



Fundraising - A Practical Handbook

By the ARC•PEACE Fundraising Committee
(July 2012, revised in April and November 2013)

The ARC•PEACE Activity Plan for 2012-2014, approved after the Copenhagen General Assembly in April 2012, states:

“Fundraising. Our institutional growth must be the outcome of members faithfully following a viable action plan, which in turn is supported by budgeting that wisely allocates financial resources. In accordance with group discussions at the GA meeting 2012 a new approach to recruiting of members and procurement of funds is recommended. A fundraising committee consisting of Oscar Margenet Nadal, Bijayanand Misra, Luz Maria Sánchez, Graeme Bristol and Paul Broches was constituted to look into the following:

- To review the membership fee structure and establish a PayPal function on the website for smooth payment of fees on a regular basis, while attracting others to join in; all to enjoy an active and continuous participation.
- To work out a Sponsor policy to be used to get sponsors and individual donations. For this purpose the sponsor policy of ASF-Int may be used as a starting point.
- To produce attractive brochures, CDs and videos in parallel with our renewed website, highlighting the benefits of being a member of ARC•PEACE.
- To encourage members who are hired or working pro bono in projects run by others to raise and donate symbolic fees to ARC•PEACE.
- To make good use of our consultative status with ECOSOC and partner with other NGOs which need architectural design and planning consultancy to implement their projects.
- To approach UN Habitat in order for ARC•PEACE to be eligible for running capacity building training courses funded by UN, for example in enabling strategies in housing, empowerment of women and land for public housing for the poor.
- To organise events charging an admission fee (like the one organised by ARC•PEACE Sudan in 2009 when Dick Urban Vestbro was invited).
- To invite public administration officials, international foundations and businessmen to sponsor ARC•PEACE projects and events.

The Fundraising Committee is to develop a Strategic Plan in which the tasks are clearly defined within a reasonable time frame with names of potential fundraisers. The work plan for ARC•PEACE Fundraising Committee includes recurring fundraising activities on an ongoing basis. Donors are to be honored with sincere gratitude.

Fundraising Committee has Ongoing Responsibilities

1. Ensure a specific fundraising target within a given time frame commensurate to the planned activities;
2. Ensure how much funding might be raised from different types of resources;

3. Identify specific, potential sources of funds from a diverse mix of sources;
4. Develop an action plan about who is going to approach what source, how and by when;
5. Compile the results of items 1, 2, 3 and 4 into a Fundraising Plan that is approved by the Board;
6. Ensure effective administrative systems to track grants and donations.

Membership Structure

Many members do not pay regularly while some organization members pay a low amount even though they have a large number of members. Further, for individual members ARC●PEACE has been very flexible and considerate to waive or reduce the membership fee depending on the self-declared paying capability. The result of this is that our fee fund has been very low and uncertain. We need a change in this situation which is acceptable and workable. The following suggestions are made:

It is necessary to divide the membership in two categories; full membership and associate membership. A full member has a voting right at the GA and is required to pay the specified fee as decided by the Board with the provision of payment lapse of two years at the maximum. A full member will cease to be in that status if he/she fails to pay the fee for three consecutive years and thereby lose his/her voting right. The rest of the members can be given the status of associate member without voting right.

ARC●PEACE has nine organization members. There is a fixed policy for payment of these organization members and irrespective of their number of membership they are expected to pay any amount between USD 50 and 400 a year. The payment amount is determined by the organization itself. Considering that the membership number varies widely it is considered undesirable to significantly change the present practice. However, a minimum of five members is proposed to make any organization eligible for organization membership of ARC●PEACE.

It is proposed to rationalize the fee structure as follows.

Large organisations	More than 50 members	USD 300-400
Medium organisations	20-50 members	USD 200
Small organisations	Less than 20 members	USD 100
Individual members		USD 50
Students		USD 25

Experience shows that an increasing number of students of architecture and planning want to join ARC●PEACE and contribute in whatever way they can.

The fee structure should be displayed at the ARC●PEACE website, connected to payment through a PayPal function.

Sponsor Policy

ARC●PEACE will accept donations or apply for funding from an organization (corporation, association, governmental body) or any individual that agrees with the core values as stated in the ARC●PEACE Charter. All sponsorships from partner organizations, corporations, associations, government bodies or individuals shall be regulated through written agreements. The same policy should apply when collaboration is requested from ARC●PEACE.

