them and the 'benefit' they get in return. Emphasize that it's your collective neighbourhood – they will be likely to help! And don't forget crowd-sourcing funding tools – for more, see the [Annex](#) on resources.



## GLOBAL changemakers

### Example...



#### FAST FACTS

Name: Anjali  
Age: 19  
Country: India  
Project: PICTURE IT

**PICTURE IT, initiated by Anjali, is a project based on something that she has been doing since she was 10 years old. Anjali is an artist and the project uses powerful imagery as a medium to facilitate positive social change. PICTURE IT's most recent initiative aimed to gather picture books for the Pediatric Ward of the Chennai Cancer Institute in India. The project was conducted in conjunction with International Youth Day 2012 and collected over 1500 books (and cash) through donations from the local community.**

#### Anjali says:

*What started off as a small idea and interest to work on oncology, a cause that I am very passionate about, grew to proportions more than I ever imagined. Of course, I had to collect my ideas first and decide where to start. I categorized them in the following sequence of 13 steps:*

#### Step 1: Core Idea

(What I wanted to do) – Setting up a library for juvenile oncology patients because they spend so much time in the hospital and have had little or no formal education.

#### Step 2: What kind of books?

Being a visual artist activist I realized that pictures transcend barriers of age language and literacy, which is the core principle of PICTURE IT. Hence I decided to go with simple children's picture books or storybooks in regional languages as well as English.

**Where?** Finding a worthy place to donate books was one of my foremost concerns. The biggest oncology ward in my city was at the Chennai Cancer Institute in Tamil Nadu, India. The chairperson, prominent cancer specialist and Magsaysay Awardee, Dr. V Shanta, runs the Institute. After doing a good deal of research I decided that's where I wanted to donate this collection.



### Step 3: Proposal

Digging through the website I found the contact email of the chairperson herself and decided to give it a shot and mail her the proposal directly. Of what I had researched, Dr. Shanta was 85 years old and probably had someone read her mail. My proposal clearly stated my background, intention, purpose, and goal. It's important for people to know where you are coming from, so be sure to include this. In my case, my grandmother runs a trust for children with multiple disabilities and I have grown up with them. This meant I had prior experience working with similar groups. After the email, I just had to wait.

### Step 4: Hearing back

A week later I heard back and was directed to what is called the Mahesh Memorial Trust (MMT), an NGO based in Chennai, India, working towards creating public awareness about cancer, providing financial aid to economically challenged patients, organising counseling and support for cancer patients and their families, and supporting any other form of activity associated with the fight against cancer. They run the pediatric ward at the cancer institute.

### Step 5: Mobilisation

After being connected to the administrator of the MMT, we coordinated details and set things in motion:

**Where to start?** I made a list of people I wanted to approach, which mostly consisted of friends and family. I didn't promise much because I wasn't aware of what I could raise, but setting a target is good. I initially aimed for 300 books, which I collected easily. I wanted to scale it up even more, though, so I designed posters for the campaign and started approaching heads of different schools to raise awareness about my book drive. I also spoke directly to the students sometimes, which is essential because direct contact is far more convincing than posters. We set up collection boxes in each school. I also approached bookstores and got an ad published in the newspaper under the 'events' section.

### Step 6: Social Media

I created a Facebook page and started tweeting about it. I clearly stated what I wanted from users and set very clear deadlines.







### Step 7: Follow up

This is essential. Sending out emails, calling schools and visiting them to see progress and remind them can do wonders. With large administrations, singular projects like these often go unnoticed. I also had to coordinate with the Trust to see if they needed any additional things for the library. This meant I had to attend meetings with the board of trustees to discuss how the library was going to be built, funds etc.

### Step 8: Post Collection

This is where the real work began. The response was overwhelming. I managed to collect nearly 3000 books in a span of one month. But then I had to sort through heaps of books and catalog them. It was just my mum, my two best friends and me. It took a week but in the end we sorted them on the basis of genres and language. Only 1500 out of 3000 were appropriate for our target age group (15 years and younger).

### Step 9: The event

I wanted to set up a library anyway, but needed to find a relevant day to inaugurate it. What better day than International Youth Day as it was mostly young people who contributed books for other young people? I didn't want the event to be a big affair. It was about the kids and the books. The trustees of the MMT, a couple of doctors from

the psycho-oncology ward, nurses and Dr. Shanta were present while the books were handed over to the Cancer Institute. From there onwards the MMT took charge of setting up the library and finding volunteers to read to these kids which is the key to optimal usage of the library.

