



# Women Thrive Worldwide

## Fundraising Guide for Women's Community-Based Organizations

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# INTRODUCTION

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When we travel to the developing world 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 advocacy.

The idea for this guide came out of our desire to help grassroots organizations struggling to raise enough money to meet their budgets. Our team of professional fundraisers developed this guide to help women's groups better understand the world of grantseeking and build their own skills to raise the money they need. We know how hard it can be to find the resources you need to build your organization; we started Women Thrive Worldwide twelve years ago on a shoestring 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 about the best places to look for money to support your work, how to develop your message, secure funds and 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 the developing world; most are in the United States 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 United States, 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 to thrive. We'd 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'd also love to include your success stories in future editions of the guide.

Write to [development@womenthrive.org](mailto:development@womenthrive.org).

# CHAPTER 1: WHAT IS FUNDRAISING?

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The goal of fundraising is to provide enough resources so you can forward your organization's mission. Money is the fuel for your work and fundraising is the drill that makes the gas flow.

Fundraising is not something separate from the work you do – raising money is one of the ways 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 towards your goals. This is very powerful!

## Developing a Funding Strategy

Before you start asking people for money, you need to define what your organization's needs are and the best places to look for resources. It's important to have a strategy for raising money that makes sense for your organization. What works for another group in your field 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?

In order to develop a good fundraising strategy, you need to 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 today's.

Funding models are often closely related to what an organization does. 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 related to 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 in order to survive. So 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 whole 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 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 won't fund CBOs 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 an 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, introduce you to a variety of donor and gift types, how to figure out 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 and, 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. It also means that you build relationships that continue to fund you over time, not just for one year or one project.

Here is an example of a diverse and sustainable funding base:

- One or two family foundations that fund specific projects, such as a well, a training program, or an 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 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 towards your members and nearby communities.
- Small amounts of funding from giving circles or affinity groups that “adopt” your organization's work, raise awareness of your group and help you make suitable connections to support your mission. For example, you may build a relationship with an international women's giving circle that makes annual contributions to your organization and also helps introduce you to Fair Trade companies who may feature your products.

## What are “Prospects”?

Once you've 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 you money in the future. Developing a list of prospects, 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's 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've made. 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 the passion for your type of work? Make sure there's a “match” between what you do and what the prospect is passionate about. For example, for an african NGO, a foundation that invests in agriculture, women and Africa may be a match. But if the foundation invests in emergency food programs in Indonesia, they probably won't be interested. You can determine their passion by looking at their past giving on the internet, 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's 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's a sample of the information you should track:
  - contact name and title, organization name, 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
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
<b>TOTAL POTENTIAL GIFTS</b>	<b>\$52,350</b>	
<b>TOTAL ORGANIZATIONAL BUDGET</b>	<b>\$66,800</b>	
<b>TOTAL RAISED TO DATE</b>	<b>\$35,500</b>	
<b>AMOUNT LEFT TO RAISE</b>	<b>\$31,300</b>	

The total potential gifts on your prospect list should exceed the amount you plan to raise in case some of your potential donors say no or give less than you expect. Professional fundraisers generally estimate that the potential gifts on your prospect list should total at least three times the amount you need to raise. In this case, the Women's Self-Help Associa-

tion still needs to find more than \$40,000 in potential gifts to meet this benchmark. You can find the Women's Self-Help Association's full organizational budget in Chapter 5 on page 28, and a list showing their other funders and the total funds they have already raised on page 29.

# CHAPTER 2: BUILDING RELATIONSHIPS WITH POTENTIAL DONORS

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

## Networking & 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 to meet potential donors.

## The Internet and Social Networking

Think about establishing an internet 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 have an online presence through social networking sites like Facebook, Ning and Orkut. You can create an organizational profile that includes background information, an email point of contact, photos, and news. This is a great way to establish a basic presence that you can build over time – and recruit “friends” who may eventually grow into supporters, activists and contributors. See if you can join a national association of women's or development groups in your country that maintains a page for each member or see if an overseas supporter can maintain a web page for you.

While this guide does not delve into how to establish an effective web presence, there are lots of manuals and 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 ripen 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 one 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:** This is 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 for your work. This is important; you need to be sure that 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 – 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:*** Stay 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 4 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’s a Pitch and How to Do 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.
- 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, for example.

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 sing.

## **Common Questions You Should Be Prepared to Answer**

- Funders may ask if you contribute money to your organization? Do all your board members/advisory board members do so? It’s hard for some potential donors to seriously consider contributing to an organization if its leaders don’t contribute financially themselves.
- 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 – ten years?

### **How Do I Ask for Money?**

Before you get ready to ask for gifts, you should develop your “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 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 future, or that they wouldn’t recommend your organization to a friend or colleague.



# CHAPTER 3: NOT JUST FOUNDATIONS: WHERE TO FIND MONEY

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There is not only one 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 from 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 see what opportunities for raising money exist close to 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 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. 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." Fundraising is not separate from community building, but 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 towards 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

## Sources of Direct Funding

1. The organization's members/key stakeholders (leadership, staff, volunteers, beneficiaries)
2. Revenue-generation/income generation: income generating activities (IGA), sale of organization's products, services, skills/expertise
3. The local community: local individual donors, businesses, local government, churches, community funds/foundations and philanthropic networks (ie. women's professional networks, Rotary clubs, Zonta, etc.)
4. Locally-based international NGOs and aid agencies, international corporations with operations in your community
5. International women's funds & foundations, online networks like Kiva, Global Giving

- 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 (this could be anything from a small party at supporter's house to a sports event like a soccer match to a speaking engagement with an honorarium to a benefit concert)
- Fee for service/earned income/income generating activities/products (could be skills training that participants pay for or handicrafts your group produces sold at a tourist

shop or consulting fees for providing expertise/advice, a honorarium for your leader to speak at a major conference)

- In-kind gifts (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 these decisions are made by national or local level staff and it really helps to have established a prior connection with the decision-maker in order to get on their short list.

## More Potential Sources of Support

- Giving circles: groups of committed donors who pool their contributions
- Matching gifts: donors who will match the amount of money you raise in a campaign, doubling the total only if you reach a certain level
- Diaspora communities: there are many organizations in the US, 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 or medical facilities, etc.
- Community groups/churches and other local service organizations
- Local philanthropic networks and local affiliates of international networks: professional networks like lo-

## 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 this 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 to support. 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 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.

cal business/professional associations or local chapters of international groups like Zonta, Rotary Club, etc.

- Governments: local, national, bilateral aid agencies, foreign embassies
- Multilateral and UN 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
- Training and scholarship opportunities for your staff, volunteers and beneficiaries
- Conference fee and travel support: Some foundations, INGOs 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's 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.org 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 want to contribute money for loans. Global Giving connects small donors to organizations in developing countries, helping them 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 the 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 good argument 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 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, doing due diligence to make sure grantees are legitimate groups doing good work, meeting anti-terrorism requirements, etc. 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, which helps attract new donor prospects.

## Ethical Fundraising

Before you start raising money, it's important to make sure that you have 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, Women Thrive does not accept money from the U.S. government because it is a conflict of interest: the U.S. government is the primary target of our advocacy. If we accepted funding from the government, it could undermine our independence or others' perceptions of our independence.

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., for example, 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 (<http://www.afpnet.org/ethics/>).

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

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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 do 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 lead to disjointed programs because you may apply for a series of grants for unrelated projects that don't add up to a coherent whole, each of which 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 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 proposed regulations that would forbid local civil society organizations from accepting money from foreign institutions or limit the percentage of their budgets that can come from non-local sources. **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. This is why it's important to map out opportunities starting at the local level, then moving up to the regional level and the national level so you can build your skills and supporter network before you approach international funders.

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 20 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 email the foundation to request that they send them to you by email or mail them to your address.

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 – but 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.
- Make sure the foundation gives direct grants internationally. Many international grantmakers give grants through organizations based in their country that run international projects (see the note on Taxes) and don't award grants directly to groups based overseas.
- Is the funder interested in your geographical region? Many foundations limit their giving to particular world regions, countries, even localities.
- Check funders' program areas, and the types of beneficiaries they support (ie. 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 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 ours? 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 our 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's your history/how have you changed/grown over time?
- Top 3-5 accomplishments or successes since your 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? (For example, 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

## First, 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. Using the previous example, the Women's Self-Help Association has so far received \$10,500 in foundation gifts, 70% of its goal of \$15,000 in foundation grants. The association has identified a further \$13,500 in potential foundation funding, three times its \$4,500 need. The Association's full organizational budget and a list of their current funders are on page 20.

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

## 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	



## 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's 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 of 2008-2009, 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 applications 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 or “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 services provided by your organization (ie. 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%), 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

Some activities are not funded by foundations, 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.

## 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. This can also be referred to as a concept note or concept paper.

## Elements of an LOI

- Title – keep it brief, do not use any professional jargon, make it catchy if you can
- An opening line that grabs attention – it should be simple and get across the main purpose of the proposal
- 1-2 sentence summary of request
- In the 1<sup>st</sup> paragraph, you should include the amount of money you're asking for and the time period for the project
- Explanation of the main issue and how it will be addressed – this should be clear and compelling. Be specific, not vague, focus on the change you're making, and how you're solving an important problem and how urgent, important it is to do it now
- Description of your organization – brief mission statement, history and the key abilities you bring to the project
- 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 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 why this particular foundation should give you a grant.