ARC●PEACE shall refuse support, economic or other, that is not in the best interests of the organization. All collaborations should be approved by the ExCom or the Board. The contributing organization shall be examined in terms of CSR (Corporate Social Responsibility) policy.

ARC●PEACE shall hold the right to end collaborations if the agreement is set in conflict with the Charter or the aims of ARC●PEACE, or when an agreement has been violated.

All sponsorships amounting to more than USD 1000 a year shall be regulated in a written agreement. Such agreements shall consist of:

- Details of the extent and delimitations of donation: financial commitment; timeframe and work effort.
- Declaration of tasks, responsibilities, rights and obligation of the sponsor.

Sponsorship may be with money or logistic support; for instance promotional activities rendered by sponsors: such as meetings to inform on the sponsored project, logistic services, media reports, free published logotype, conferences, seminars, workshops, lectures, exhibitions, public surveys, book and literature printings, etc.

When an organization or individual donates to ARC•PEACE the marketing use of the name or logo of ARC•PEACE and of their gift or donation is at the discretion of the ExCom (above a certain level and if the donor wants the logo to be displayed).

ARC•PEACE holds the right to reject a donation, contribution or gift.

The title of Sponsor is given to an organization, private company or individual offering financial support for the work of ARC•PEACE over a longer period of time. A sponsor may be project specific or general. All sponsors shall be given regular reports by ARC•PEACE on the sponsored project when in progress.

The name of the sponsor shall be published in the ARC•PEACE website and/or in the Newsletter unless otherwise requested.

Every proposed sponsored project shall name the identified sponsor(s) when applying for funds and shall name all effective sponsors in the project report.

Institutional Promotion

All members aiming at fundraising should make the best use of history, achievements to date of ARC•PEACE, brochure and newsletters in promotion of projects or services proposed. Documental testimonies are valuable as support for fundraising proposals. Fundraising should be supported by knowledge of the legal and tax systems of the countries in which the sponsor or donor is located. Tax relief for individual or corporate donations may be an incentive for giving.

Professional Partnering

Some donors are also activists. Many activists are also donors. Working together as equal partners strengthens our movement. Many foundations are non profit organizations and may need ARC•PEACE members' professional advice in construction, design and planning of premises. Cooperation is a two way road. ARC•PEACE members should be entitled to find ways to produce donations to ARC•PEACE as long as they don't clash with our Charter or work philosophy.

Practical Tips for Planning Fundraising Activities

Whichever fundraising activities one decides to pursue, raising money involves building relationships with others, and this takes time and perseverance. Engage your board members, staff, volunteers and friends to expand your network of contributors. If a prospective donor turns you down, try to find out why. Individual and institutional donors are frequently solicited, and they cannot respond to all requests. Initial rejection should not end your fundraising efforts.

Ask yourself. *Have I Given Money Myself to ARC•PEACE which I can and should?*

Remember to treat your individual donors with respect and honor by using their donations appropriately and by acknowledging their contribution. For instance, you may want to announce new donors on ARC●PEACE website, or in reports or newsletters. Gifts of all sizes are important to our work.

People You Can Request Money From:

- Yourself
- Friends and family members
- Community members and leaders
- Business people
- People you have served
- People who have given in the past
- Visitors to your country who come to see your project site.

Tips for Fundraising from Individuals:

- List all friends and acquaintances who may be interested in your project.
- Ask for a specific amount of money from each prospective donor.
- Determine whether you should schedule a meeting, place a phone call or write to each person.
- Describe the project and stress the importance of the activity and their contribution.
- Ask for their support.
- Remember that gifts of all sizes are important.
- Thank them for their support.
- Follow up those who have not responded.

Organizing Events with fee

Such events help deepen relationships with your current donors. Events can take many different forms and are great opportunities to present your organization and programs, publicize your cause and mobilize your community. Fundraising events may be associated with local needs, driven by your organization's mission or built around creative initiatives, but they should incorporate an issue or activity that is particularly compelling to your target audience.

Examples of Events

- Community dinner event, tea party;
- Celebrations or festivals incorporating cultural activities and traditions;
- Auctions;
- Raffles;
- Dance performance/dance party;
- Music performance;
- Sponsored walk, marathon, biking or other sports activity;
- Speaking engagement featuring celebrities or community leaders;
- Gathering in someone's home featuring a discussion of your group's activities and the challenges to be faced in your community.

