

FUNDRAISING

Fundraising is a critical task for most nonprofit organizations. While grants and contracts from donors, and income generated through effective business plans to develop and launch new products and services, may provide sufficient funds for some organizations, most have to develop alternate sources of funding.

Fortunately numerous resources are available to assist you with the process of fundraising. These resources are found easily – online, on paper, in associations and with colleagues. Many of these resources are free and can provide an ongoing community of support globally, even if you are doing nonprofit development in remote areas of various countries. As with most resources these days, reasonable internet access is the road to self-education.

This implementation kit (I-Kit) addresses key areas of interest for small and medium nonprofits. Each step contains an overview of the process, with a practical, abridged guide for successful development. Within the step, the I-Kit offers links to a more detailed explanation.

This I-Kit focuses on fundraising for nonprofits in countries with limited resources. Interestingly, access to appropriate materials for this target population is also easily available. The steps may be different at different levels of organization, but the goal is creating the right plan for your organization and then implementing that plan.

LESSON 1: International Fundraising Associations

The art of fundraising has been finely developed throughout the world. Fundraising organizations are represented internationally, regionally, nationally and locally. There are multiple reasons why you might choose to join such associations on various levels; primarily for the resources, networks, contacts and references that have been accumulated on behalf of successful fundraising.

This resource mobilization strategy will target organizations that may be familiar to NGOs in Sub Saharan Africa that are interested in developing targeted fundraising efforts while enhancing organizational management skills.

The following organizations are both appropriate and accessible for NGOs working in the region:

Organization	Description
Association of Professional Fundraising http://www.afpnet.org/	<p>The Association of Fundraising Professionals (AFP) is the professional association of individuals and organizations that generate philanthropic support for a wide variety of charitable institutions. Founded in 1960, AFP advances philanthropy through its 30,000 members in 233 chapters throughout the world.</p> <p>fundraising In 2006, AFP with partners established the Fundraising effectiveness Project (FEP) to conduct research on fundraising effectiveness and help nonprofit organizations increase their fundraising results at a faster pace. The FEP is focused on 'effectiveness' (maximizing growth in giving) rather than efficiency (minimizing costs).</p> <p>AFP offers a very useful online dictionary to nonprofits around the world. The organization also offers great variety of resources, publications, training materials, conferences, case studies and more.</p>

<p>Southern Africa Institute of Fundraising http://www.saifundraising.org.za/</p>	<p>The Southern Africa Institute of Fundraising (SAIF) was founded in the mid-80's by a group of concerned fundraisers who felt the need for an organization which would promote and uplift the fundraising profession.</p> <p>In partnership with AFP, SAIF now offers an intensive training course, providing skills, techniques and knowledge for individuals want to develop professional credentials. Full participation in the course is applicable to 16.0 credits of CFRE, with opportunity to build credits towards Units Standards of the Further Education and Training Certificate in Fundraising (SAQA).</p>
<p>Charities Aid Foundation Global Alliance https://www.cafonline.org/</p>	<p>The Charities Aid Foundation's (CAF) Global Alliance has partners and grantees in over 90 countries, with offices in UK, Bulgaria, Russia, South Africa, India Australia, USA and Brazil. It is an international network that enables nonprofits around the world to be stronger and more effective.</p> <p>Charities Aid Foundation (CAF) Southern Africa is an independent non-profit organization that promotes effective giving, volunteering and social investment. CAF Southern Africa has been represented in South Africa since 1997, and in 2000 become a registered Section 21 not-for-profit and public benefit organization.</p> <p>CAF Southern Africa provides assistance to CSOs/NGOs with regards to conceptualizing and compiling fundraising strategies and fundraising proposals.</p>
<p>Resource Alliance http://www.resource-alliance.org/</p>	<p>Resource Alliance is known for its work as a global network for fundraising, resource mobilization and philanthropy. It enables non-profits around the world to be stronger and more effective. Its work includes conferences, workshops, training, education, capacity building, and resources.</p> <p>Recognition of recent prize winners at annual conferences include:</p> <p style="padding-left: 40px;">Big Idea, Small Budget – Living Earth Uganda</p> <p style="padding-left: 40px;">Global Fundraiser – The Children's Hospital Trust, South Africa</p> <p>The Resource Alliance also sponsors a Knowledge Hub where the latest information on fundraising and philanthropy, including research, blogs, and news articles can be found. Included among those resources is information on fundraising fundamentals, with ideas of developing and implementing campaigns.</p>
<p>World Association of Non-Governmental Organizations (WANGO) http://www.wango.org/</p>	<p>WANGO is an international organization uniting NGOs globally. It helps provide a mechanism and support for NGOs to connect, partner, share, inspire and multiply their program opportunities. Founded in 2000, the organization has a broad base of members, as well as perhaps the most comprehensive directory of NGOs worldwide. WANGO has developed a widely accepted Code of Ethics for NGOs, including detailed information on fundraising. General principles include governance, consistency, mission, honesty and ethical activities. The Code also outlines good practices regarding solicitations, use of funds, accountability and relationship with donors.</p>
<p>Certified Fund Raising Executive International (CFRE) http://www.cfre.org/</p>	<p>CFRE International certifies experienced fundraising professions aspiring to the highest standards of ethics, competence and service to the philanthropic sector. The organization sets the standard for knowledge, experience and ethics held in high regard by fundraising professionals worldwide. The CFRE credential is recognized globally.</p>