For an example of an LOI, see Appendix 2.

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 permissible 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 to each rejected applicant.

## 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 ie. 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 2 or 3 paragraphs in length.

- **Goals and Objectives:** What is the goal of your program or project? This is a statement of the big picture outcomes you want your organization or program to achieve. You may have one goal or several, but it's a good idea not to include too many goals in a proposal, perhaps no more than three. Too many goals make your project look unfocused, and can be confusing to the funder.  
Each goal can have several objectives. Objectives are more specific actions you take to reach the bigger goal.
- **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 proposed time period? If the project won't be completed within proposal 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?

## How to Define Goals and Objectives

A community health clinic sees that too many young children in a village are going untreated and dying of easily cured diseases. They decide to improve their services in order to save these lives. The clinic works with a local theater group to develop a short skit they perform at community events to let people know that 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 those who can read and starts working with an NGO that teaches women who didn't attend school to read, developing a special unit in their classes on how to read medical instructions. After two years, the infant death rate is reduced by 25% in the village.

If you were writing a grant proposal for this clinic, how would you define the project's goals and objectives?

The goal of this project is to reduce infant mortality in the community. The objectives include:

1. increasing awareness of the clinic's presence in the community
2. improving clinical services for poor families
3. increasing women's literacy

## Defining Project Activities

Here are some of the possible project activities, the steps along the way towards reaching the goals and objectives that you have clearly defined:

### Objective 1: Raising awareness of the clinic

- a. create a comedic sketch with a local theater troupe
- b. co-organize a day of family entertainment with local market authorities

### Objective 2: Improving clinical services

- a. provide free examinations for children in the village
- b. distribute free drugs for commonly fatal diseases in infants to poor families
- c. train nurses on how to demonstrate to parents the proper way to administer drugs to infants
- d. enlist community health workers to visit patients in their homes two days after their clinic appointments

### Objective 3: Increasing women's literacy

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

- Context: What is the background/environment in which project will take place? What resources are available to help you implement the project?
- Challenges: List 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% 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 get 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 towards 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 towards achieving your goals/forwarding this project? Always close by showing the funder why their money will make a difference.

### Common Mistakes to Avoid When Writing Proposals

- Using acronyms without explaining them – write it out the first time you use it and include the acronym in parentheses. For example, Millennium Challenge Corporation (MCC), MDG3 (United Nations’ Millennium Development Goal 3 on gender equality and empowering women).
- Jargon and technical language – try to avoid them, but 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

- Use of 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.
- Make sure you focus on what action you are taking – how you will make a difference, not just on the magnitude of the problem.
- Show the funder why you are 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 an action plan.
- Don't use complicated formatting, fonts, colors, etc. – don't use fancy paper, covers, etc. hoping to impress funders – these tricks just get in the way and can actually annoy reviewers.
- Make sure the document is easy 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).
- Don't provide lots of extra information besides what's asked for by the funder – don't submit multiple appendices with documents, photos, charts, etc. unless you know the foundation wants these materials.

## Writing Tips

- Create an outline to work from: keep your proposal focused and don't miss any of the funder's requirements
- Use active voice instead of passive voice

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 two years was awarded by the XX Foundation	The XX Foundation awarded a two-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

- Keep it simple and strive for clarity
- Break your narrative into short, easily 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 to 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 towards 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 (usually around 10 pages).

## 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

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 the project budget.

## Organizational Budgets

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

### Women's Self-Help Association Organizational Budget 2010 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 INGOs/development agencies)	\$30,000
In-Kind Contributions	\$1,000
Interest Income	\$300
Earned Income	\$5,000
<b>TOTAL</b>	<b>\$66,800</b>
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
<b>TOTAL</b>	<b>\$65,000</b>

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 List of Current Funders In U.S. Dollars

Institutional Support	Total 2010 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 3/01/10:** \$1,500

**Estimated Membership Fees:** \$2,500

**Estimated Earned Income:** \$5,000

**Estimated Other Contributions:** \$4,300

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.

## Project Budgets

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 from January-December 2010**

Expenses	Total	
	US \$	Local Currency
<i>Personnel</i>		
Advocacy Project Director (20% effort)	\$1,200	24,000
Grassroots Organizer (25% effort)	\$660	13,200
<i>subtotal</i>	<b>\$1,860</b>	37,200
<i>Travel</i>		
Local ground transport for community meeting attendees	\$450	9,000
Travel to capital for policymaker forum (ground transport, lodging, meals for 2 staff)	\$700	14,000
<i>subtotal</i>	<b>\$1,150</b>	23,000
<i>Events</i>		
2 community awareness-raising meetings (each @\$100)	\$200	2,000
Policymaker public forum (location rental fees)	\$500	10,000
<i>subtotal</i>	<b>\$700</b>	12,000
<i>Consultants</i>		
Policy specialist for issue research (2 days' work @ \$50/day)	\$100	2,000
Event organizer for forum (3 days' work @ \$30/day)	\$90	1,800
<i>subtotal</i>	<b>\$190</b>	3,800
<i>Publications</i>		
Fact sheets (2 @ \$100 each)	\$200	4,000
Policy brief	\$250	5,000
<i>subtotal</i>	<b>\$450</b>	9,000
<i>Indirect Costs (15%)</i>	<b>\$750</b>	15,000
<b>TOTAL</b>	<b>\$5,100</b>	<b>100,000</b>

## 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 from January-December 2010

Expenses	International Women's Fund Budget		Other Funding Sources		Total Project Budget	
	U.S. \$	Local Currency	U.S. \$	Local Currency	U.S. \$	Local Currency
<i>Personnel</i>						
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
<b>subtotal</b>	<b>\$1,860</b>	37,200	<b>\$7,140</b>	142,800	<b>\$9,000</b>	180,000
<i>Travel</i>						
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 2 staff)	\$700	14,000	\$0	0	\$700	14,000
Local travel costs for staff	\$0	0	\$150	3,000	\$150	3,000
<b>subtotal</b>	<b>\$1,150</b>	23,000	<b>\$150</b>	3,000	<b>\$1,300</b>	26,000
<i>Events</i>						
2 community awareness-raising meetings (each @\$100)	\$100	2,000	\$0	0	\$100	2,000
Policymaker public forum (location rental fees)	\$500	10,000	\$0	0	\$500	10,000
<b>subtotal</b>	<b>\$600</b>	12,000	<b>\$0</b>	0	<b>\$600</b>	12,000
<i>Consultants</i>						
Policy specialist for issue research (2 days' work @ \$50/day)	\$100	2,000	\$0	0	\$100	2,000
Event organizer for forum (3 days' work @ \$30/day)	\$90	1,800	\$0	0	\$90	1,800
<b>subtotal</b>	<b>\$190</b>	3,800	<b>\$0</b>	0	<b>\$190</b>	3,800
<i>Publications</i>						
Fact sheets (2 @ \$100 each)	\$200	4,000	\$0	0	\$200	4,000
Policy brief	\$250	5,000	\$0	0	\$250	5,000
<b>subtotal</b>	<b>\$450</b>	9,000	<b>\$0</b>	0	<b>\$450</b>	9,000
<i>Other project expenses</i>						
Materials (signs, posters for public events, other materials)	\$0	0	\$500	10,000	\$500	10,000
Photocopying and postage	\$0	0	\$200	4,000	\$200	4,000
Communications costs (telephone/ internet)	\$0	0	\$760	15,200	\$760	15,200
<b>subtotal</b>	<b>\$0</b>	0	<b>\$1,460</b>	29,200	<b>\$1,460</b>	29,200
<b>Indirect Costs (15%)</b>	<b>\$750</b>	15,000	<b>\$1,500</b>	30,000	<b>\$2,250</b>	45,000
<b>TOTAL</b>	<b>\$5,000</b>	<b>100,000</b>	<b>\$10,250</b>	<b>205,000</b>	<b>\$15,250</b>	<b>305,000</b>



## 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 what they are for
- 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 be responsible for overseeing all aspects of this project, including supervision of the Grassroots Organizer and the consultants. She will spend approximately 20% 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% of her effort to this project.

#### *Travel*

The Women's Self-Help Association will arrange for mini-vans 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 providing 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. Key Members of Parliament and officials from the Ministry will be invited to attend, along with a number of representatives of the women's community selected at the community meetings. This expense includes the rental of a room for the forum for one day (which is inclusive of 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"), to be presented at the policymaker forum.

The event organizer will be contracted in the capital in order to arrange all the logistics for the policymaker forum and to help with invitations and RSVPs.

#### *Publications*

The Association will produce two one-page fact sheets and a five-to-ten page policy brief 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 that we will print 50 color copies of the fact sheets and issue brief.

### **Indirect Costs**

Indirect costs for this project have been calculated at 15%, according to the International Women's Fund guidelines.

