

FUNDRAISING *Guide*

for Women's Community-Based Organizations



WOMEN
Thrive
WORLDWIDE



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INTRODUCTION

When we travel to developing countries to meet with women's groups, they often ask us, "Do you give grants?" While Women Thrive Worldwide is not a grantmaker, we do partner with community-based women's groups around the world on our advocacy.

This guide originated from our desire to help grassroots organizations struggling to raise enough money to be able to meet their needs. Our team of professional fundraisers developed this guide to help women's groups better understand the world of grantseeking and build their skills to raise money for their desired causes and projects. We know how hard it can be to find the resources you need to build your organization; we started Women Thrive Worldwide in 1998 with a small budget and have worked very hard over many years to build a solid base of funding to grow and sustain our organization.

The guide introduces some of the basic concepts of professional fundraising and shows a variety of ways that organizations can raise money beyond grants. It contains practical advice based on years of experience

in professional fundraising in the United States (U.S.) about the best places to look for money to support your work, how to develop your message, how to secure funds, and how to build and maintain successful relationships with your supporters. It also provides tips and detailed instructions on how to write grant proposals, budgets, and reports. The guide includes a bibliography of other resources available on the Internet to help you research funding opportunities and build your support networks. Finally, the guide contains a list of funders who give small grants to community-based groups in developing countries; most are in the U.S. and Europe, but the list also includes a few funds based in developing countries.

While the information in this guide is based on our experiences in the U.S., the principles and methods we introduce are applicable globally and can be tailored to your local environment.

You CAN raise enough money to secure your organization's future; it just requires research, preparation, and determination. We hope this guide will help you succeed.

Share Your Stories with Us

We created this guide to help women's community-based organizations raise the money they need, not just to survive, but also to thrive. We would love to hear from you about your experiences.

- ▶ How have you used the guide?
- ▶ Has the guide helped your organization create its own fundraising plan?
- ▶ Have you found new sources of funding?
- ▶ Has the guide helped you build strong relationships with your financial supporters?
- ▶ Has the guide helped you write better proposals or reports?

We want to hear your stories of how you've used the guide and your feedback on how we can make it better! We would also love to include your success stories in future editions of the guide.

Write to development@womenthrive.org

CHAPTER 1: WHAT IS FUNDRAISING?

The goal of fundraising is to secure enough resources to forward your organization's mission.

Fundraising is not something separate from the work you do – raising money is an important way you can build a network of people to support your work. If your supporters think highly enough of your organization to give their money to sustain it, they are endorsing your work and showing their commitment to its success. Building a strong network of donors increases the credibility of your organization because it shows that you can mobilize people and resources toward your goals. This is very powerful!

DEVELOPING A FUNDING STRATEGY

Before you start asking people for money, you need to define your organization's needs and the best places to look for resources. It is important to have a strategy for raising money that makes sense for your organization. What works for another group in your field or region may not work for you.

First, ask yourself a few questions:

- ▶ What is your budget – how much money does your organization need to pay its bills for this year?
- ▶ Where do you get the money you raise now? How many donors and income sources do you have?
- ▶ What is the average size contribution you receive?
- ▶ What will you do with the money you raise? What are your organization's major expenses?
- ▶ Do you depend on one source of funding for most of your budget?
- ▶ How could expanding your network of supporters help build your organization? How could new donors benefit your program work?
- ▶ Are there any potential sources of funding for organizations like yours in your community?
- ▶ What new sources of funding do you want to develop? Why? How would these sources help you advance your mission?

To develop a good fundraising strategy, you must understand how much money you need, what kinds of resources are available, and which ones you can realistically access. You also need to think about where your organization is going over the next year or longer so you can develop plans to meet future needs as well as your needs today.

Funding models are often closely related to the type of organization. A network that promotes women in business may rely on membership dues for most of its budget, while a research institution that studies women's role in the economy may get most of its funding from government grants. It makes sense to raise money from the people and organizations whose interests are most closely aligned with your mission.

Many organizations, especially in the beginning, rely on one source for all their funding. As they grow, they realize that they need to find other sources to survive. They try to diversify by finding additional supporters. This can mean reaching out to other donors of the same type (such as other foundations) or developing a new source of financial support (such as corporate gifts or membership fees). A second source of funding may provide a small but steady source of support to supplement other funding and help cover basic expenses – or it may boost revenue so that the organization can start a new program.

Sometimes, community-based organizations (CBOs) or nongovernmental organizations (NGOs) believe that if they could just get a grant from a European- or a U.S.-based foundation, their financial problems would be solved. Unfortunately, this is seldom the case. Most international funders are reluctant to provide grants that cover an organization's entire budget, unless they are just starting up. Many foundations will not fund community-based groups unless they can demonstrate a solid base of local support for their work. Others have restrictions that will not allow them to fund more than a certain percentage of the organization's total budget. Many foundations will not guarantee more than one year of funding at a time and will, after a few years of grants, stop their support altogether, no matter how well the organization performs.

Despite these challenges, pursuing foundation funding can be well worth the effort. This guide will help you understand some of the basic principles of fundraising and introduce you to a variety of donors and gift types. It will also provide you with some guidelines on how to determine if you qualify for funding and how to apply for grants. This knowledge will equip you to analyze your own situation and your local context, and figure out the best options available for your organization.

Don't be intimidated or discouraged by the complex fundraising environment. Start by developing the most promising opportunities first. As you gain experience and build your networks, continue to look for new ones. Using this approach, you can build a solid funding base that will sustain your organization over time.

WHAT IS SUSTAINABLE FUNDING?

Sustainable funding means that you have a variety of different types of funders so that your organization is not dependent on one big grant or donor. Making it sustainable means that you build relationships that continue to fund you over time, not just for one year or one project.

Here is an example breakdown of what a diverse and sustainable funding base might look like:

- ▶ One or two family foundations that fund specific projects, such as a well, training program, or irrigation project for a cooperative.
- ▶ A larger foundation grant that may fund a program plus some capacity support for your organization.
- ▶ One or more local businesses that “sponsor” some of your work or provide supplies in return for visibility or marketing for their business. Perhaps you serve children and a local business donates t-shirts with the company logo on them for the children to wear.
- ▶ One or more contracts or sub-contracts with a large development organization to provide services that match your mission. Perhaps you are a rural cooperative for women farmers and have a contract or subcontract with a funder to provide specific training geared toward your members and nearby communities.
- ▶ Small amounts of funding from giving circles or affinity groups that “adopt” your organization's work. These giving circles or affinity groups can also raise awareness for your group and make suitable connections for your organization. For example,

you may build a relationship with a women's giving circle that makes annual contributions to your organization and also introduces you to Fair Trade companies that feature your products.

WHAT ARE “PROSPECTS”?

Once you have identified how much money you need to raise, the next step is to find donors to fulfill those needs. Prospects are potential donors, organizations, or people who could give your organization money in the future. Developing a list of potential donors, known in fundraising terminology as a “prospect pipeline,” is crucial to developing a good fundraising plan.

Prospects are only as good as your research and rating of how much they are likely to give. A simple process can help you determine whether a person or organization is a good prospect for you. Here is how to do it:

1. **Capacity:** Does the person or organization have the money to give you right now? How much? For foundations or corporate donors, you can use the Internet to research the size of other grants that they have made in the past. This is important to learn how to do; see Appendix 3A for some resources to help you get started.
2. **Passion:** Does the person or organization have passion for your type of work? Make sure there is a “match” between what you do and what the prospect is passionate about. For example, if you work with a women's farming cooperative in Ghana and the donor has a history of giving to projects involving agriculture, women, and Africa, it may be a match. However, if the donor has only invested in emergency food programs in Indonesia, the prospect probably won't be interested. You can determine their passion by looking at their past giving online, any annual reports or other publications they may have issued, and by directly communicating with them.
3. **Managing prospects:** Your prospect list is like a treasure. Keep track of your prospects on paper, a spreadsheet, or a chart on a computer. Your objective is to keep all your prospect information handy and easily usable – this is what makes it valuable. It is worth your time to set this up in whatever system works best for you so that you will be able to track information and stay in touch with people. Here is a sample of the information you should track:

- ▶ Contact name and title, organization name, and address;
- ▶ Phone and email for the contact person and website address for the organization;
- ▶ Potential funding amount (based on their prior gifts to other organizations of similar size and type to your own);
- ▶ You may also want to keep track of your notes on the cultivation process (such as information

on the dates and content of phone calls or emails with prospects) and prospects' project or program interests;

- ▶ Next steps – when should you follow-up with someone and about what? What is the next logical step to help them build interest in your organization or to check in on funding? Make a concrete plan for engaging each potential donor.

Sample Prospect List: Women's Self-Help Association*

PROSPECT NAME	POTENTIAL GIFT AMOUNT	TIMELINE/NEXT STEPS
International Nongovernmental Organization (INGO) subcontract 2	\$10,000	Decision in April
International women's fund	\$5,000	Applied in February, decision by May
Anonymous foundation	\$5,000	Request for Proposals (RFP) due on March 1
Women's economic empowerment fund	\$2,500	Unsolicited proposals due in July
Corporate foundation	\$1,000	Application deadline in September; invite philanthropy officer to visit program in June
Local government contract	\$5,000	RFP due in April
International development agency small grants fund	\$10,000	Rolling submission
U.S. Embassy community grant fund	\$7,500	Contact embassy to find out how to apply
Diaspora homeland development association	\$2,500	Research contact name and email
Local church women's group	\$1,000	Attend quarterly meeting in June
Professional women's community assistance fund	\$2,000	Arrange meeting with chapter president
Local businesswoman	\$500	Invite her to event
Local philanthropist	\$250	Invite him to visit village bank program
Regional giving circle	\$100	Ask to give presentation at their next meeting
TOTAL POTENTIAL GIFTS	\$52,350	
TOTAL ORGANIZATIONAL BUDGET	\$66,800	
TOTAL RAISED TO DATE	\$35,500	
AMOUNT LEFT TO RAISE	\$31,300	

* The Women's Self-Help Association is a fictional community-based organization created to help illustrate the concepts introduced in this guide.

Not every prospect will give or give at the amount you requested. For this reason, the total potential gifts on your prospect list should exceed the amount you need to raise. Professional fundraisers generally estimate that the potential gifts from your “prospect pipeline” should total at least three times the amount you need to raise. In this case, the Women’s Self-Help Association needs to raise \$31,300 to meet its organizational budget. Following the rule of thumb, Women’s Self-Help Association should identify at least \$93,900 of

potential gifts ($3 \times \$31,300 = \$93,900$). In the chart above, the organization has identified only \$52,350 in potential gifts. This means the Women’s Self-Help Association should continue researching prospects to find an additional \$40,000 of potential gifts for the organization. You can find the Women’s Self-Help Association’s full organizational budget in Chapter 5 on page 25 and can also find a list showing their other funders and the total funds they have already raised on page 26.

CHAPTER 2: BUILDING RELATIONSHIPS WITH POTENTIAL DONORS

Fundraising is not just about money – it is about relationships. If you want to build a strong supporter base, you need to make friends. People give money to organizations they feel connected to and where they feel their contribution is valued.

NETWORKING AND VISIBILITY

One of the best ways to find potential funders is by being visible in your field on a local or regional level. It is important to participate in professional networks so you can meet new people, keep learning about your field, and come to be known as an expert. As you get to know people, you will be introduced to potential supporters and learn about new opportunities for training or funding.

As your work gets noticed, you may be invited to speak at a conference or participate in a public forum. These events are great ways to highlight your organization and its work. They may also be great events at which to meet potential donors.

THE INTERNET AND SOCIAL NETWORKING

Think about establishing an online presence for your organization. While it can be difficult and expensive for a very small organization to build and maintain its own website, especially in countries with unreliable and slow Internet connections, developing an online profile can be a quick and easy way to become visible to the rest of the world. If you can't afford or don't have the skills to create a website, you can still create an online presence through social networking sites like Facebook, Twitter, YouTube, Ning and Orkut. You can create an organizational profile that includes background information, an email point of contact, photos, and news. Facebook and Twitter are also easy ways to let people know what you are doing and recruit "friends" who may eventually grow into supporters, activists, and contributors. They are also a good source for connecting with other organizations and learning about grant opportunities.

While this guide does not delve into how to establish an effective web presence, there are many manuals

and sources for advice on the web on how to do this. You can find some resources to help you get started in Appendix 3A.

WHAT IS CULTIVATION?

Just as it takes many weeks to harvest a crop from a seed, it takes time to grow a prospect into a donor. In professional fundraising, as in farming, this process is called cultivation.

Cultivation is the process of developing a relationship over time with a potential or current donor. It is how you get to know each other, build trust, and gain consistent support. This process can take weeks, months, or years and can be tailored to any kind of prospective donor. There is no single fixed way to cultivate donors, as people's interests and personalities are varied. However, there are some basic tools that all fundraisers use to build relationships that lead to financial support.

First, as described in Chapter 1, identify a prospect and determine that they have the ability to support you financially and have real passion for your cause. Now you have a seed to sow. You're ready to plant that seed and begin the cultivation.

Here are some basic steps to follow:

1. **Research** the best way to grow your crop to ensure it flourishes. Try to learn as much as you can about the prospect so you understand their interests and where they may align with yours.
2. **Plant the seed in the soil.** Verify the capacity of the prospective donor and their passion in your work. This is important; you need to be sure that the seed has the right environment to promote its growth – if the soil is not fertile, the seed could perish. First, research the prospect's prior giving, and then make an initial approach via phone, email, letter, or in-person conversation. You might say, "I noticed that the ABC Foundation has funded agricultural work in Africa. Would you be open to a conversation about this work? I'd love to learn more about your specific interests and tell you about our programs." Don't just talk about yourself and your organization.

Instead, try to build a personal rapport. Be sure to ask the prospect questions about themselves and their interests. This is how you find out whether this prospect is right for your organization. If not, then you can devote your attention to other seeds more likely to germinate.

3. **Water and fertilize the seedling** by staying in touch through regular emails, updates, or other communications. For example, if you have a list of prospects or donors who are interested in a particular project, send an email or note a couple of times a year with an update on your progress. This helps them learn more about your organization's work and develop an interest in you. Plan to contact each prospect at least four times a year with a specific message that doesn't ask for money. It always helps to have prior personal contact with a prospect before making an "ask" (a request for a contribution) – this includes foundations and larger institutional funders.

Throughout the cultivation process, that seed should naturally grow into a healthy plant. When you think that plant is ready to yield fruit, then prepare for harvesting by developing your "pitch."

WHAT IS A PITCH AND HOW DO I MAKE IT?

A pitch is a short, enthusiastic summary of your organization. You should have it in writing to include in letters, emails, and proposals. You should also be able to deliver it verbally in person or over the phone.

The pitch is a quick introduction to your organization, with the goal of getting people interested in what you do and why it's important. Often, many people will not take time to get to know you at a greater depth if they're not interested in your initial pitch. Think of it as your advertisement.

At a minimum, a compelling pitch includes the following:

- ▶ Name and type of your organization – such as "rural women's farming cooperative."
- ▶ What you do and why it's critical – such as providing financial literacy training to difficult-to-reach rural women so that they know how to keep track of their money and save.
- ▶ A "hook" or what makes you unique and a compelling reason for someone to learn more – such

as being the only organization that reaches your population and has already achieved a real impact.

Check out other NGO websites and see what they say about themselves. The pitch is an element of your organization's identity that you will use over and over, so take time to make it resonate.

COMMON QUESTIONS YOU SHOULD BE PREPARED TO ANSWER

- ▶ Do you contribute time and/or money to your organization? Do all of your board members/ advisory board members contribute as well?
- ▶ It is hard for some potential donors to seriously consider contributing to an organization if its leaders don't contribute financially themselves. They wonder why they should invest in you, if you do not invest in your own organization?
- ▶ What is your annual budget?
- ▶ What other sources of funding do you currently have?
- ▶ Do you have a strategic/business plan? What is your vision for the next two years, five years, and 10 years?

HOW DO I ASK FOR MONEY?

Before you get ready to ask for gifts, you should develop a list of possible donors (known in the fundraising world as a "prospect pipeline") that you think might want to help fund your organization.

Here are some suggested steps to help you prepare to make the "ask:"

- ▶ The prospect has the capacity and passion to make a financial gift or award.
- ▶ You have communicated with the prospect; they have heard from you and know of your organization. They are educated about your work and feel connected to it and your organization.
- ▶ You have had a conversation about their specific program or project interests and identified what their funding would accomplish for your organization – for example, training for a specific number of women in rural regions.
- ▶ You have had a conversation about potential funding including the approximate amount, the program or project to be supported, and the timeframe. Be sure to tailor your request to the

person you're asking to make sure the amount is appropriate—you don't want to ask for too little and receive less than the prospect is prepared to give, but you also don't want to ask for far too much and risk a bad reaction. If you don't know what the right amount is, you can ask the prospect what amount they are prepared to offer.

Finally, always thank the people you ask for their time, even if they don't give you a contribution. It is important to be polite and professional. Even if a prospect can't give now, that doesn't mean that they will not in the future, or that they wouldn't recommend your organization to a friend or colleague.

CHAPTER 3: NOT JUST FOUNDATIONS: WHERE TO FIND MONEY

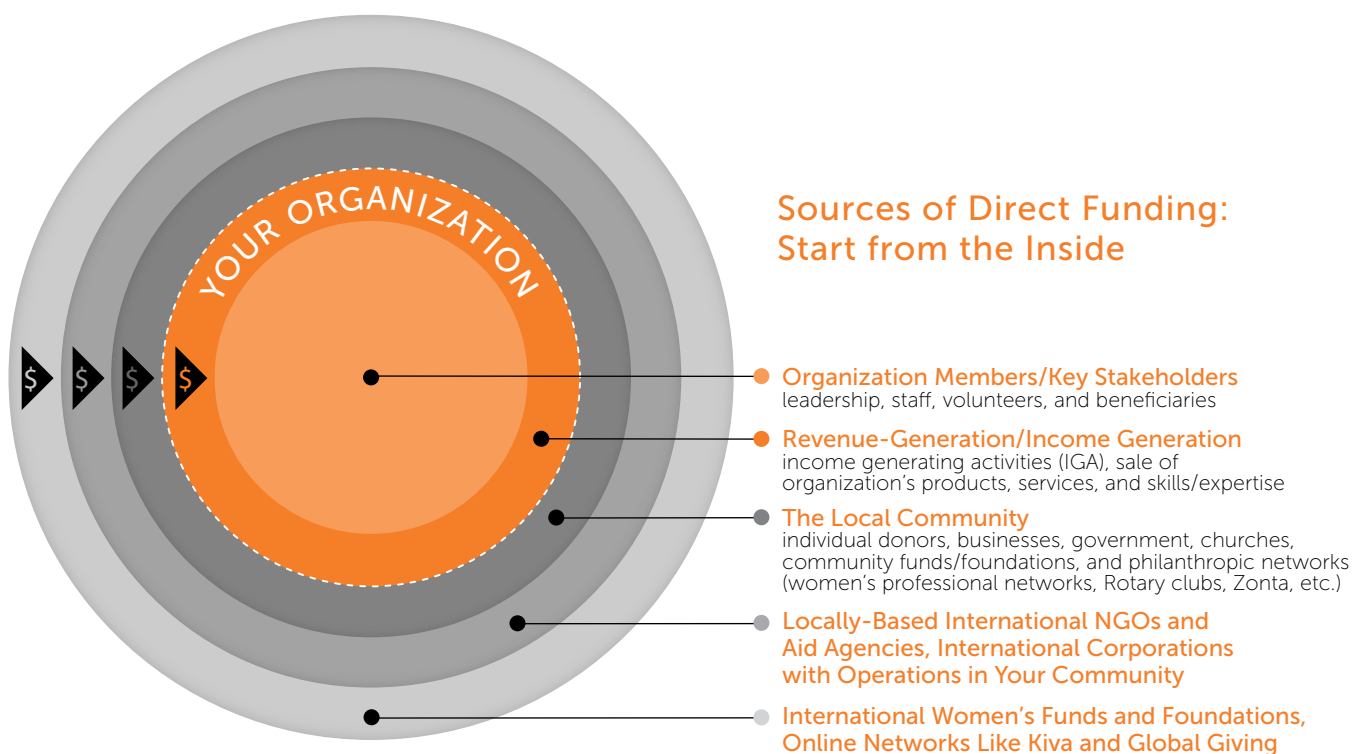
There is not a single right way to raise money for your organization. Some NGOs get most of their money from government or foundation grants, but others find ways to earn income by charging for their services or selling products they make in their programs. **Successful fundraisers are creative and responsive to their local environment.**

Often the best way to start is by surveying your community to discover opportunities for raising money that exist close to your home. If you provide needed services within your community, you have a potential built-in base of support from the people who live there. These people may be a good place to start, as they are most likely to be committed to improving their community and making sure vital social services and opportunities are available to its residents.

You should build your network of support from the inside out; start with those closest to you and your organization and move outward from there (see chart below). Support for your organization begins with you, your coworkers, your board of directors, advisory

board, and volunteers. Even in the poorest communities, there may be a few people who can afford to give small donations to support your work. Those who cannot afford to give money may be willing to contribute their time and skills for a cause that is close to their hearts. Create your own map or chart that includes those who already give and those who may be good prospects.

Having a strong local base of financial support is a great way to build a movement for social change. Being able to show prospective foundation or corporate funders that you have a solid local base of support will strengthen any grant applications you write. You can also show your organization's strength by calculating the monetary value of your volunteers' efforts, which are "in-kind contributions" (discussed in more detail below). Fundraising is not separate from community building, but is an integral part of it. Look for ways to integrate fundraising into the networking and community building activities your organization already does. This will be a real sustainable strength for your organization now and in the future.



MORE THAN JUST CASH: OTHER TYPES OF GIFTS

Donors can give more than just cash. You probably already accept contributions that you don't think of as donations because they are not monetary: people in your community may donate time and labor toward your projects, or businesses may provide free products for you to use in your programs or give free advertising space for your group in a local publication. These gifts are known as "in-kind donations."