<p>Kenya Association of Fundraising Professions (KAFP) http://www.fundraisingkenya.org/</p>	<p>An example of a national association of fundraising working to advance professionalism in both the nation and the region, KAFP is a not-for-profit voluntary membership association that serves as an umbrella organization for fundraisers. The primary purpose of the organization is “to encourage people involved in fundraising and resource mobilization to adopt and promote high standards of ethical practice and inject professionalism.” The association aims to bring together resource mobilizers and providers in their bid to enhance development in the country. Since 2005, KAFP has also taken the lead in organizing resource mobilization workshops in Eastern Africa at the Kenyan coast that attract fundraising professionals from as many as 26 countries globally. These are held annually and are aimed at bringing fundraising professionals up to speed with the global trends and best practice. The workshops are designed to strengthen capacity to mobilize resources and are inspirational, empowering and enlightening. The workshops are supported by facilitators who are fundraisers in their own right from the United Kingdom, North America and East Africa. KAFP has also contributed to the development of a Resource Mobilization Diploma Course at the Kenya Institute of Management.</p>
<p>The Fundraising Authority http://thefundraisingauthority.com</p>	<p>The Fundraising Authority was established to help non-profits fund work that matters... to offer them the absolute best information and counsel on how to raise money for their organizations, no matter how small or large (Online Resources from TheFundraisingAuthority.com). The website offers professional tools and information to charitable organizations of all sizes. Be sure to check out their Fundraising Basics and Article Archives, as well as their free weekly newsletter. You can get updates from The Fundraising Authority through LinkedIn. If you are on Twitter, you can also get daily fundraising tips @FundraisingAuth.</p>
<p>International Committee on Fundraising Organizations (ICFO) http://www.icfo.org/</p>	<p>ICFO sets forward guidelines for charities that are developed within the guidelines given in accordance with the respective national law and culture. These guidelines may include public benefit goals, ethical guidelines for fundraising, corporate governance and accounting rules, as well as transparency and accountability. ICFO provides an international network to exchange know-how and share experience as well as advice to establish charity monitoring in their country. Donors, companies, foundations governments, the media and the public receive information about charity monitoring systems and the activities of international working charities.</p>
<p>Council on Foundations (COF) http://www.cof.org/</p>	<p>COF provides the opportunity, leadership and tools needed by philanthropic organizations to expand, enhance, and sustain ability to achieve strategic goals. COF maintains a directory of information for charities globally, such as charities in Kenya, January 2015, available as a .pdf download. The directory covers a variety of learning opportunities, resources, training programs, conferences and workshops. While most of these activities occur in North America, the information available through the organization is global, as are the topics and concerns.</p>
<p>European Fundraising Association (EFA) http://www.efa-net.eu/</p>	<p>The EFA is a network of 20 leading fundraising associations, working to develop and strengthen fundraising in Europe. It is included here because it provides multiple resources that will be of assistance in Sub-Saharan Africa, and may provide historical and/or current connections. EFA offers case studies in setting up a fundraising association (of practical use for countries/cities want to do same); developing fundraising qualifications; running a successful events program; and modeling materials and resources for developing an EFA-like certified fundraising credential, including ethical principles of fundraising.</p>

LESSON 2: Developing a Fundraising Plan

Perhaps one of the most important steps in fundraising is the development of a plan. Often your organization will see the intended results or impact of the work to be funded as sufficient for successful fundraising. Certainly a meaningful project (a more generalized term for the work to be done) is the reason your organization wants to raise money in the first place. However, it is the overall viability of your organization which guarantees the long-term success of the goal.

Many resources provide excellent information on how to develop plans for a specific campaign and/or for the organizations itself. (See bibliography.) The most straightforward plan is usually the most easily implemented. The Society for Non-Profits (SNPO) is one of many organizations offering courses online, webinars, newsletters, blogs, books, papers. While SNPO is based in the United States, its materials work in almost any organization globally.

A number of SNPO resources are offered freely online, including its Fundraising Guide, which includes ten chapters to review on a personal timetable. A chapter of particular assistance is Eight Steps to Effective Fundraising.

Key features include:

Fundraising Plan Template:

<http://sbccimplementationkits.org/resource-mobilization/wp-content/uploads/sites/8/2015/08/Fundraising-Plan-Template.docx>

Organization	Description
Identify Your Fundraising Specialist	The fundraising specialist can be a staff member, a volunteer or a consultant who will have responsibility for developing a fundraising plan. Just the process of taking this step will demonstrate commitment to fundraising.
Update your Vision and Mission Statements	It is important that these statements reflect the current reality of the organization. Clearly written statements not only insure that the organization knows its reason for being, but also helps others understand why it deserves a donation.
Assess the World Outside Your Door	The development of a listing of your organization's key populations (markets, constituents, stakeholders) will help you develop your targets. Survey these groups to see how your organization is perceived in the community. The result will help to explain to donors what is needed and how those needs can be met.
Assess the World Inside Your Organization	It is critical to assess your own assets: skills, reimbursement, training, internal management resources available, partners, information systems, financial viability, quality control and commitment, among others.
Evaluate Your Products, Services and Programs	Develop a description of current/future program activities. The next step is to determine what products and services might be expanded, what constituencies are involved, geographic range, impact assessment, special capabilities, networks to be leveraged and resources (human and financial) required.
Make Your Organization More Visible	The long-term strategy is to ensure that the organization is solid within the community. Having a brief, effective description (an "elevator speech") is essential for quick, positive impressions. There are a number of ways to develop the public phase of a campaign, but the lesson is to ensure that there is a plan, and that the development team works the plan.
Gather Descriptive Materials	Review existing material about the organization, for example, brochures, direct mail, invitations, newsletters, press releases, annual reports, news clippings, videos, websites and social media. Utilize appropriate materials and create new ones if needed.