### **Review Your Proposal**

Sometimes you're working so close to 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 (ie. 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**

- 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, 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 let you know so you can re-send them)
- How do they want materials? By mail, email, fax?
- How many copies do they want? Collated or stapled? Should they be single-sided or double-sided pages? In what format?
- Double-check the guidelines and make sure you have prepared all the necessary documents for the package. Some foundations include checklists in their guidelines to make it easy for you – if not, create your own.
- Address the proposal to the correct person/job title/department – don't just send it to the foundation's general address, unless that is what they request you do– it could get lost.
- 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 likely 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 – 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. On deadline is acceptable, 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 can 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 publicly available 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 the grant award deadline passes without your hearing a yes or a no, then feel free to get in touch with the program officer by email. Send a quick message inquiring about the status of your submission that includes the name of your organization, title of the application (and application number if there is one) and the amount of the request. This will make it easy 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 that 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 will reject it without review or reject it in favor of another applicant who followed the instructions to the letter.

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 having 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 them 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 them for considering your application and ask whether they are 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 to see. 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: An Example**

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. 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.

While it's great to be passionate about your cause and your organization, looking for other opportunities and working on improving your proposal is a better alternative.

# CHAPTER 6: WHAT TO DO AFTER YOU GET THE GRANT

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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. Towards 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 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 stationery 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 (one phrase or one sentence) summary of the project.

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. See whether the program officer plans to travel to your area or, if you plan to travel to the city where the foundation is located, ask whether you can come visit the foundation's offices.
- 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 be able 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 sources of funds you can apply for. Program officers may even be able to recommend your organization to other funders or introduce you to professional contacts or prospective donors.

## Managing Your Grant

Track your progress throughout the year towards meeting the goals 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 staff who are running the program: they should know what they are expected to deliver and how 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 data 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 your program staff should 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 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 or at least quarterly 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% change on an individual line item, while others call a 10% 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.

There may be exceptions to this rule if you get permission from your program officer in advance, if the grant period lasts more than one year and you'd like to carry a balance forward to the next grant period, or if you are asking for a no-cost extension. A *no-cost extension* means that you would like to continue the project beyond the original grant period because you have not completed the activities or spent all the funds. If you ask for a no-cost extension, the grant period will change and you usually won't qualify for a new grant until the new, extended grant period is over and you can show that you have spent all the funds and completed the work.

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 amount 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). You should be prepared to back up your financial report if requested by showing receipts, personnel records, etc., but you are usually not required to send this paperwork with your report. 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.

## Sample Financial Report for Project Grant

### Women's Self-Help Association Financial Report for the International Women's Fund Advocacy Project For the Period from January-December 2010

Expenses	Proposal Budget		Actual Expenditures	
	U.S. \$	Local Currency	U.S. \$	Local Currency
<i>Personnel</i>				
Advocacy Project Director (75% effort)	\$1,200	24,000	\$1,200	24,000
Grassroots Organizer (50% effort)	\$660	13,200	\$660	13,200
<i>subtotal</i>	<b>\$1,860</b>	37,200	<b>\$1,860</b>	37,200
<i>Travel</i>				
Local ground transport for community meeting attendees	\$450	9,000	\$425	8,500
Travel to capital for policymaker forum (ground transport, lodging, meals for 2 staff)	\$700	14,000	\$735	14,700
<i>subtotal</i>	<b>\$1,150</b>	23,000	<b>\$1,160</b>	23,200
<i>Events</i>				
2 community awareness-raising meetings (each @\$100)	\$100	2,000	\$120	2,400
Policymaker public forum (location rental fees)	\$500	10,000	\$500	10,000
<i>subtotal</i>	<b>\$600</b>	12,000	<b>\$620</b>	12,400
<i>Consultants</i>				
Policy specialist for issue research (2 days' work @ \$50/day)	\$100	2,000	\$115	2,300
Event organizer for forum (3 days' work @ \$30/day)	\$90	1,800	\$90	1,800
<i>subtotal</i>	<b>\$190</b>	3,800	<b>\$205</b>	4,100
<i>Publications</i>				
Fact sheets (2 @ \$100 each)	\$200	4,000	\$175	3,500
Policy brief	\$250	5,000	\$230	4,600
<i>subtotal</i>	<b>\$450</b>	9,000	<b>\$405</b>	8,100
<i>Indirect Costs (15%)</i>	<b>\$750</b>	15,000	<b>\$750</b>	15,000
<b>TOTAL</b>	<b>\$5,000</b>	<b>100,000</b>	<b>\$5,000</b>	<b>100,000</b>

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 if 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 from January-December 2010

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	
<b>TOTAL</b>	<b>\$65,000</b>	<b>\$2,500</b>

## Narrative Progress Reports

Most foundations require a written progress report at the end or near the end of the grant period. The deadline for this report should be given to you at the time of the grant award (if it's not, be sure to ask for it 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, and 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 towards 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.

- Begin with a cover sheet or cover letter that includes the basic information about your grant such as title, grant number, amount of funding, grant period, contact information for the organization and for the primary person responsible for report
- An executive summary providing 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)

- What progress have you made towards 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? (ie. 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?
- Evaluation: Show the progress you have made towards the outcomes using the metrics and indicators you defined in your original proposal.

As always, respect page limit requirements for reports. Try to keep your answers on-point 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

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*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 RFPs publicly so any organization that matches its terms can apply; also referred to as a request for proposals

*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, 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

*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 particular 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)

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

# APPENDIX 2: SAMPLE LETTER OF INTENT

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DATE

Name  
Program Officer/Director  
The XX Foundation  
Street address  
City, State Zip Code

Dear Ms. Last name,

Right now we have one of the best opportunities in decades to change U.S. policy so that it truly empowers women in the developing world. President Obama, Secretary of State Hillary Clinton and Congressional leaders have affirmed their commitment to women's rights and opportunities as a cornerstone of their foreign policy. This is the historic moment to bring transformative change to millions of women and girls around the world.

A \$25,000 investment from The XX Foundation will support Women Thrive Worldwide's (Women Thrive) efforts to ensure U.S. foreign policy promotes economic opportunity for women in the developing world.

## Our Mission

Women Thrive develops, shapes, and advocates for U.S. international assistance and trade policies that foster economic opportunity and secure human rights for women in the developing world. We focus on the U.S. government because U.S. aid represents a huge investment with lasting impact on recipient countries and influences other governments and multilateral institutions.

Women Thrive advocates for:

- integrating gender into U.S. international assistance and trade programs, policies, and processes;
- maximizing U.S. resources for women living in poverty in the developing world; and
- increasing the participation of women and their representative groups in shaping the U.S. policies and programs that affect their lives.

Women Thrive is often the sole organization bringing the voices and perspectives of women from the developing world to Washington, D.C. policy debates. We partner with women's organizations to understand their perspectives and ensure that the policies we propose address the real problems they face in their daily lives.

Over the past decade, Women Thrive has become a respected voice on gender and global development. We play a leadership role in key U.S. advocacy coalitions, mobilizing more than 55 organizations and 40,000 individuals throughout the United States in support of our policy goals. By working with a diverse group of people and organizations across the United States, Women Thrive multiplies the effect of our own advocacy to maximize impact.

## Key Programs

- **Combating gender-based violence:** Women Thrive has partnered with Amnesty International USA and the Family Violence Prevention Fund for more than three years to raise the profile of gender-based violence and increase U.S. government investments in addressing this global human rights, health and poverty issue. Our national public awareness and advocacy campaign brings together 75 organizations and individuals across the U.S to combat gender-based violence globally.

This campaign advocates for proven, effective policy solutions that stop violence and draws upon the experiences of survivors and the expertise of field practitioners. Our five-year strategy would reduce violence in 10-20 countries with extremely high levels of violence against women and girls through \$200 million annually in U.S. assistance for international prevention and response. The centerpiece of this campaign is the International Violence Against Women Act (I-VAWA), the first comprehensive legislation to address gender-based violence across all U.S. international assistance policies and programs. I-VAWA was introduced in the U.S. Senate and House of Representatives in February 2010, where it has strong leadership support.

- ***Promoting women's economic rights and opportunities:*** Women Thrive believes that women and girls in the developing world cannot secure their full human rights without meaningful economic opportunities. For more than a decade, Women Thrive has been educating policymakers in Washington, D.C. how they can develop policies that help lift women in the developing world out of poverty. An important route to ensuring women can fully participate in the economy is by ensuring that U.S. development and trade policies take women's needs into account.

Women Thrive developed groundbreaking economic legislation, the Global Resources and Opportunities for Women to Thrive Act (GROWTH Act), to secure women's economic rights and provide them with the tools they need to lift themselves out of poverty. The bill would support women in running their own businesses, enhance their land and property rights, increase their access to better-paying, high quality jobs, and ensure that women have training and programs to help them participate in global trade. It also encourages the adoption of laws and policies that support women's ability to enforce their rights, including legal literacy programs. Provisions also address conflicts that may arise between women's rights and customary laws and practices. The bill encourages programs implemented by local groups, particularly women's organizations. The GROWTH Act was introduced in the Senate in July 2009. We are working on introduction in the House of Representatives and passage this Congressional session.

- ***Integrating gender into U.S. policy:*** The U.S. Congress and Administration are considering the first major overhaul of U.S. foreign assistance laws, structures and policies for more than a generation. Women Thrive is leading advocacy in Washington, D.C. for comprehensive gender integration within the coalition advocating for foreign assistance reform.

Rather than advocating for women-specific projects, Women Thrive calls for a strategy that integrates gender into all stages of design, implementation and monitoring of programs. Gender integration means that the unique needs of both men and women are taken in to account from the outset. This approach makes sure that both women and men benefit from programs and prevents male backlash against women's progress.