### Step 10: Post Event

It's very, very important to follow up post the event too. To thank every single person who helped you along the way, including schools, bookstores, friends, family and people who donated by finding out through social media.

### Step 11: Publicity/ Press coverage

It doesn't have to be extravagant. Media is not a goal but a means, which is part of the process of a project. Getting this event known to the public would make a lot of difference in terms of gathering awareness about the kids, the trust, the library, prospective funders and volunteers for the future. It is also a great way to thank everyone and also inspire people in the process.

### Step 12: Checking in

Visit the project regularly after the fact to ensure that everything is going smoothly. Remove roadblocks and help where needed.

### Step 13: Self Satisfaction

There is no better feeling one can have than feeling accomplished at the end of the day. It meant a lot to me that I, in my own small way, made a few kids smile because they got something that makes them happy. Self-fulfillment of goals is pivotal for continuous motivation. At the end of all, it's well worth it!

### Online Resources:

## b. Foundations

**Local, national, and international** foundations are also a great potential source for funds. Research which foundations are active in your community in the area in which you work through searching online and also by asking your contacts. For a listing of the foundations with the greatest assets, see the complete [list on Wikipedia](#). Also, you may be eligible to receive funding from a foundation that is not physically present in your country. Check out the [Foundation Center](#) as a resource which keeps track of foundations in the US. Another good source is [www.philanthropy.com](http://www.philanthropy.com). The key is to find out what the foundation is interested in supporting, and to start in your local community.



# GLOBAL changemakers

### Example...

We at Global Changemakers are the lucky beneficiaries of a Geneva-based foundation called CARIGEST. We were introduced to staff at the Foundation through a friend and had several meetings with them to determine their interests.

In CARIGEST's case, they are a foundation that supports other foundations and wealthy individuals to give to worthy causes based in Switzerland, included among which is supporting promising and talented young people from around the world. Well, it just so happens we know about 854! CARIGEST first gifted us with 60,000 CHF in 2010 with the stipulation that the monies be spent on our Global Youth Summit. We have been very fortunate to retain CARIGEST's generous support every year since.







### c. Wealthy individuals and celebrities

**Wealthy individuals and celebrities** are another great source, though often they are hard to meet. Keep informed by reading the society page of your local newspaper and asking other NGO partners where they are getting funding from. Try and establish a target list of wealthy individuals you want to pursue (often those with family links to the area you are serving are your best bet) and try to get introductions. Remember, no one likes feeling like a cow being milked and wealthy individuals are asked for money constantly, so think through what's in it for the person you are approaching. If you happen to be attending a high-level event, be sure to be prepared to pounce if the opportunity presents itself and you suddenly find yourself face-to-face with a celebrity or wealthy individual. And remember, sometimes a celebrity's endorsement can mean even more than cash.

### GLOBAL changemakers

Example...



**FAST FACTS**  
Name: Nick  
Age: 24  
Country: Scotland/South Africa  
Project: Youth End Poverty

**Global Changemaker Nick from Scotland shares his experience here:** *I was part of a group of six Changemakers who had been selected by our peers to attend a panel at the 2008 World Economic Forum in Davos, Switzerland. The Forum is a gathering of many top corporate, political and societal leaders and we took full advantage of the opportunity that was given, speaking to the world's power brokers about our projects.*

**He continues:**  
Emma Thompson, the Academy Award-winning British actress, invited us Changemakers to lunch, so we were able to talk to her in detail about the work we were all doing, and how we wanted to grow it and increase the impact of what we did.  
At the time, I was working jointly on the Youth End Poverty project with Gillion Bosman, a Changemaker from Cape Town, and we had a vision to train young people in both the UK and South Africa how to take action against poverty. Seeking support for our plan, we got in contact with some of the people we met at the Forum, including Ms. Thompson, after our lunch. Much to our surprise, we were invited to spend a few days at Christmas at her home. While there, we were able to lay out our vision and funding plan directly to her, and she agreed to invest £10,000 to enable us to run a pioneering youth-led exchange between young people in Dundee and Cape Town.

**The lesson?**  
**Always ask for the business card** or contact details of those you meet, and don't be afraid to ask for their support. Even if they can't or don't fund you initially, they can open doors for you to those who can.