Start Raising Funds	Closely review sources of existing budget, such as fees, grants, memberships, solicitation, special events, products, memorials, corporations, campaigns and crowd funding. Work to ensure that your budget is supported by more than one or two sources of income. Doing this will help identify strong efforts and areas needing more work. Consider using the SNPO yardstick to assess each source.
----------------------------	--

Fundraising Plan Example						
Strategy	Description	Target Audience	\$ Goal	Cost	Person Responsible	Deadline
Campaign	Vaccination education campaign for behavior change	Pharmaceutical companies; donor and implementing agencies, and foundations working in MNCH; and individual donors	\$30,000 USD	\$100-website \$0-emails \$200-posters	Samantha Seltzer	Jan 2016
Membership Fees	SBCC membership to access medical and health journals related to SBCC	SBCC organizations and practitioners	\$50/mo- individual membership fee \$150/mo- group membership fee	\$500-website, print journals	Kevin Smith	Dec 2015
Direct Mail	Reach out to potential donors for general support	SBCC organizations and practitioners	\$40,000 USD	\$0	Jane Henderson, Kate Stevens	Dec 2015
Major Gifts	¹ Cultivate and ask for major gifts	Current and prospective major donors	\$10,000 USD	\$0	Leila Jensen	Feb 2016
Online Giving	Raise money online	Current and prospective major donors	\$20,000	\$0	Jane Brown	Feb 2016

¹ www.slideshare.net

LESSON 3: Writing a Fundraising Proposal

Writing a fundraising proposal is one of the most important skills of a fundraiser professional. The proposal must tell the story in a compelling manner, while persuading the donor that this project is meaningful.

It must also convince funders that your organization is fiscally sound, transparent and capable of achieving the goals and objectives of the proposal.

Here are some writing and layout tips for fundraising proposal writing.²

Do	Don't
<ul style="list-style-type: none"> • Make contact with a “real” person and then address the proposal to him or her. • Plan ahead so that your proposal isn't rushed or crisis-related. • Show that you know who else is working in the field and what they are doing. • Involve others in editing the proposal. • Explain acronyms. • Keep it short – not more than 10 pages for the body of the proposal and less if possible. • Show that you care about the work show some passion. • Pitch the tone correctly – be human rather than academic, let the human story come through, but don't go overboard on emotion. 	<ul style="list-style-type: none"> • Take a “one proposal fits all” approach if you have done your homework on the funding agency, use what you know to make the proposal fit the agency. • “Pad” your budget to include things that are not relevant to the project. • Hide information the donor is entitled to. • Send so much documentation that the reader gives up before he or she begins. • Assume that the donor knows all about you so you don't need to bother to present yourself well. • Use unnecessary jargon. • Make the project fit the donor criteria at the expense of what you think needs to be done.

Writing Tips	Layout Tips
<ul style="list-style-type: none"> • Write simply and avoid jargon. • Use short sentences. • Use the active rather than the passive voice when you can, such as “specially trained project staff will run all training courses” rather than “all training courses will be run by specially trained project staff”. • Check for spelling and grammar mistakes – if necessary get someone else to read it through and make corrections. • Revise and rewrite if necessary. • Don't exaggerate. • Write for a non-technical reader. 	<ul style="list-style-type: none"> • Use headings and sub-headings, but do so consistently, such as all headings in one lettering or size, all sub-headings in another. • Number your pages. • Bind or staple the document in the right order. • Use white space – have wide margins. • Don't crowd the text. • Use a font that is easy to read.

Fundraising Proposal Example:

http://sbccimplementationkits.org/resource-mobilization/wp-content/uploads/sites/8/2015/08/FundraisingProposal_Example.pdf

Beginning to Write the Proposal

Having a fundraising plan is the first step to success (See Developing a Fundraising Plan). Following the development of the fundraising plan you will need to develop a fundraising proposal. But first it will be important to determine the appropriate target audience for your proposal.

The following table demonstrates potential funders you could pitch your fundraising plan to:

Type of Agency	Advantages	Disadvantages
Government	<ul style="list-style-type: none"> • Useful on policy issues • Funding may be larger • Broader impact 	<ul style="list-style-type: none"> • Bureaucratic process possible • Payment delays • Complex requirements
Corporate Funding (CSR) <i>Corporate Social Investment</i>	<ul style="list-style-type: none"> • Large sums to distribute • Professional staff • Clear objectives 	<ul style="list-style-type: none"> • Priorities change • Possible Board involvement • Sensitive to stakeholders
Corporate Funding <i>Small/Entrepreneur</i>	<ul style="list-style-type: none"> • Informal approach • Interested in local projects • Personal connections helpful • Clear agenda 	<ul style="list-style-type: none"> • Limited funds • Narrow interests • Funding linked to personal ties
Large Foundations <i>Family/Other</i>	<ul style="list-style-type: none"> • Large sums to distribute • Professional staff • Clear guidelines • Shared experience 	<ul style="list-style-type: none"> • Lengthy process • Complex requirements • Priorities change
Small Foundations <i>Family/Other</i>	<ul style="list-style-type: none"> • Close relationships • Flexible format/process • Open agenda 	<ul style="list-style-type: none"> • Staff may be less professional • Smaller amounts of money • Personal contacts both positive and negative
Religious Institutions	<ul style="list-style-type: none"> • Shared social/ethical agenda • Flexibility 	<ul style="list-style-type: none"> • Reliance on own constituency • Allocations that change