- ***Helping women hold U.S. aid accountable:*** Employing an innovative dual advocacy model, Women Thrive partners with local women's organizations in Burkina Faso and Honduras to monitor Millennium Challenge Corporation (MCC) investments in their countries. We work directly with local women to ensure they participate in and benefit from MCC programs. These partnerships also help build these groups' capacity to conduct advocacy to promote their rights and to monitor and evaluate the progress of U.S. aid efforts.

## **Our Track Record of Success**

In 2009, Women Thrive helped ensure the survival of the new Office of Global Women's Issues in the State Department when extremists threatened to block it and tried to place strong restrictions on its activities, falsely claiming that it would promote abortion. For years, Women Thrive has advocated for this office to help coordinate U.S. government policies on international women's issues. Women Thrive mobilized to refute these false statements and help secure the House of Representatives' authorization.

Our advocacy not only improves how the U.S. government makes policy and delivers international assistance, but it can also be a catalyst for social transformation. When the Bush Administration created a new international development agency, the Millennium Challenge Corporation (MCC), in 2004, we successfully advocated for the adoption of a comprehensive gender policy. This policy committed the agency to considering the needs of both men and women when designing and implementing their poverty reduction programs around the world.

The gender policy has transformed the landscape of opportunity for women and girls and has secured important legal rights in countries where the MCC works. For example:

- In order to qualify for MCC funding, Burkina Faso, one of the poorest countries in Africa with a female adult literacy rate of only 18 percent, invested in 132 new girl-friendly primary schools serving more than 12,000 girls in the areas of the country with the lowest female enrollment, ensuring girls can exercise their right to education.
- Lesotho passed a law giving full legal, property and inheritance rights to married women, who were previously legal minors unable to own property in their own name or open a bank account without their husband's approval. These changes gave women important legal rights and opened up economic opportunities to access credit for investing in their farms and businesses.
- For our groundbreaking advocacy, Women Thrive was honored with InterAction's Mildred Robbins Leet Award for the Advancement of Women in 2007.

Women Thrive is pragmatically leading the work to promote the rights of women in the challenging Washington, D.C. policy landscape, lighting the path to a better, more secure future. We respectfully request a one-year, \$25,000 general operating support grant from The XX Foundation to help us reach our goal of ensuring that U.S. policies promote economic opportunity for women and girls around the world.

Sincerely,

XX  
Senior Manager, Foundation Relations

# APPENDIX 3: BIBLIOGRAPHY

## Part A: Resources

### Other Fundraising Guides

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

<http://www.globalfundforwomen.org/cms/images/stories/downloads/Handbook2007.pdf>

Association for Women's Rights in Development (AWID)

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

<http://www.awid.org/eng/About-AWID/AWID-News/FundHer-Brief-2008-Money-Watch-for-Women-s-Rights-Movements-and-Organizations>

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

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

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

<http://www.siyanda.org/search/summary.cfm?nn=2138&ST=SS&Keywords=grants&SUBJECT=0&Donor=&StartRow=1&Ref=Sim>

Aid Workers Network- Basic Tips for Fundraising for Small NGOs in Developing Countries

[http://www.wougnet.org/Links/docs/Basic\\_NGO\\_funding\\_final-JCravens.pdf](http://www.wougnet.org/Links/docs/Basic_NGO_funding_final-JCravens.pdf)

Aid Workers Network-fundraising in developing countries

<http://www.aidworkers.net/?q=advice/fundraising>

NGO Café: NGO Fundraising Strategies

<http://www.gdrc.org/ngo/funding/fund-raising.html>

### Fundraising Training

- The Resource Alliance
  - The Resource Alliance is a UK-based organization dedicated to building fundraising capacities among nonprofits around the world. They offer many resources regarding fundraising, including "How to" guides.
  - <http://dev-ra.ellipsimedia.net/resources/>
  - <http://www.resource-alliance.org/resources/71.asp>

- The Resource Alliance's Fundraisers Fund
  - UK-based organization that builds fundraising capacity of civil society organizations around the world.
  - Has a special fund to support the professional development of fundraisers in the developing world. For more information about the program and how to apply: [http://www.resource-alliance.org/support\\_us/fundraisers\\_fund/default.asp](http://www.resource-alliance.org/support_us/fundraisers_fund/default.asp)
  - They also give out annual awards in different world regions to recognize the best managed NGOs: <http://www.resource-alliance.org/training/awards/default.asp>
  - Holds frequent workshops in various countries throughout the developing world: <http://www.resource-alliance.org/events/>
- The Association of Fundraising Professionals
  - This is the largest professional association for fundraisers in the United States. Its website includes some free resources, as well as content only available to members. <http://www.afpnet.org>

### Philanthropy Websites

#### *Foundation Center*

This US-based resource has a for-subscription only foundation & corporate giving research engine that compiles information about US funders only. The site also has free online resources on trends in philanthropy and how to apply for grants, including a page specifically devoted to international grantseekers. The Foundation Center also has libraries in cities across and US and international collections in Nigeria, Brazil, Mexico, South Korea, and Thailand. Includes links to their guides to proposal writing and budgeting in other languages, including French, Spanish and Portuguese.

<http://foundationcenter.org/getstarted/international/>

#### *Spanish language resources*

Foundation Center proposal writing guide in Spanish:

[http://foundationcenter.org/getstarted/learnabout/guia\\_audiobook.html](http://foundationcenter.org/getstarted/learnabout/guia_audiobook.html)

Grantseeking basics video in English and Spanish

<http://foundationcenter.org/getstarted/training/video/gsb.html>

### ***European Foundation Center***

Resource for European philanthropy, similar to the US Foundation Center.

<http://www.efc.be>

### ***Guidestar***

Free online resource for information about US nonprofits, including foundations and US-based international NGOs. You can use this site to learn more about US 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.

<http://www2.guidestar.org/>

### ***UK Charity Commission***

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

<http://www.charity-commission.gov.uk/>

### ***Charity Vault***

Lists of charities around the world by country

<http://www.charity-charities.org/charities/index.html>

### **Philanthropy News**

- Third Sector-UK magazine with a website that offers many resources related to fundraising
  - <http://www.thirdsector.co.uk/Channels/Fundraising/>
- The Chronicle of Philanthropy
  - The leading US 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 some content.
  - <http://philanthropy.com/>
- Philanthropy Journal
  - US-based online magazine for those interested in the nonprofit world and philanthropy, offering news articles and resources
  - <http://www.philanthropyjournal.org/>

### **International Grantmakers' Networks**

These organizations don't 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. Good source for finding potential funders and starting research on their interests.

Grantmakers Without Borders

<http://www.gwob.net>

Advice for Grantseekers: <http://www.gwob.net/advicegs/index.htm>

Women's Funding Network

Membership organization of philanthropists and funds promoting women's equality and empowerment from the US and around the world.

<http://www.womensfundingnetwork.org/>

International Network of Women's Funds, South Africa

[http://inwf.org/index.php?option=com\\_frontpage&Itemid=1](http://inwf.org/index.php?option=com_frontpage&Itemid=1)

African Grantmakers Affinity Group

<http://www.africagrantmakers.org/>

International Human Rights Funders Group

<http://www.hrfunders.org/>

Member list - <http://www.hrfunders.org/funders/funder.php?op=list>

Funders Network on Trade and Globalization

<http://www.fntg.org/>

Member list - <http://www.fntg.org/funders/profile.php?op=list>

Worldwide Initiatives for Grantmaker Support (WINGS)

<http://www.wingsweb.org/index.cfm>

### **International Women's Networks**

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

Association for Women's Rights in Development (AWID)

<http://www.awid.org/>

- International Women's Tribune Centre
  - Has a list of fundraising resources
  - <http://www.iwtc.org/9646/9741.html>
- International Women's Democracy Network
  - <http://www.wmd.org/women/womensdemocracy.html>
- International Mothers Network
  - <http://www.internationalmothersnetwork.org/home.html>
- GBV Prevention Network
  - <http://www.preventgbv africa.org/>
- The Global Coalition on Women and AIDS (GCWA)
  - <http://womenandaids.unaids.org/default.html>

- GROOTS International
  - <http://www.groots.org/index.html>
- Development Alternatives with Women for a New Era (DAWN)
  - <http://www.dawnnet.org/index.html>
- International Gender and Trade Network
  - <http://web.igtn.org/home/>

## Regional Networks & Resources

### AFRICA

#### Women's Networks

- The African Women's Development and Communication Network (FEMNET)
  - <http://www.femnet.or.ke/>
- WiLDAF
  - <http://www.wildaf.org/>
- Gender and Media Southern Africa (GEMSA)
  - [http://www.gemsa.org.za/page.php?p\\_id=1](http://www.gemsa.org.za/page.php?p_id=1)
- AAWORD (Association of African Women for Research and Development)
  - <http://www.afard.org/presentationang.php>
- Femmes Africa Solidarite
  - <http://www.fasngo.org/index.html>
- Forum for African Women Educationalists (FAWE)
  - <http://www.fawe.org/>

#### Philanthropy

- West African NGO Network (WANGO)
  - Organization that provides internet connectivity, web content and training for West African NGOs
  - <http://www.wangonet.org/>
- East Africa Association of Grantmakers
  - <http://www.eaag.org/>
- Ufadhili
  - Source of information for guidance and information on philanthropy and volunteerism, CSR and Community Resource Mobilisation (CRM) in East Africa
  - <http://www.ufadhilitrust.org/>
- Charities Aid Foundation Southern Africa
  - <http://www.cafsouthernafrica.org/>
- The Pitseng Trust South Africa
  - <http://www.pitsengtrust.co.za/>

### LATIN AMERICA

#### Latin America Donor Index

Consolidates in one 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.