Tips for Approaching Business Houses

In some countries, businesses and corporations are increasing their support for community initiatives. You may want to maintain a file with their contact information, names of managers, and any other publicly available information. Business houses sometimes give in-kind gifts instead of financial

gifts which can help cut expenses and, in some cases, even help generate income. Come prepared to articulate how the company/Business House will benefit from its association with your organization.

Fundraising through Grant Proposals

Private foundations, multi-lateral institutions and government agencies are probably the main funding sources in your country. Most of these organizations require a formal *grant proposal* in order to consider a request. The first step before you contact these institutions is to learn about their specific criteria and grant proposal procedures. Understanding their unique funding processes will help you target your fundraising efforts. Examples of local funders include religious organizations, foreign embassies or consulates, regional funds or local branches of government. Larger funders include donors like UNICEF, the European Union (EU) or the United States Agency for International Development (USAID). This way of fundraising can be challenging, especially for small organizations, but the task is not impossible. Here are some practical tips for preparing a grant application.

Many funders are required to give away a certain amount of money each year. In fact, you help them do their job by providing an effective program in which they can invest. However, most funders are required to give their money only to the causes specified by their founders. Funders will quickly turn down proposals that do not match their stated funding criteria. When researching prospective funders, these are the sorts of questions you will want to consider:

- What are the funder's programs and priorities?
- Do the interests of the funder align with your group's activities and goals?
- Has the funder previously awarded grants to projects similar to yours?
- Who should the application form be addressed to?
- When are the deadlines?

Applying for a grant goes far beyond writing a proposal. Your organization, its management and financial systems, must be in good order so that you can express clearly what you do, how you do it and why you do it. To make a strong case for why your organization is worthy of receiving support, consider the following questions when you write your proposal:

- Are your mission, goals, objectives and plans clear?
- What is your governance structure, and what are each person's roles and responsibilities?
- Do you have a group of people that provide advice, support and strategic thinking (a board of directors or advisors)? Do these people have the skills and connections needed to advance your work?
- What are the relevant skills of your staff and key volunteers?
- Have you included in your organization people who themselves are affected by the work you do?
- What are your organization's most recent accomplishments?
- Is your organization linked to other like-minded local or international organizations?

The following questions can help you make the case for your project or for your organization as a whole:

- What do you want to achieve through your project?
- How and by whom will the project be implemented; what are their roles and responsibilities?
- Who are the people to benefit from the project; how are they identified and selected; how will they be involved in the project?
- Where will the project activities take place?
- When will the project activities be completed?

Sample Components of a Grant Proposal

Contact Information: Responsible person's name, organization, address, email, telephone and website.

Executive Summary: Summary of proposal, including the purpose of the project and why funds are being requested.

Context: Description of critical issues affecting your local community and why the project is necessary.

Project Description: How the project will be implemented, including: measurable goals and activities, beneficiaries' involvement, timeframe, collaborating organizations, evaluation plans.

Organization Description: If you are applying for a general operating grant (not directed toward a specific project) describe your organization and its activities broadly, and explain how the grant will strengthen your organization as a whole.

Budget: Amount requested, costs for project. Include your own and other sources of funding. Identify the currency you use in the budget.

Other Information: History of your organization, governance structure and composition, staff qualifications, mission.

Income Generating Activities

Goods and services you could sell to generate income for your ARC•PEACE organization or a project. Selling goods and services is a creative way to mobilize resources. You might also make selling goods part of an event, for example, selling simple artifacts (pens, badges, clips, writing pads etc.) with ARC•PEACE logo on it, baked goods or other homemade food at a community event that your organization hosts. Student members could play a vital role in this effort, encourage them to get involved in design, selling etc.

ARC•PEACE organizations should be able to charge fees for a training workshop or consulting service that it provides. Suggestions in the context are most welcome.

Involve active and capable student member volunteer groups to share responsibility in ARC•PEACE activities free of cost. They could design artifacts, such as badges, stationery items, calendars, etc. with ARC•PEACE name and logo for sale without cost to the Secretariat. Designs with ARC•PEACE logo should be approved by the ARC•PEACE ExCom.