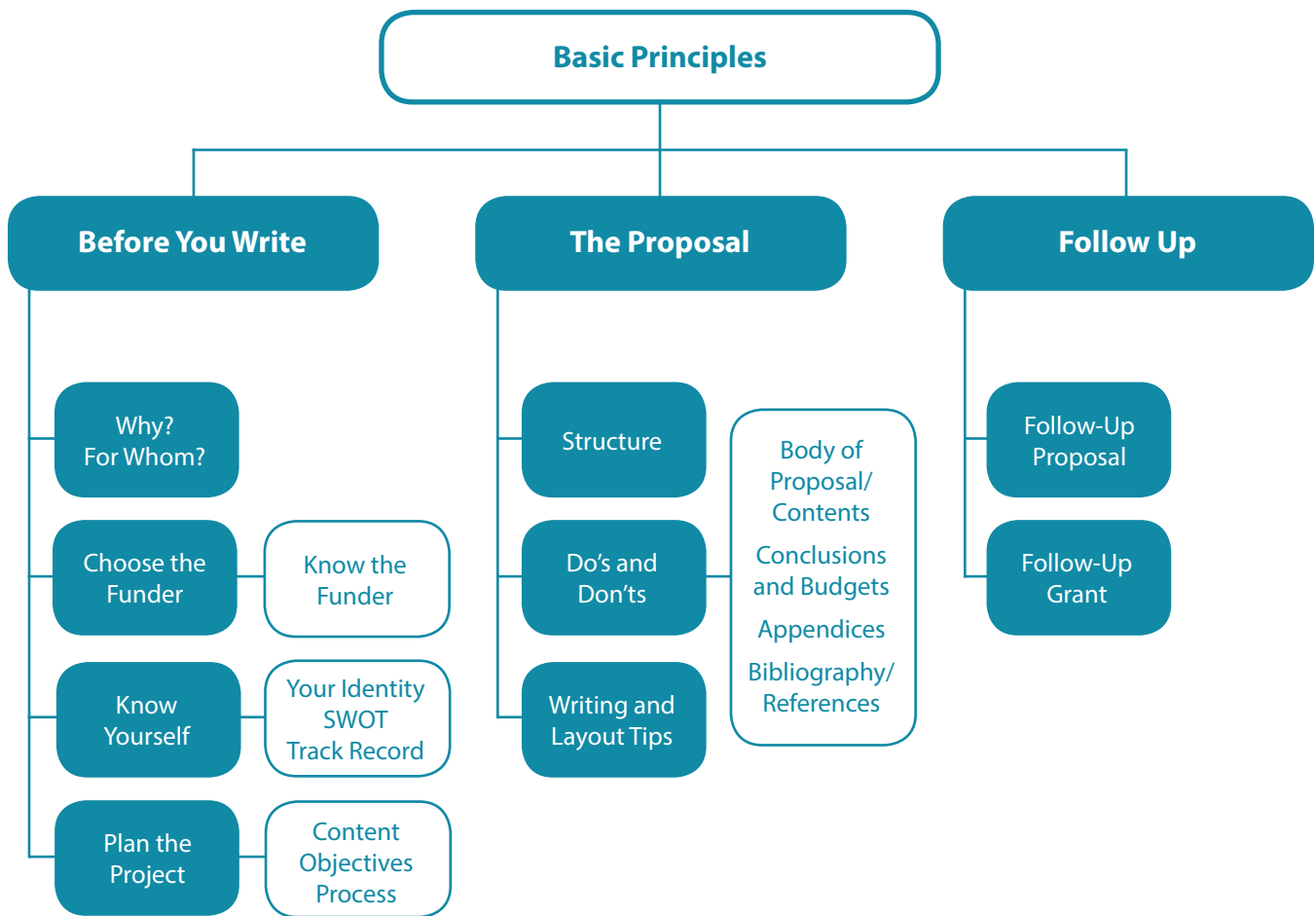
Once you have determined who your audience will be, the next step is actually writing the proposal. Many organizations have developed materials to guide nonprofits through this challenging process. Civicus presents an easy-to-use toolkit, entitled *Writing a Funding Proposal* by Janet Shapiro. This free toolkit helps organizations through each step of the fundraising proposal development process.

The *Resource Alliance* is another good source of information on writing proposals. One of the best overall resources is *The Worldwide Fundraiser's Handbook: A guide for fundraising for Southern NGOs and Voluntary Organizations*. Using case studies and best practices, the handbook offers guidance on establishing effective local fundraising.

The Resource Alliance website also offers many opportunities for self-guided training. Using the *Fundraisers Handbook* excerpts online, will identify key points to follow to enable a proposal writer to produce a proposal which matches the requirements of a potential funder. The document covers:

- Planning the approach
- Targeting the proposal
- Determining the content
- Funding levels/budgeting
- Writing
- Contacting

² <http://www.civicus.org>



Structure of the Proposal

There are many guides to the actual structure of the proposal and the funding source may use a template for submissions. However, when a non-profit is designing a structure, it is important to consider the following items for inclusion.