<http://www.lacdonors.org/>

- Fund for Non-Violence
  - <http://www.fundfornonviolence.org/index.html>
  - Semillas, Mexico
    - [www.semillas.org.mx](http://www.semillas.org.mx)
  - Fundacion Merced, Mexico
    - <http://www.channelfoundation.org/merced.html>
- Fundemas, El Salvador
  - <http://www.fundemas.org/>
- Fondo Alquimia, Chile
  - <http://www.fondoalquimia.org/>

### SOUTH ASIA

- The South Asian Fundraising Group
  - <http://www.safrg.org/>
- Sampradaan- India Centre for Philanthropy
  - <http://www.sampradaan.org/>
- Charities Aid Foundation India
  - <http://www.cafindia.org/>
- Pakistan Centre for Philanthropy
  - <http://www.pcp.org.pk/>
  - Tewa, Nepal grantmaker
    - <http://www.tewa.org.np/>

### ASIA

- Asia Pacific Philanthropy Consortium
  - <http://www.asiapacificphilanthropy.org/>
- Asian Philanthropy Forum
  - <http://www.asianphilanthropyforum.org/>
- Association of Philanthropy Indonesia
  - <http://www.ibl.or.id/ppf/html/index.php>
- Yayasan Pendamping Perempuan Usaha Kecil (YASP-PUK) Foundation for Women in Small Businesses, Indonesia
  - <http://www.asppuk.or.id/index.php>
- HER Fund, Hong Kong, China
  - <http://www.herfund.org.hk/>
- The Mongolian Women's Fund



- <http://www.owc.org.mn/mwf/english.htm>
- Taiwan Foundation for Democracy
  - <http://www.tfd.org.tw/english/index.php>

### **MIDDLE EAST**

- Arab Women's Fund
  - <http://www.arabwomensfund.org/index.php>
- Dalia Association, Palestine
  - <http://www.Dalia.ps/>
  - Palestine

### **Resources for NGOs and the Internet**

Web2forDev: Web 2.0 for Development Gateway  
 Blog posts and weblinks on using the internet for international development.

<http://www.web2fordev.net/>

Association for Progressive Communications  
 Internet for social justice and sustainable development

<http://www.apc.org/en/home>

Nonprofit Technology Network

The network provides research and articles on technology for nonprofits: <http://www.nten.org/research>

They also maintain a blog with useful information: <http://www.nten.org/blog> and they hold free online seminars ("webinars") on a variety of topics: <http://www.nten.org/events/webinar>

### **Resources and Training for Social Networking**

An introduction to social networking  
<http://hubpages.com/hub/Social-Networking-for-Beginners>

Mashable

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

<http://mashable.com/>

Network for Good is a US-based organization that provides resources and training on online fundraising and using social networking sites like Twitter and Facebook: <http://www.fundraising123.org>

### **Regional Internet Resources**

Kabissa, Space for Change in Africa

Internet space for African organizations working for social change

<http://www.kabissa.org/>

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

<http://yankana.org/>

### **Top Social Networking Sites**

A list and links to a variety of global social networking platforms and maps of where they are popular: <http://www.ignitesocialmedia.com/2009-social-network-analysis-report/>

Facebook: <http://www.facebook.com>

Flickr: platform for sharing photographs <http://www.flickr.com>

YouTube: globally popular platform for sharing video  
<http://www.youtube.com>

Ning: A social platform for people to explore and express their interests, discover new passions, and meet new people around shared pursuits. <http://www.ning.com/>

Orkut: a social networking platform popular in Latin America, especially Brazil, and India. [www.orkut.com](http://www.orkut.com)

Bebo: [www.bebo.com](http://www.bebo.com)

Linked In: A US-based site particularly useful for professional networking <http://www.linkedin.com>

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.  
<http://twitter.com/>

Idealist: a US-based interactive site in English, French and Spanish where people and organizations from around the world can exchange resources and ideas, locate opportunities and supporters, and take steps toward building a world where all people can lead free and dignified lives.  
[www.idealists.org](http://www.idealists.org)

Peace and Collaborative Development Network:  
<http://www.internationalpeaceandconflict.org/>

### **Organizations Providing Low-Cost Computers to NGOs**

- Computer Aid International
  - Based in the UK, Computer Aid International supplies donated refurbished computers to schools and NGOs in developing countries. They charge £42 plus shipping for each computer.
  - <http://www.computeraid.org/>

- Application form: <http://www.computeraid.org/enquire.asp>
- InterConnection
  - US-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.
  - <http://www.interconnection.org>
  - For details on costs and how to apply: [http://www.interconnection.org/get\\_organizations.html](http://www.interconnection.org/get_organizations.html)
  - 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: [http://www.interconnection.org/get\\_websites.html](http://www.interconnection.org/get_websites.html)

## 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.

- Global Giving
  - This US-based organization posts information about charitable projects around the world on its website and collects donations from individuals to fully fund these projects. Projects are referred to Global Giving by their partner organizations. NGOs outside the US can also apply on their own for inclusion – Global Giving accepts online self-nominations reviewed twice a year for approval.
  - <http://www.globalgiving.com/>
  - <http://www.globalgiving.org/non-profits/join-global-giving/interest.html>
- Greater Good SA
  - Brings NGOs and donors in South Africa together through their website. Only South African organizations are eligible to participate.
  - <http://www.myggsa.co.za/>
- Givology
  - Partners with international and community-based groups working in education to raise money to sponsor students and support schools.
  - <https://www.givology.org/>
  - For information about how to become a partner:

<https://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 micro-finance institutions and not directly to individual businesspeople or NGOs.
  - <http://www.kiva.org/app.php?page=home>
  - To learn the requirements for microfinance institutions to join Kiva and the application form: <http://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](mailto:awdf@awdf.org)  
Grants Department: [grants@awdf.org](mailto:grants@awdf.org)  
Capacity Building Unit: [cbu@awdf.org](mailto:cbu@awdf.org)

**Telephone:** +233 21 521257, +233 21 923626. +233 21 28 722006

**Website:** [www.awdf.org](http://www.awdf.org)

#### Countries/Regions:

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

Major 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, political participation, peace building, health and reproductive rights, economic empowerment, and HIV/AIDS. 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 is supports small, community/rural based grassroots women's groups, which are most likely not to have access to any financial support or meet the eligibility criteria for AWDF'S main funding program

Main Grants: projects related to any of our 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.

Solidarity Fund: 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.

Legacy Fund: create an additional source of funding for current or potential AWDF grantees, to enable them 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 U\$1,000- U\$50,000, and multi-year grants of up to \$120,000 can be made to grantees engaged in strategic work.

World AIDS Day Fund: up to \$1000

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

Major Grants Program: \$5,000 to \$50,000

Legacy Fund: up to \$30,000

**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 3 months before the identified activity.

### How to Apply:

- Application instructions: <http://www.awdf.org/the-process/grant-making/grant-application-guidelines>
- Main grants: <http://www.awdf.org/the-process/main-grants>

- Small grants: <http://www.awdf.org/the-process/small-grants>
- Solidarity Fund: <http://www.awdf.org/the-process/solidarity-fund>
- Legacy Fund: <http://www.awdf.org/the-process/the-legacy-fund>
- World AIDS Day Fund: <http://www.awdf.org/the-process/world-aids-day>
- Additional application materials: annual report, financial statement, brochures/leaflets, any other media materials that are available (ie photographs, press clippings, posters, and videos)

### AMERICAN JEWISH WORLD SERVICE

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

**Email:** [ajws@ajws.org](mailto:ajws@ajws.org)

**Telephone:** 212-792-2900, toll free (800)-889-7146

**Website:** [www.ajws.org](http://www.ajws.org)

### Countries/Regions:

Africa: Senegal, Liberia, Ghana, Nigeria, Sudan, Ethiopia, Somalia, Kenya, Uganda, Rwanda, Democratic Republic of Congo, Zambia, Zimbabwe, South Africa, Namibia

Asia: Afghanistan, Thailand, Burma, Cambodia, Sri Lanka, India, Pakistan, Vietnam, Indonesia

Latin America: Bolivia, Colombia, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Peru

**Topics/Subjects:** health, political empowerment, civil liberties, reproductive rights, education, international development, international human rights, international relief, reproductive health, safety/disasters

**Description:** The American Jewish World Service is an international development organization dedicated to the pursuit of justice for all people. AJWS and its partners firmly believe that:

- Grassroots organizations are best placed to envision, articulate and implement their own plans for the development of their communities and countries.
- Community development cannot take place when human rights are denied.
- Women are critical drivers of community development and change; community life cannot truly flourish when women are not fully empowered to resist gender-based violence and oppression.
- Marginalized communities that are vulnerable to poverty and human rights violations are powerful agents of change and development when mobilized from within.