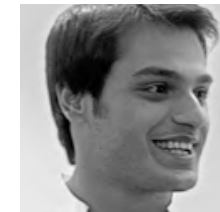


## d. Diplomatic Corps

**Particularly if you are in the capital city of your country,** you can benefit from the diplomatic corps – the men and women who represent their country overseas at embassies and consular offices. Each embassy or consulate has a certain budget to spend on ‘community relations’ – or relations between the country they represent and your home country. Particularly if you can think of a way to involve nationals of more than one country in your work, the diplomatic corps is a good potential source. Remember, if you need a splashy reception thrown or a magnet for individuals from high society, ambassadors are a great resource – and they have the budget already allocated to doing these types of events.

## GLOBAL changemakers

### Example...



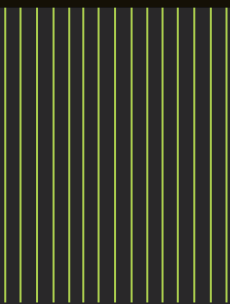
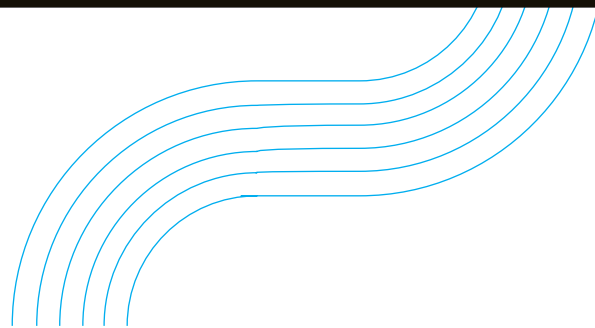
#### FAST FACTS

Name: Qasim  
Age: 25  
Country: Pakistan  
Project: Rugby

**Global Changemaker Qasim from Pakistan shared the following:** *My university rugby team was invited to a tournament in France by SKEMA business school, in Nice. We needed funding and visas. Other than contacting different companies, we reached out to the French cultural attaché based in Islamabad.*

#### He continues:

Despite bustling Pakistani-French relations and cultural exchange, we reckoned he might have some time on his hands. The response was brilliant. We were students and rugby players - so you can imagine the cumulative IQ being less than that of a cuckoo bird. He invited us to the embassy in Islamabad, opened the conference room, helped us complete the paperwork, sponsored/waived our visa fee and connected us to a bunch of French companies operating in Pakistan as potential donors. Our visas came with the stipulation that we had to report at the embassy after returning to Pakistan. Luckily, the attaché was travelling to Lahore to give a lecture at our university and agreed to meet with us and conduct the verification. He also saved us the trip to Islamabad. Good man!



## e. Large international NGOs and multilateral agencies

**You probably already know** which of the large, international NGOs are active in your community and whether any of the multilateral or UN agencies are active. Remember that every year they need to demonstrate the good they are doing in the communities in which they operate – so your initiative may be the perfect way for them to partner and give you support (though it will not necessarily mean money). Be persistent and keep trying even if you get an initial no.



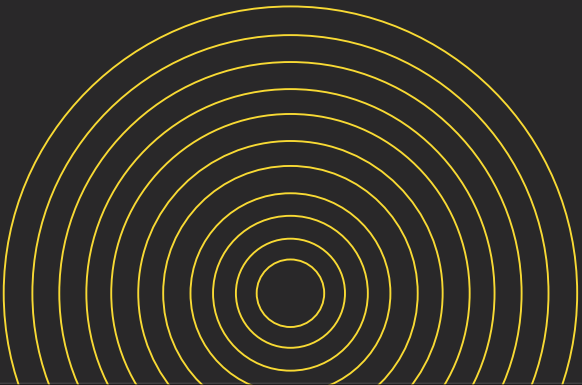
### GLOBAL changemakers Example...



**FAST FACTS**  
Name: Joseph  
Age: 21  
Country: Uganda  
Project: COBURWAS

**Joseph Munyambanza**, a Global Changemaker from DRC, living in Uganda, shares his compelling story here in a Youtube video. Tune in from minute 11 onwards to hear about the support he gained from international recording artist 50Cent, who paid for students to study at COBURWAS, and the Global Fund for Children, which donated \$7,000/year for three years.

Click on the video to hear his story







## f. Companies

**Put yourself in the shoes** of a CEO of a large company. Your number one thing is to ensure you have lots of customers, right? Indeed, most large corporations have CSR (corporate social responsibility) budgets to spend on local community empowerment initiatives to gain popularity and raise awareness about their brand with potential customers.