Title Page

- Title of proposal
- Name of funder to whom proposal is being submitted
- Name of organization submitting proposal (including logo)
- Contact person
- Date

Executive Summary

- Context
- Value of organization
- Value of contribution
- Period envisaged
- Cost

Table of Contents

- Main headings and page numbers

Proposal Description

- Context
- Opportunities
- Objectives
- Process
- Intended results and monitoring and evaluation plan
- Conclusions

Budget

- Summarize financing plan
- Budget items and totals

Attachments

- Technical information
- Timetable
- Annual report
- Financial statements

References

While the technical aspects of a proposal are critical to the evaluation of the project, it is also important to tell a story. Make the issue relevant to the reader. Make certain that there is a clear call to action and a clear description about how that call will be met.

Other Resources

Many other resources provide useful information as well. The Network for Good supports Nonprofit 911, a free webinar training series on nonprofit marketing and online fundraising, including use of video.

It is also important to develop and manage fundraising plans and budget(s) that reflect the true cost for

implementation of fundraisers; budgets that are transparent in every way.

Holding events to raise funds requires good organization to ensure your event will raise the funds you expect. Below are some resources to help create and manage fundraising events and budgets.

- Dojiggy Fundraising Event Budget: <https://www.dojiggy.com/s/fundraising-event-budget>
- Creating a Budget for a Non-Profit Fundraiser: <http://www.dummies.com/how-to/content/how-to-create-a-budget-for-a-nonprofit-fundraiser.html>
- Fundraising Event Budget: <http://onlinefundraisingtoday.com/2013/04/26/fundraising-event-budget/>
- Excel Fundraising Event Template: <http://www.exceltemplatespro.com/fundraising-budget-template.html>
- Fundraising Planning Worksheet: http://www.peoplepoweredmovement.org/site/images/uploads/Fundraising_Planning_Worksheet.pdf

Having a fundraising strategy that includes budgeting guidance is key. Here are more resources for planning your fundraising strategy:

- Fundraising Strategy: <http://www.resourcecentre.org.uk/information-category/raising-money/fundraising-strategy/>
- Institute of Fundraising: <http://www.institute-of-fundraising.org.uk/blog/what-should-feature-in-a-fundraising-strategy/>
- Writing a Fundraising Strategy: <http://www.fundingcentral.org.uk/page.aspx?sp=6313>

The most completely developed free handbook on creating a proposal, *Writing a Funding Proposal*, can be found on the Civicus website: <http://www.civicus.org/documents/toolkits/Writing%20a%20funding%20proposal.pdf>

Given its value to the user, the document should be reviewed by any first-time proposal writer/professional fundraiser.

Writing a Funding Proposal Reference:

<http://www.civicus.org/documents/toolkits/Writing%20a%20funding%20proposal.pdf>

LESSON 4: Crowdfunding

A successful fundraising campaign may include using crowdfunding to generate both interest and revenue for the project. Crowdfunding is when an organization raises funds for a cause, program or venture from a large number individuals, donor organizations or funders and investors. This is typically done through online platforms. The best-known sites in North America, *Kickstarter* and *Indiegogo*, have demonstrated their usefulness for projects both large and small. However, it may be even more interesting to follow sites in other parts of the world, which are also gaining traction, and taking a place close to Venture Capital in the developing world.

CROWDFUNDING RESOURCES

South African sites include:

- **Thundafund:** An online crowdfunding café and marketplace. Designed for Africans by Africans with a commitment to South Africa and Africa, based on belief that by activating one's own communities, it is possible to build prosperity.
- **Startme:** Based on the belief that crowdfunding is more about the crowd than the funding. Startme has made a big impact on how entrepreneurs, bands, artists and others are funded.
- **Jumpstarter:** Twenty-six campaigns with ZAR 62,700.00 (USD 6,000) funded.
- **FundFind:** A new way to fund projects, startups and innovations in South Africa using the proven method of rewards-based crowdfunding. FundFind is powered by all-or-nothing and keep-what-you-raise funding methods.

Lest one think that only South Africa has joined the crowdfunding model, it is also important to look at **Kenya:**

- **M-Changa:** Enhances fundraising experience and performance by providing secure communication and record keeping capabilities for complete transparency. With over 2,000 campaigns, 13,000 supporters and 50,000 customer interactions, M-Changa is the biggest player in the digital Harambee space. It has integrated mobile money and credit card payments, SMS, email, social networks and geo location. The cross section of platform usage is extremely wide and mirrors trends in all major research in the area of philanthropic giving in East Africa and globally.

The list of countries offering crowdfunding sites as a tool fundraising for projects is growing, with most countries having more than one site.

Ghana	SliceBiz
Uganda	Akabbo
Tanzania	Zoomaal
Senegal	AlliedCrowd
Nigeria	Gogo-Africa

Building a successful crowdfunding campaign also involves a high level of planning and commitment. FundRazr.com offers the following tips for building a winning strategy.

WINNING STRATEGIES

- **Plan ahead:** "Start building a relationship sooner with various organizations that would be interested in your cause or project."
- **Build a team:** generates some money on its own, you really need a team of people to make it successful."
- **Be serious about your campaign:** "It's a full time job when you're doing a crowdfunding campaign. It is not something you can leave and expect to generate any sort of success with just putting your campaign up there. ... So it is really important to keep in mind when you are doing a crowdfunding campaign because you will need to work on it all the time."
- **Know your target audience:** "I would also recommend connecting with as many like-minded individuals and organizations that you can, because that will be your support team."
- **Leverage your networks:** "So when you have a crowdfunding campaign you have to contact all the people that you know to be able to make the project successful. The initial funding will come from all the people that you know. You really have to find the people that would be interested in that topic and have an existing passion or care for it."
- **Keep people engaged:** "We really tried to keep people engaged for the duration of the campaign and gave them video updates on some of the things we were working on and some of the people that we interviewed in the film."
- **Be specific:** "When you give someone the numbers in that way of what is needed to reach a goal, they feel like it's feasible."
- **Find your identity:** "Branding is important, even in a crowdfunding campaign. A graphic designer, is something that you will be surprised how much you actually need in that capacity."
- **Create compelling media:** "Have materials that you could share with your audience, have people readily available to talk if they want to talk about what you are doing, and have different media pieces to share with people."
- **Crowdfund everywhere:** "Having this crowdfunding platform was really the door opener to be able to contact different organizations to let them know what we were doing and to see if they would like to be involved. We used the crowdfunding campaign as a way to initiate conversation."