In-kind donations can take many forms. Here are a few examples:

- ▶ A local attorney provides free legal services to help your group register as an NGO.
- ▶ A farmers' association gives surplus vegetables to your school-feeding program.
- ▶ A newspaper or magazine gives free advertising space and writes feature stories on nonprofits like yours doing good work in the community.
- ▶ A church offers free use of their community room for your group's planning meeting or public event.
- ▶ An NGO that trains people in accounting gives free classes to your finance manager.
- ▶ An international aid agency pays the registration fees or travel expenses for your executive director to attend an important conference.

Think about what your organization needs in terms of people power, skills, and resources besides money. Maybe there are

people and organizations in your community willing and able to provide those things at no cost – these donations are sometimes much better than cash because they can provide services of a greater value than you could buy with a cash gift.

WAYS TO RAISE MONEY BESIDES FOUNDATION GRANTS

- ▶ Membership dues and fees
- ▶ Community fundraising events (e.g. a small party at a supporter's house, a sports event like a soccer match, a speaking engagement with an honorarium, or a benefit concert)
- ▶ Fee for service/earned income/income generating activities/products (dues from individuals participating in a training course you offer, revenues from handicrafts that your group produces and sells at a tourist shop, honorarium for leader to speak at a major conference, or fees from providing expertise/advice as a consultant)
- ▶ In-kind gifts (e.g. free professional services, materials/supplies, or free use of space)
- ▶ Businesses/corporations – both local and international (through corporate gifts, in-kind contributions, corporate sponsorships, or grants through corporate foundations). Many international corporations with local operations make charitable contributions. Usually national- or local-level staff make these decisions, and it really helps to have established a prior connection with the decision-maker in order to get on their short list.

Examples of corporate giving

1. An international NGO's field office receives a phone call in late December from an international bank with local branches. The bank's staff member says that he has several thousand dollars left in the bank's philanthropy budget for the year and has only a few weeks to give it all away. He's looking for one of the NGO's projects to support with those funds. The field office writes a quick proposal to send to the bank's local headquarters, which approves a grant and sends a check before the end of the month.
2. A U.S. grantmaker supporting international groups receives a call from an international corporation who asks for help in finding community-based organizations in a particular city. They don't just want to give grants, but also want to provide volunteer opportunities for their local employees at these organizations, providing their professional skills for free to help build the organization's capacity. This is a win-win for both the company and the community group!

It is especially helpful if you can tie your case for support into the company's core business or to its publicly stated charitable interests. More and more corporations are looking for giving opportunities that closely match their business or get them closer to their customers and clients.

MORE POTENTIAL SOURCES OF SUPPORT

- ▶ Giving circles: groups of committed donors who pool their contributions to support a cause
- ▶ Matching gifts: donors who will match the amount of money you raise in a campaign, potentially doubling the total only if you reach a certain level
- ▶ Diaspora communities: there are many organizations in the U.S., Europe and other countries that bring together people from developing countries to raise money for causes in their homeland. This is a great potential source for regular funding of groups providing services. These groups often like to sponsor specific schools, scholarships for students, medical facilities, etc.
- ▶ Community groups/churches and other local service organizations
- ▶ Local philanthropic networks and local affiliates of international networks: professional networks like local business/professional associations or local chapters of international groups like Zonta, Rotary Club, etc.
- ▶ Governments: local, national, bilateral aid agencies, foreign embassies
- ▶ Multilateral and United Nation (U.N.) agencies: Some give small grants directly to community organizations; see Appendix 3B for listings. They also give big grants or contracts mainly to international NGOs; in this case, you may qualify to be a subcontractor/subgrantee on a large contract managed by a big NGO.
- ▶ Joint fundraising with other organizations: Funders are attracted to organizations that collaborate in a way that increases their reach or impact. So, consider fundraising with organizations that you work with on a regular basis or even for new joint partnerships or programs.
- ▶ Training and scholarship opportunities for your staff, volunteers, and beneficiaries
- ▶ Conference fee and travel support: Some foundations, international NGOs, and professional networks offer grants to offset the costs of conference attendance for staff of small NGOs

ONLINE FUNDRAISING

In the U.S., almost every NGO, no matter how small, is able to receive donations through the Internet. Usually this requires a contract with an online gift processor with

its own software or system. Online fundraising requires infrastructure, information technology knowledge, and a way to collect raised funds (like a bank account), which are usually disbursed by check or electronic transfer. Some community organizations with diaspora connections or relationships with foreign supporters create a nonprofit in the U.S. or Europe to act as a fundraiser, or use a special fund or grantmaker as a fiscal agent to send money to them. This can be complicated legally and administratively, so it is not something that any small group can easily do without knowing their local laws and having some internal organizational capacity in finance and information technology.

New types of organizations like Kiva are bringing small investors to grassroots entrepreneurs through online networking. Kiva posts profiles online of small businesspeople in developing countries looking for financing and matches them with regular people in the U.S. who contribute money for loans. GlobalGiving connects small donors to organizations in developing countries, helping organizations raise the budgets for specific community projects.

This is a very dynamic sector, with new online mechanisms being created all the time. Community organizations must be vetted by the host nonprofit to be part of these networks: visit their websites to see what the rules are and how to find whether your organization meets the qualifications for participation. See Appendix 3A for more information.

You can explore any or all of these options, but it's important to figure out which kinds of fundraising and funders are more appropriate for the size and maturity of your organization. Some of these opportunities require a lot of time and effort to pay off. Make sure that you have the internal capacity necessary (people, skills, time, and upfront costs) to do all the work required to complete the task successfully while also continuing your organization's regular work.

Do your research first before you approach any potential donors to make sure they have interest and capacity and to make sure you have developed a strong concept for why they should support you. It always helps to make a personal connection with the person making the decision whether to support your organization.

A NOTE ON TAXES

Tax laws in countries like the U.S., Canada, and the United Kingdom (U.K.) help determine foundations'

basic grantmaking requirements. Donations given for charitable purposes are exempt from tax; however, donors need to document that the recipient of the funds is a registered charity. This means that most donors give to organizations registered in their country. If an individual or organization gives a grant to a non-registered group, they need to prove that the group is charitable in purpose. This can be a complex process, which means that most people and foundations limit their giving to domestically-based groups. This makes it more difficult for small grassroots groups in developing countries to raise money from international sources.

However, some funds have been created to collect donations from individuals and groups who want to give to international charities, but also want to receive their tax deduction. These funds act as an intermediary: they have tax exempt status and have the ability to handle the complex legal paperwork required to make international grants – such as processing international electronic bank transfers, exercising due diligence to make sure grantees are legitimate groups doing good work, and meeting anti-terrorism requirements. These funds, like the Global Fund for Women, give grants directly to community-based organizations internationally and usually accept unsolicited applications (proposals from new applicants who have no prior relationship with the funder). These funds also give small grassroots groups the opportunity to learn how to manage international grants and establish a good track record, traits that help to attract new donor prospects.

ETHICAL FUNDRAISING

Before you start raising money, it is important to make sure that your organization has clear guidelines and policies that state from whom you can and cannot accept gifts. You should develop these through discussions with your key stakeholders, including your staff, leadership, board of directors, and advisors.

At times, accepting money or in-kind gifts from particular institutions or individuals can undermine the credibility of your organization or show a conflict of interest. For example, an organization that works to protect the environment may not want to accept money from an oil company.

If you put relevant policies and procedures in place early on, you can avoid problems for your organization down the line. Make sure all your staff and supporters who are involved in fundraising understand these rules before they go out and ask for money.

Fundraisers are also subject to ethics rules. In the U.S., it is considered improper for a fundraiser to receive payment based on the percentage of funds raised (like a sales commission) or to receive individual bonuses based on meeting certain funding targets. Likewise, organizations limit the value of gifts that a fundraiser can accept from or give to a donor or prospect. For more information on these ethical guidelines, see the Association of Fundraising Professionals' website: www.afpnet.org/ethics/

CHAPTER 4: WHAT TO DO BEFORE YOU APPLY FOR A GRANT

Doing advance work will make it easier to develop a sound funding strategy, identify the right sources, and make writing proposals clearer and easier. If you don't take the time to prepare, you may not raise the money you need for the right things or waste a lot of effort applying to the wrong funders. Lack of a fundraising strategy can also lead to disjointed programs (because you applied for a series of grants for unrelated projects that don't add up to a coherent whole) and more work (because each of those grants has its own complicated monitoring and reporting requirements).

You want your funding to fuel your work, but not to drive the direction of your work away from your main mission. Before you start to write proposals, it's important to know what you want to achieve and to have prepared the basic information you need to apply successfully.

KNOW THE RULES

Some countries have laws about how organizations can raise money, both domestically and internationally. For example, in recent years both Russia and Ethiopia have enacted regulations that restrict the ways in which civil society organizations are permitted to accept money from foreign institutions, for example, limiting the percentage of their budgets that can come from non-local sources and requiring the organization to register as a foreign agent. **Learn what regulations are in place in your country and local community so you know what is permitted and what is not.**

DO YOUR RESEARCH

Finding new funding sources can be very intimidating for small organizations. It helps to map out opportunities starting at the local level in your community. As you build your fundraising skills and a support network, it is easier to approach donors that operate at the regional, national and even international levels.

To come up with a good list of prospective funders, you have to do your own research. You can't assume that because a colleague in another organization in your community got a grant from a particular foundation that

you will too. Often foundations have developed very specific criteria about what kinds of groups they give grants to, and yours may not be a good match.

See Appendix 3A for some ideas of websites and resources to research funding opportunities. Appendix 3B lists more than 30 grantmakers who accept inquiries from small groups and fund at the community level internationally – these funders are a great place to start. Small grants from such funders can help you establish a track record of successful grant management that can open up opportunities in future years for larger grants and contracts from other funders like international NGOs, aid agencies, large corporations, and foundations.

ARE YOU ELIGIBLE TO APPLY?

Once you have identified a prospective funder, go to their website to review their funding guidelines. If you have limited access to the Internet, you can ask the foundation to send you the guidelines via email or mail.

Review the guidelines carefully. Your initial research may show that you are not eligible to apply or don't meet the funder's requirements. If this is the case, then you can cross the foundation off your prospect list. Don't waste your time on a foundation that is not interested in your work or for which you do not qualify for funding; there are thousands of foundations and institutions around the world that give grants – you can find a better match.

First, check basic eligibility criteria:

- ▶ Does the foundation give grants to organizations? Some funders give scholarships/fellowships to individuals only. Others are operating foundations that run their own programs, but don't give grants.
- ▶ Does the funder require that you be formally registered with your government as an NGO/nonprofit? If so, do you have the necessary certificate/paperwork?
- ▶ Do you have basic accounting and reporting systems in place? Most foundations want to know that you have a competent financial manager and that you regularly track your program's progress. Do you produce an annual financial statement or audit?

- ▶ Do you have the basic infrastructure needed to communicate internationally? Do you have a telephone number and email account? Do you have a bank account where grant money can be wired or checks deposited?

If you don't have these basic capacities, many foundations will not consider you eligible for a grant and any application you send them will not be considered for funding.

There can be exceptions to this rule. Sometimes human rights groups and other NGOs working on controversial issues cannot obtain legal status in their country. Some funders understand this and will work around it. However, in many cases, you may be disqualified for funding on technical grounds. It is important to understand this in advance before you put in a lot of work on proposals that cannot be considered.

COMMON REQUIREMENTS

- ▶ Is there a limit on the organization's budget size? Some foundations only fund small grassroots organizations, while others only want to fund large organizations with big budgets.
- ▶ Does the foundation give grants of an appropriate size? If you need \$20,000, you don't want to apply to a foundation whose smallest grants are \$250,000. But, if a foundation gives \$5,000 grants, don't rule it out because it won't fund your entire budget—you can supplement that grant with other sources of funding to reach your goal.
- ▶ Does the foundation give grants to groups at your stage of organizational development? Some funders are looking to help new organizations get started, while others want to fund well-established, mature organizations with a track record of prior international funding.
- ▶ Does the foundation give direct grants internationally? Many international grantmakers give grants through organizations based in their country that run international projects and don't award grants directly to groups based in that country (see the "Note on Taxes" on page 13).
- ▶ Is the funder interested in your geographical region? Many foundations limit their giving to particular world regions, countries, and even localities.
- ▶ Who is the foundation's target population? Check funders' program areas and the types of beneficiaries

they seek to support (i.e. do they fund programs for single mothers or orphans living with HIV/AIDS? Do they fund advocacy projects or only direct services like emergency food relief or health care?)

- ▶ Does the funder take "unsolicited proposals"? This means foundations accept grant proposals from new organizations they haven't heard from before. Some funders do not accept proposals at all, or only invite groups they know well to apply for funding.
- ▶ Do they fund other groups like yours? Beyond reading the foundation's official guidelines, look for a list of grants recently awarded by the foundation. Many foundations list all their current grants on their website, or in their annual reports, which are often available for download on their website. See if the foundation gives grants to other grassroots organizations in your country or in your field. If the foundation has only given grants to organizations based in its home country or only to large international NGOs, it may not be open to giving a grant to your organization, unless it has recently changed its guidelines.
- ▶ What kinds of paperwork do they require? Is it too burdensome for your group to manage a grant from this funder?

Some foundations have very complicated reporting requirements, including the collection of detailed statistical data, which can be really difficult for small grassroots groups to meet. Unless the foundation will offer you extra support to help you collect the data and build your group's capacity, you may find that it costs more to manage the grant than the grant is worth to your organization.

QUESTIONS TO ANSWER BEFORE YOU WRITE THE PROPOSAL

Writing a proposal is like preparing a pitch, as described in Chapter 2, only much more detailed. Before you sit down to write, you should collect basic information about your organization and its programs.

- ▶ Who are you? Who are your organization's leaders, staff, board/advisors, volunteers, beneficiaries/participants? How many are there? What skills and expertise do they have?
- ▶ What kind of group are you? How are you structured?
- ▶ How is your organization governed? How does it make decisions?

- ▶ How long have you existed? What is your history? How have you changed/grown over time?
- ▶ What are the organization's top 3-5 accomplishments or successes since its founding?
- ▶ How do you benefit people in your community? How many people do you serve weekly/monthly/annually?
- ▶ How does your organization compare to others in the same area of work?
- ▶ What makes you unique? (For example, you're the only/largest group working in a particular community or with a particular group of people, or you have an approach to the issues that's different from others)
- ▶ What's the bigger context for your work? Describe the key features of your community.
- ▶ With whom do you collaborate? (other local NGOs, government officials, radio stations, churches, etc.)
- ▶ How does your work relate to what's going on in the rest of your country, region, the world?
- ▶ Why should people care about what you do?
- ▶ What are your organization's future plans? Do you want to stay the same size or increase your budget over the next 2-5 years? Do you plan to start new programs, hire new staff, or invest in improving internal capacity?

CHAPTER 5: APPLYING FOR FOUNDATION GRANTS

REVIEW YOUR PROSPECT LIST

Put together a list of all the prospective funders you have and the estimated amount of money you think you can raise from each of them.

You will need more prospects and a potential gift total that exceeds the amount you need for your project or organization. Not every prospect will decide to give you a grant, so you need to be prepared to ask for more than you need. A good rule of thumb is to have a prospect pipeline that is at least three times the amount of money you want to raise.

This is a subset of the larger prospect list from Chapter 1 showing only the prospective foundation donors. The Women’s Self-Help Association has so far received \$10,500 in foundation gifts, 70 percent of its goal of \$15,000 in foundation grants. The association has identified an additional \$13,500 in potential foundation funding, three times the \$4,500 needed. The association’s full organizational budget can be found on page 25 and a list of their current funders, including foundations who have already awarded grants, is on page 26.

Once you have a complete list, you can create a calendar for yourself to keep track of all your activities to cultivate

these prospects. Now you’re ready to apply for grants from each funder you’ve identified on your list, and you can tailor your application to the needs of each.

CHECK FUNDER DEADLINES

Some foundations have open deadlines, meaning that they accept funding requests any time of the year. Others have specific dates when they’ll receive proposals, but won’t accept them other times of year. Most foundations’ grant award dates are based on when they hold board of directors meetings where grant applications are approved.

Requests for Proposals: Some foundations only accept proposals for specific projects that they have designed. These are often called RFPs (requests for proposals). They can also be referred to as calls for proposals.

Check the website and application guidelines of your prospects, and put these dates on your calendar. If the funder has a specific deadline, don’t send proposals after that date (because they won’t be considered) or for months before that date (because your proposal may be lost).

If you can’t find any information on deadlines, you can get in touch with the contact person at the foundation to

Foundation Prospect List for Women’s Self-Help Association

PROSPECT NAME	POTENTIAL GIFT AMOUNT	TIMELINE/NEXT STEPS
International women’s fund	\$5,000	Applied in February, decision by May
Anonymous foundation	\$5,000	RFP due on March 1
Women’s economic empowerment fund	\$2,500	Unsolicited proposals due in July
Corporate foundation	\$1,000	Application deadline in September; invite philanthropy officer to visit program in June
TOTAL POTENTIAL FOUNDATION GIFTS	\$13,500	
TOTAL BUDGET TO RAISE FROM FOUNDATIONS	\$15,000	
TOTAL FOUNDATION MONEY RAISED TO DATE	\$10,500	
TOTAL FOUNDATION MONEY LEFT TO RAISE	\$4,500	

find out if they're accepting new applications and, if so, when and what their requirements are.

CONTACT THE PROSPECT

Before you submit a proposal, it is a good idea to get in touch with the funder to confirm that they are accepting proposals, make sure you are eligible to apply, and that you have the correct application guidelines. You can also ask any specific questions you have about the proposal process or application form.

If you do contact the foundation before applying, keep your email or phone call short. State upfront why you are contacting them. Don't call to ask outright for a grant – that is what the application process is for. Show them you've done your research and you're following up on specifics. Don't send draft documents or make a long pitch – respect the foundation staff's time and be clear about what you want.

Foundations come in different sizes and types. There are large institutional foundations with professional staff who handle multiple grant portfolios and programs. There are small family foundations that may have a small number of paid staff or be completely managed by family members who are volunteers. Depending on the type of foundation you are applying to, you may find your contact person is receptive to a conversation or is unable to respond to individual requests for more information.

Because of the economic recession, some funders are not accepting new applications and only funding current grantees. If the foundation website states that they're not accepting applications and you have no prior relationship with anyone there, do not send a grant application. It will not be considered. You can introduce yourself and your organization to the foundation and tell them that you are interested in applying when they next accept unsolicited applications. You can check back in a few months to see whether they have changed their guidelines.

REVIEW FUNDER GUIDELINES AND REQUIREMENTS

What languages does the funder accept the application in? Some foundations only accept proposals in English, while others accept applications in several languages.

Download any application forms and guidelines on the foundation's website – each funder is unique and has its

own requirements. If their website doesn't have any, you can contact the foundation to ask for them.

If you've done your homework before applying, you should already have many of the elements you'll need to complete the application form. Always be sure to tailor your proposal for each funder and make sure you explain why your organization and project are a good investment for that particular foundation.

Usually a first grant proposal will be for a one-year project, but not always. Once you establish a track record with a funder, they may consider giving you a multi-year grant.

WHAT TYPE OF GRANT ARE YOU APPLYING FOR?

There are two main types of grants: general operating support (also known as unrestricted grants) and project-specific grants.

General operating support or unrestricted grants are grants given to support your organization and its work as a whole. These grants usually give you a lot of flexibility on how you can spend the funds – they can be used to pay for “overhead” expenses that keep your organization running like electricity, rent, office supplies, telephone, and internet access, etc.

Project-specific grants are grants awarded for a particular project or service provided by your organization (i.e. a training program or providing micro-loans). These grants fund a particular aspect of your work, but not the organization as a whole.

Project-specific grants require you to spend the grant money only on the specific activities in your proposal. Some foundations allow you to include “indirect costs” or “overhead” costs as a percentage of the budget (often between 10-15 percent), while other foundations will only pay for “direct” project expenses. Check in advance of your application – don't assume that you can use grant funds to pay for general operating expenses.

OTHER LIMITATIONS TO CONSIDER

Foundations do not fund some types of activities, so you should be careful not to ask for direct support for them. For example, most U.S. foundations do not support direct government lobbying (influencing legislation), political campaigns, or political parties, because the law

limits how much of their money they can use for these purposes while maintaining their tax-exempt status.

Although they will not support lobbying or partisan activities, these foundations may support awareness-raising campaigns, policymaker education, and training programs. Therefore, you can still write a proposal asking to educate officials or inform the public about policy issues, but you cannot use the grant funds to directly ask policymakers to support a specific piece of legislation or to ask citizens to request that their elected officials vote for or against a specific bill.

The International Human Rights Funders Group has a helpful flow chart to help organizations decide whether a particularly activity is fundable under lobbying rules here: www.ihrf.org/sites/default/files/AdvocacyandLobbyingFlowChartTool.pdf

LETTER OF INQUIRY/INTENT (LOI)

Some donors require you to send a preliminary letter of inquiry (LOI), also known as a letter of intent, instead of a full proposal. The LOI is usually 2-3 pages long and includes key information to help the funder decide whether your organization meets its criteria for funding. If the funder is interested, they will contact you to ask you to submit a full proposal. The LOI is also sometimes referred to as a concept note or concept paper. You should check with the donor if it has a specific template or format required to submit an LOI. If there is a template available, you should carefully read and follow the directions. If there is no template available, below is a list of standard questions and elements that you should be prepared to answer and include in your LOI. Keep in mind to keep your letter brief and do not use any professional jargon (technical terms that the average person would not understand). Make it catchy or stand out if you can.

- ▶ In the first paragraph, you should provide a one to two sentence summary of your request that includes the amount of money you're asking for, the time period the request covers, and what the request will support.
- ▶ In the remainder of the LOI, you should answer the following questions:
 - ◆ What is the issue or need that you are addressing? Why is it important? Be sure to mention if need is urgent right now or if there is a limited window of opportunity to have impact.

- ◆ Who is the target population? How many people will you reach? In what geographic area will you work?
 - ◆ What do you hope to change? How will you measure the change?
 - ◆ How will you accomplish the change? What activities do you plan to carry out to achieve the change you described above?
 - ◆ Why is your organization the right organization to carry out the work? Briefly describe your organization's mission, history, and recent accomplishments. Also detail key people or abilities that you bring to the project proposed.
- ▶ A simple project budget may be attached. Check whether the foundation wants to receive a budget with the LOI.