AJWS provides grants to non-governmental, community-based organizations in developing countries in Asia, Africa, and the Americas to help eradicate hunger, disease, and poverty. The priority funding areas are: Sustainable Livelihoods and Development, Community Health, Education for All, Community Response In Conflict and Emergencies and Civil and Political Participation. The AJWS does not provide funds to proselytizing activities, individuals, orphanages, political parties, hospitals, private enterprises, or government structures.

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

**Grant Range:** \$7,000-\$70,000

**Average Grant Duration:** Varies, one year or multi-year.

**Deadline(s):** Not accepting letters of inquiry for 2010. Check in late 2010 for 2011 funding.

**How to Apply:** [http://ajws.org/what\\_we\\_do/grantmaking/apply\\_for\\_a\\_grant1.html](http://ajws.org/what_we_do/grantmaking/apply_for_a_grant1.html)

#### 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](mailto:info@ashoka.org)

**Telephone:** (703) 527-8300

**Website:** [www.ashoka.org](http://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, send an email to

the appropriate regional office. Contact information for each world region can be found on the Ashoka website.

#### THE ASIA FOUNDATION- WOMEN'S EMPOWERMENT PROGRAM

**Address:** 465 California St, 9<sup>th</sup> floor  
San Francisco, CA 94104

Mailing Address: PO Box 193223  
San Francisco, CA 94119-3223

**Email:** [info@asiafound.org](mailto:info@asiafound.org)

**Telephone:** 415-982-4640

**Website:** <http://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 US-based organizations

**Description:** The Asia Foundation's Women's Empowerment program develops women's leadership, strengthens women's organizations, increases women's rights and 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 (<http://www.asiafoundation.org/about/grant-guidelines.php>). No application form. Letter of inquiry must first be submitted to the appropriate office (<http://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 18<sup>th</sup> St, #10  
San Francisco, CA 94110

**Email:** [info@fcmujeres.org](mailto:info@fcmujeres.org)

**Telephone:** 415-774-6567 (San Francisco)

**Website:** <http://www.fcmujeres.org/es>

**Countries/Regions:** Guatemala, Belize, Honduras, El Salvador, Nicaragua, Costa Rica, and 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.

**How to Apply:** [http://www.fcujeres.org/es/presenta\\_proyecto\\_procedim.php](http://www.fcujeres.org/es/presenta_proyecto_procedim.php)

**Materials to include:** 2 page summary of your organization's information, 2 page summary of your project ideas, 2 page summary of your project

### ELTON JOHN AIDS FOUNDATION (UK)

**Address:** 1 Blythe Road  
London W14 0HG  
United Kingdom

**Email:** General inquiries: [admin@ejafuk.com](mailto:admin@ejafuk.com)  
For grant applications: [grants@ejaf.com](mailto:grants@ejaf.com)

**Telephone:** +44 (0) 20 7603 9996

**Website:** [www.ejaf.com](http://www.ejaf.com)

**Countries/Regions:** Kenya, Lesotho, Malawi, South Africa, Tanzania, Uganda, Zambia, Bangladesh, Cambodia, India, Nepal, United Kingdom, Ukraine, Ireland, Russia  
For grants to the Americas and the Caribbean, apply through the New York office at <http://www.ejaf.org>

**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 5 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 Grant:** project

**Grant Range:** varies

**Average Grant Duration:** multi-year

**Deadline(s):** applications accepted throughout the year

**How to Apply:** <http://www.ejaf.com/Applyingforgrants>  
Begin by taking the eligibility quiz, then choose the country in which you will be working and click 'grant strategy.'

### EMPOWER- THE EMERGING MARKETS FOUNDATION

**Address: Empower US**  
11 John St., Ste. 1005  
New York, NY 10038-3110 USA  
Telephone: (212) 608-4455

**Empower UK**  
20-22 Bedford Row  
London WC1R 4JS  
United Kingdom

**Email:** [contactus@empowerweb.org](mailto:contactus@empowerweb.org) (US), [empoweruk@empowerweb.org](mailto:empoweruk@empowerweb.org) (UK)

**Website:** [www.empowerweb.org](http://www.empowerweb.org)

**Countries/Regions:** Argentina, Brazil, China, Colombia, India, Mexico, Nigeria, Peru, Russia, South Africa, Thailand, Turkey, and 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 3 or more years' experience with demonstrable results, an annual budget of US\$1.5 million or less and other existing sources of funding. For a full list of requirements, see <http://www.empowerweb.org/grantseekers>

**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):** None.

**How to Apply:** Submit a 3-5 page letter of inquiry. You will be contacted only if you are chosen to submit a full proposal. <http://www.empowerweb.org/grantseekers/howtoapply>

### FIRELIGHT FOUNDATION

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

**Email:** [info@firelightfoundation.org](mailto:info@firelightfoundation.org)

**Telephone:** (831) 429-8750

**Website:** [www.firelightfoundation.org](http://www.firelightfoundation.org)

**Countries/Regions:** Sub-Saharan Africa

**Topics/Subjects:** health, children/youth services, women centers/services

**Type of Grant:** building/renovation, continuing support, general/operating support, management development/capacity building, program development, technical assistance

**Grant Range:** \$1,000 to \$30,000

**Average Grant Duration:** one year or multi-year

**Description:** The Firelight Foundation intends to support the well being of children who are orphaned or affected by HIV/AIDS in Sub-Saharan Africa. It also provides funding to grassroots organizations that work to strengthen the families and communities that care for children affected by HIV/AIDS in Sub-Saharan Africa.

**Deadline(s):** Letters of inquiry are not being accepted for 2010 due to the current economic crisis. Check the website for updates for 2011 <http://www.firelightfoundation.org/apply.htm>

**How to Apply:** <http://www.firelightfoundation.org/apply.htm>

## FUND FOR GLOBAL HUMAN RIGHTS

**Address:** 1666 Connecticut Ave., N.W., Ste. 410  
Washington, DC 20009-1039 USA

**Email:** [info@globalhumanrights.org](mailto:info@globalhumanrights.org)

**Telephone:** (202) 347-7488

**Website:** [www.globalhumanrights.org](http://www.globalhumanrights.org)

**Countries/Regions:** Algeria, Morocco, Tunisia, India, Pakistan, Mexico, Guatemala, Liberia, Sierra Leone, Guinea, Democratic Republic of the Congo, Uganda, Burundi, Thailand, and the Philippines

**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 15 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. 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.

**Type of Grant:** General/operating support, Program development, Seed money, 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 fa-

ilities, or activities directly or indirectly intended to support political candidates.

**Grant Range:** \$5,000 to \$30,000

**Average Grant Duration:** multi-year

**Deadline(s):** The Fund awards grants twice a year, but announces opportunities by RFP only. Check website for active requests for proposals and deadlines.

**How to Apply:** Review guidelines and download the application form at <http://www.globalhumanrights.org/for-grantees>,

## GLOBAL FUND FOR CHILDREN

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

**Email:** [info@globalfundforchildren.org](mailto:info@globalfundforchildren.org)

**Telephone:** (202) 331-9003

**Website:** [www.globalfundforchildren.org](http://www.globalfundforchildren.org)

**Countries/Regions:** global

**Topics/Subjects:** education, international development, health, safety/security, human rights

**Description:** The Global Fund for Children is dedicated to supporting children in need around the world. The fund awards grants that support children around four specific issues: Learning, Enterprise, Safety, and Healthy Minds and Bodies. For more information about these areas, see <http://www.globalfundforchildren.org/index.php/Our-Work/Grantmaking-Portfolios.html>. Funded groups should be community-based and must work directly with children and youth. 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 to \$20,000

**Average Grant Duration:** one year, with option for renewal over a period from 3 to 6 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:** <http://www.globalfundforchildren.org/index.php/Apply-For-A-Grant/Overview.html>

- Submit a letter of inquiry at any time of the year (review eligibility criteria first <http://www.globalfundforchildren.org/index.php/Apply-For-A-Grant/Eligibility-Criteria-and-Selection-Guidelines.html>)
- 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
- If the proposal is approved, GFC will issue a letter of notification

## THE GLOBAL FUND FOR WOMEN

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

**Email:** Americas [americas@globalfundforwomen.org](mailto:americas@globalfundforwomen.org)  
Asia and Oceania [asiapac@globalfundforwomen.org](mailto:asiapac@globalfundforwomen.org)  
Europe and the Former Soviet States [ecis@global-fundforwomen.org](mailto:ecis@global-fundforwomen.org)  
Middle East and North Africa [mena@globalfundfor-women.org](mailto:mena@globalfundfor-women.org)  
Sub Saharan Africa [ssafrica@globalfundforwomen.org](mailto:ssafrica@globalfundforwomen.org)

**Telephone:** (415) 248-4800

**Website:** [www.globalfundforwomen.org/](http://www.globalfundforwomen.org/)

**Countries/Regions:** Africa, Europe and the Former Soviet States, Middle East and North Africa, the Americas, Asia and Oceania

**Topics/Subjects:** human rights, civil liberties, reproductive rights, community development, education, women's centers/services, youth development, gender-based violence, peace building, economic and environmental justice, civic and political participation

**Description:** The Global Fund for Women provides grants for women's organizations all over the world that work to promote women's human rights. The fund awards small, flexible, and timely grants to local organizations because it believes that they have the best knowledge for creating social change in their own communities. It does not provide funding for: individuals, scholarships, organizations that do not have a women's human rights focus, organizations headed or managed by men, organizations who are dedicated solely to income-generation/charity, organizations based/working primarily in the US, organizations in the Global North proposing partnerships in the Global South, government organizations, political parties or election campaigns.