LESSON 5: Staging a Fundraising Event

Events are probably the most well-known tactic for fundraising. Although great events can generate revenue for your organization, they require extensive planning and cost-containment to ensure that outlays for a venue, invitations, entertainment, etc. do not consume all of the funds raised. This lesson will guide you through the process of staging a successful fundraising event. For additional tips, please see The Fundraising Authority's website (<http://thefundraisingauthority.com/>).

Choosing Event Type

According to Joe Garecht, founder of the Fundraising Authority, "every type of event takes the same amount of preparation, planning, and hard work." Therefore, it is important to design and organize an event that will best appeal to your prospective attendees; that is, the type of event that will both raise money and guarantee that a good time is had by all.

Below is a list of some of the more popular types of events that can be organized:

- **Informal Dinners** – This type includes BBQs, buffets, pub grub, etc.
- **Formal Dinners** – You might also choose to have a more formal, sit down dinner.
- **Receptions** – This is one of the most popular types of events, and includes cocktail hours, hors d'oeuvres receptions, meet and greets, etc.
- **Breakfasts** – Sit down or buffet.
- **Sports Events** – This might include a friendly soccer tournament or a 5k fun-run.

This list reflects a partial sampling of options. Keep in mind the fundraising target for the event, your budget, the people that you are inviting, and the facilities that are available when choosing the type of event you are planning to organize and host.

Setting Up an Event Host Committee

A critical first step is to establish the event host committee. This need not include a lot of persons, and it should be done with a goal of minimizing staff costs. As your event planning develops, the host committee can help share work planning and setting up the event, inviting guests, and raising money.

Defining Host Committee Goals

The first and most important role of the host committee is to sell tickets or whatever is required to secure donations for the event. Each host committee member should be given a specific goal – a certain number of tickets that they are pledging to sell (or contacts that they are promising to bring to the event). Host committee members are usually asked to buy a ticket themselves. Members of the host committee should: have a large network of friends and associates, move in different social circles, work in different professions, and live in different geographical areas.

Making Sure Your Committee Meets Its Goals

As the event draws closer, stay in regular contact with your host committee to make sure the members are on track to meet their established revenue goals. Keep your committee motivated by giving them regular updates on progress, contacting them to offer support, and gently reminding each member of their individual fundraising goal.

Planning the Event

There are several key considerations that need to be made when planning the actual affair:

- **Location** – Will the event be held in your home or at another location? Will you need to rent an outdoor event tent or will additional seating be needed to accommodate guests?
- **Food and Beverages** – Will the event be catered? If so, by whom and how much will it cost?
- **Parking** – Does your location have sufficient parking for event attendees?
- **Dress** – Will your event be casual, cocktail, business or formal attire?
- **Sports Events** – This might include a friendly soccer tournament or a 5k fun-run.

Sample Event Program

A common event program flows as follows:

1. Guests arrive and pay at the door or present tickets (more on this later).
2. Guests enjoy meal, cocktails, buffet or whatever food and beverages are being offered.
3. The host (or a person the host designates) gets the guests' attention, thanks the host committee for its hard work, and introduces the primary focus of the event, be it a speaker, performance, athletic contest, or silent auction.
4. The primary event takes place.
5. The host acknowledges guests and thanks them for coming, and indicates what their contributions will support.
6. Guests continue to enjoy beverages and entertainment, if offered.
7. Guests depart.

This sample program is merely a guide. Because each event is different, your event structure may differ from the sample program above.

Ticket Selling Structure

While there is any number of ways you could collect checks and set up your ticket selling system, there are really only two methods that work efficiently and effectively. It is up to you to set up a ticket selling system to be followed by your ticket sellers and host committee.

The first possible way to handle selling tickets and collecting checks is by selling actual, tangible tickets to your event. With this scenario, you will need to print up tickets well in advance and distribute them to your host committee for sale. You should also be prepared to deliver the tickets as you sell them. If you choose this route, make sure you keep a watchful eye on your ticket sellers and committee to make sure they actually sell the tickets and deliver the money to you on a timely basis. You should collect all of the money for all of the tickets they sell and have it in your hands on event day.

If you are selling actual tickets, set up a ticket collection table at the entrance to your event. At this table, a volunteer or member of the host committee collects tickets and distributes nametags. This volunteer should also be prepared to sell tickets to spouses and friends that ticket buyers have brought along.

The second method (and probably the best way to go) is by using a "guest list." In this scenario, you use a "reply card" or "reply envelope" to collect checks. When you send out an invitation, you include a reply envelope that allows the person to write on it the number of people attending and place a check inside.

Your host committee can hand out these reply envelopes to their contacts and have them either send them back to the organization, or give them back to the host committee member.

When you receive the check and response form, add the attendees' names and the number of guests to a guest list. Then, set up a table at the door and when guests arrive, they can sign in and receive a nametag as a visible sign that they have paid.