Keep your LOI as concise and simple as possible. Use straightforward, nontechnical language. Don't waste words as the program officer, usually the main contact for the foundation, may get frustrated and not finish reading your letter if it doesn't clearly state what your group is going to do and why. **Don't wait until the second page to get your main point across – your message should be clear so that someone reading only the first paragraph of your letter would understand what your project is and what you want to accomplish.**

Relate your project back to the foundation's interests and priorities. You need to show not only that you have a worthy project, but also why this particular foundation should give you a grant.

For a template of an LOI, see Appendix 2. Additional examples of LOIs can be found here: foundationcenter.org/getstarted/faqs/html/loi.html

You should hear back within a few weeks (usually the foundation provides a timeline for a response) whether they are interested in seeing a full proposal. Sometimes foundations only contact successful applicants. If the deadline for a response passes and you haven't heard back, you can send a quick email to the foundation to inquire about the status of your application.

Don't send full proposals to funders who reject your LOI. It is reasonable to contact the funder and ask if they are willing to give you some feedback on why you were rejected, how you might improve your letter, and whether they would consider another application in the future. Be respectful in your request, and don't be disappointed

if you do not receive feedback. Some foundations receive hundreds of LOIs and don't have enough staff to provide detailed critiques for each denied application.

WHAT IS IN A PROPOSAL?

All funders will need the same basic elements. You will use these materials over and over in proposals and conversations about your programs and projects, so develop a general proposal package that you can adapt for different funders and projects.

- ▶ Narrative Proposal
- ▶ Budget
- ▶ Attachments (Legal documents such as nonprofit status, financial statements/audit)
- ▶ References: Some funders will want to know you are respected in your community – so it's good to have ready reference letters or contact information for allies who can speak favorably about your group and its work. A reference can be from a professional colleague in your field or another funder.

DEVELOPING A NARRATIVE PROPOSAL

If the funder provides an application form or template, use it! Don't send along a proposal you've written for somebody else if the funder has its own, different proposal guidelines.

Make sure to clearly state how much money you are requesting from the funder, for what purpose and for what time period at the beginning and end of your proposal.

TYPICAL PROPOSAL SECTIONS

- ▶ **EXECUTIVE SUMMARY:** This is a short summary of your entire proposal. Although it appears first, it's best to write this last. It's usually one paragraph or one page long, depending on the overall length of the proposal. This may be the only part of your proposal that some of the people at the foundation reviewing your application actually read, so make sure it includes key information and concepts, including the amount you're requesting and the project period. Edit this section so it's concise and polished.

- ▶ **VISION/PROBLEM STATEMENT:** The issue you're addressing and why it's important; explain the problem but focus on your solution.
- ▶ **DESCRIPTION OF ORGANIZATION:** Your mission, how you work, who you are, what you do. Keep this very short and to the point, no more than two or three paragraphs in length.
- ▶ **GOALS, OUTCOMES, AND OBJECTIVES:** Goals, outcomes, and objectives are often used in proposal writing. Sometimes they are used interchangeably and it can be difficult to understand the difference.

Goals: What do you hope to achieve in the long term (beyond the grant period)? These are broad statements about what your organization or programs hope to achieve. Ask the question, "What would a better world look like?" Your organization may have one to three big picture goals that guide your overall work. While these numbers are not hard rules, having too many goals in a proposal can make your organization look unfocused and can be confusing to the funder.

Outcomes: What do you hope to achieve in the short term (within the grant period)? An acronym that can help you form strong outcomes is SMART – Specific, Measurable, Achievable, Realistic, and Time-bound. For each goal, you may have one to three outcomes. Again this is not a steadfast rule, but a general guide to help you stay focused.

Objectives: What do you plan to do in order to achieve the outcomes? These are the specific activities you will undertake to reach your outcomes (and eventually goals).

Another helpful tool to help you understand the pieces needed to achieve a long-term goal is called a Theory of Change. Visit www.theoryofchange.org for a more detailed description of Theory of Change, samples of Theory of Change charts, and other logic model tools and frameworks.

Defining goals and outcomes

SCENARIO: A community health clinic sees that too many young children in a village are going untreated and dying of easily curable diseases. They decide to improve their services in order to save more lives. The clinic works with a local theater group to develop a short skit they perform at community events to let people know about the clinic and encourage parents to bring their babies there if they're sick. The clinic begins to give free exams for all children and provide basic medicines that cure the most common diseases at no cost to poor families. The clinic's nurse starts giving step-by-step demonstrations to the patients' mothers at the clinic so they understand the right way to administer prescribed drugs. The clinic also sends community health workers to visit patients' homes two days after their appointments to check on their progress and make sure that medicines are being taken properly. The project director discovers that the children of illiterate mothers die more often than children of mothers who can read. The director works with an NGO to develop a special unit in their classes on how to read medical instructions for illiterate women. After two years, the infant death rate decreased by 25 percent in the village.

If you had to write a grant proposal for this clinic, how would you define the project's goals and outcomes?

- ▶ **Goal (long-term change):** All children are healthy.
- ▶ **Outcome (short-term change):** Reduce infant mortality in the community by 25 percent in two years.

Defining objectives

Read through the scenario again and note the activities that support the goal and outcome stated above. Here are possible project activities for the goal and outcome defined above:

OBJECTIVE 1: increase awareness of the clinic

- ▶ create a skit about the clinic with a local theater group
- ▶ theater group performs the clinic skit at community events

OBJECTIVE 2: expand clinical services

- ▶ provide free examinations for children in the village
- ▶ distribute free drugs for commonly fatal diseases in infants to poor families
- ▶ train nurse to give step-by-step demonstrations to mothers on how to properly administer drugs to infants
- ▶ enlist community health workers to check on patients in their homes two days after their clinic appointments

OBJECTIVE 3: improve women's literacy

- ▶ partner with a local NGO that does literacy training in the village
- ▶ create special class materials on how to read medicine instructions

- ▶ **PROJECT DESCRIPTION:** Where will the project take place? What activities will you do (and who will be responsible for what)? What can realistically be completed within the proposed time period? If the project won't be completed within the proposal's timeframe, then how does this grant fit in with your organization's larger plan? Who will benefit from your project and how? How will you decide who gets to participate? Who are your collaborators on this project and how will you work together?
- ▶ **CONTEXT:** What is the background/environment in which the project will take place? What resources are available to help you implement the project?
- ▶ Challenges or obstacles you expect to encounter and how you plan to overcome them.

In the example above, the clinic identified that women's inability to read the instructions on medicine bottles was an important obstacle to achieving reduced infant deaths. In order to overcome this challenge, they decided to work with a local NGO to teach more women in the community to read and to develop a class unit on reading medical labels.

- ▶ **IMPACT:** How does your program or project make a difference? Tell the potential funder what is going to change as a result of your program. What will you accomplish within the proposal grant period? Be sure this is both achievable (something you can accomplish), and measurable, so you can provide targets and evaluation outcomes.

For the clinic project, the impact is a 25 percent reduction in the village's infant mortality rate. But the project has other positive outcomes beyond the main goal, including greater use of the clinic's services by village residents, especially the poor, and increased literacy among village women who did not have formal schooling.

- ▶ **EVALUATION:** How will you show that you succeeded? These measures should be specific and relevant to the project.

Many foundations, corporations, aid agencies and other donors are concerned about the effectiveness and impact of their grants. More and more, we

find that funders request their grantees to provide evidence of the impact of their work, not just a description of their activities. In proposals, this takes the form of explaining what outcomes the group intends to achieve with their project and how they will measure their success toward these goals. It is important to explain in your proposal how your work will result in real change in the lives of the people you serve.

The clinic project might write in their proposal that they will determine the success of the project by measuring the increase in the number of patients coming to the clinic as a result of its community outreach, how many free exams it gave to infants, how many free drugs it distributed over the course of the year, how many patients were cured, and how many died. The clinic might also track how many nurses they trained, how many community health workers they will employ, and how many patients they will visit. The proposal may also state that in order to figure out the most effective intervention leading to fewer infant deaths, they will measure the relative effectiveness of each activity. Finally, the clinic could track how many village women receive literacy education and how many of them successfully treat their sick children.

- ▶ **CONCLUSION:** How will this funding make a difference in achieving your goals/forwarding this project? Always conclude by showing the funder why their money will make a difference.

COMMON MISTAKES TO AVOID WHEN WRITING PROPOSALS

- ▶ **Using acronyms without explaining them** – Write out proper names in full the first time you use it and include the acronym in parentheses after them. For example, Millennium Challenge Corporation (MCC) and United Nations' Millennium Development Goal 3 on gender equality and empowering women (MDG3).
- ▶ **Using jargon and technical language** – Try to avoid them. If you must use them, define your terms first.

JARGON	PLAIN LANGUAGE
Due to inadequate absorption capacity, local CBOs require substantial investments in capacity-building from bilateral and multilateral agencies.	Community groups in this district need help to develop their own financial and program management skills before they can handle larger grants from international funders.
Gender mainstreaming is one of the most impactful modalities for ensuring social inclusion for the marginalized.	One of the best ways to make sure that less powerful groups in society participate in decision-making is to make sure that both women and men are involved.

PASSIVE VOICE	ACTIVE VOICE
Training was conducted for the members of the savings association.	The program coordinator trained the members of the savings association.
A grant for 2 years was awarded by the XX Foundation.	The XX Foundation awarded a 2-year grant.
The project has been launched by the cooperative.	The cooperative launched the project.
Women in the community are having their awareness raised by the campaign on the issue of HIV/AIDS.	The campaign is raising awareness of HIV/AIDS among the community's women.

- ▶ Using foreign language terms/concepts that may be unfamiliar – Make sure to define the word and explain what it means. Assume the person reading your proposal does not understand the language or the cultural context of the term.
- ▶ Focusing on the problem instead of the solution – Make sure you focus on what action you are taking – how you will make a difference, not just on the magnitude of the problem.
- ▶ **Sharing ideas instead of action – Show the funder why you are the best organization to work on this issue, not just that you are knowledgeable about the issues. The funder is not looking for a research paper, but instead is looking for an action plan.**
- ▶ Using complicated formatting, fonts, colors, fancy paper, covers, etc. – These tricks just get in the way and can actually annoy reviewers, instead of impressing them.
- ▶ Making the document hard to read – Don't make the font or the margins too small in order to keep the narrative within page limits. A good guideline is to use a font size no smaller than 11 and page margins of no less than ¾ inch (or 2 cm).
- ▶ Providing lots of extra information besides what's asked for by the funder – Don't submit multiple appendices with documents, photos, and charts unless you know the foundation wants these materials.

WRITING TIPS

- ▶ Create an outline to guide your writing. Keep your proposal focused and don't miss any of the funder's requirements.
- ▶ Use active voice instead of passive voice.

- ▶ Keep it simple and strive for clarity.
- ▶ Break your narrative into short, easy-to-read paragraphs.
- ▶ Use headings and bullet points to make it easy to follow.
- ▶ Don't just cut and paste from prior proposals: look at the funder's specific questions and craft your responses accordingly. Be sure to relate these answers back to the funder's interests and priorities.
- ▶ Back up your arguments with evidence, but don't overwhelm the reader with too much background information or statistics. Provide only what you need to make your point.
- ▶ Provide needed background information about your organization and the context for your work, but keep this as short as possible and relate this information to the project.
- ▶ Focus your proposal on what you will do and what your work will achieve. Don't spend most of the space in your narrative on defining/explaining the problem.
- ▶ Make sure to talk about the results and outcomes of your work, not just the process. What are the big picture results you want to achieve as well as the small, measurable results you can accomplish within the proposed grant period?
- ▶ Develop specific measures of success for your proposal. Show that you have thought through what you want to achieve and how to measure progress toward your goals.
- ▶ Edit, edit, edit. Keep it short. Say only what you need to say/what the funder wants to learn, not everything you'd like to say or everything you know about the subject. Make sure to keep the proposal length within the funder's page limitations.

DEVELOPING A BUDGET

When you create your budget, be realistic. Be prepared to document your organization's typical expenses: staff salaries and fringe benefits, rent, utilities (such as electricity and heating), office and computer supplies, computers, printer and copy machine costs, supplies such as hand-outs or materials, travel costs, and any expenses specific to your program. Have a 12-month budget for your organization and/or project ready. It's important to have these budgets for your organization to run efficiently, not just to create them for specific proposals. Expenses in proposal budgets should always relate directly back to the actual expenses your organization will incur.

WHAT CURRENCY SHOULD YOU USE IN YOUR BUDGET?

Many international funders want to see costs in both your local currency and their currency. It is helpful to

have two columns in the budget: one for your local currency and one for the costs converted into U.S. dollars (\$), U.K. pounds (£), Euros (€) or whatever currency the funder uses.

Two different kinds of budgets are usually required for proposals: the organizational budget and/or the project budget.

ORGANIZATIONAL BUDGET

The organizational budget is the general operating budget for the organization as a whole, including the expected revenue and expenses for one year.

Many foundations require you to submit your organizational budget for the current year and sometimes the prior year along with any project-specific budget created for your proposal. They want to see how your project relates to the organization's budget as a whole.

Women's Self-Help Association Organizational Budget 2014

(IN U.S. DOLLARS)

REVENUE	ESTIMATED
Foundation Grants	\$15,000
Individual Contributions	\$5,000
Membership Fees	\$2,500
Organizational Contributions	\$3,000
Corporate Contributions	\$5,000
Contracts (sub-grants & sub-contracts from NGOs/development agencies)	\$30,000
In-Kind Contributions	\$1,000
Interest Income	\$300
Earned Income	\$5,000
TOTAL	\$66,800

EXPENSES	ESTIMATED
Microfinance & Village Banking Program	\$15,000
Training Program	\$12,000
Advocacy Program	\$10,000
Communications and Outreach Program	\$5,000
Membership Services	\$6,000
Lobbying	\$2,000
General and Administrative	\$9,750
Fundraising	\$5,250
TOTAL	\$65,000

LIST OF FUNDERS

Some funders also want to see a list of your current sources of revenue in addition to the organizational budget. Most project grants will not cover all the expenses that keep your organization running, so foundations want to know that you have other sources of revenue to back your work. A strong list of other funders shows you have a solid basis of

financial support for your organization and strengthens your application. If you don't have many other funders, a list of your other funding sources can support your argument in the proposal that the foundation's support is vital to your providing needed services in your community, and that without the grant, your beneficiaries will not be adequately served.

Women's Self-Help Association List of Current Funders

(IN U.S. DOLLARS)

INSTITUTIONAL SUPPORT	TOTAL 2014 SUPPORT	STATUS
INGO sub-contract 1	\$20,000	secured
INGO sub-contract 2	\$10,000	pending
XX Foundation	\$8,000	secured
Local Bank sponsorship	\$5,000	secured
International women's fund	\$5,000	pending
Anonymous foundation	\$5,000	pending
Area Community Foundation	\$2,500	secured
Estimated Individual Contributions as of 3/01/14:	\$1,500	
Estimated Membership Fees:	\$2,500	
Estimated Earned Income:	\$5,000	
Estimated Other Contributions:	\$4,300	

PROJECT BUDGET

The project budget, as mentioned above, is created for the proposal to show all costs related to a specific area of work that you are applying for a grant to fund.

This budget can be simple with one column showing expected costs for the entire program when the proposal asks for the whole project budget, or it can include extra columns showing the specific expenses covered by this proposal and those expenses covered by other funders.

SAMPLE PROJECT BUDGET

Women's Self-Help Association Proposal to the International Women's Fund

ADVOCACY PROJECT BUDGET FOR THE PERIOD JANUARY-DECEMBER 2014

EXPENSES	TOTAL	
	U.S. \$	LOCAL CURRENCY
PERSONNEL		
Advocacy Project Director (20% effort)	\$1,200	24,000
Grassroots Organizer (25% effort)	\$660	13,200
Subtotal:	\$1,860	37,200
TRAVEL		
local ground transport for community meeting attendees	\$450	9,000
travel to capital for policymaker forum (ground transport, lodging, meals for two staff)	\$700	14,000
Subtotal:	\$1,150	23,000
EVENTS		
two community awareness-raising meetings (each at \$100)	\$200	2,000
policymaker public forum (location rental fees)	\$500	10,000
Subtotal:	\$700	12,000
CONSULTANTS		
policy specialist for issue research (today's work at \$50/day)	\$100	2,000
event organizer for forum (three days' work at \$30/day)	\$90	1,800
Subtotal:	\$190	3,800
PUBLICATIONS		
fact sheets (two at \$100 each)	\$200	4,000
policy brief	\$250	5,000
Subtotal:	\$450	9,000
Indirect Costs (15%)	\$750	15,000
TOTAL	\$5,100	100,000

SAMPLE BUDGET WHEN PROJECT HAS MORE THAN ONE FUNDER

Women's Self-Help Association Proposal to the International Women's Fund

ADVOCACY PROJECT BUDGET FOR THE PERIOD JANUARY-DECEMBER 2014

EXPENSES	INTERNATIONAL WOMEN'S FUND BUDGET		OTHER FUNDING SOURCES		TOTAL PROJECT BUDGET	
	U.S. \$	LOCAL CURRENCY	U.S. \$	LOCAL CURRENCY	U.S. \$	LOCAL CURRENCY
PERSONNEL						
Advocacy Project Director (75% effort)	\$1,200	24,000	\$4,800	96,000	\$6,000	120,000
Grassroots Organizer (50% effort)	\$660	13,200	\$2,340	46,800	\$3,000	60,000
Subtotal::	\$1,860	37,200	\$7,140	142,800	\$9,000	180,000
TRAVEL						
local ground transport for community meeting attendees	\$450	9,000	\$0	0	\$450	9,000
travel to capital for policymaker forum (ground transport, lodging, meals for two staff)	\$700	14,000	\$0	0	\$700	14,000
local travel costs for staff	\$0	0	\$150	3,000	\$150	3,000
Subtotal::	\$1,150	23,000	\$150	3,000	\$1,300	26,000
EVENTS						
two community awareness-raising meetings (\$100 each)	\$100	2,000	\$0	0	\$100	2,000
policymaker public forum (location rental fees)	\$500	10,000	\$0	0	\$500	10,000
Subtotal::	\$600	12,000	\$0	0	\$600	12,000
CONSULTANTS						
policy specialist for issue research (two days' work at \$50/day)	\$100	2,000	\$0	0	\$100	2,000
event organizer for forum (three days' work at \$30/day)	\$90	1,800	\$0	0	\$90	1,800
Subtotal::	\$190	3,800	\$0	0	\$190	3,800
PUBLICATIONS						
Two fact sheets (\$100 each set)	\$200	4,000	\$0	0	\$200	4,000
policy brief	\$250	5,000	\$0	0	\$250	5,000
Subtotal::	\$450	9,000	\$0	0	\$450	9,000
OTHER PROJECT EXPENSES						
materials (signs, posters for public events, etc.)	\$0	0	\$500	10,000	\$500	10,000
photocopies and postage	\$0	0	\$200	4,000	\$200	4,000
communications costs (telephone/internet)	\$0	0	\$760	15,200	\$760	15,200
Subtotal::	\$0	0	\$1,460	29,200	\$1,460	29,200
Indirect Costs (15%)	\$750	15,000	\$1,500	30,000	\$2,250	45,000
TOTAL	\$5,000	100,000	\$10,250	205,000	\$15,250	305,000

BUDGET NARRATIVE/BUDGET JUSTIFICATION

Sometimes funders (especially large institutional foundations, aid agencies, and governments) require a budget narrative (also known as a budget justification) along with the budget so that you can explain the costs involved in your project. Foundations requiring budget narratives usually include instructions in their guidelines.

For detailed narratives, there are sections for each category of spending:

- ▶ List the roles of the personnel involved in the project, what they do, and define the percentage of their overall time and effort to be spent on the project. Percentage of effort means that amount of time a person spends on a specific project compared to their total time at work. Sometimes there is an additional section to explain how their fringe benefits (additional compensation provided besides salary such as insurance, pension contributions, vacation, and educational benefits) are calculated.
- ▶ If any consultants are involved in the project, explain what work they will do, how much time it will take (hours or days of work), and how much they will be compensated
- ▶ Explain any travel related to the project: what kind of expenses and why they will be incurred
- ▶ Equipment that must be purchased
- ▶ Supplies and other direct costs (communications, postage, events, publications, etc.) for the project
- ▶ List any sub-grants or sub-contracts made to other organizations as part of this project and explain the purpose of the sub-grants or sub-contracts
- ▶ Indirect costs: state the percentage rate requested and how it was calculated (which costs apply, how rate was set)

For simpler budgets, you can place numbered footnotes below the budget chart explaining particular costs.

SAMPLE BUDGET NARRATIVE: WOMEN'S SELF-HELP ASSOCIATION ADVOCACY PROJECT

PERSONNEL

The Advocacy Project Director will oversee all aspects of this project, including supervision of the Grassroots Organizer and the consultants. She will

spend approximately 20 percent of her effort managing this project.

The Grassroots Organizer will reach out to women's groups in the community to participate in community meetings, including arranging transportation to the meeting site. She will also help organize the policymaker forum in the capital with the assistance of the consultant for event organizing. She will devote approximately 22 percent of her effort to this project.

TRAVEL

The Women's Self-Help Association will arrange for minivans and buses to transport women from around the community to the two community meetings in order to ensure that a broad cross-section of women can participate.

The Project Director and Grassroots Organizer will travel to the capital for the policymakers' forum. This expense covers their ground transportation, two nights' lodging, and meals/per diem expenses.

EVENTS

Two community meetings will be held at the Association's headquarters during the course of the project, at the end of the second and fourth quarters of the year. The first meeting will bring representatives of local women's groups together to discuss policy issues and make recommendations for policymakers. The Association will present the outcomes of the policymaker forum at the second community meeting. Expenses associated with the meetings include refreshments, copies of the meeting agenda and background documents, and display materials.

The policymaker forum will be a one-day event in the capital during the third quarter of the grant period. We will invite key Members of Parliament and officials from the Ministry, along with a number of representatives of the women's community selected at the community meetings. The one-day rental of a room for the forum includes food and beverage costs.

CONSULTANTS

The policy specialist will conduct specialized research on the issue and help the Project Director draft publications, including a one-page summary (a "fact sheet") and a short report with policy recommendations (a "policy brief") that will be presented at the policymaker forum.