**Type of Grant:** General/operating support, program support, travel grants, event organization grants

**Grant Range:** \$500 to \$30,000

**Average Grant Duration:** one year

**Deadline(s):** Proposals usually accepted all year. A notice of receipt will be sent within three weeks of its arrival at the office, and final notification within 7-9 months of application. Grants awarded four times a year.

**How to Apply:** <http://www.globalfundforwomen.org/cms/apply-for-a-grant/apply-for-a-grant/womens-funds-overview-and-application-criteria.html>

## THE HESPERIAN FOUNDATION CREATIVE EDUCATION FUND

**Address:** 1919 Addison Street, Suite 304  
Berkeley, CA 94704

**Email:** [creative@hesperian.org](mailto:creative@hesperian.org)

**Telephone:** 510-845-1447  
(US Toll Free) 888-729-1796

**Website:** <http://www.hesperian.org/>

**Countries/Regions:** Developing countries

**Topics/Subjects:** health, education, women, international development

**Description:** The Hesperian Foundation is a non-profit organization that publishes books and newsletters discussing community-based healthcare in developing countries. Their Creative Education Fund awards grants to projects that support women's health issues in developing countries, and that benefit poor women. It gives priority to projects that develop new and creative educational materials or techniques; involve women in planning, carrying out and managing funds for the project; involve the people who will use the materials in the process of developing them; use a "popular education" approach that works from the participants' own experiences; treats both participants and leaders as co-learners, and empowers people to improve their health and their lives; educate the community in how being female and poor affect women's health; and develop ideas and materials that other organizations can use or adapt.

**Type of Grant:** project

**Grant Range:** Typically \$1,000. Can be up to \$3,000 under special circumstances.

**Average Grant Duration:** short-term

**Deadline(s):** Currently not accepting applications. Continue to check website for more updated information: [http://www.hesperian.org/projects\\_creativeEducationFund.php](http://www.hesperian.org/projects_creativeEducationFund.php)

**How to apply:** [http://www.hesperian.info/assets/cef\\_app\\_form4.pdf](http://www.hesperian.info/assets/cef_app_form4.pdf)

- send proposal (should be short, around 5 pages) with the following information:
  - contact information
  - information about your organization
  - the women's health problem you will address,
  - your project idea
  - how it will be implemented,
  - how you will use the grant money if you are awarded it

## 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.nl

**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 and Zimbabwe

**Topics/Subjects:** finance, sustainable production, human rights, democracy, health, arts and culture, women, development, and ICT, media

**Description:** Hivos is a Dutch non-governmental organization that works towards 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' MICROfund Project focuses on the following areas: financial services (microcredit and savings) and business development; sustainable production (agriculture and handicrafts); human rights and democratization; HIV/AIDS; gender, women and development; art and culture; web-based media; advocacy and communication; and the knowledge program. Hivos does not fund religious groups or governmental entities or organizations receiving financial support from any other Dutch or European development agencies.

**Grant Range:** No minimum or maximum grant size (microfund projects max €10,000), average grant size €45,000 per year

**Type of Grant:** project-specific

**Average Grant Duration:** Grant duration range is 1-4 years. Average is 3 years, first time grants do not usually exceed 2 years, maximum duration is 10 years

**Deadline(s):** applications accepted throughout the year

**How to Apply:** An organization must first pass the self-assessment test available on the Hivos website (<http://www.hivos.nl/virtualoffice/register/intake>). If you pass this assessment, you can then fill out Application Form A (which you will be given), and then Application Form B if your organization receives notice to do so. Each step may take up to a month. After you have filled out Application Form B, you will be notified within a month whether or not you have been accepted, or if more information is needed.

## INTERNATIONAL INDIGENOUS WOMEN'S FORUM

**Address:** 121 W 27<sup>th</sup> St. #301  
New York, NY 10001

**Email:** fimi@iifwf.org

**Telephone:** 212-627-0444

**Website:** <http://indigenouswomensforum.org/index.html>

**Countries/Regions:** Africa, Arctic, Asia, Eastern Europe/Central Asia/the Caucasus, Latin America/Caribbean, North America, and the Pacific

**Topics/Subjects:** leadership and capacity building, indigenous women's rights, human rights (general)

**Description:** The International Indigenous Women's Forum works towards 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, 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):** First call for proposals for 2010 was from October 15, 2009-January 15, 2010. Continue to check website for the next round. <http://indigenouswomensforum.org/iifund.html>

**How to Apply:** <http://www.indigenouswomensforum.org/iifund/guidelines.html>

Applications may be submitted in English, Spanish or French.



## KIOS (THE FINNISH 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, and 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 awareness raising, 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, has Small Grants Scheme for smaller and newly established human rights organisations that do not have a lot of experience on being funded by international donors.

Does not fund development work, educational projects (unless 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% of project's total costs

**Average Grant Duration:** first grant is for one year; renewals up to maximum of 5 years; Small Grants Scheme €5,000-€10,000

**How to Apply:** [http://www.kios.fi/english/how\\_to\\_apply/](http://www.kios.fi/english/how_to_apply/)  
Applications accepted in English, French or Spanish.

**Deadline(s):** None, applications are accepted year-round

## MAMA CASH

**Address:** P.O. Box 15686  
1001 ND AMSTERDAM  
The Netherlands

**Email:** info@mamacash.nl

**Telephone:** (+31) 20 689 36 34

**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, human rights, economic empowerment

**Description:** Mama Cash is the oldest international women's fund, and believes in investing in women and girls because they are the most capable of creating social change. Its five themes for grantmaking are: bodily integrity, economic justice, political agency and participation, peace and security, and art, culture, and media. Mama Cash awards grants to not-for-profit organizations, or informal groups of activists, networks, or coalitions that have as their primary mission the promotion of women and/or girls' rights and are led by women or girls. **Mama Cash funds women and girls' groups that push beyond the status quo and develop strategies to bring about fundamental change.** Mama Cash also offers **step-up support** to help ambitious organizations and networks grow their capacities and take or make **strategic opportunities** to create fundamental change.

Grantees' organizational budgets must be less than €200,000 per year to qualify for a grant.

**Type of Grant:** project and general operating support

**Grant Range:** €5,000 to €50,000

**Average Grant Duration:** single and multi-year (maximum 3 years)

**Deadline(s):** Unknown.

**How to Apply:** Guidelines and application forms available at <http://www.mamacash.org/page.php?id=2007>. Applications accepted in English, French and Spanish.

## NEW FIELD FOUNDATION

**Address:** 1016 Lincoln Boulevard  
Mailbox 14  
San Francisco, CA 94129 USA

**Email:** [info@newfieldfound.org](mailto:info@newfieldfound.org)

**Telephone:** +1 415 561 3417

**Website:** <http://www.newfieldfound.org/grants.priorities.html>

**Countries/Regions:** The Local Grants Program funds in-Mano River Union border region of Guinea, Liberia and Sierra Leone; Casamance region of Senegal; and Northern Niger River Basin, particularly initiatives connecting Burkina Faso, Mali and Niger. The regional grants program funds in rural West Africa.

**Topics/Subjects:** women, human rights, international development

**Description:** The New Field Foundation works to support women and their families in rural sub-Saharan Africa overcome poverty, violence, and injustice. The majority of grants go to support dynamic local groups that are organizing collectively to create thriving, equitable and peaceful communities for rural African women and their families. Through the Regional program, New Field Foundation aims to support the creation of a more just, equitable and peaceful world for rural African women. To this end, the Regional program funds programs that promote systemic changes in policies, laws, cultural norms and the distribution of resources. The Local Grants program funds local groups supporting African women, while the Regional Program funds community-based organizations in West Africa. The Foundation does not fund individuals, disaster relief, lobbying activities, or religious activities.

**Type of Grant:** project, institutional development, overhead support

**Grant Range:** \$5,000 to \$60,000. Usually does not award grants for more than 30% of the organization's annual income

**Average Grant Duration:** one year for first time recipients; one-year or multi-year for renewals

**Deadline(s):** Applications accepted year-round

**How to Apply:** Begin by filling out the preliminary inquiry form in English or French (<http://www.newfieldfound.org/PreliminaryInquiryForm.pdf>). If your organization's goals match that of the New Field Foundation, you will be asked to submit a full proposal.

## OPEN SOCIETY INSTITUTE- INTERNATIONAL WOMEN'S PROGRAM

**Address:** 400 West 59th Street  
New York, NY 10019 USA

**Email:** [women@sorosny.org](mailto:women@sorosny.org)

**Telephone:** (212) 548-0162

**Website:** <http://www.soros.org/initiatives/women/>

**Countries/Regions:** worldwide (specific priority areas will vary depending on the focus area)

**Topics/Subjects:** women, democracy, human rights

**Description:** The Open Society Institute's International Women's program is dedicated to promoting women and girls' rights around the world, particularly in conflict and post-conflict situations, where their rights are often limited. The program hopes to encourage women's participation in political, economic, and social institutions. The three current focus areas are: Reducing Discrimination and Violence Against Women, Strengthening Women's Access to Justice, and Increasing Women's Participation as Decision Makers and Leaders.