Who are the large corporations active in your community? Go to your local branch and inquire; chances are that even if you're too late for this year, they will keep you in mind for the future. Also, keep in mind that by law, certain types of companies – like oil companies – are legally required to invest in local communities. You can use this to your advantage though do keep in mind that using the profits of controversial types of companies – like oil companies and banks – could prove problematic for your other supporters. Be sure you are transparent with all your partners about the new partners you bring on board.

## GLOBAL changemakers Example...

One of the companies we at Global Changemakers partner with is Nike; together we support projects that benefit adolescent girls and young women in Ethiopia, Rwanda, and Nigeria.

Our partnership came about through a business contact at Nike whom we asked

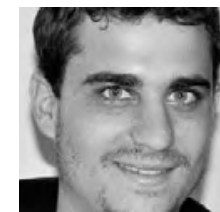
to introduce us to her colleagues who were responsible for Nike's CSR work. With that introduction, we invited Nike to participate in our 2009 Africa Summit. After seeing Global Changemakers firsthand, they were convinced of the worthiness of supporting Changemaker projects. We have been the fortunate beneficiaries of their support not only on girls' projects, but equally at some high-level events like Women Deliver, ever since. The lesson? Sometimes you need to take the time to ensure people get to know you and what you're offering – if you do (and they know what they're getting) the partnership is more likely to be successful and sustained over time.



## g. Government agencies (RFPs and grants)

**While government money** is sometimes hard to come by (and the process can be tedious), once received, government funding can be a steady source of income. In most cases, government agencies will issue an RFP – ‘request for proposal’ which means that you put in a proposal for carrying out the activity the government agency wants to engender. (NB: the RFP process is fairly standard both for government agencies as well as for grants in general.) If you can’t find anything that fits into your area of work (or if you feel overwhelmed), don’t be afraid to call your local Mayor or Ministry of Community Development, Economic Affairs, or Education to ask questions. Also, think creatively – sometimes foreign governments give grants in your country (particularly the US and Japan (who are the biggest donors in Africa, for example) as well as the Scandinavian countries.

## GLOBAL changemakers Example...



**FAST FACTS**  
Name: Pedro  
Age: 26  
Country: Brazil  
Project: IDESAM

**Changemaker and Climate Champion Pedro works for IDESAM (The Institute for Conservation and Sustainable Development of Amazonas), an NGO founded and based in the city of Manaus, Brazil. IDESAM aims to reduce deforestation in tropical forests and better manage the protected areas of the Amazon – and it depends exclusively on fundraising from public and private sources to carry out its activities.**

### **Pedro’s advice and experience:**

Any strategy to fundraise or get resources should start by mapping possible funding sources. Your mapping should be thorough, including which of your activities are eligible given the grant’s requirements, deadlines for proposal submission and the budget permitted for each.

### **When preparing a proposal, ask yourself:**

- 1 What do we intend to do?
- 2 What is our area of operation ?
- 3 Who is the target audience for this activity? Who do we intend to benefit?
- 4 What is the necessary timeline for the execution of these activities?
- 5 Who will implement these activities? Will there be partners?

You’ll find that many funding sources already have templates for your submission; be sure the forms are complete, and that the information you provide is true (the activities must have clear, measurable and verifiable objectives) and concisely stated. Many funding institutions are looking for innovative proposals and creativity, but be sure to be clear in your application and in how it will be implemented. Finally, it is critical to submit proposals to more than one funding source to increase your chances of success. And don’t give up even if you receive a few nos!



**One example** from my own experience follows: In 2011, I received (through colleagues in IDESAM and also from different groups by email) a call for submission of proposals related to the mitigation of climate change effects, through the implementation of activities focused on energy efficiency, renewable energy, waste management and forests. This “call for projects” featured a link to additional information, as well as deadlines for proposal submission, the steps for approval and the total amount designated to the programme. It is worth mentioning that the call did not limit the total resources allocated to each project, but only the total value of the programme to be divided among all those whose submissions were successful. On this same site, we were able to view projects which had been approved in previous years, which helped us to define the general lines of our proposal, as well as have a ballpark figure for the amount that we would request.

**The lesson?** You CAN be successful at RFPs and grants – be concise, be thorough and do your homework before you submit!