We will contract an event organizer in the capital to manage all the logistics for the policymaker forum, as well as the invitations and responses (RSVPs).

PUBLICATIONS

The Association will produce two fact sheets (1 page long) and one policy brief (5-10 pages long) to present to policymakers at the forum, based on the input we receive from the community meeting and the policy specialist's research. We estimate needing 50 glossy color copies of the fact sheets and issue brief.

INDIRECT COSTS

Indirect costs for this project have been calculated at 15 percent, according to the International women's fund guidelines.

REVIEW YOUR PROPOSAL

Sometimes you're working so close to the deadline that you don't have much time to review your application before you submit it. This is a mistake! Build in extra time in the proposal process so that a third party can review your draft.

Have someone (preferably someone who hasn't helped write the proposal) review the full proposal package before you send it. Have this person check for errors and proofread the entire package. That includes checking the math on your budget and other financial documents to make sure it adds up and is consistent between documents (i.e. the total on your organizational budget matches what you said on the application form). The reviewer should also check that all required documents are complete and in the right order.

SUBMIT YOUR PROPOSAL

- ▶ Read and re-read the instructions to know what items are required in the proposal and how to submit the proposal. Follow all instructions carefully! Some foundations include checklists in their guidelines to make it easy for you – if not, create your own and check it before submitting. Take note of how many copies of the proposals they want. Should the copies be bound in a special way (e.g. with a staple, paper clip, or binder clip)? Should the copies be single-sided or double-sided? If submitting electronically, should the proposal be in a certain format (e.g. PDF or DOC)?
- ▶ Make sure you have included the contact information for the key person at your organization (name, title, address, email, phone number, etc.) on the application form, in the cover letter, and in your submission email. Make sure it's easy for the foundation to identify you and contact you!

- ▶ In your cover letter or email, list all the documents you're enclosing so it's easy for the foundation reviewer to see that you've included all required information (if some of your email attachments didn't come through, they can also let you know so you can re-send them).
- ▶ Address the proposal to the correct person/job title/ department. Don't just send it to the foundation's general address (it could get lost), unless that is what they request you do.
- ▶ Submit the entire proposal package as instructed in the proposal request or by the program officer (e.g. mail, email or fax).
- ▶ Don't include lots of additional materials they don't ask for. Some foundations explicitly say NOT to include extra materials. They don't want them and will throw them away.
- ▶ Don't use fancy fonts, colored paper, special covers, or folders. Many foundations take your application and photocopy it to distribute to their board for review, so don't make it hard for them to read or copy.
- ▶ Keep a copy in an easy to find place on your computer and/or a hard copy in your files for reference in case the foundation has questions. If your grant is awarded, you need to remember what you promised to do!
- ▶ Confirm receipt if you can to make sure your application was received. Some foundations refuse to acknowledge applications; others do not want them delivered by a courier requiring a signature. Check before you send.
- ▶ Don't submit your proposal late. Submitting it on the deadline is fine, but if you can, try to submit early so if there's a problem you have time to fix it – and so the program officer reading it sees your application early and has time to give it a thorough review.
- ▶ Follow all instructions, read carefully about how many copies should be included, page limits, or any other specific requirements. Make sure your submission is complete or it could be rejected without review.

Once you've sent your proposal in, you may contact the foundation to confirm that they received it and that they have all the information you need. You can also ask when

you can expect to hear whether you are awarded a grant if this information is not already specified on their website or in their guidelines. If you do this, keep your email or call very short. Don't try to give a pitch at this time or have a long conversation. The program officer will appreciate it if your message is brief and to the point.

It is best to apply early if you'd like to get a timely response to this request. The foundation may get hundreds of applications right at the deadline, making it next to impossible for them to get back to you right away. In fact, some foundations state in their guidelines that they will not confirm receipt and that you will only hear from them if they decide to award you a grant.

Make a note on your calendar when you expect to hear back from the foundation. Then, sit back and wait. Don't call or write the program officer or the foundation during the review period unless s/he contacts you to ask questions or get additional information. In that case, be sure to provide complete answers as promptly as possible. Too much contact can backfire: if the program officer feels that you are harassing him/her or wasting a lot of his/her time, it can affect your chances of being funded.

If you do not receive a decision by the notification/grant awarded deadline, then email the program officer a short message asking about the status of your proposal. Be sure to include the name of your organization, title of the application (and application number if there is one), and the amount of the request in your inquiry. Providing those details will make it easier for the program officer to look up your application. If you try a couple of times and don't hear back, then you can assume that you did not receive the grant, and the foundation will not respond to queries by unsuccessful applicants.

WHAT TO DO IF YOU DON'T GET THE GRANT

Don't take it personally! Every organization that applies for grants, especially unsolicited proposals, is rejected – regularly. This does not necessarily reflect badly on you or your organization.

There are lots of reasons that grant applications fail. Often grantmakers receive hundreds of applications when they can only give a few dozen grants. They need to make hard and sometimes almost arbitrary decisions about who gets funded. This is why it's really important to make sure you provide all the information asked for

in an application – if your submission is incomplete, some foundations might reject it without review or reject it in favor of another applicant who followed the instructions exactly.

Program officers recommend their top applicants for review by their board of directors; sometimes the program officer loves your organization, but the board turns the grant down. There are lots of reasons why organizations are denied grants, many of them have very little to do with the quality of its work.

When you receive a rejection letter or email, it may or may not say why you were rejected. Read the message carefully to see. If the letter states that your organization does not match the funder's guidelines, then you should remove the foundation from your prospect list. Don't waste time applying again to a foundation whose interests do not align with your work.

If you hear "no" very shortly after you apply, this usually means that your application was incomplete or that your organization does not qualify for a grant because it doesn't meet the funder's guidelines.

If the letter doesn't include a reason why you were rejected, or the message indicates that the foundation likes your work and invites you to apply again in future, get in touch with the program officer. Write a short email or letter to thank him/her for considering your application and ask whether he/she is willing to give you some feedback on why you were rejected and how to improve your proposal for the next time. Some program officers are willing to give you advice, while others are not. It's worth a try. But make sure your message is short, polite, and respectful. If you don't hear back, try again, but don't badger the program officer – some foundations receive so many applications that their staff aren't able to handle these requests.

What not to do

A program officer for a small grantmaker receives an email followed by an angry telephone call from a rejected grant applicant. The program officer had visited this group a few months earlier, liked its programs, and invited them to apply for a grant. Unfortunately, her grant budget was cut, and she could not fund all the groups she had hoped to support. This applicant's proposal didn't make the cut, but the program officer hoped to fund the group in the future. The executive director of the NGO calls the program officer and yells at her, saying it was a big mistake not to fund her group, that their work was really important, and the foundation was wrong to reject it. The program officer is so upset by this unprofessional display that she vows never to consider this group for funding again.

What is the moral of the story? It's great to be passionate about your cause and your organization, but getting angry with a prospective funder will backfire on you. No foundation is required to fund you – you are not entitled to a grant. If you behave unprofessionally, you can destroy your chances of future funding and your reputation in the field. It is better to keep your anger to yourself and move on. Look for other opportunities and work on improving your proposal for the next time.

CHAPTER 6: WHAT TO DO AFTER YOU GET THE GRANT

Congratulations! Now what?

ALWAYS thank your donors! When you receive notice of an award, send an email or call the funder to say thanks. A personal note or card signed by the executive director is a nice gesture.

When you receive the official paperwork, be sure to review it carefully, and make note of any reporting requirements. Keep a file with all the foundation paperwork in it, and put any reporting deadlines on your calendar. Toward the end or after the grant period, you will be required to send a progress report and/or a financial report to the foundation detailing what you achieved how you spent the grant funds. Make sure you keep track of this well in advance!

Some foundations will send you two originals of an award letter and ask you to sign both of them and return one, keeping one for your records. Others will just send you a letter and your grant check or ask for bank wiring instructions. Send back any required paperwork (signed by the responsible person in organization – usually the executive director) promptly. Keep a copy of the letter and the check on file: it's important for your financial records.

Send a formal thank you letter on your organization's stationary to the foundation when you receive payment. Be sure to include in the letter the title of the project, any grant number assigned by the foundation, the grant period, and a brief summary of the project (one phrase or one sentence).

Don't forget to acknowledge your donors. Don't just thank them personally, but also list them as donors on your website or online profile, in your organization's annual report, at your fundraising and other public events, and in your publications (especially if grant money supported production of these materials). Some foundations include information about how they want to be acknowledged in their award letters and grant agreements or on their website.

The only exception to this is if the funder requests to remain anonymous. In this case, NEVER publish their name and don't talk to others outside your organization

about their funding by name. In your annual report and financial statements, you can list the donor as "anonymous," but don't ever list them by name. In conversations with people outside the organization, you can refer to them as "an anonymous donor."

MAINTAINING YOUR RELATIONSHIP WITH THE FOUNDATION

Getting a grant is just the start of your relationship with the foundation. The worst mistake you can make (besides failing to thank the donor) is to forget about them until the final report is due. You want to continue to cultivate a positive relationship with the foundation so that they'll want to fund you again!

- ▶ Give your program officer regular updates on your progress. Don't let them forget you, but don't get in touch too frequently (weekly might be too much; quarterly is reasonable). When you have good news or important developments to report, let them know right away. Don't let them be surprised at the end of the grant period.
- ▶ Sign the foundation's program officer up for your newsletter/ mailing list, if you have one, so they get regular communications from your organization.
- ▶ Set up meetings a couple of times a year to talk about progress on your grant. These can be done by telephone, but it's even better if you can do an in-person meeting. If you plan to travel to the city where the foundation is located, ask whether you can come visit the foundation's office and meet with program officer. You can also invite the program officer to your location if he/she has any plans to travel to your area.
- ▶ Invite the foundation to visit your organization or project during the grant period. If you plan to organize any public events, invite them to attend, even if they are unlikely to come.
- ▶ Make sure to prepare yourself before any meeting with the foundation: review your grant proposal, check on the status of your grant spending, update your metrics, and talk to all your program staff to get a full update on the project's progress.

- ▶ Keep your program officer updated on important developments in your field and your community. That way your program officer will come to appreciate your expertise and see you as a go-to person for information. If the program officer comes to you with questions, wants information, or asks you to share contacts, respond quickly and be as helpful as you can.
- ▶ If you don't know the answer to a question, don't lie or make something up. Tell them you don't have the answer right now, but that you will look into it and get back to them as soon as you can.
- ▶ Check in with the program officer at least two or three months before the next renewal proposal is due to give them a program update and ask whether you will be invited to submit a follow-up proposal for the next year.
- ▶ Always be responsive when the foundation gets in touch with your organization. Don't let their queries go unanswered for several days or weeks, and make sure your colleagues respond to any requests they receive.
- ▶ Don't push too hard. Respect the staff's professionalism and don't get too personal with them. It's okay to be friendly, but it's not okay to try to push beyond professional boundaries or share all your personal problems with your program officer.

Once you've established a good relationship with the foundation and your program officer, you may find that s/he can be a good source of information for other professional opportunities. For example, some grantmakers provide supplemental funding for their grantees to attend training courses or conferences or can let you know about other funding sources. Program officers may even be recommend your organization to other funders or introduce you to professional contacts or prospective donors.

MANAGING YOUR GRANT

Track your progress throughout the year toward meeting the goals stated in your proposal. Keep a spreadsheet or chart where you record your activities and a folder where you can put copies of relevant documents so you have them ready when it's time to write your progress report.

Make sure you regularly review progress with the people who are running the program: they should know what and how they are expected to deliver from the outset of the grant period. If activities change or they have to

change tactics, they should let you know so you can keep the foundation informed. Schedule regular meetings (monthly or quarterly) with the entire program team (including the people responsible for fundraising and financial management) to review progress against the project plan and your funded proposals to make sure that you are meeting your goals and not forgetting any activities or outputs that you promised.

Keep your metrics somewhere visible so you can regularly check your progress against them. First, you need to collect baseline data: that is, basic statistics on your program at the start of the grant period. Then, you need to regularly collect the data you need to track the work over the course of the grant period. For example, if you say in the proposal that you will give financial education to 200 women this year, then you need your program staff to keep information on how many women are participating on an ongoing basis. That way, you will be ready to report good information to the foundation at the end of the grant period, and your staff will understand early on how many people they need to enroll and graduate from the program during the year and plan accordingly.

Check your grant award documents: make sure you keep the foundation informed of any changes they require during the grant period. Some foundations ask you to tell them right away if there are major staff changes or to let them know of any major developments that affect your project's progress.

FINANCES

Good financial management is crucial. If a foundation does not believe that you are using their money well, they may refuse to fund you in the future, even if they like your work.

Make sure financial review is part of any program review: regularly check spending against the grant budget. If your spending needs to be different from what you originally proposed, then contact the funder as soon as possible to get their approval for changes. One of the biggest mistakes you can make is re-budgeting your grant without getting permission and waiting until the financial report is due to make the foundation aware of the changes.

If your organization has the capacity to create monthly budget reports, do so. They are a great way to create fiscal discipline and hold everyone accountable for their spending. These reports can also reveal problems in the early stages when they can still be fixed.

Many foundations require their grantees to notify them of any "substantial variances" in their budget and get

approval. Variances are differences between the original budgeted amount for an item or category of spending and the actual cost. Substantial variances are defined differently by funders. Some define “substantial” as a 5-10 percent change on an individual line item, while others call a 10 percent overall change in spending on the whole grant. Read your grant agreement carefully at the beginning of the grant period and make sure everyone involved in the project understands the requirements. If your grant award letter does not include information on budget variances, ask your program officer for guidance. If you need to make changes to the budget, be sure to explain the situation to your program officer and get approval in writing (an email is fine) for a budget modification.

Lastly, **don't leave money unspent at the end of the grant period!** You may think that you are being efficient, but most foundations have regulations that require any grantees to return any funds unspent at the end of the grant period to the foundation.

This is why it is important to regularly compare your budget and actual spending. With advance notice, you can ask your program officer for a no-cost extension. A **no-cost extension** allows you to extend the grant period with out additional cost because you have not completed the activities or spent all the funds. If your no-cost extension is approved, the grant period will change, and you usually won't qualify for a new grant until you have spent down and fulfilled all of the deliverables of the outstanding grant.

Financial reports due at the end of the grant period usually consist of your original project budget with a column added to show actual expenses against the originally budgeted amount for each line item. If there are differences between the amounts of a line item in the original budget vs. the financial report, you should include a brief explanation of why this happened. You should also show any balance left over (if any). When you submit your financial report, you will not have to provide any back-up documentation (such as receipts and personnel records), however you should keep these items on file should the foundation request detailed information later. Some funders also require you to report any interest your organization may have earned on the grant money while it was in your bank account.

Make sure you have informed your program officer in advance if actual expenditures are significantly different from the original budget approved for your grant. Minor variances in individual line items are usually acceptable on financial reports, but grantmakers define the line between

minor and substantial variances differently. As mentioned above, it is good practice to ask your program officer for a budget modification during the grant period if spending on the grant meets the funders' criteria for a substantial variance. **Don't wait until the financial report is due to notify a program officer that you spent the funds differently from your original grant budget or that you have funds left unspent at the end of the grant period.**

If you received a general operating support grant, the financial report is usually very simple. You use the organization's entire budget as the basis of the report, and show where you spent the funds the foundation contributed. Sometimes a single line item under “indirect costs” with the grant amount is sufficient; other funders would like to see the specific expenses their grant covered. Check the foundation's reporting requirements to be sure; if they are not clear, contact your program officer to get instructions.

SAMPLE FINANCIAL REPORT FOR A GENERAL OPERATING GRANT

Women's Self-Help Association Financial Report to the Area Community Foundation General Operating Grant

FOR THE PERIOD OF JANUARY-DECEMBER 2014

EXPENSES	OPERATING BUDGET	GRANT EXPENDITURES
Microfinance & Village Banking Program	\$15,000	
Training Program	\$12,000	
Advocacy Program	\$10,000	
Communications and Outreach Program	\$5,000	
Membership Services	\$6,000	
Lobbying	\$2,000	
General and Administrative	\$9,750	\$2,500
Fundraising	\$5,250	
TOTAL	\$65,000	\$2,500

SAMPLE FINANCIAL REPORT FOR PROJECT GRANT

Women's Self-Help Association Financial Report for the International Women's Fund ADVOCACY PROJECT FOR THE PERIOD JANUARY-DECEMBER 2014

EXPENSES	PROPOSAL BUDGET		ACTUAL EXPENDITURES	
	U.S. \$	LOCAL CURRENCY	U.S. \$	LOCAL CURRENCY
Personnel				
Advocacy Project Director (75% effort)	\$1,200	24,000	\$1,200	24,000
Grassroots Organizer (50% effort)	\$660	13,200	\$660	13,200
Subtotal:	\$1,860	37,200	\$1,860	37,200
Travel				
local ground transport for community meeting attendees	\$450	9,000	\$425	8,500
travel to capital for policymaker forum (ground transport, lodging, meals for two staff)	\$700	14,000	\$735	14,700
Subtotal:	\$1,150	23,000	\$1,160	23,200
Events				
two community awareness-raising meetings (each at \$100)	\$100	2,000	\$120	2,400
policymaker public forum (location rental fees)	\$500	10,000	\$500	10,000
Subtotal:	\$600	12,000	\$620	12,400
Consultants				
policy specialist for issue research (two days' work at \$50/day)	\$100	2,000	\$115	2,300
event organizer for forum (three days' work at \$30/day)	\$90	1,800	\$90	1,800
Subtotal:	\$190	3,800	\$205	4,100
Publications				
fact sheets (two at \$100 each)	\$200	4,000	\$175	3,500
policy brief	\$250	5,000	\$230	4,600
Subtotal:	\$450	9,000	\$405	8,100
Indirect Costs (15%)	\$750	15,000	\$750	15,000
TOTAL	\$5,000	100,000	\$5,000	100,000

NARRATIVE PROGRESS REPORTS

Most foundations require a written progress report at the end or near the end of the grant period. If you have a multi-year grant, an interim and final report may be required. Reporting deadlines are usually detailed in the grant award agreement. If reporting deadlines are not included in the grant agreement, ask the program officer at the beginning of the grant period so you aren't surprised later.

Some funders ask for this report after the grant is over (that's why it's important to keep the funder informed of your work throughout the year and not to wait until the final report), while others want to see it before they invite you to submit a proposal for renewed funding. A satisfactory report may be a condition of eligibility for a future grant, so it is important to write a good report.

Be sure to follow the foundation's guidelines for reports. Make sure you have them well in advance so you have plenty of time to prepare.

Reports usually have at least two parts: the financial report, which tracks your spending against the original proposal budget, and the narrative report, which details your progress toward the grant's goals. Depending on the funder, there may be additional requirements, such as specialized charts or appendices. Some foundations' guidelines include strict page limits, font size, and margin requirements. Be sure to adhere to any requirements given.

Reports can be a good opportunity to share publications or other materials you've created, press coverage you've received, etc. But first check the funder's guidelines: some funders say explicitly not to send anything extra, but to include only the information they request in your report. If you keep these funders updated throughout the year, you can send this extra information and examples of your work during the grant period instead of with the final report.

COMMON ELEMENTS OF REPORTS

If you are aware of the reporting guidelines, you can collect information throughout the grant period to help you answer the questions asked in the report template. You can also interview the relevant program staff before you write the report. Common elements and questions to consider for a report include:

- ▶ A cover sheet or cover letter, which includes the basic information about your grant such as title,

grant number, amount of funding, grant period, and contact information for the organization, as well as the primary person responsible for report

- ▶ An executive summary, which provides a brief overview of the contents of the report (this can be one paragraph or up to one page in length, depending on the size of the report)
- ▶ A report narrative that answers the following questions:
 - ◆ What progress have you made toward your project's goals and objectives?
 - ◆ What were your biggest achievements/outcomes during the grant period?
 - ◆ What activities did you complete during the grant period?
 - ◆ Did you conduct activities that were not in the original proposal? If so, what were they and why?
 - ◆ Are there any activities you did not complete? If not, why? Do you have plans to complete them after the grant period? If so, how will your organization be able to do so? (i.e. do you have other funding to continue them?)
 - ◆ What challenges did you face and how did you address them? Foundations want to know what obstacles you've encountered and how you overcame them.
 - ◆ Have there been any major changes to your organization in the past year? If so, what were they and how did you respond to them?
 - ◆ Have there been any major changes to the bigger context (the community, the social or political environment of the country, etc.) that affected your work? How did you respond to these changes? Foundations often want to learn from their grantees about what is happening in their countries and communities as well as learning about the project.
 - ◆ What was the impact of your project?
 - ◆ What were the lessons learned from this project/grant? What worked and what didn't? Will you share these lessons with others? If so, how?
 - ◆ How has this project affected your organizations' future planning and activities?
 - ◆ Did you receive additional financial/other support in implementing this project? If so,

show what type of support and from whom.

- ◆ Did you create publications as part of this grant?
If so, where and how did you distribute them?
- ◆ How do you know you have achieved the goals and outcomes you defined in your proposal?
What are the metrics and indicators that

show you have made progress to your goals and outcomes?

As always, respect page limit requirements for reports. Try to keep your answers focused and as concise as possible. You can also include illustrative stories or anecdotes from the program to bring it to life for the funder.