**Type of Grant:** project

**Grant Range:** \$25,000-\$200,000

**Average Grant Duration:** one to three years

**Deadline(s):** Applications accepted throughout the year or in response to RFP.

**How to Apply:** Download application guidelines from [http://www.soros.org/initiatives/women/focus\\_areas](http://www.soros.org/initiatives/women/focus_areas). Select a focus area and then click 'Application Guidelines.'

## URGENT ACTION FUND FOR WOMEN'S HUMAN RIGHTS

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

**Email:** [urgentact@urgentactionfund.org](mailto:urgentact@urgentactionfund.org)

**Telephone:** (303)-442-2388

**Website:** [www.urgentactionfund.org](http://www.urgentactionfund.org) (in Africa: <http://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:** \$1,650 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:** <http://www.urgentactionfund.org/index.php?id=68>

- Make sure you meet the four categories and criteria
- Download application form from the above link
- Applications accepted in any language

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

## 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

- **Program name:** Civil Society Responsive Grants

**Background:** The Commonwealth Foundation is an inter-governmental 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 responsive grants enable people from developing Commonwealth countries to participate in international or intercultural exchange activities such as short training courses, workshops, seminars, conferences, cultural festivals, exchanges and study visits in other Commonwealth countries. Grant funds may be used towards costs of airfare, accommodation, food, or monitoring, evaluating and reporting on an activity. Priority is given to those 35 years old and under or mid-career professionals working in civil society organizations directly involved in development or cultural work. All applications must demonstrate how activity will address issues of youth and gender. All projects must be for one year or less and take place in a developing country that is a member of the Commonwealth.

- **Grant Range:** £5,000-10,000; in exceptional cases, up to £20,000
- **Deadlines:** 2010 applications must be received by March 31, June 30, September 30, and December 31
- **Contact:** [geninfo@commonwealth.int](mailto:geninfo@commonwealth.int)
  - **Mailing Address:** Grant Applications  
Commonwealth Foundation  
Marlborough House, Pall Mall  
London SW1Y 5 HY
  - **Telephone:** +44 (0)20 7930 3783
  - **Website:** <http://www.commonwealthfoundation.com/>
  - For application and guidelines including a list of Commonwealth member countries: <http://www.commonwealthfoundation.com/about/grantseekers/OandG/>

### UK DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)

- **Program name:** Development Innovation Fund: An Opportunity for Small NGOs

**Background:** The Development Innovation Fund is aimed at community-based organizations involved in providing specific small scale, one-off support that directly targets poverty in the developing world and includes a significant development awareness component in the UK. The Development Innovation Fund (DIF) 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 which 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 UK. 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 UK better understand international development. Small NGOs are defined as those with an average annual income of less than £500,000 over the past 3 years. Projects must be for one year or less. NGOs from any country in the world may apply for projects taking place in low or middle-income countries. Applications must be submitted electronically using DFID's forms in the English language. A single organization cannot submit more than 3 proposals at any one time.

- **Grant Range:** up to £60,000; total grantmaking budget is £7 million
- **Deadlines:** None – may submit application at any time (funds are awarded 3 times per year)
- **Contact:** [dif-applications@ltsi.co.uk](mailto:dif-applications@ltsi.co.uk)
  - Mailing Address:  
The Fund Manager

Development Innovation Fund  
c/o LTS International  
Pentlands Science Park  
Bush Loan  
Penicuik  
Nr Edinburgh  
EH26 0PL  
United Kingdom

- **Telephone:** +44 20 7023 0000
- **Website:** <http://www.dfid.gov.uk/dif>

### THE INTER-AMERICAN FOUNDATION

**Address:** 901 N. Stuart Street  
10th Floor  
Arlington, VA 22203

**Email:** [info@iaf.gov](mailto:info@iaf.gov)

**Telephone:** 703-306-4301

**Website:** [www.iaf.gov](http://www.iaf.gov)

**Countries/Regions:** Latin America and the Caribbean

**Topics/Subjects:** development, democracy, poverty

**Description:** The Inter-American Foundation is an independent agency of the US 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 and 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

**Average grant duration:** one to four years

**Deadline:** Proposals may be submitted throughout the year by mail or email ([proposals@iaf.gov](mailto:proposals@iaf.gov))

**How to apply:** Application form- [http://www.iaf.gov/grants/downloads/Application\\_en.pdf](http://www.iaf.gov/grants/downloads/Application_en.pdf)

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 [http://www.iaf.gov/grants/apply\\_grant\\_en.asp?grant=4](http://www.iaf.gov/grants/apply_grant_en.asp?grant=4)

### UN TRUST FUND TO END VIOLENCE AGAINST WOMEN

**Address:** UNIFEM Headquarters  
Executive Director: Ms. Ines Alberdi  
304 East 45<sup>th</sup> Street  
15<sup>th</sup> Floor  
New York, NY 10017

**Telephone:** 212-906-6400

**Website:** [http://www.unifem.org/gender\\_issues/violence\\_against\\_women/trust\\_fund.php](http://www.unifem.org/gender_issues/violence_against_women/trust_fund.php)

**Countries/Regions:** Developing countries

**Topics/Subjects:** women, human rights, international development

**Description:** The UN Trust Fund to End Violence Against Women is managed by UNIFEM (United Nations Development Fund for Women) and supports projects in developing countries that aim to end violence against women at the local, national, and regional levels. It supports projects involving: awareness raising; advocacy for adequate budgetary allocation; multi-sector partnerships; development for sustainable judiciaries, law enforcement, and health providers; access of survivors to services; and creation and strengthening of data collection systems. The Fund accepts applications from a wide range of groups, including: government authorities at the national and local levels, civil society organizations and networks — including non-governmental, women's and community-based organizations, coalitions and operational research institutions.

**Type of Grant:** Project

**Grant Range:** \$300,000-\$1 million

**Average grant duration:** Unknown

**Deadline(s):** Check website for requests for proposals and deadlines.

**How to Apply:** See website for proposal and application guidelines. [http://www.unifem.org/gender\\_issues/violence\\_against\\_women/trust\\_fund\\_guidelines.php](http://www.unifem.org/gender_issues/violence_against_women/trust_fund_guidelines.php)

### UNIFEM FUND FOR GENDER EQUALITY

**Address:** Ana María Enríquez  
Program Manager  
Secretariat, Fund for Gender Equality  
UNIFEM Headquarters  
304 East 45<sup>th</sup> Street  
15<sup>th</sup> Floor  
New York, NY 10017

**E-mail:** [fund.genderequality@unifem.org](mailto:fund.genderequality@unifem.org)

**Telephone:** 212-906-6400

**Website:** [http://www.unifem.org/partnerships/fund\\_for\\_gender\\_equality/](http://www.unifem.org/partnerships/fund_for_gender_equality/)

**Countries/Regions:** Africa, Asia and the Pacific, the Arab States, Latin America and the Caribbean, Central and Eastern Europe, and the Commonwealth of Independent States

Topics/Subjects: women, human rights

**Description:** The Fund for Gender Equality is a multi-donor initiative designed to advance high-impact gender equality programs that focus on women's economic and/or political empowerment at local and national levels. It provides grants to civil society and governmental agencies turning local and national laws and policies into tangible gains for women's rights. Potential grantees may apply for one of two types of grants:

- **Implementation grants** will support programs in countries with agreed upon national or local plans, policies or laws that advance gender equality and women's empowerment, and that are ready for implementation. Examples of target policies include specific laws or policies related to gender equality and women's human rights (e.g., an approved law on women's inheritance rights) or gender equality provisions/commitments in existing National Development Strategies (e.g., poverty reduction strategies or electoral reform).
- **Catalytic grants** will support the establishment of strategic coalitions or partnerships to catalyze the development and endorsement of gender equality national or local plans, policies or laws. Catalytic Grant programs could include taking steps to formulate and build consensus on a proposed gender equality law or plan, as well as collective efforts to ensure that mainstream policy and planning processes — from revision of electoral codes to strengthening the gender equality dimensions of specific labor policies — advance gender equality. Once a plan, policy or law is developed and endorsed, successful institutions will be eligible to apply in the future for a larger Implementation Grant.

For both types of grants, proposed programs can encompass global, regional, national or local initiatives, but each must make the case that it contributes to the implementation of commitments to gender equality at national and/or local levels that will generate concrete and measurable results in the lives of women and girls during the program period. Each organization or agency is permitted to submit only one grant application per cycle. In the first grant cycle (2009–2010), the Fund will support a maximum of 30 innovative, impact-oriented programmes from around the world across the two grant categories.

**Type of Grant:** project-specific

**Grant Range:** Implementation Grants -- \$2-5 million; Catalytic grants - \$100,000-500,000

**Average grant duration:** Implementation Grants – 2 to 4 years; Catalytic Grants – 1 to 2 years

**Deadline(s):** See website for announcement of 2010 application period

**How to Apply:** For application guidelines: [http://www.unifem.org/partnerships/fund\\_for\\_gender\\_equality/application\\_guidelines.php](http://www.unifem.org/partnerships/fund_for_gender_equality/application_guidelines.php)

For answers to frequently asked questions: [http://www.unifem.org/partnerships/fund\\_for\\_gender\\_equality/faq.php](http://www.unifem.org/partnerships/fund_for_gender_equality/faq.php)



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