**In our case,** the proposal consisted of deploying one hectare of land to an agroforestry system in a Protected Area in the Amazon, which was of great importance both for the community that inhabits this region but also for us to structure a larger program offsetting greenhouse gas (GHG) emissions through reforestation on degraded areas in the Amazon. After the submission of the proposal, there was an initial screening by the evaluators. The second stage consisted of answering various questions directly to the evaluators via email and telephone. Finally, the evaluators made a field trip, where they visited the Protected Area where we were proposing the work; they spoke with the residents and the IDESAM technician, in order to consider the feasibility of our proposal. Finally, the evaluators issued a positive decision for our project – we had been approved! In a period of 12 months, we were able to perform all the activities proposed and also to start a new program at IDESAM, the Carbon Neutral Program, which today fundraises through companies and customers who wish to offset their GHG emissions through our [Amazon reforestation](#).

*“Calls for projects” often use a standard proposals submission form (with a limited number of words for each response) to facilitate and standardize the evaluation method. It is very important to read the information in the call thoroughly, research those projects that have received funding in the past, and understand the main objectives of the funders, so that you maximise your chances for success.*

# 7.0 Yourself and your project



**Finally, keep in mind** that we kicked things off with talking about fundraising as a tool to ensure the long-term sustainability of your project. If you turn your project into a social enterprise, you yourself can ensure its continued success. Different countries have different legal frameworks that apply, so be sure to do your homework and connect yourself to successful local social entrepreneurs who can serve as mentors to show you the ropes. The most important element is getting the model right – figuring out what you have to ‘sell’ whether that’s something material (like Kaushik’s example that follows) or your skills or time.



## GLOBAL changemakers

Example...



**FAST FACTS**  
Name: Kaushik  
Age: 18  
Country: India  
Project: Illuminate Inc  
[www.illuminateinc.org](http://www.illuminateinc.org)  
[Illuminate Inc on facebook](#)

Click on the video to hear his story

Kaushik is a Global Changemaker from India who decided that he wanted to help keep alive the tradition of weaving and handicrafts and also create employment in a particular region of northeast India. The result? **Illuminating Styles** – a compelling social business.





## 8.0 ANNEX: Online Resources

For Ideas, Information & Funds...



- <http://www.philanthropy.com>
- <http://foundationcenter.org>
- [http://en.wikipedia.org/wiki/List\\_of\\_wealthiest\\_charitable\\_foundations](http://en.wikipedia.org/wiki/List_of_wealthiest_charitable_foundations)
- <http://data.worldbank.org>
- <http://www.kickstarter.com/>
- <http://www.fundable.com/>
- <http://philanthropy.com/article/How-America-s-Biggest/132785/>
- <http://www.afpnet.org/>
- <http://www.fundraising.com/>
- [http://en.wikipedia.org/wiki/Crowd\\_funding](http://en.wikipedia.org/wiki/Crowd_funding)
- <http://reliefweb.int>
- <http://www.kiva.org>
- <http://www.skollfoundation.org>
- <http://www.schwabfound.org>
- <http://www.rootcapital.org>
- <http://www.commonwealthfoundation.com>
- <http://www.kbs-frb.be>
- [http://ec.europa.eu/contracts\\_grants/grants\\_en.htm](http://ec.europa.eu/contracts_grants/grants_en.htm)
- <http://www.unltd.org.uk>
- [http://www.stiftungsindex.de/e\\_index.html](http://www.stiftungsindex.de/e_index.html)
- <http://www.fco.gov.uk/en/publications-and-documents/transparency-and-data1/IdI>  
(example of diplomatic list – you will want to find the list of embassies in your capital city)
- NB: you may come across [www.embassyworld.com](http://www.embassyworld.com) but double check the information as it isn't always up-to-date.



# Credits:

## Examples:

Qasim Aslam  
Anjali Chandrashekar  
Nick Henderson  
Joseph Munyambanza  
Pedro Soares  
Kaushik Tiwari

## Written by:

Francesca Martonffy

## Editing by:

Matt Kimmich

## Copy edited by:

Sharon Houtkamp

## Design by:

Daniela Cristofori  
[www.danielacristofori.com](http://www.danielacristofori.com)

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For further information on the Global  
Changemakers programme, please visit:  
[www.global-changemakers.net](http://www.global-changemakers.net)  
or email us at:  
[globalchangemakers@britishcouncil.org](mailto:globalchangemakers@britishcouncil.org)

Postal Address:  
British Council  
PO Box 532  
CH-3000 Bern 9  
Switzerland