APPENDIX 1: GLOSSARY OF KEY TERMS

Ask: a formal request for a contribution to a donor or prospect

Beneficiary: person who benefits from a project or receives services provided by an organization

Budget: a chart or list of costs associated with an organization or project added together and totaled; in grant writing, there are two main types of budgets – an organizational budget (or general operating budget) and a project/program budget

Budget narrative/budget justification: an explanation of each cost category in a project budget

Call for proposals: an invitation to submit a proposal for a specific program area or type of project; sometimes funders invite only pre-selected organizations to apply, other times funders post calls for proposals publicly so any organization that matches its terms can apply; also referred to as a request for proposals (RFP)

Concept note/paper: similar to a letter of inquiry or intent (LOI), a short document that describes a project; while an LOI is usually 1-3 pages long, a concept paper can be longer and more theoretical

Corporate sponsorship: money a company gives to an organization to support their work; often includes an agreement to the company's logo or name in the organization's publicity materials; these sponsorships are often used to enhance the company's reputation in the community

Cultivation: the process of developing and growing a relationship over time with a potential or current donor

Direct costs: the expenses an organization incurs in implementing a specific project

Donor network: can refer to an organization's group of financial supporters or a formal or informal group of donors that communicate with each other

Executive summary: a brief description of the contents of a proposal or a report included at the beginning of the document

Fiscal agent: an organization that accepts donations on behalf of another without tax-exempt status and forwards the money to the other group, sometimes taking a fee for administrative expenses

General operating support/unrestricted funding: a grant that can be used to pay for indirect costs or direct costs at the recipient's discretion

Gift: a contribution that does not need to be paid back; this could be a monetary gift or an in-kind gift of products or services

Giving circle: groups of donors who pool their contributions to support specific causes or organizations

Goal: the big picture outcome or result you want your organization or program to achieve

Grantee: term for an organization receiving a grant from a foundation or other institutional funder

Indicators: a set of specific measures used to show results and define the success of a project

Indirect costs/overhead: the “cost of doing business” – the basic expenses needed to run an organization such as rent, utilities, equipment, supplies, salaries and benefits for non-project staff

In-kind gifts/contributions: Gifts that are not given in cash, such as free products or services

Letter of intent/letter of inquiry (LOI): a short preliminary request for a grant (usually 2-3 pages) submitted in advance of a full proposal that summarizes the key information a funder needs to decide whether an organization is a good candidate for a grant

Lobbying: activities conducted to influence a specific piece of legislation or in favor of electing a particular candidate for political office

Matching gift: donors who will match the amount of money you raise in a campaign, potentially doubling the total only if you reach a certain level

Metrics: similar to indicators, specific measures used to evaluate the success of a project or activity

Mission statement: a short written statement that describes the purpose of an organization

No-cost extension: permission from a funder to continue a grant beyond the original grant period (usually for a defined time period) because the project has not been completed and/or all the grant funds have not been spent

Objective: specific actions designed or taken to reach a bigger goal

Organizational budget: the general operating budget for an organization as a whole, including both expected revenue and expenses (usually shown by calendar or fiscal year)

Overhead: the regular costs of doing business for an organization, such as rent and utilities; also referred to as general operating expenses

Program Officer: person at foundation responsible for 1) reviewing whether grant applications meet the foundation's requirements and fit the foundation's mission, 2) recommending grant applications for the foundation to accept or reject, and 3) evaluating approved grants; program officers typically have some expertise in a field related to the foundation's mission

Project-specific or program budget or grant: a budget or grant that shows the expenses for a specific area of work detailed in a proposal; these are a sub-set of an organization's general operating budget or overall work

Prospect: a person or organization likely to make a financial contribution to your organization

Prospect pipeline: a list of potential financial supporters

Pitch: a short, informative and enthusiastic summary of organization's work that can be delivered verbally or in writing

Request for proposals (RFP): an invitation to submit a proposal for a specific program area or type of project; sometimes funders invite only pre-selected organizations to apply, other times funders post RFPs publicly so any organization that matches its terms can apply; also referred to as a call for proposals

Rolling submission: applications are accepted throughout the year and not on specific deadlines

Social networking: a community of people who interact through the internet, often through platforms like Facebook or Twitter

Substantial variances: significant changes in spending from an original budget (funders have different guidelines for what constitutes "substantial")

Tax-exempt: taxes do not apply, subject to specific tax laws and regulations (in the U.S., registered foundations and nonprofit organizations do not pay tax on their revenues and have to meet specific criteria to be eligible for tax exemption)

Theory of Change: short description of why you think your project/program will achieve your goals. In other words, why do you believe the activities you identified will lead to the outcome(s) you seek?

Unsolicited proposal/application: a proposal or application submitted without prior contact or approval from a funder

APPENDIX 2: LETTER OF INTENT (LOI) TEMPLATE

LOIs are typically 1-3 pages long. Examples of LOIs can be found here: foundationcenter.org/getstarted/faqs/html/loi.html

[DATE]
[FIRST AND LAST NAME OF PROGRAM OFFICER]
[OFFICIAL TITLE]
[NAME OF FOUNDATION]
[STREET ADDRESS]
[CITY, STATE ZIP CODE]
[COUNTRY]

Dear Mr./Ms. [LAST NAME OF PROGRAM OFFICER],

[INSERT 1-2 SENTENCES ON WHY WE SHOULD CARE ABOUT THE ISSUE YOU ARE WORKING ON. (Example: It has been widely acknowledged for decades that countries, communities, and families can thrive if women and girls are empowered. So if the empowerment of women and girls is critical to securing a just and equitable world, then why has it not yet happened?)]

[NAME OF YOUR ORGANIZATION] **respectfully requests a** [TYPE OF GRANT (project or general operating)] **grant in the amount of** [\$XXXXX] **from the** [NAME OF FOUNDATION] **to** [DO WHAT TO ADDRESS THE ISSUE YOU MENTIONED ABOVE (Example: Women Thrive respectfully requests a general operating grant in the amount of \$30,000 to advocate for policy change at the U.S. and global levels so that women and men can share equally in the enjoyment of opportunities, economic prosperity, voice, and freedom from fear and violence.)]

ISSUE ADDRESSED

[Briefly describe the issue or need that you are addressing. Why is it important? Is the need urgent right now? Is there is a limited window of opportunity to have impact?]

TARGET POPULATION

[Who is the target population? How many people will you reach? In what geographic area will you work?]

GOALS AND ACTIVITIES

[What do you hope to accomplish (your goal and outcomes)? How do you intend to accomplish it (your activities)? Clearly describe how your activities address the issue mentioned above.]

BACKGROUND ON YOUR ORGANIZATION

[Why is your organization the right organization to carry out the work? Briefly describe your organization's mission, history, and recent accomplishments. Also detail key people or abilities that you bring to the project proposed.]

Sincerely,

[YOUR NAME]
[YOUR TITLE]
[YOUR ORGANIZATION]
[YOUR CONTACT INFORMATION]

APPENDIX 3: BIBLIOGRAPHY

PART A: RESOURCES

OTHER FUNDRAISING GUIDES

Aid Workers Network, Basic Tips for Fund-raising for Small NGOs in Developing Countries, 2006

www.syfswat.org/images/Resources/info_sharing/4.pdf

Association for Women's Rights in Development (AWID)

The Second FundHer Report: Financial Sustainability for Women's Movements Worldwide, 2007

www.awid.org/eng/About-AWID/AWID-News/Financial-Sustainability-for-Women-s-Movement-s-Worldwide-Second-FundHer-Report

FundHer Brief 2008: Money Watch for Women's Rights Movements and Organizations

www.awid.org/eng/Library/Money-Watch-for-Women-s-Rights-Movements-and-Organizations-FundHer-Brief-2008

Watering The Leaves, Starving The Roots: The Status of Financing for Women's Rights Organizing and Gender Equality, 2013

awid.org/Library/Watering-the-Leaves-Starving-the-Roots

New Actors, New Money, New Conversations: A Mapping of Recent Initiatives for Women and Girls, 2014

issuu.com/awid/docs/new_actors_final_designed

BRIDGE, Funding Sources for Gender Equality and Women-Focused Projects, 2006

www.bridge.ids.ac.uk/go/home&id=22709&type=Document&langID=1

Global Fund for Women, Fundraising for Change: A Practical Guide for Women's Rights Organizations, 2007

www.globalfundforwomen.org/storage/images/stories/downloads/Handbook2007.pdf

Global Greengrants

Website includes a list of resources to guide grantseekers in finding alternative funding opportunities.

www.greengrants.org/our-grants/information-for-grantseekers

The Grantmanship Foundation

Lists international funding resources by geographic region.
www.tgci.com/international-funding-sources

NGO Café, NGO Fundraising Strategies

www.gdrc.org/ngo/funding/fund-raising.html

FUNDRAISING TRAINING

The Association of Fundraising Professionals

This is the largest professional association for fundraisers in the U.S. Its website includes some free resources, as well as content only available to members.

www.afpnet.org

The Resource Alliance

The Resource Alliance works with non-profit organizations around the world to help them achieve their financial sustainability by building skills, knowledge, and promoting excellence within civil society. They offer many resources regarding fundraising, including "How to" guides, as part of their Knowledge Hub on their website at www.resource-alliance.org/knowledgehub

The Resource Alliance runs courses, awards, and events that can be beneficial to your needs. Explore more at www.resource-alliance.org/pages/en/how-we-can-help-you.html

LOAN AND FINANCIAL SERVICES PROVIDERS

Grameen Foundation

Grameen works with individuals in poverty and organizations that serve the poor to develop reliable financial tools that help poor individuals to create businesses, build savings, manage their money and plan for the future. Grameen partners with commercial banks, mobile operators, microfinance institutions, agricultural coops and other providers to create and scale financial products and services to help individuals in need.

www.grameenfoundation.org

Root Capital

Root Capital extends finance to businesses under-served by commercial lenders. To meet the particular needs of each borrower, they provide a variety of loan products as well as financial advisory services. Root Capital lends to producer associations and private enterprises that are building sustainable livelihoods in the following sectors: agriculture, timber and non-timber forest products, fisheries, handcrafts, and apparel.

www.rootcapital.org/loans/products

Thrive

Thrive assists small businesses by offering them a unique loan to purchase new production equipment, so they can grow their business and add jobs. Instead of repaying the loan to Thrive, they pay it forward with donations of job training and in-kind goods to the most vulnerable in their communities, equal to the value of the loan.

thrive.org/where-thrive-works

PHILANTHROPY WEBSITES

Charity Vault

Lists of charities around the world by country.

www.charity-charities.org/charities/index.html

European Foundation Center

Resource for European philanthropy, similar to the U.S. Foundation Center.

www.efc.be

The Foundation Center

The U.S.-based Foundation Center foundationcenter.org is the leading source of information about philanthropy worldwide. It maintains the most comprehensive databases on U.S. and, increasingly, global grantmakers and their grants. Its Foundation Directory Online fdo.foundationcenter.org subscription service is the most popular means for searching these databases and includes a free version. The Center serves grantseekers in its five library/learning centers and at 470 Funding Information Network grantspace.org/Find-Us locations worldwide, including Nigeria, Brazil, Mexico, South Korea, and Thailand. At GrantSpace.org, its website for the social sector, visitors get free access to tools and resources that serves nonprofits worldwide in need of know-how for securing funding and operating effective organizations.

Resources include:

Information for international organizations:

grantspace.org/Subjects/international-affairs

Spanish-language: grantspace.org/Recursos-en-Espanol,

webinars, Knowledge Base articles, tutorials, and more, including the Foundation Center's Guide to Proposal Writing audiobook: foundationcenter.org/getstarted/learnabout/guia_audiobook.html

Grantseeking basics video in English and Spanish:

foundationcenter.org/getstarted/training/video/gsb.html

GuideStar

Free online resource for information about U.S. nonprofits, including foundations and U.S.-based international NGOs. You can use this site to learn more about U.S. nonprofit organizations' programs and financial information. In order to see detailed information on organizations, you must create a free login account using an email address.

www.guidestar.org

National Endowment for Democracy

This database contains information on over 100 philanthropic organizations that provide funding, fellowships and awards for those working in the area of international democratic development.

socialhost05.inmagic.com/Presto/content/AdvancedSearch.aspx?uc=RnVuZHNWYWV3ZXJ8RnVuZHNWYWV3ZXI=&ctID=NzY4NzcyNDAtNzZDNi00MUYxLUJERTctMjBfNzI3M0NEN0RG

U.K. Charity Commission

Allows you to look up any U.K.-based registered charity. Site includes studies and other publications related to U.K. nonprofit organizations and government regulations.

www.charity-commission.gov.uk

Philanthropy News

The Chronicle of Philanthropy

The leading U.S. periodical covering developments in the nonprofit world. Some content is available for free, including several newsletters visitors can subscribe to, but a subscription is required to view other content.

philanthropy.com

Philanthropy Journal

U.S.-based online magazine for those interested in the nonprofit world and philanthropy, offering news articles and resources.

www.philanthropyjournal.org

Third Sector

U.K. magazine with a website that offers many resources related to fundraising.

www.thirdsector.co.uk/Channels/Fundraising

INTERNATIONAL GRANTMAKERS' NETWORKS

These organizations do not give grants themselves, but are networks of grantmakers who come together to share ideas. Most websites contain lists of their members, who do make grants. The following are good sources for finding potential funders and starting research on their interests.

Africa Grantmakers' Affinity Group

www.africagrantmakers.org

African Grantmakers Network

www.africangrantmakersnetwork.org

Directory of Human Rights Funders

www.ihrfg.org/funder-directory-search

Edge Funders Alliance

www.edgefunders.org

Global Impact

charity.org/workplace-giving/charity-partners

International Funders for Indigenous Peoples

www.internationalfunders.org

International Human Rights Funders

www.ihrfg.org/funder-directory-search

International Human Rights Funders Group

www.hrfunders.org

International Network of Women's Funds, South Africa

www.inwf.org/index.php?option=com_frontpage&Itemid=1

Peace and Security Funders Group

peaceandsecurity.org/members

Women's Funding Network

One of the largest membership organization of philanthropists and funds promoting women's equality and empowerment from the U.S. and around the world.

www.womensfundingnetwork.org

Worldwide Initiatives for Grantmaker Support (WINGS)

www.wingsweb.org/?page=OurNetwork

INTERNATIONAL WOMEN'S NETWORKS

Organizations, associations and networks for women's NGOs around the world.

Association for Women's Rights in Development (AWID)

www.awid.org

Center for Concern: International Gender and Trade Network

www.coc.org/node/6044

Development Alternatives with Women for a New Era (DAWN)

www.dawnnet.org/feminist-resources

GBV Prevention Network

www.preventgbvafrica.org

The Global Coalition on Women and AIDS (GCWA)

womenandaids.unaids.org/default.html

GROOTS International

www.groots.org/index.html

International Mothers and Mothering Network

www.internationalmothersandmotheringnetwork.org

International Network of Women's Funds (INWF)

www.inwf.org

International Women's Tribune Centre

Has a list of fundraising resources

www.iwtc.org/9646/9741.html

International Youth Foundation

www.iyfn.org/partners

World Movement for Democracy

www.wmd.org/networking

REGIONAL NETWORKS & RESOURCES

AFRICA

AAWORD (Association of African Women for Research and Development)

www.afard.org/presentationang.php

The African Women's Development and Communication Network (FEMNET)

www.femnet.or.ke

Charities Aid Foundation Southern Africa

www.cafsouthernafrica.org

East Africa Association of Grantmakers

www.eaag.org

Femmes Africa Solidarite

www.fasngo.org/index.html

Forum for African Women Educationalists (FAWE)

www.fawe.org

Kabissa, Space for Change in Africa

Internet space for African organizations working for social change.

www.kabissa.org

UWEZO

A four year initiative that aims to improve competencies in literacy and numeracy among children aged 6-16 years old in Kenya, Tanzania and Uganda.

www.uwezo.net

West African NGO Network (WANGO)

Organization that provides internet connectivity, web content and training for West African NGOs.

www.wangonet.org

Women in Law and Development in Africa (WILDAF)

Kenya: www.wildafkenya.org

Tanzania: www.wildaftanzania.org

LATIN AMERICA**Fondo Alquimia, Chile**

www.fondoalquimia.org

Fundacion Merced, Mexico

www.channelfoundation.org/merced.html

Fundemas, El Salvador

www.fundemas.org

The Lambi Fund of Haiti, Haiti

www.lambifund.org

The Latin American Campaign for the Right to Education (Campaña Latinoamericana por el Derecho a la Educación – CLADE)

www.campanaderechoeducacion.org/v2/es.html

Latin America Donor Index

Consolidates in a single place information about philanthropic giving in Latin America and the

Caribbean so that NGOs can find resources and funders can learn what their peers are doing.

www.lacdonors.org

Semillas, Mexico

www.semillas.org.mx

SOUTH ASIA**Charities Aid Foundation India**

www.cafindia.org

Sampradaan-India Centre for Philanthropy

www.sampradaan.org/home.html

The South Asian Fundraising Group

www.safrg.org

Tewa, Nepal grantmaker

www.tewa.org.np

ASIA**Asia Pacific Philanthropy Consortium**

www.asiapacificphilanthropy.org

Asian Philanthropy Forum

www.asianphilanthropyforum.org

Association of Philanthropy Indonesia

www.ibl.or.id/ppf/html/index.php

HER Fund, Hong Kong, China

www.herfund.org.hk

The Mongolian Women's Fund

www.mones.org.mn

Asosiasi Pendamping Perempuan Usaha Kecil (ASPPUK) Foundation for Women in Small Businesses Indonesia

www.asppuk.or.id/index.php

MIDDLE EAST**Dalia Association, Palestine**

www.Dalia.ps

Yankana

Spanish-language site funded by Fundapi (Fundacion de Ayuda por Internet) that provides non-profits in developing countries with social web tools and services.

yankana.org

RESOURCES AND TRAINING FOR NGOS

(ON SOCIAL NETWORKING, TECHNOLOGY, ETC.)

An introduction to social networking

hubpages.com/hub/Social-Networking-for-Beginners

Association for Progressive Communications

Internet for social justice and sustainable development.

www.apc.org/en/home

Mashable

A social networking media news and resources blog that includes guidebooks for how to use Facebook and Twitter effectively.

mashable.com

Network for Good

A U.S.-based organization that provides resources and training on online fundraising and using social networking sites like Twitter and Facebook.

www.fundraising123.org

Nonprofit Technology Network

The network provides research and articles on technology for nonprofits.

www.nten.org

Web2forDev: Web 2.0 for Development Gateway

Blog posts and weblinks on using the internet for international development.

www.web2fordev.net

TOP SOCIAL NETWORKING SITES

Bebo

www.bebo.com

Facebook

www.facebook.com

Flickr

A platform for sharing photographs

www.flickr.com

Idealist

A U.S.-based interactive site in English, French and Spanish where people and organizations from around the world can exchange resources and ideas, locate job opportunities and supporters, and take steps toward building a world where all people can lead free and dignified lives.

www.idealists.org

Ignite Social Media

A list and links to a variety of global social networking platforms and maps of where they are popular.

www.ignitesocialmedia.com/social-media-stats/2012-social-network-analysis-report

Linked-In

A U.S.-based site particularly useful for professional networking.

www.linkedin.com

Ning

A social platform for people to explore and express their interests, discover new passions, and meet new people around shared pursuits.

www.ning.com

Orkut

A social networking platform popular in Latin America, especially Brazil, and India.

www.orkut.com/PreSignup

Peace and Collaborative Development Network

A free professional networking site that works to foster dialogue and sharing of resources in international development, conflict resolution, gender mainstreaming, human rights, social entrepreneurship and related fields

www.internationalpeaceandconflict.org

Twitter

A social networking site that allows people to connect to each other and share information through short messages that are no more than 140 characters long.

www.twitter.com

YouTube

Globally popular platform for sharing video.

www.youtube.com

ORGANIZATIONS PROVIDING LOW-COST COMPUTERS TO NGOS

Computer Aid International

Computer Aid International is a UK-registered ICT for development charity which aims to reduce poverty through practical ICT solutions. Computer Aid collects IT equipment for distribution in hospitals, universities, schools, and not-for-profit organizations in over 100 countries.

Computer Aid provides only the best professionally-refurbished PCs and laptops. All working PCs are

tested and refurbished by Computer Aid's team of expert volunteers at London workshop before being sent for reuse in agriculture, health, and education projects across UK, Africa and Latin America.

A full kit costs £50, which includes a base unit, 15/17" TFT monitor, keyboard, mouse, cables, USB, CD or DVD drives and network interface card

www.computeraid.org

Application form: www.computeraid.org/enquire.asp

InterConnection

U.S.-based organization that provides used, refurbished computers to schools and non-profit organizations around the world. Organizations receiving computers are responsible for per-unit fees and shipping and must have locally available IT training and support programs. Minimum order is 18 computers.

www.interconnection.org

For details on costs and how to apply: interconnection.org/store

InterConnection also provides free website design for nonprofits in developing countries using web design volunteers, as well as free website hosting and email. They have designed websites in English, French, and Spanish.

To learn more: interconnection.org/how_we_help.php

ONLINE GIVING WEBSITES

These are online mechanisms that bring together NGOs from developing countries with individuals interested in giving donations and getting involved with their causes. These sites feature projects by their NGO partners and accept online donations by credit card or the PayPal system, then collect and forward the gifts to their partners. Partners usually provide photos and other information about their organizations and programs as well as regular updates on their progress.

GlobalGiving

GlobalGiving is an online fundraising platform that gives nonprofits anywhere in the world a chance to raise the money that they need to improve their communities. GlobalGiving approves online applications from NGOs four times per year; vetted and approved nonprofits can post projects on the website and are eligible to collect donations from individuals and GlobalGiving's corporate partners. GlobalGiving provides nonprofits tools, training, and one-on-one support to help organizations fundraise online. Nonprofits benefit from credibility and visibility from GlobalGiving's promotional support, along with matching funds and incentive prizes during GlobalGiving campaigns. www.globalgiving.org
To find out how you can get your organization featured on GlobalGiving, visit www.globalgiving.org/non-profits

Greater Good South Africa

Brings NGOs and donors in South Africa together through their website. Only South African organizations are eligible to participate.

www.myggsa.co.za

Givology

Partners with international and community-based groups working in education to raise money to sponsor students and support schools.

www.givology.org

For information about how to become a partner:

www.givology.org/partnerships

Kiva

Kiva is a highly popular online lending system that links entrepreneurs in the developing world with people who are willing to give them small loans, called "social investors." Funds are given through microfinance institutions and not directly to individual businesspeople or NGOs.

www.kiva.org/home

To learn the requirements for microfinance institutions to join Kiva and the application form:

www.kiva.org/partners/info

PART B: FUNDERS

PRIVATE FUNDS & FOUNDATIONS

AFRICAN WOMEN'S DEVELOPMENT FUND

ADDRESS: PMB CT 89 Cantonments, Accra, Ghana

EMAIL: General Enquiries: awdf@awdf.org

GRANTS DEPARTMENT: grants@awdf.org

CAPACITY BUILDING UNIT: cbu@awdf.org

TELEPHONE: +233 21 521257, +233 21 923626, +233 21 28 722006

WEBSITE: www.awdf.org

COUNTRIES/REGIONS:

Small Grants Program: women's organizations primarily Ghana, Uganda, Sierra Leone, Liberia, and Nigeria.