You may also decide to sell using both of these methods. No matter which of these structures you choose, be sure to keep accurate records and a keen eye on your ticket sellers.

Finding Attendees

For some events, your host committee alone will be able to sell enough tickets to meet your entire fundraising goal. There are several other methods, however, that you can use to get contributors to attend.

- **Personal Calls** - Although people find it easy to say "no" to delivered invitations, it is hard to say "no" to a friend or contact who calls on the phone and invites you to come to their event. One of your first activities

after setting up the event program should be to sit down and list the names and contact information of everyone you know who might attend (and who could afford to attend), including family, friends, business and social contacts, etc. Then take a few hours per night, or on the weekend, and call each one individually to ask them to attend. When you call, tell them about the event and why you are excited about it, and make the sell: ask them to pledge to come. When they say “yes” ask them to send you a check as soon as possible.

- **Delivered Invitations** - Another worthwhile method, though less effective than phone calls, is delivering invitations to your event. This is a great tool for getting people you do not know quite as well to attend. Just make sure you send out the invitations in plenty of time to get a response – it is best to send them at least 4-6 weeks before the event, and do not be afraid to follow up a week later with a phone call.

TURNING PLEDGES INTO DOLLARS

No matter what type of event you are holding or how well you know the people on your prospective attendee list, there are some people who will pledge to buy a ticket when you call them but will, for whatever reason, not send in a check. Here are some strategies for making sure that everyone who makes a pledge actually buys a ticket:

1. Follow Up Immediately

The most important strategy for turning pledges into dollars is to follow up immediately with every person who makes a pledge. Each potential donor who promises to buy a ticket should receive a thank you note from the host that mentions the event, the date the pledge was made and the amount of the contribution promised.

2. Make It Easy

Whenever you follow up on a pledge, make it easy for people to send you a contribution. Send them a pre-addressed envelope along with the thank-you note, and along with any other follow-ups you make. You can also consider sending postage-paid envelopes, or a messenger, to those who make pledges thus making it even easier for them to respond.

3. Follow Up Again

Many hosts are wary of sending out reminders or making follow up calls to potential donors for fear of offending them. Do not be. Remember, people who make pledges to buy tickets have invested in you and your event. More often than not, the reason pledged contributions do not come in is because donors simply forget. Use common sense, but do not be afraid to remind contributors one, two, three times or more about pledges they made.

4. Make It Personal

The single most effective pledge collection tactic in your arsenal is a personal call from the host. When letters and reminders do not work, the host should make a call to the donor thanking them for their pledge and letting them know why their contribution is urgently needed by your non-profit. Whether used as a last resort or as a simple follow up, a personal call from the host is your number one tactic for turning pledges into dollars.

5. Accept Electronic Forms of Payment

Check with the organization to see if they can accept credit cards, or other electronic forms of payment, such as M-Pesa, for the event. Accepting electronic forms of payment is a great way to increase fulfillment on pledges and boost event revenue.

For Those Who Can't Attend

If someone tells you they cannot attend your event, do not be afraid to ask for a contribution anyway. Soliciting contributions from those who can't attend, but would be willing to help, can go a long way toward meeting your fundraising goal.

Follow Up

Once your event is complete, do not forget to thank those who helped to make it a success – remember, you may be calling on them to help you again someday soon. Be sure to send personal thank you letters to all members of your host committee.

FUNDRAISING EVENT CHECKLIST

More Than Six Weeks Before Event

- Choose event type and begin planning event structure
- Decide on event food and beverages, entertainment, etc.
- Choose event feature form of entertainment
- Appoint a host committee
- Print up invitations and programs
- Print up tickets and deliver to host committee
- Arrange catering, entertainment, parking, tents, chairs, etc.

Four to Six Weeks Before Event

- Deliver invitations
- Contact host committee to check programs
- Make personal calls to solicit attendees

Two to Three Weeks Before Event

- Contact host committee to check progress
- Make personal calls to solicit attendees
- Make follow-up calls for invitations
- Decide on decorations for event space, if any
- Solicit volunteers to work ticket/name tag table

One Week Before Event

- Contact host committee to check progress
- Last-minute ticket sales

Day Before Event

- Call caterer and other vendors to confirm
- Meet with host committee to collect checks or call to check on sales

Day of Event

- Collect all checks
- Set up ticket/name tag table
- Decorate space (if necessary)
- Hold event

Week After Event

- Pay final vendor bills
- Mail thank-you cards

Selected Bibliography

The resources for non-profit fundraising abound, both in print and online. The following list has been selected from various sources and is reflective of the international interest in professional fundraising.

However, it is important to note that there are many free resources, available by reviewing the websites of organizations listed in Step 1. The information on those websites will guide any organization in its process of developing a fundraising plan, writing a proposal and following-up with impact assessment.