Main Grants Program And HIV/AIDS Fund: women's organizations in any part of Africa.

Solidarity Fund: women's organizations in any part of Africa, gives priority to current AWDF grantees.

SECTORS FUNDED: Grants are awarded according to six themes: Women's human rights; governance, peace and security; health and reproductive rights; economic empowerment and livelihoods; HIV/AIDS; and arts, culture, and sport. The small grants program also funds emergency issues, such as natural disasters.

DESCRIPTION: The African Women's Development Fund supports local, national and regional organizations in Africa working for women's empowerment. AWDF supports institutional capacity building and program development and seeks to build a culture of learning and partnership within the African women's movement. AWDF does not provide funding for organizations promoting religious conversion, political parties, individuals, government departments, scholarships or fellowships, or women's organizations that are not led by women. The Solidarity Fund supports African women participating in seminars, conferences, and other workshops. The HIV/AIDS fund awards grants to women's organizations that are working toward protecting the rights of and creating new opportunities for women and girls, and women's needs in prevention and treatment of HIV/AIDS.

TYPE OF GRANTS: The Small Grants Fund supports small, community/rural based grassroots women's groups which have been in existence for at least three years. Small Grants are directed at women's groups who are least

likely to have access to any financial support or meet the eligibility criteria for AWDF'S main funding programs. The grant will support any project within the AWDF's six thematic areas.

The Main Grants support projects related to any of AWDF's thematic areas. Applicants are expected to build in reasonable core costs into their project proposals. Grants can be given to support the capacity and institutional strengthening of organizations including grants for strategic planning, governance systems and fundraising/communication strategies.

The Solidarity Fund involves activities, which promote learning and the sharing of experiences on a local, national, and international level. To this end, the Solidarity Fund will support African women to participate in exchange visits, conferences, seminars, and workshops, thereby providing valuable opportunities for networking and information, all of which are vital to the strengthening of the African women's movement.

The Legacy Fund creates an additional source of funding for current or potential AWDF grantees, to enable them to immortalize the contributions of outstanding African women to the development of their communities by documenting their lives through documentaries, films, photographs, memorial lectures, books, and monographs. Other long-lasting initiatives such as contributions to scholarship funds for young girls and support for building projects can also be considered.

GRANT RANGE: AWDF's grants range from \$1,000-\$50,000, and multi-year grants of up to \$120,000 can be made to grantees engaged in strategic work.

Small Grants Program and Solidarity Fund: \$1,000 to \$5,000

Main Grants Program: \$1,000 to \$50,000

Solidarity Fund: \$1,000 to \$5,000

Legacy Fund: up to \$30,000

World AIDS Day Fund: up to \$1,000

AVERAGE GRANT DURATION: one-year, with multi-year grants available for strategic work.

DEADLINE(S): Applications accepted at any time, but grants are awarded three times per year. For the Legacy fund and Solidarity Fund, applications must be sent in at least three months before the identified activity.

HOW TO APPLY:

Application instructions: www.awdf.org/the-process/grant-making/grant-application-guidelines

Small grants: www.awdf.org/the-process/small-grants

Main grants: www.awdf.org/the-process/main-grants

Solidarity Fund: www.awdf.org/the-process/solidarity-fund

Legacy Fund: www.awdf.org/the-process/the-legacy-fund

World AIDS Day Fund: www.awdf.org/the-process/world-aids-day

Additional application materials: annual report, financial statement, brochures/leaflets, any other media materials that are available (i.e. photographs, press clippings, posters, and videos)

AGA KHAN FOUNDATION

ADDRESS: 1825 K Street, N.W., Suite 901, Washington, D.C. 20006, USA

The Aga Khan Foundation also has offices in Afghanistan, Bangladesh, Canada, Egypt, India, East Africa, Kyrgyz Republic, Madagascar, Mozambique, Pakistan, Portugal, Russia, Syria, Tajikistan, Tanzania, Uganda, U.K., and West Africa. For addresses for the Foundation in these locations, please visit this site:

www.akdn.org/akf_grantees.asp

EMAIL: info.akfusa@akdn.org (U.S.) For country specific contact information, please visit the following site and click on country of interest: www.akdn.org/countries.asp.

TELEPHONE: +1 202 293 2537

WEBSITE: www.akdn.org/akf

COUNTRIES/REGIONS: Afghanistan, Bangladesh, Canada, Egypt, India, East Africa, Kyrgyz Republic, Madagascar, Mozambique, Pakistan, Portugal, Russia, Syria, Tajikistan, Tanzania, Uganda, U.K., West Africa

TOPICS/SUBJECTS: architecture, civil society, culture, economic development, education, health, historic cities, humanitarian assistance, microfinance, music, planning and building, rural development

DESCRIPTION: The Aga Khan Foundation (AKF) focuses on a small number of specific development problems by forming intellectual and financial partnerships with organizations sharing its objectives. Most Foundation grants are made to grassroots organizations testing innovative approaches in the field.

The Foundation is largely an implementing organization rather than a grant-funding agency. Grants are normally given to local organizations interested in testing new

solutions, in learning from experience, and in being agents of lasting change. These organizations must share the Foundation's and the Aga Khan Development Network's (AKDN) goals in the fields of health, education, rural development, and strengthening of civil society.

TYPE OF GRANT: Project – the Foundation funds programs in countries where it has offices and local professional staff to monitor implementation. Does not fund construction or individuals.

DEADLINE: ongoing

HOW TO APPLY: There are no formal application procedures. Before developing full proposals, enquiries should be made to the Foundation office in the country where the proposal originates or where the project would be executed. Please note that a precondition for funding is the existence of an office, in the same country, which can evaluate and monitor projects we fund. To check on the existence of an Aga Khan Office in your country of interest, please see: www.akdn.org/akf_grantees.asp

AMERICAN JEWISH WORLD SERVICE

ADDRESS: 45 West 36th Street, New York, NY 10018, USA

EMAIL: ajws@ajws.org

TELEPHONE: +1 212 792 2900, toll free +1 800 889 7146

WEBSITE: www.ajws.org

COUNTRIES/REGIONS:

Africa: Senegal, Liberia, Kenya, Uganda, Democratic Republic of Congo, Cote d'Ivoire

Asia: Thailand, Burma, Cambodia, Sri Lanka, India

Latin America and the Caribbean: Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua

TOPICS/SUBJECTS: political empowerment, civil liberties, sexual health and rights, international human rights, women's rights, natural resource rights, economic justice, disaster relief, LGBTI rights

Inspired by the Jewish commitment to justice, American Jewish World Service (AJWS) works to realize human rights and end poverty in the developing world. AJWS pursues lasting change by supporting grassroots and global human rights organizations in Africa, Asia, Latin America, and the Caribbean and by mobilizing supporters in the U.S. to advocate for global justice. Working together, the AJWS community strives to build a more just and equitable world.

AJWS provides grants to build civil society in select countries in Africa, Latin America, and the Caribbean and Asia by supporting non-governmental organizations (NGOs), community-based organizations (CBOs), other grassroots human rights groups, and larger social change organizations that are advancing human rights. AJWS partners with organizations that work on three critical issues:

1. Sexual Health and Rights: Advancing the Rights of Women, Girls and Sexual Minorities

AJWS works to increase access to services and end discrimination, violence and abuse of women, girls, LGBTI people and sex workers so that they can access the full spectrum of opportunities in society and live in health, safety and dignity.

2. Civil and Political Rights: Promoting Recovery from Conflict and Oppression

AJWS supports communities to recover from conflict and oppression, speak out against injustice and create vibrant, peaceful, societies that respect the rights of all citizens.

3. Natural Resource Rights: Defending the Right to Food, Land and Livelihoods

AJWS supports organizations that advocate for the rights of rural, indigenous and poor communities who are displaced from their land or prevented from earning a living because of mining, dams and other development that threaten their way of life.

TYPE OF GRANT: Building/renovation, capital campaigns, conferences/seminars, continuing support, debt reduction, emergency funds, general/operating support, in-kind gifts, land acquisition, program development, program evaluation, publication, research, seed money, technical assistance

GRANT RANGE: \$5,000-\$100,000

AVERAGE GRANT DURATION: Varies, one-year or multi-year

DEADLINE(S): Not accepting letters of inquiry. Application by invitation only.

HOW TO APPLY: Currently not accepting applications. Continue to check website for more updated information. www.ajws.org

ASHOKA: INNOVATORS FOR THE PUBLIC

ADDRESS: Ashoka Global Headquarters, 1700 North Moore Street, Suite 2000 (20th Floor), Arlington, VA 22209, USA

EMAIL: info@ashoka.org

TELEPHONE: +1 703 527 8300

WEBSITE: www.ashoka.org

COUNTRIES/REGIONS: Africa, Asia, Europe, Middle East/ North Africa, North America, South America

TOPICS/SUBJECTS: political empowerment, economic development, environment, health, human rights, education, youth

DESCRIPTION: The organization gives fellowships internationally to individuals who possess the innovation and drive to realize social change in civic engagement, economic development, health, environment, human rights, access to technology, and developing new methods for learning and education. Candidates are selected according to these criteria: having a new solution or approach to a social problem that will change the pattern in a field, being a creative thinker and problem-solver, having an entrepreneurial nature, and having strong ethical fiber.

TYPE OF GRANT: Fellowships for individual social entrepreneurs; does not award grants to organizations

DEADLINE(S): applications for fellowships are taken throughout the year

HOW TO APPLY:

To nominate a candidate: www.tfatforms.com/198579 (form available in English, Turkish, Polish, Slovak, Czech, Magyar, Portuguese, Dutch, Japanese, Mandarin, Korean, Hebrew)

Selection Criteria: www.ashoka.org/support/criteria

THE ASIA FOUNDATION: WOMEN'S EMPOWERMENT PROGRAM

ADDRESS: 465 California St, 9th floor, San Francisco, CA 94104, USA

MAILING ADDRESS: PO Box 193223, San Francisco, CA 94119-3223, USA

EMAIL: info@asiafound.org

TELEPHONE: +1 415 982 4640

WEBSITE: www.asiafoundation.org

GRANT RANGE: Contact the Asia Foundation for more information.

COUNTRIES/REGIONS: Afghanistan, Bangladesh, Cambodia, China, Hong Kong SAR, India, Indonesia, Japan, Korea, Laos, Malaysia, Mongolia, Nepal, Pacific Island Nations, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, Timor-Leste, Vietnam

TOPICS/SUBJECTS: political participation, human rights, economic empowerment, women

TYPE OF GRANT: multi-year, project, general operating support, program; does not fund individuals or U.S.-based organizations

DESCRIPTION: The Asia Foundation's Women's Empowerment program develops women's leadership, strengthens women's organizations, increases women's rights, ensures their personal security, and creates new political and economic opportunities for women across the Asia-Pacific region.

DEADLINE(S): Unknown. Contact the organization for more information.

HOW TO APPLY:

Grant Guidelines: www.asiafoundation.org/about/grant-guidelines.php

No application form. Letter of inquiry must first be submitted to the appropriate office: www.asiafoundation.org/contact

If the proposal is compatible with the foundation's interests and funds, the grant-seeker will then be asked to submit a formal proposal.

CENTRAL AMERICAN WOMEN'S FUND

ADDRESS: Ana Criquillion, Executive Director, Central American Women's Fund, 3543 18th St, #10, San Francisco, CA 94110, USA

EMAIL: info@fcmujeres.org

TELEPHONE: +1 415 774 6567 (San Francisco)

WEBSITE: www.fcmujeres.org/en.html

COUNTRIES/REGIONS: Guatemala, Belize, Honduras, El Salvador, Nicaragua, Costa Rica, Panama

TOPICS/SUBJECTS: human rights, women, economic empowerment, political empowerment

DESCRIPTION: Supports women's organizations in Central America that work for women's rights, with a particular focus on young women. Does not award grants to individuals.

TYPE OF GRANT: multi-year, general operating support

GRANT RANGE: Contact organization for more details.

AVERAGE GRANT DURATION: multi-year

DEADLINE(S): Contact organization for more details – they announce a call for proposals once a year.

HOW TO APPLY: www.fcmujeres.org/en/our-work/how-to-apply.html

Materials to include: www.fcmujeres.org/en/our-work/grantees-selection-process.html

ELTON JOHN AIDS FOUNDATION (U.K.)

ADDRESS: 1 Blythe Road, London W14 0HG, UK

EMAIL: General inquiries: admin@ejafuk.com; For grant applications: grants@ejaf.com

TELEPHONE: +44 0 20 7603 9996

WEBSITE: www.ejaf.com

COUNTRIES/REGIONS: Kenya, Lesotho, Malawi, South Africa, Tanzania, Uganda, Zambia, Bangladesh, Cambodia, India, Nepal, U.K., Ukraine, Ireland, Russia

For grants to the Americas and the Caribbean, apply through the New York office at ejaf.org/how-to-request-funding

TOPICS/SUBJECTS: health, HIV/AIDS

DESCRIPTION: The foundation strives to empower people living with HIV/AIDS, as well as those who are affected by it or at risk. It also strives to provide emotional and financial support to people living with and affected by HIV/AIDS. To reach these goals, funding is centered on five themes: Women & Children, Positive Lives, Livelihoods, Vulnerable Groups and Innovation. Does not award grants to individuals, for profit organizations, or countries outside of its designated list.

TYPE OF GRANTS:

Pioneer Grants: Multi-year grant given to support a specific initiative focusing on an individual key population at higher risk in an individual country. No set grant minimum or maximum.

Robert Key Memorial Fund: Open throughout the year to organizations that can demonstrate an immediate,

tangible benefit for individuals living with HIV. Awards of up to £10,000 are given to programs that operate in any of the Foundation's program countries.

GRANT RANGE: varies

AVERAGE GRANT DURATION: one-year or multi-year

DEADLINE(S): applications accepted throughout the year

HOW TO APPLY:

Pioneer Grants: Contact organization for details.
Offered once per year.

Robert Key Memorial Fund: www.formstack.com/forms/?1088668-XPnugvtl0n

EMPOWER - THE EMERGING MARKETS FOUNDATION

U.S. ADDRESS: EMpower U.S., 11 John St., Ste. 1005, New York, NY 10038-3110, USA

U.S. TELEPHONE: +1 212 608 4455

U.K. ADDRESS: EMpower U.K., 20-22 Bedford Row, London WC1R 4JS, UK

HONG KONG ADDRESS: EMpower Hong Kong, 9A Foo Cheong Building, , 82-86 Wing Lok Street, Sheung Wan, Hong Kong

EMAIL: contactus@empowerweb.org (U.S.), empoweruk@empowerweb.org (U.K.) empowerhk@empowerweb.org (Hong Kong)

WEBSITE: www.empowerweb.org

COUNTRIES/REGIONS: Argentina, Brazil, China, Colombia, India, Mexico, Nigeria, Peru, Russia, South Africa, Thailand, Turkey, Vietnam

TOPICS/SUBJECTS: education, health, leadership, livelihoods

DESCRIPTION: The foundation awards grants to grassroots organizations to improve opportunities for disadvantaged young people in emerging market countries (countries that are transitioning from developing to developed) in their transitions to adulthood. It funds grants within its four categories: education, health, leadership, and livelihoods. EMpower supports service-related activities as well as organizational capacity-building, but not research or policy dialogue. Grantees must work with youth ages 10-24, have a track record of three or more years' experience with demonstrable results, an annual budget of U.S. \$1.5 million or less, and other existing sources of funding. For a full list of requirements, see www.empowerweb.org/how-we-empower/our-approach/grantmaking

TYPE OF GRANT: projects; does not provide funding for: individuals, emergency or disaster relief, conferences, lobbying or political campaigns, land acquisition or construction of new buildings, deficit reduction, or programs that address specific disabilities, chronic diseases or conditions.

GRANT RANGE: varies

AVERAGE GRANT DURATION: varies

DEADLINE(S): N/A.

HOW TO APPLY: Currently not accepting applications. Continue to check website for more updated information. www.empowerweb.org/how-we-empower/our-approach/grantmaking

FIRELIGHT FOUNDATION

ADDRESS: 740 Front Street, Suite 380, Santa Cruz, CA 95060, USA

EMAIL: info@firelightfoundation.org

TELEPHONE: +1 831 429 8750

WEBSITE: www.firelightfoundation.org

COUNTRIES/REGIONS: Sub-Saharan Africa, specifically the Foundation will only fund projects in Lesotho, Malawi, Rwanda, Tanzania, Zambia, Zimbabwe.

TOPICS/SUBJECTS: health, education, resilience, livelihoods

TYPE OF GRANT: continuing support, general/operating support, management development/capacity building., program development, technical assistance

GRANT RANGE: \$1,000 to \$10,000

AVERAGE GRANT DURATION: one-year or multi-year

DESCRIPTION: Firelight Foundation believes in the power of African communities to create lasting change for children and families affected by poverty, HIV, and AIDS. The Firelight Foundation identifies, funds, and strengthens promising community organizations that support the health, resilience, and education of children in Africa.

DEADLINE(S): Letters of inquiry are not currently being accepted. Check the website for updates and determine your eligibility for future available grants: www.firelightfoundation.org/impact/apply-grant

HOW TO APPLY: www.firelightfoundation.org/impact/apply-grant

FRIDA – THE YOUNG FEMINIST FUND

EMAIL: info@youngfeministfund.org

TELEPHONE: N/A

WEBSITE: www.youngfeministfund.org

COUNTRIES/REGIONS: Global South (Africa, Asia, the Pacific, The Middle East, Latin America, the Caribbean and Central, Eastern Europe, Caucuses, and Central Asia)

TOPICS/SUBJECTS: women's human rights, youth, feminism, activism, collective leadership, organizing. For FRIDA's funding priorities: youngfeministfund.org/grants-program/funding-priorities

DESCRIPTION: FRIDA's mission is to provide accessible, strategic and responsive funding for young feminist-led initiatives. FRIDA aims to strengthen the capacity of young feminist organizations to leverage resources for their work and to increase donors' and allies' commitments to resourcing young feminist activism. FRIDA defines young feminist activists as young people between 18-30 years old from across the gender spectrum committed to advancing gender equality and women's rights through feminist means. The term 'feminist' refers to "individuals working with women's movements or in other social movements to advance the rights of equality, justice, dignity, freedom, and safety of women, girls and marginalized groups".

TYPE OF GRANT: Small, flexible, general support grants determined in partnership with our grant seekers and other partners to fund initiatives designed and led by young women and transgender youth. Funds can be used to cover project and core costs.

GRANT RANGE: up to \$5,000

AVERAGE GRANT DURATION: one-year, with possibility of renewal

DEADLINE(S): Check the FRIDA website for the most current Call for Proposals and deadlines: youngfeministfund.org/grants-program/apply-for-a-grant

HOW TO APPLY: Each year around March/April, FRIDA will announce a Call for Proposals on their website.

You should then submit your application via the FRIDA website, following their directions (applications available in English, French, Spanish, Russian, and Arabic): youngfeministfund.org/grants-program/apply-for-a-grant

After the Foundation reviews and screens all applications, there will be an opportunity open for eligible grant candidates to vote for the organization they feel is most deserving of the grant. Read more about the process: youngfeministfund.org/grants-program/grantmaking-process

FUND FOR GLOBAL HUMAN RIGHTS

ADDRESS: 1666 Connecticut Ave., N.W., Suite. 410, Washington, DC 20009-1039, USA

EMAIL: info@globalhumanrights.org

TELEPHONE: +1 202 347 7488

WEBSITE: www.globalhumanrights.org

COUNTRIES/REGIONS: Guatemala, Mexico, Honduras, Sierra Leone, Liberia, Guinea, Burundi, Uganda, the Democratic Republic of Congo, Tunisia, Algeria, Morocco, Egypt, India, Pakistan, the Philippines, Thailand, Burma

TOPICS/SUBJECTS: human rights

DESCRIPTION: The Fund for Global Human Rights works to secure basic freedoms for people around the world. Its grants program funds non-governmental, non-profit organizations working to promote respect for human rights in the countries and regions in which they are based. The fund has 17 focus countries in South Asia, West Africa, African Great Lakes, North Africa, Southeast Asia, and Latin America. The Fund has crafted specific regional strategies designed to make the most impact with limited resources for specific countries and regions where they believe strategic grant-making can make a difference in advancing human rights protections over time. The Fund acts as an ally of activists in strengthening human rights movements and believes in maintaining a long-term focus in each of the regions and countries where it operates. Women-led organizations are strongly encouraged to apply.

TYPE OF GRANT: General/operating support, program development, seed money, and technical assistance

Does not fund individuals, stand-alone conferences, businesses, scholarships, fundraising events, university-based research, government agencies, micro-credit programs, construction of roads, bridges, buildings, wells or medical facilities, or activities directly or indirectly intended to support political candidates.

GRANT RANGE: \$5,000 to \$30,000

AVERAGE GRANT DURATION: multi-year

DEADLINE(S): Check website for active requests for proposals and deadlines.

HOW TO APPLY: Letters of inquiry are not currently being accepted. Please visit the website for updates here: globalhumanrights.org/en/for-grantees. Determine your eligibility for future grants here: globalhumanrights.org/en/for-grantees/copy_of_for-grantees

THE FUND FOR NONVIOLENCE

ADDRESS: 303 Potrero St. # 54, Santa Cruz, CA 95060

EMAIL: mail@fundfornonviolence.org

TELEPHONE: +1 831 460 9321, +1 866 454 8006

WEBSITE: www.fundfornonviolence.org

HOW TO APPLY: Check Fund for Nonviolence's website for updated information on the details of its Justice with Dignity and Voices of Resistance Program. It has suspended its Latin American program, and no new grants are being considered.

GLOBAL FUND FOR CHILDREN

ADDRESS: 1101 14th St., N.W., Ste. 420, Washington, DC 20005-5616, USA

EMAIL: info@globalfundforchildren.org

TELEPHONE: +1 202 331 9003

WEBSITE: www.globalfundforchildren.org

COUNTRIES/REGIONS: global

TOPICS/SUBJECTS: education, international development, health, safety/security, human rights

DESCRIPTION: The Global Fund for Children (GFC) is dedicated to supporting children in need around the world. GFC awards grants that support children who are economically and socially outside the reach of mainstream services and support, including street children, child laborers, AIDS orphans, sex workers, hard-to-reach rural populations, and other vulnerable or marginalized groups. Funded groups should be community-based and must work directly with children and youth. GFC does not fund groups that focus exclusively on advocacy or research, groups that are not recognized as a non-profit organization by their local or national government, affiliates of national/international organizations, or groups whose annual budget exceeds US \$200,000.

TYPE OF GRANT: General operating support

GRANT RANGE: \$5,000-\$25,000

AVERAGE GRANT DURATION: one-year, with option for renewal over a period from three to six years.

DEADLINE(S): Letters of inquiry accepted at any time during the year. Full proposals accepted by invitation only. Grants are awarded in June and December.

HOW TO APPLY: www.globalfundforchildren.org/apply-for-a-grant

Step 1: Review eligibility requirements here: www.globalfundforchildren.org/eligibility-selection

Step 2: Submit a Letter of Inquiry – forms available on their website in English, Spanish, Portuguese, and French.

Step 3: GFC will follow up if the letter meets their criteria, and will ask for a full (5-10 page) proposal. GFC asks that you do not contact them regarding your status.

Step 4: If the proposal is approved, GFC will issue a letter of notification.

GLOBAL FUND FOR WOMEN

ADDRESS: 222 Sutter St., Suite 500, San Francisco, CA 94108-4445, USA

EMAIL – ASIA AND THE PACIFIC: asiapac@globalfundforwomen.org

EMAIL – EUROPE AND CENTRAL ASIA: eca@globalfundforwomen.org

EMAIL – LATIN AMERICA AND CARIBBEAN: americas@globalfundforwomen.org

EMAIL – MIDDLE EAST AND NORTH AFRICA: mena@globalfundforwomen.org

EMAIL – SUB SAHARAN AFRICA: ssafrica@globalfundforwomen.org

TELEPHONE: +1 415 248 4800

WEBSITE: www.globalfundforwomen.org

COUNTRIES/REGIONS: Sub Saharan Africa, Middle East & North Africa, Europe, Central Asia, Asia, the Pacific, Latin American, the Caribbean

TOPICS/SUBJECTS: women and girls, women's human rights, reproductive rights, education, health, leadership development, technology, gender-based violence, peace building, political and civic participation.

IMPACT AREAS:

Zero Violence: Funding projects that advocate for women's and girls' participation, empowerment, and peace building while challenging laws, policies, cultures and behavior that perpetuates discrimination, violence and abuse.

Economic and Political Empowerment: Supporting projects that work toward economic and legal reform and women's equal participation in local and national elections and economies.

Sexual & Reproductive Health & Rights: Funding campaigns, service delivery, advocacy and education to influence attitudes and achieve policy change that secures women's and girls' full access to sexual and reproductive health and rights

DESCRIPTION: Global Fund for Women invests time, expertise and money in local, courageous women and women-led organizations to advance the rights of women and girls. It also connects women to women's rights funding, influencers, potential partners; advocates for issues impacting women and girls; uses its platforms, creative and digital expertise, networks and influence to raise money for the movement and elevate the issues and voices of local women and girls. Global Fund gives general support, which allows organizations to quickly allocate funds where they are most needed, helps them be more agile and seize opportunities that support lasting social change.

We do not fund: Individuals; Scholarships; Government entities; Groups without a strong women's rights focus; Groups based and working primarily or only in the US; International organizations proposing projects with local partners; Groups whose sole purpose is to generate income or to provide charity to individuals; Groups headed and managed by men, without women in the majority of leadership positions; Political parties or election campaigns; Women's branches/departments/projects of mixed gender organization

TYPE OF GRANT: General/operating support, program support, travel grants, convening grants

GRANT RANGE: \$500 to \$30,000, first time grants generally range from \$5,000 to \$13,000 per year.

AVERAGE GRANT DURATION: one-year

DEADLINE(S): accepted twice per year.

- ▶ Grant Cycle 1:
Proposal Intake: mid-October – 15 December
Notification: 31 May
- ▶ Grant Cycle 2:
Proposal Intake: mid-March-30 June;
Notification: 30 November

HOW TO APPLY: www.globalfundforwomen.org/apply-for-a-grant

GRASSROOTS INTERNATIONAL

ADDRESS: Grassroots International, 179 Boylston Street, 4th Floor, Boston, MA 02130, USA

EMAIL: info@GrassrootsOnline.org

TELEPHONE: +1 617 524 1400

WEBSITE: www.grassrootsonline.org

COUNTRIES/REGIONS: Brazil, Haiti, Mesoamerica, Middle East, U.S., other Global Partnerships

TOPICS/SUBJECTS: defending human rights, food sovereignty, movement building, resource rights, rethinking aid, sustainable livelihoods

DESCRIPTION: Grassroots International works around the world to help small farmers and other small producers, indigenous peoples, and women win resource rights: the human rights to land, water and food. Grassroots takes a partnership-based approach to grantmaking because they believe long-term, consistent support is vital to long-term social change. Central to their partner-relationships is Grassroots' commitment to transfer resources from donors in the U.S. to movements in the Global South.

TYPE OF GRANT: project

GRANT RANGE: unknown

AVERAGE GRANT DURATION: multi-year

DEADLINES: unknown

HOW TO APPLY: Grassroots International does not accept unsolicited proposals. For more information on how to receive funding from Grassroots International and to find out more about their selection process, contact the organization.

THE HESPERIAN FOUNDATION GRATIS BOOKS PROGRAMS

ADDRESS: 1919 Addison Street, Suite 304, Berkeley, CA 94704, USA

EMAIL: hesperian@hesperian.org

TELEPHONE: +1 510 845 1447, toll free +1 888 729 1796

WEBSITE: www.hesperian.org

COUNTRIES/REGIONS: Developing countries

TOPICS/SUBJECTS: health, education, women, international development

DESCRIPTION: Hesperian Health Guides is a non-profit organization that writes and publishes books and digital resources to support community-based healthcare in poor,

rural, and marginalized areas around the world. Heavily illustrated and written in consultation with community partners, these resources make health care information accessible even to people with minimal formal education. The Gratis Books Program is a donor-supported fund that provides free books to health workers, school teachers, and other educators in poor countries who cannot afford the costs of purchasing the Hesperian health guides themselves. Because of other potential resources available to them, U.S.-based organizations or volunteers, such as Peace Corps volunteers, are not eligible for free books, even when the request is for books to be used by local health workers. However, Gratis Books is happy to consider requests directly from community organizations based in the developing world.

TYPE OF GRANT: health resources

GRANT RANGE: Provides free Hesperian health guides.

AVERAGE GRANT DURATION: short-term

DEADLINE(S): Awards grants throughout the year.

HOW TO APPLY: hesperian.org/about/projects/gratis-book-program

Send a letter to gratis@hesperian.org including the following information:

- ▶ Your program or work;
- ▶ Which Hesperian books you are interested in receiving (selection of books can be viewed here: store.hesperian.org);
- ▶ How you would use the books;
- ▶ A mailing address.

HIVOS

ADDRESS: Raamweg 16, The Hague 2596 (The Netherlands)

MAILING ADDRESS: PO Box 85565, 2508 CG The Hague (Netherlands)

EMAIL: info@hivos.nl

TELEPHONE: +31 0 70 376 5500

WEBSITE: www.hivos.org (English); www.hivos.nl (Dutch)

COUNTRIES/REGIONS: Belize, Bolivia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, India, Indonesia, Iraq, Iran, Kazakhstan, Kenya, Kyrgyzstan, Malawi, Mozambique, Namibia, Nicaragua, Peru, South Africa, Sri Lanka, Syria, Tanzania, Timor Leste, Uganda, Zambia, Zimbabwe

TOPICS/SUBJECTS: finance, sustainable production, human rights, democracy, health, arts and culture, women, development, ICT, media, HIV/AIDS, LGBT rights, internet freedom, ending child labor, increasing transparency and accountability

DESCRIPTION: Hivos is a Dutch non-governmental organization that works toward alleviating poverty, building civil society, and creating sustainable economic development. Apart from awarding grants to organizations dedicated to Hivos' goals, the organization itself is involved in advocacy work around the world. Hivos' General Fund awards small and regular grants throughout the year to any of its regions where grantee projects fall within the Fund's programs: Expression & Engagement, Green Entrepreneurship, Rights & Citizenship, and Action for Change. Within these themes, Hivos also offers thematic funds specific to different regions. Hivos does not fund religious groups or governmental entities or organizations receiving financial support from any other Dutch or European development agencies.

GRANT RANGE: Hivos will fund small grants up to €15,000. Funding for regular grants will vary depending on the quality of the quality of the program and the group's capacities – there is not minimum or maximum

TYPE OF GRANT: project-specific

AVERAGE GRANT DURATION: Grant duration range is 1-4 years. Average is three years, first time grants do not usually exceed two years, maximum duration is 10 years

DEADLINE(S): applications accepted throughout the year

HOW TO APPLY:

For General information: www.hivos.org/grant-opportunities

Review grant criteria: www.hivos.org/grant-criteria

Requiring fundee organizations to fall within one of Hivos' programs and to support general principles of diversity, equality, and sustainability.

Ensure that you fall within one of Hivos' programs: hivos.org/what-we-do

Review, compile, and send all documents listed under Hivos General Application Material: www.hivos.org/sites/default/files/general_application_data.pdf

Review grant procedures and Hivos' review process: www.hivos.org/node/11204

Send grant application to appropriate address depending on your region and program: www.hivos.org/where-apply

INTERNATIONAL INDIGENOUS WOMEN'S FORUM

ADDRESS: 121 W 27th St. #301, New York, NY 10001, USA

EMAIL: fimi@iiwf.org

TELEPHONE: +1 212 627 0444

WEBSITE: www.fimi-iiwf.org

COUNTRIES/REGIONS: Africa, Arctic, Asia, Eastern Europe/ Central Asia/the Caucasus, Latin America/Caribbean, North America, the Pacific

TOPICS/SUBJECTS: leadership and capacity building, indigenous women's rights, human rights (general)

DESCRIPTION: The International Indigenous Women's Forum works toward indigenous women's rights all over the world. It emphasizes the rights of indigenous women to be included in leadership positions and decision-making at the local, national, and international levels. The forum also sponsors workshops and training sessions for indigenous women to develop leadership skills. The Indigenous Women's Fund (IWF), their grantmaking mechanism, is led by and for Indigenous women to provide Indigenous women with resources in a way that increases their sense of dignity and self-esteem and that respects their visions, priorities, and perspectives that are compatible with the self-determination of their peoples. IWF offers program grants in four thematic areas: economic empowerment, educational empowerment, political participation, and institutional strengthening. The fund does not fund: groups that do not have indigenous women in management roles, groups that do not have indigenous women as their primary focus, political parties, election campaigns, non-Indigenous governmental organizations, or individuals attending conferences/training without following up with indigenous women.

TYPE OF GRANT: long-term strategic grants, microlending grants, project, scholarships

GRANT RANGE: Maximum \$5,000

AVERAGE GRANT DURATION: one-year

DEADLINE(S): The Fund releases calls for grant proposals at various times throughout the year. Continue to check website for the current or next round:

www.fimi-iiwf.org/index-fondo.php#

www.fimi-iiwf.org/convocatoria.php

HOW TO APPLY: www.fimi-iiwf.org/convocatoria.php

Criteria that groups must meet: Group must be made up of indigenous or tribal people, have a bank account, and be registered with the current legislation of their country unless a legally registered nonprofit organization agrees to act as a fiscal supervisor.

Application must: Express the budget in American dollars; include a calendar of their proposed goals; must not exceed 10 pages in size 10 Arial font, and must answer all of the relevant questions on the application form.

Applications may be submitted in English, Spanish or French.

Application forms vary based on the grant being offered. Check the website for updated calls for grant proposals to find the most recent application form: www.fimi-iiwf.org/convocatoria.php

KIOS (THE FINNISH NGO FOUNDATION FOR HUMAN RIGHTS)

ADDRESS: The Finnish NGO Foundation for Human Rights KIOS, Haapaniemenkatu 7-9 B, 00530 Helsinki, Finland

EMAIL: kios@kios.fi

TELEPHONE: +358 9 6813 1534

WEBSITE: www.kios.fi

COUNTRIES/REGIONS:

Eastern Africa: Burundi, Democratic Republic of Congo, Rwanda, Kenya, Tanzania, Uganda, Ethiopia, Somalia, Sudan, Djibouti, and Eritrea.

South Asia: Afghanistan, Pakistan, Bangladesh, Bhutan, India, Maldives, Nepal, Sri Lanka, Tibet

TOPICS/SUBJECTS: democratic rights, gender equality, right to education

DESCRIPTION: KIOS supports human rights in developing countries and awards grants to local civil society organizations that protect the rights of the most disadvantaged groups, especially women, children, minorities, and the poor. Projects may focus on raising awareness, human rights education, campaigning or lobbying for ratification or implementation of human rights instruments. Protection of human rights can include for example monitoring, documentation, legal aid, strengthening rule of law or improving access to justice. Support may also be provided for other types of human rights related projects and KIOS welcomes proposals from organizations that employ unconventional and innovative

methods in their activities. In addition to regular grants, KIOS has a Small Grants Scheme for smaller and newly established human rights organizations that do not have a lot of experience on being funded by international donors.

Does not fund development work, educational projects (unless work is on human rights education), social work, humanitarian aid, or socio-economic support for marginalized groups. KIOS does not grant scholarships, fellowships, or financial support for conference participation or travel. Does not provide funding for: individuals, international NGOs, for-profit groups, religious groups/communities, political parties, governmental entities, or exiled civil society organizations based in Nordic countries.

TYPE OF GRANT: project, in exceptional cases technical assistance or capacity-building support; does not fund administrative costs; also has small grants scheme

GRANT RANGE: no set limit; varies according to project, but grantee is expected to finance at least 7.5 percent of project's total costs

AVERAGE GRANT DURATION: first grant is for one-year; renewals up to maximum of five years; Small Grants Scheme €5,000-€10,000, but there is no set grant limit.

HOW TO APPLY: www.kios.fi/english/how_to_apply

Applications accepted in English, French or Spanish.

DEADLINE(S): Applications are accepted twice per year.

MAMA CASH

ADDRESS: P.O. Box 15686, 1001 ND AMSTERDAM, The Netherlands

EMAIL: info@mamacash.org

TELEPHONE: +31 20 515 87 00

WEBSITE: www.mamacash.org

COUNTRIES/REGIONS: Asia and the Pacific, Africa, Europe and the Commonwealth of Independent States, Latin America and the Caribbean, the Middle East, or across multiple regions in the Global South and East

TOPICS/SUBJECTS: women's rights, human rights, LGBT rights

DESCRIPTION: Mama Cash believes that lasting change happens for everyone when the women, girls and trans people who have been most severely discriminated against are enabled to take and make opportunities to gain power over their lives.

For this reason, Mama Cash's grantmaking prioritizes organizations, movements, and networks initiated and led by those groups, such as:

- ▶ lesbians, bisexual women and trans people
- ▶ girls and young women
- ▶ women, girls and trans people living with HIV/AIDS
- ▶ rural women, girls and trans people
- ▶ indigenous women, girls and trans people
- ▶ migrant, refugee, internally displaced, and undocumented women, girls and trans people
- ▶ sex workers
- ▶ older women and trans people
- ▶ women, girls and trans people from ethnic or religious minorities
- ▶ women, girls and trans people with disabilities
- ▶ and other groups that face some of the most severe discrimination
- ▶ Grantees' organizational budgets must be less than €200,000 per year to qualify for a grant.

TYPE OF GRANT: mainly core support (general operating support)

GRANT RANGE: €5,000 to €50,000

AVERAGE GRANT DURATION: single and multi-year (maximum three years)

DEADLINE(S): Unknown.

HOW TO APPLY: Guidelines and application forms specific to your particular region are available at www.mamacash.org/apply

Applications accepted in English, French, Spanish, and Russian.

Mama Cash is accepting Letters of Interest throughout the year.

MORIAH FUND

ADDRESS: The Moriah Fund, One Farragut Square South, 1634 I Street, NW, Suite 1000, Washington, DC 20006-4003, USA

EMAIL: info@moriahfund.org

TELEPHONE: +1 202 783 8488

WEBSITE: www.moriahfund.org

COUNTRIES/REGIONS: Israel

TOPICS/SUBJECTS: civil rights, social justice, democracy, economic justice, empowering low income families, women's right, sexual and reproductive health, human rights

DESCRIPTION: The mission and operations of the Moriah Fund incorporate concern for the basic needs of all people – especially the most disadvantaged – and for the well-being and continuation of the Jewish people. Moriah supports programs that strengthen local involvement, leadership and institutional development. The Fund focuses on areas where private funding can make a difference, that is, areas that receive inadequate government funds, or that leverage public and private support through advocacy and the modeling of innovative programs.

TYPE OF GRANT: general support and project

GRANT RANGE: \$500-\$750,000

AVERAGE GRANT DURATION: multi-year, with options to renew

DEADLINE(S): The Moriah Fund program board meets bi-annually, but letters of inquiry are reviewed throughout the year.

HOW TO APPLY: The Moriah Fund is not currently accepting unsolicited proposals. Check their website for updates and changes to this policy here: www.moriahfund.org/apply/index.htm

NEW FIELD FOUNDATION

ADDRESS: P.O. Box 151350, San Rafael CA 94915, USA

EMAIL: info@newfieldfound.org

TELEPHONE: +1 415 561 3417

WEBSITE: www.newfieldfound.org

COUNTRIES/REGIONS: New Field Foundation currently focuses its funding in: Casamance region of Senegal; the border region of Guinea and Sierra Leone; and initiatives in western Burkina Faso and southeastern Mali.

TOPICS/SUBJECTS: rural women's organizing and leadership; local food systems and agroecology; human rights; community media

DESCRIPTION: New Field Foundation works to support rural women and their organizations in sub-Saharan Africa to overcome poverty, violence and injustice in their communities. The majority of grants go to support dynamic local groups that are organizing collectively to create thriving, equitable, and peaceful communities. New Field Foundation recognizes that rural women in Africa produce and process over 70% of the continent's

food. They hold empirical knowledge of soil, water, seed and climate, and are creative problem solvers. Despite limited rights and resources, rural women across Africa are organizing to change their situation. New Field Foundation in particular supports rural women's organizations in West Africa that are creating change. Due to New Field Foundation funding, and the efforts of rural women's organizations, more than 350,000 people in rural communities now have nutritious food and an increase in income, knowledge, and confidence.

TYPE OF GRANT: program activities; institutional development; knowledge exchanges

GRANT RANGE: \$20,000 to \$60,000. Usually does not award grants for more than 30 percent of the organization's annual income

AVERAGE GRANT DURATION: one-year for first time recipients; one-year or multi-year for renewals

DEADLINE(S): By invitation only

HOW TO APPLY: New Field Foundation is not accepting unsolicited inquiries for funding at this time. Check their website in the future for updated funding opportunities. For other funding opportunities to which New Field contributes, please check the AgroEcology Fund www.agroecologyfund.org.

THE OAK FOUNDATION

ADDRESS: Oak Foundation USA, 55 Vilcom Center Drive, Suite 340 Chapel Hill, NC 27514, USA

The Oak Foundation also has locations in Switzerland, Ethiopia, the U.K., Bulgaria, and Belize.

Those addresses and their contact information are listed here: www.oakfnd.org/node/20

EMAIL: info@oakfnd.ch (USA)

WEBSITE: www.oakfnd.org

COUNTRIES/REGIONS: worldwide

TOPICS/SUBJECTS: child abuse, environment, housing and homelessness, international human rights, issues affecting women, learning differences, special interest grants

DESCRIPTION: Oak Foundation commits its resources to address issues of global social and environmental concern, particularly those that have a major impact on the lives of the disadvantaged. Within their diverse range of program areas, the Foundation funds civil society organizations

across the world that address issues of global, social and environmental concern. The Foundation's approach is not hands-on; therefore they do not implement projects or programs directly. The Foundation responds to requests for support from organizations working in our areas of interest.

Does not provide support to individuals, and does not provide funding for scholarships or tuition assistance for undergraduate or postgraduate studies. Also does not fund religious organizations for religious purposes, election campaigns or general fund-raising drives.

TYPE OF GRANT: project

GRANT RANGE: \$25,000-\$7,000,000

AVERAGE GRANT DURATION: one-year or multi-year

DEADLINES: Applications accepted throughout the year.

HOW TO APPLY:

Review Eligibility Criteria: www.oakfnd.org/node/49

Read Program Requirements: www.oakfnd.org/node/2

Submit A Letter Of Inquiry of no more than two pages in length: www.oakfnd.org/node/4006. Then send the letter to the appropriate office for your region: www.oakfnd.org/node/20

OPEN SOCIETY FOUNDATIONS - WOMEN'S RIGHTS PROGRAM

ADDRESS: 224 West 57th Street, New York, NY 10019, USA

EMAIL: women@opensocietyfoundations.org

TELEPHONE: +1 212 548 0162

WEBSITE: www.opensocietyfoundations.org/about/programs/women-s-rights-program

HOW TO APPLY: Check Open Society's website for updated information on the details of the Women's Rights Program.

URGENT ACTION FUND FOR WOMEN'S HUMAN RIGHTS

ADDRESS: 3100 Arapahoe Ave., Ste. 201, Boulder, CO 80303-1050, USA

EMAIL: urgentact@urgentactionfund.org

TELEPHONE: +1 303 442 2388

WEBSITE: www.urgentactionfund.org (in Africa: www.urgentactionfund-africa.or.ke)

COUNTRIES/REGIONS: Worldwide, but proposals from Africa should be sent to the Africa office in Nairobi, Kenya.

TOPICS/SUBJECTS: human rights, women, violence, political/social empowerment

DESCRIPTION: The Urgent Action Fund for Women's Human Rights was established to protect women's human rights around the world. The fund is a rapid response grantmaker that provides short-term funding for quick responses to emergency situations in which women's human rights may be limited, including political repression, armed conflict, and escalating violence. The Fund does not award grants for development projects, natural disaster relief, humanitarian aid, conference travel, general support, or groups that are not primarily led by women.