Author	Title
Bray, Illona	<i>Effective Fundraising for Nonprofits: Real-World Strategies That Work</i> http://www.amazon.com/Effective-Fundraising-For-Nonprofits-Real-world/dp/1413300944
Cagney, Penelope, Bernard Ross	<i>Global Fundraising: How the World is Changing the Rules of Philanthropy</i> http://www.wiley.com/WileyCDA/WileyTitle/productCd-1118370708.html
Clarke, Cheryl A., Susan P. Fox	<i>Grant Proposal Makeover: Transform Your Request from No to Yes</i> http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787980552.html
Deville, Daniel	<i>Fundraising Made Simple: A Guide to Fundraising for Nonprofit Organizations</i> https://books.google.com/s?id=2kBXCAAQBAJ&pg=PT1&lpg=PT1&dq=Fundraising+Made+Simple:+A+guide+to+Fundraising+for+Nonprofit+Organizations&source=bl&ots=0zLGeim6To&sig=C6PTgm-ot0K0RUCqW_CeCP0_2PA&hl=en&sa=X&ved=0CEQQ6AEwAmoVChMxOrv_arPxlVwWk-Ch2LMgD9#v=onepage&q=Fundraising%20Made%20Simple%3A%20A%20guide%20to%20Fundraising%20for%20Nonprofit%20Organizations&f=false
Ellen, Karsh	<i>The Only Grant-Writing Book You'll Ever Need Paperback</i> http://www.amazon.com/Only-Grant-Writing-Book-You%20%92II-Ever/dp/0465058930
Garecht, Joe	<i>How to Hold Great Fundraising Events: A Step-by-Step Guide</i> http://thefundraisingauthority.com/wp-content/uploads/2009/11/Hold-Great-Events.pdf
Genn, Adina	<i>The Everything Guide to Fundraising Book: From Grassroots Campaigns to Corporate Sponsorships – All You Need to Support Your Cause, Capital Campaigns/Online Fundraising/Cause Marketing/Special Events</i> http://www.amazon.com/The-Everything-Guide-Fundraising-Book/dp/1598698230
Johnson, Victoria	<i>Grant Writing 101: Everything You Need to Start Raising Funds Today</i> http://www.amazon.com/Grant-Writing-101-Everything-Raising-ebook/dp/B004G090HE
Kachinske, Timothy	<i>90 Days to Success in Fundraising</i> http://www.cengage.com/search/productOverview.do?N=16+4294922323+4294967097&Ntk=P_EPI&Ntt=129672479911766681309624997181209989009&Ntx=mode%2Bmatchallpartial
Karsh, Ellen	<i>The Only Grant-Writing Book You'll Ever Need</i> https://www.amazon.com/Only-Grant-Writing-Book-Youll-Ever/dp/0465058930
Kern, Rose Marie	<i>Fundraising Events! A Step by Step Guide for Small to Medium Non-Profit Organizations</i> http://www.amazon.com/FUNdraising-Events-Medium-Non-Profit-Organizations/dp/1432743376
Klein, Kim	<i>Fundraising in Times of Crisis</i> http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787969176.html
Klein, Kim	<i>Fundraising for Social Change</i> http://www.wiley.com/WileyCDA/WileyTitle/productCd-0470887176.html

Klein, Kim	<i>Reliable Fundraising in Unreliable Times: What Good Causes Need to Know to Survive and Thrive</i> http://www.wiley.com/WileyCDA/WileyTitle/productCd-0470479507.html
Koch, Deborah S.	<i>How to Say It: Grantwriting: Write Proposals That Grantmakers Want to Fund</i> http://www.amazon.com/How-Say-Grantwriting-Proposals-Grantmakers/dp/0735204454
Levy, Reynold	<i>Yours for the Asking: An Indispensable Guide to Fundraising and Management</i> http://www.wiley.com/WileyCDA/WileyTitle/productCd-0470243422.html
McLeish, Barry J.	<i>Successful Marketing Strategies for Nonprofit Organizations: Winning in the Age of the Elusive Donor</i> http://onlinelibrary.wiley.com/book/10.1002/9781118386736
O'Neal-McElrath, Tori	<i>Winning Grants Step by Step: The Complete Workbook for Planning, Developing and Writing Successful Proposals</i> http://www.wiley.com/WileyCDA/WileyTitle/productCd-1118378342.html
Olberding, John, Lisa Barnwell Williams	<i>Building Strong Nonprofits: New Strategies for Growth and Sustainability</i> http://www.wiley.com/WileyCDA/WileyTitle/productCd-0470587873.html
Pagnoni, Laurence A., Michael Solomon	<i>The Nonprofit Fundraising Solution: Powerful Revenue Strategies to Take You to the Next Level</i> http://www.amazon.com/The-Nonprofit-Fundraising-Solution-Strategies/dp/0814432964
Ross, Bernard, Clare Segal	<i>The Influential Fundraiser: Using the Psychology of Persuasion to Achieve Outstanding Results</i> http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787994049.html
Sand, Michael A.	<i>How to Manage an Effective Nonprofit Organization From Writing and Managing Grants to Fundraising, Board Development and Strategic Planning</i> http://www.amazon.com/How-Manage-Effective-Nonprofit-Organization/dp/1564148041
Smith, Nancy, E. Works	<i>The Complete Book of Grant Writing: Learn to Write Grants Like a Professional</i> http://www.amazon.com/The-Complete-Book-Grant-Writing/dp/1402267290
Spruce, Dee	<i>So, You're in Charge of Fundraising!</i> https://books.google.com/books?id=82mBjpmf5KYC&pg=PA107&lpg=PA107&dq=So,+You%E2%80%99re+in+Charge+of+Fundraising!&source=bl&ots=KGoNI-uIS_&sig=B5dGdQNVlPbsKwQqTkAOmR_5wY0&hl=en&sa=X&ved=0CCAQ6AEwAGoVChMlleXb3qzPxlVVSzg-Ch2ojwCZ#v=onepage&q=So%2C%20You%E2%80%99re%20in%20Charge%20of%20Fundraising!&f=false
Von Kotzebue, Alexander	<i>On Collective Goods, Voluntary Contributions and Fundraising</i> http://www.springer.com/us/book/9783658040116