The specific grant categories are: 1) Response to armed conflict, escalating violence, or politically volatile environments 2) potentially precedent-setting legal or legislative actions, or actions that aim to protect a precedent that has already been set, and 3) protection and security of women human rights defenders.

TYPE OF GRANT: project

GRANT RANGE: requests may be made for up to \$5,000

AVERAGE GRANT DURATION: immediate, short-term support

DEADLINE(S): Proposals accepted 365 days per year; response within 72 hours and funding delivered within one week of approval.

HOW TO APPLY: urgentactionfund.org/apply-for-a-grant

Make sure you meet the three categories and criteria: urgentactionfund.org/apply-for-a-grant/criteriado-i-fit

Download application form: urgentactionfund.org/apply-for-a-grant/apply-online/

Applications accepted in any language as well as via SMS text message if you do not have access to a computer or have difficulty writing or typing.

African applications should be sent to Nairobi office; Latin America and Spanish-language Caribbean countries should send their applications to: info@fondoaccionurgente.org.co

THE VIRGINIA GILDERSLEEVE INTERNATIONAL FUND (VGIF)

ADDRESS: 11 Broadway, Suite 510, New York, N.Y. 10004, USA

EMAIL: vgif@vgif.org

WEBSITE: www.vgif.org

COUNTRIES/REGIONS: worldwide

TOPICS/SUBJECTS: economic empowerment for women, community development, health and nutritional support, literacy and leadership training, educational seminars and workshops, promoting education in the sciences for girls, women's human rights, women organizations.

DESCRIPTION: VGIF provides small grants up to \$7,500 USD to grassroots projects that are led by women and that help empower women and girls in developing countries around the world. Funding for our project grants come from our members' donations and bequests and from our investment income. Over the years, VGIF has set up several board-designated funds to address specific challenges faced by women and girls. Empowering women to make a difference in their lives and communities is helping to change the world. To this end, VGIF has funded over 475 projects in 89 countries since 1969.

VGIF does not provide funding for individual scholarships and tuitions, political organizations, or religious groups (unless the proposed project contributes to the general good of the community), the construction of permanent buildings or the purchase of land, or salaries for board members and permanent staff, although stipends/honoraria for external resource people/trainers may be considered.

TYPE OF GRANT: Project

GRANT RANGE: up to \$7,500

AVERAGE GRANT DURATION: one-year or multi-year

DEADLINE(S): changes with each cycle, check website for most updated proposal deadline: www.vgif.org/our-work/for-grantseekers

HOW TO APPLY: Complete the Letter of Intent process online by the proper deadline. For more information, go here: www.vgif.org/apply. Requirements include that the project:

- ▶ Is governed and directed by women;
- ▶ Address empowerment of women and girls, especially their social and economic empowerment;
- ▶ Is clearly planned, reflecting community/target group participation in the development and design of the project, and is ready for implementation; and
- ▶ Project proposal contains a realistic timeline of activities

BILATERAL & MULTILATERAL DONORS: This list includes major international development agencies and foundations funded by governments that give small grants to community-based organizations.

COMMONWEALTH FOUNDATION: PARTICIPATORY GOVERNANCE GRANTS

ADDRESS: Marlborough House, Pall Mall, London, SW1Y 5HY, U.K.

EMAIL: cfgrants@commonwealth.int

TELEPHONE: +44 0 20 7930 3783

WEBSITE: www.commonwealthfoundation.com/

BACKGROUND: The Commonwealth Foundation is an intergovernmental organization, resourced by and reporting to Commonwealth governments, that exists to promote and strengthen civil society's role in sustainable development, democracy and intercultural learning in the Commonwealth. The foundation's participatory governance grants enable people from developing Commonwealth countries to participate in civil society's decision-making processes, enabling citizens to exercise voice and vote, and engage in policy formation. Priority is given to proposals that mainstream the Foundation's cross-cutting outcome areas of gender equality; environmental sustainability; cultural respect and understanding in their project design.

GRANT RANGE: up to £30,000 per year for a maximum of three years

DEADLINES: new calls for proposals are announced routinely on their website: www.commonwealthfoundation.com/grants

UK DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID): DEVELOPMENT FUNDING FOR NGOS

MAILING ADDRESS:

The Fund Manager
Development Innovation Fund
c/o LTS International
Pentlands Science Park
Bush Loan, Penicuik
Nr Edinburgh
EH26 0PL, U.K.

EMAIL: depends on program, please visit this link for appropriate program contact: www.gov.uk/browse/citizenship/international-development/development-funding-ngos

TELEPHONE: +44 20 7023 0000

WEBSITE: www.gov.uk/government/organisations/department-for-international-development

BACKGROUND: Development Funding for NGOs covers a broad category of funding opportunities for NGOs. There are several current programs, which include funding for building resilience and adaptation to climate extremes and disasters, aiding in the fight for disability rights, and trying to help prevent harmful environmental climate change. The list of available funding opportunities goes on to include women, government, and AIDS specific programs. All programs are aimed at community-based organizations involved in providing specific small scale, one-off support that directly targets important changes in the developing world and includes a significant development awareness component in the U.K. Development funding for NGOs is deliberately aimed at organizations who have found it difficult to attract DFID support for their work with poor communities in the developing world. It will harness the energy and diversity of grassroots organizations by inviting applications that cover a wide range of development issues which may not previously have been tackled. An important part of the criteria for assessing applications will be raising public awareness of international development in the U.K. This could be through appropriate articles in the local media, through talks or presentations to recognized clubs, local library, faith groups, community, or other groups. Note that this is not about simply publicizing your project, but about using lessons from your project to help people in the U.K. better understand international development. Small NGOs are defined as those with an average annual income of less than £500,000 over the past three years. Project length and application criteria varies depending on the program. NGOs from any country in the world may apply for projects taking place in low or middle-income countries.

GRANT RANGE: up to £60,000; total grantmaking budget is £7 million

DEADLINES: Depends on program

THE INTER-AMERICAN FOUNDATION

ADDRESS: 901 N. Stuart Street, 10th Floor, Arlington, VA 22203, USA

EMAIL: info@iaf.gov

TELEPHONE: +1 703 306 4301

WEBSITE: www.iaf.gov

COUNTRIES/REGIONS: Independent Countries in Latin America and the Caribbean

TOPICS/SUBJECTS: development, democracy, poverty

DESCRIPTION: The Inter-American Foundation is an independent agency of the U.S. government that supports development projects in Latin America and the Caribbean by nongovernmental and community-based organizations. The foundation believes in funding projects that promote self-reliance, that are sustainable, and that encourage widespread participation of the locals. It also promotes the spread of democracy. The IAF funds the self-help efforts of grassroots groups in Latin America and the Caribbean to improve living conditions of the disadvantaged and the excluded, enhance their capacity for decision-making and self-governance, and develop partnerships with the public sector, business and civil society. The IAF does not accept proposals from individuals, government entities, entities that are outside of the country where the project will be implemented, groups that do not contribute resources to proposed activities, groups associated with political parties or partisan activities, religious or sectarian activities, pure research, welfare projects, charitable institutions, or construction projects/equipment.

TYPE OF GRANT: project

GRANT RANGE: \$25,000-\$400,000. The size of an IAF grant depends on the needs of the proponent organization and the amount of counterpart resources mobilized.

Average grant duration: one to four years

DEADLINE: Proposals may be submitted throughout the year by mail or email (proposals@iaf.gov)

HOW TO APPLY: Application form can be downloaded here: www.iaf.gov/index.aspx?page=96

Applications accepted in English, Spanish, French, Portuguese and Haitian Creole.

Three items are needed: cover sheet, narrative, and budget. More information and specific details can be found at www.iaf.gov/index.aspx?page=96. Any other questions may be answered by contacting the foundation representative or reading the funding FAQ page here: www.iaf.gov/index.aspx?=100

U.N. TRUST FUND TO END VIOLENCE AGAINST WOMEN

ADDRESS: 220 East 42nd Street, 21st Floor, New York, NY 10017, USA

TELEPHONE: +1 646 781 4805

WEBSITE: www.unwomen.org/en/trust-funds/un-trust-fund-to-end-violence-against-women

COUNTRIES/REGIONS: Developing countries

TOPICS/SUBJECTS: women, human rights, health, violence, HIV/AIDS, conflict

DESCRIPTION: The U.N. Trust Fund to End Violence against Women is an inter-agency grant-making mechanism that is managed by U.N. Women on behalf of the U.N. system. It supports local, national, regional and cross-regional efforts to prevent and respond to all forms of violence against women and girls in all contexts. Every year, the Trust Fund supports proven, innovative and catalytic multi-year projects aimed at preventing violence, expanding support services to survivors, and strengthening the institutional response to violence. To date, the Trust Fund has awarded \$95 million to 368 initiatives in 132 countries and territories. It currently supports 78 active initiatives in 71 countries with grants totaling \$56.8 million. The Fund accepts applications from a wide range of civil society organizations and networks (from community-based organizations to research institutions) as well as governments and U.N. country teams.

TYPE OF GRANT: Project

GRANT RANGE: \$50,000-\$1 million

Average grant duration: 2-3 years

DEADLINE(S): Check website for requests for proposals and deadlines.

HOW TO APPLY: No longer accepting applications for its 18th grant cycle (2014). Check website for updates on the Fund's next call for proposals. www.unwomen.org/en/trust-funds/un-trust-fund-to-end-violence-against-women

UN WOMEN: FUND FOR GENDER EQUALITY

ADDRESS: 220 East 42nd Street, New York, NY 10017, USA

EMAIL: fund.genderequality@unwomen.org

TELEPHONE: +1 646 781 4807

WEBSITE: www.unwomen.org/fge

COUNTRIES/REGIONS: Africa, Asia and the Pacific, Arab States, Americas and the Caribbean, Europe, Central Asia

TOPICS/SUBJECTS: Women's economic empowerment, Women's political empowerment, human rights

DESCRIPTION: The Fund for Gender Equality is a grant-making mechanism within U.N. Women. It was launched in 2009 with a generous contribution from the Government of Spain, later joined by donations from the Governments of Germany, Mexico, the Netherlands, Norway and Switzerland, the private sector, and individual donors. Today, the Fund constitutes one of the world's largest grant-making funds advancing the cause of gender equality and women's empowerment globally.

The Fund for Gender Equality works like a fast-track mechanism within U.N. Women for delivering resources directly to civil society and government partners. It is an innovative, responsive tool capable of combating the structural inequalities that underpin gender inequality, while enabling and amplifying women's voice and agency.

The Fund provides grants on a competitive basis within the following thematic areas:

- ▶ Women's economic empowerment – to increase women's access to and control over decision-making, land, technology, credit, livelihoods and other means of production and social protection.
- ▶ Women's political empowerment – to support women in taking on leadership roles and participating more fully in political processes and in all spheres of public life. Young women leaders are also a particular focus.

The Fund for Gender Equality's seeks innovative and impact-oriented proposals. The Fund awards grants in eligible countries in Americas and the Caribbean, Africa, the Arab States, Asia and the Pacific, and Europe and Central Asia. Organization or agencies are permitted to submit only one grant application per grant cycle. In the last four years, the Fund for Gender Equality has successfully awarded USD \$56.5 million to 96 grantee programs in 72 countries. To date, such programs have reached nearly 18 million women.

TYPE OF GRANT: program-specific

GRANT RANGE: \$200,000-\$1 million USD

AVERAGE GRANT DURATION: one to three years

DEADLINE(S): Please check the Fund for Gender Equality website for information about the next application period.

HOW TO APPLY: www.unwomen.org/fge

APPENDIX 4: WOMEN THRIVE'S GLOBAL PARTNERSHIP NETWORK (ENGLISH)



Join our Global Partnerships Network!

womenthrive.org/join-our-global-partnerships-network

Women Thrive Worldwide believes that empowering women is the most effective long-term solution and key to ending global poverty. It is, therefore, a core part of our mission to raise the voices of women from around the world before U.S. and global policymakers, and to build women's own capacity to be advocates.

Women Thrive's partnerships with local organizations around the world are crucial and animate all aspects of our work. We believe women in developing countries know best about their own needs and priorities, and what we hear from them informs our entire advocacy agenda. We work in partnership with them and highlight their experiences so policymakers can get a local, on-the-ground perspective of how U.S. and international policies are affecting women. Our partners also help us track and monitor the impact of international policy change on a country and community level.

ABOUT THE GLOBAL PARTNERSHIPS NETWORK (GPN)

The GPN is a dynamic new network that connects organizations from around the world working to advance women, so we can learn from each other, and collaborate to forward common goals. We hope to be a conduit for organizations and individuals committed to gender equality, to share their experiences on how to best address the needs of and empower women and girls living in poverty around the world. Members of the GPN are diverse, including local and civil society organizations; service-providers; national and regional networks and coalitions; social enterprises and small businesses; advocacy-oriented organizations; research-focused groups; and more.

The Global Partnerships Network is a program of Women Thrive Worldwide. We are NOT a grant-making organization.

BENEFITS OF JOINING THE GLOBAL PARTNERSHIPS NETWORK

Joining the Global Partnerships Network is free. Here are just a few of the benefits you'll receive by joining the Global Partnerships Network (GPN):

- ▶ **Gain more visibility.** Using our website, global partnerships newsletter, blog, and/or social media platforms, we can work with you to increase your organization's profile internationally.
- ▶ **Increase your access to information-sharing and other organizations.** Through our network, we can connect you with an organization doing similar work and/or share information with or about your organization, in order to advance your work to improve the lives of women and girls in your home country and around the world.
- ▶ **Promote your work through collaboration and advocacy.** We work hard to collaborate with our partners by providing feedback, toolkits, guidebooklets, and/or connections, as well as notifying them of potential funding or capacity development opportunities. These tools and opportunities can help promote and advance your cause locally, nationally and internationally. Whether you use our Advocacy Training Guide in your country, or you provide us with input on a U.S. or international policy or program, we will do what we can to make sure your voice is heard by policymakers.

APPENDIX 5: WOMEN THRIVE'S GLOBAL PARTNERSHIP NETWORK (SPANISH/ESPAÑOL)



Solicitud para ser socio en la Red de Alianzas Globales!

womenthrive.org/solicitud

Women Thrive Worldwide (Mujeres Prosperan Mundialmente), es una organización sin fines de lucro, basada en Washington D.C. (EEUU) que se dedica al empoderamiento de las mujeres al largo plazo porque es la solución más efectiva y es la clave para acabar con la pobreza global. Por tanto, una parte esencial de nuestra misión es elevar las voces de las mujeres de todo el mundo ante los legisladores estadounidenses y mundiales, y ante los que llevan a cabo los programas internacionales de asistencia humanitaria y de desarrollo, además de fortalecer las capacidades de las mujeres para que sean defensoras de si mismas.

El programa de Alianzas Globales de Women Thrive consiste mayormente de organizaciones socios en todo el mundo, las cuales son cruciales e informan cada aspecto de nuestro trabajo. Creemos que las mujeres en los países en desarrollo mejor conocen sus propias necesidades y prioridades, y lo que escuchamos de ellas maneja nuestra agenda programática. Llevamos estas opiniones y experiencias a los diseñadores de la política y a los legisladores para que ellos puedan tener una perspectiva local sobre cómo la política estadounidense e internacional afectan a las mujeres. Nuestros socios también nos ayudan a seguir y monitorear el impacto de la política internacional a nivel comunitaria y nacional.

LA RED DE ALIANZAS GLOBALES (RAG)

La RAG es una red dinámica que informa y pone en contacto organizaciones de todo el mundo que trabajan para promover la equidad de genero y para empoderar a las mujeres, para que podamos trabajar juntos y colaborar para alcanzar objetivos comunes. Esperamos que la Red sea un conducto, para las organizaciones y personas, para compartir

sus experiencias sobre cómo abordar mejor las necesidades y la autonomía de las mujeres y niñas más pobres del mundo. Los socios de la RAG son diversas, e incluyen organizaciones sin fines de lucro, organizaciones de la sociedad civil, proveedores de servicios, las coaliciones nacionales y regionales, las empresas sociales, organizaciones dedicadas a los derechos humanos, las universidades y centros de investigación, organizaciones internacionales, y mucho más.

La Red de Alianzas Globales es un programa de Women Thrive Worldwide. No somos una organización que proporciona financiamiento.

BENEFICIOS DE UNIRSE A LA RED DE ALIANZAS GLOBALES (RAG)

Contenga mayor visibilidad. Usando nuestra página web; boletín trimestral de alianzas globales; nuestro blog; y/u otras plataformas de medios sociales, podemos trabajar con usted para aumentar el perfil de su organización al nivel internacional.

Aumente la forma en la que usted participe en el intercambio de información y su acceso a otras organizaciones. A través de la RAG, podemos conectarlo con una organización que realiza trabajo similar y/o podemos compartir información con o acerca de su organización con otras organizaciones, con el fin de avanzar su trabajo para mejorar las vidas de las mujeres y las niñas en su país y en todo el mundo.

Promocione su organización y su trabajo a través de la colaboración y el cabildeo. Trabajamos duro para colaborar con nuestros socios. Ofrecemos información, apoyo, guías, y/o comunicamos a organizaciones que hacen trabajos similares. También tratamos de avisarle sobre

las oportunidades potenciales para la ayuda financiera, y oportunidades para el desarrollo de capacidades. Estas herramientas y oportunidades pueden ayudarle a promover y avanzar su causa al nivel local, nacional e internacional. Si usted utiliza nuestra Guía para el Cabildeo en su país, si usted

comparte sus experiencias con nosotros, o nos da consejos sobre una política o programa internacional, vamos a hacer todo lo posible para asegurarnos de que su voz sea escuchada por los legisladores y a los que llevan a cabo los programas internacionales de asistencia humanitaria y desarrollo.

APPENDIX 6: WOMEN THRIVE'S GLOBAL PARTNERSHIP NETWORK (FRENCH/FRANÇAIS)



Faire un Demande Pour Devenir Membre du Réseau de Partenariats Globaux!

womenthrive.org/faire-un-demande

Women Thrive Worldwide (les Femmes Prospèrent Mondialemente), est un organisation à but non lucratif, basée à Washington, D.C. que estime que le renforcement des capacités et l'autonomisation des femmes est la solution la plus efficace à long terme et c'est essentiel pour mettre fin à la pauvreté mondiale. Il est donc, au coeur de notre mission, de faire entendre les voix des femmes avant les décideurs et législateurs américains et mondiaux, et à renforcer la capacité des femmes de plaider pour leurs droits.

Les organisations qui sont partenaires de Women Thrive sont cruciales et elles informent tous les aspects de notre travail. Nous croyons que les femmes des pays en voie de développement connaissent mieux leurs propres besoins et priorités, et ce qu'elles nous disent, informe notre programme de plaidoyer. Nous mettons en valeur leurs expériences afin que les décideurs et législateurs puissent obtenir une perspective locale de comment les politiques américaines et internationales affectent des femmes. Nos partenaires nous aident aussi à suivre et de surveiller l'impact du changement des politiques internationales au niveau de l'état ainsi qu'au niveau communautaire

LE RÉSEAU DE PARTENARIATS GLOBAUX (RPG)

Le RPG est un réseau dynamique qui relie les organisations autour du monde qui travaillent pour l'avancement des femmes, pour que nous puissions apprendre, l'un de l'autre, et collaborer pour faire progresser les objectifs communs. Nous espérons servir comme un conduit pour les organisations et les individus qui s'engagent pour l'égalité de genre, de partager nos expériences, pour mieux répondre aux besoins et améliorer les vies des femmes et des filles qui vivent dans la pauvreté partout dans le monde. Les membres

du RPG sont divers, y compris des organisations non gouvernementales; les organisations de la société civile; les réseaux et coalitions nationaux et régionaux; les entreprises sociales et les petites entreprises; les organisations de plaidoyer; les groupes et les institutions de recherche; et plus encore.

Le Réseau de Partenariats Globaux (RPG) est un programme de Women Thrive Worldwide. Nous ne sommes pas une organisation qui disperse des subventions.

LES AVANTAGES DE DEVENIR PARTENAIRE DU RÉSEAU DE PARTENARIATS GLOBAUX

- ▶ **Gagner plus de visibilité.** En usant notre site web, le Women Thrive Worldwide Bulletin des Partenariats Globaux, notre blog, et/ou des autres outils de médias sociaux, nous pouvons travailler avec vous pour élever le profil international de votre organisation.
- ▶ **Améliorer l'échange d'information au sein de votre secteur.** A travers notre réseau, nous pouvons vous lier avec des autres organisations qui font du travail semblable afin d'avancer votre mission et le travail de votre organisation pour améliorer les vies de femmes dans votre pays et partout dans le monde.
- ▶ **Promouvoir votre mission et le travail de votre organisation par la collaboration et le plaidoyer.** Nous travaillons beaucoup pour collaborer avec nos partenaires en fournissant des commentaires programmatiques, des trousseaux à utiles de gestion, et / ou des connexions, ainsi que les informer des opportunités de financement ou les opportunités pour le développement des capacités. Ces outils et

ces opportunités peuvent vous aider à promouvoir et avancer votre mission au niveau local, national et international. Que vous utilisiez notre guide de formation, Introduction au Plaidoyer, dans votre pays, ou que vous nous fournissiez des

commentaires sur une programme ou une politique américaine ou internationale, nous ferons tout possible pour vous assurer que votre voix soit entendue par les législateurs, fonctionnaires, et décisionnaires.



She is a hero.

1 BILLION women and girls



live in **POVERTY** worldwide.



SHE is the **HERO** of her story, with big ideas that can **CHANGE** her world.



Her voice. Her Opportunities



SHE knows what needs to **CHANGE** to **IMPROVE HER LIFE.**



We make her voice loud and clear.



HER VOICE can change the **LIVES OF MILLIONS**

WE AMPLIFY her voice and demand changes that support **HER SOLUTIONS.**



Her chance is within reach.

Today, our money **DOESN'T** always **REACH HER.**



When it does, she can

BREAK **FREE**



You can tip the balance for her.



YOU can **TIP** the **BALANCE** for her.



Women Thrive fights for millions of women and girls in the poorest places. We lift her voice, making sure that people in power are implementing her solutions – creating long-term exponential impact. **What part will you play?**

BREAK Free



WOMEN
Thrive
.....
WORLDWIDE

www.womenthrive.org