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Fundraising and Marketing for CSOs

A Resource Guide for Civil Society Organisations in Botswana

Capacity Building Series

CAPABLE
PARTNERS PROGRAM

Botswana

FHI 360

FHI 360 is a global development organisation with a rigorous, evidence-based approach. Our professional staff includes experts in health, nutrition, education, economic development, civil society, environment and research. FHI 360 operates from 60 offices with 4,400 staff in the United States and around the world.

We have worked with 1,400 partners in 125 countries, forging strong relationships with governments, diverse organisations, the private sector and communities. Our commitment to partnerships at every level and our multidisciplinary approach enable us to have a lasting impact on the individuals, communities and countries we serve–improving lives for millions.

Capable Partners (CAP) project

Capable Partners is a USAID-funded project that supports the Botswana government's efforts to mitigate HIV. The CAP project promotes organisational development and capacity building through networking and technical support.

CAP partners with non-governmental organisations (NGOs), faith-based organisations (FBOs) and community-based organisations (CBOs) on HIV prevention services under the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and Peace Corps engagement in PEPFAR programmes.

The CAP project also supports monitoring and evaluation of grantees and sub-grantees, routine training on HIV prevention interventions, and the development and dissemination of behaviour change tools. Strengthening communities towards sustainability is the over-riding goal of the CAP project.

Foreword

This publication is part of a *Capacity Building Series* documenting the experiences of the Capable Partners Botswana project in organisational development, and building the technical capacity of local civil society organisations in HIV Prevention, from 2008-2011.

It is widely recognised that a strong civil society is essential for a successful and sustained response to the HIV and AIDS epidemic in Botswana. Much debate has taken place around the limited capacity of civil society in Botswana, and to date there have been only a few success stories.

We are therefore pleased to introduce you to this *Capacity Building Series* which features real life experiences of civil society organisations in Botswana actively participating in their own capacity enhancement, and forging stronger and more effective organisations as a result. While the Capable Partners Botswana project contributed a solid capacity building model together with expert facilitation and tools, we believe it is the enthusiastic participation and ownership of the process by our local partners, which has been the most important ingredient for success.

As we look beyond the end of this project, we thank USAID for the opportunity to contribute to civil society strengthening in Botswana. We wish our partners and other civil society organisations every success in achieving their mandates, and hope this and other publications in the *Capacity Building Series* will prove useful in strengthening organisations, and, by doing so, improve the quality and sustainability of the response to the HIV and AIDS epidemic. Several individuals and institutions have contributed to the case studies, guidance and tools outlined in this and other documents in the series. We thank all involved for their commitment and insights.

Mike Merrigan, Dr. PH
Chief of Party
FHI Development 360 Botswana

Acronyms

AIDS	Acquired Immunodeficiency Syndrome
BAIS	Botswana AIDS Impact Survey
BONELA	Botswana Network on Ethics, Law and HIV/AIDS
BOTA	Botswana Training Authority
CAP	Capable Partners
CBO	Community-Based Organisation
CEO	Chief Executive Officer
CSO	Civil Society Organisation
DMSAC	District Multi-Sectoral AIDS Committee
FBO	Faith-Based Organisation
FGD	Focus Group Discussion
GoB	Government of Botswana
HIV	Human Immunodeficiency Virus
M&E	Monitoring and Evaluation
MCP	Multiple and Concurrent Sexual Partnerships
NACA	National AIDS Coordination Agency
NGO	Non-governmental Organisation
NSF	National Strategic Framework for HIV and AIDS
PLWHA	People Living with HIV and AIDS
PEPFAR	President's Emergency Plan for AIDS Relief
PING	Positive Innovation for the Next Generation's Success
RHAP	Regional HIV and AIDS Programme
SSI	Stepping Stones International
SWOT	Strengths, weaknesses, opportunities and threats
TA	Technical assistance
UNAIDS	Joint United Nations Programme on HIV and AIDS
USAID	United States Agency for International Development

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Background and Introduction

This guide builds on the content of Technical Assistance (TA) sessions held in July 2011, in which eight CAP partner civil society organisations (CSOs) developed and practiced their fundraising and marketing skills based on the concepts and tools presented in this document.

This resource guide provides step-by-step directions to develop two critical documents that can help CSOs in Botswana think about sustainability: a fundraising strategy and a marketing strategy. Additionally, practical tools are provided in the resource guide and are also complemented by practical experience of three CSOs in Botswana through case studies. In thinking about organisational sustainability, financial sustainability is but only one component of resources needed to contribute to sustainability.

Resources can be broadly categorised as financial, human, materials, and community. Resource development is defined as a set of systematic and planned activities designed by an organisation to strengthen its existing resource base to meet the current and future organisational and community needs. This resource guide focuses on fundraising, or financial sustainability. However, many of the tools and concepts can be applied to the other components of resource development mentioned above, for example, development of a volunteer recruitment strategy to strengthen your current human resource base through volunteers.

What is the Capable Partners (CAP) Botswana project?

On July 31, 2008, Family Health International 360 (FHI 360-the newly formed entity after FHI acquired the assets, programmes and expertise of AED) was awarded a USAID/RHAP Associate Cooperative Agreement for the Local Partners Capacity Building Programme to enhance the organisational development and sustainability of local non-governmental organisations (NGOs), faith-based organisations (FBOs), and community-based organisations (CBOs) implementing HIV prevention programmemes in Botswana. All activities conducted under CAP are guided by the Botswana Partnership Framework for HIV and AIDS (2010–2014)—a collaboration between the Government of Botswana (GoB) and the United States Government (USG) through the President's Emergency Plan for AIDS Relief (PEPFAR). This supports the National Strategic Framework's (NSF II) focus on HIV Prevention, Capacity Building and Health Systems Strengthening, Strategic Information and Treatment and Care and Support as its main pillars.

By January 2011, CAP Botswana awarded 12 grants to local CSOs in 13 districts to support HIV and AIDS prevention activities. As of September 30, 2011, seven of these grants completed their third year under CAP, two were new and three have been closed out. The project also provided technical assistance (TA) to strengthen the organisational and professional capacities of these local NGOs, FBOs and CBOs, and offered support to local CSOs through the Peace Corps Small Community Grants Progamme to design projects for funding and prepare grant applications, which resulted in 19 small grants.

Areas of intervention by CAP Botswana include: D'kar, Dukwi, Gaborone, Ghanzi, Goodhope, Lobatse, Kang, Kanye, Kasane, Mabutsane, Mahalapye, Masunga, Mochudi, Molepolole, Palapye, Rakops, Ramotswa, Selebi-Phikwe, Serowe, Tlokweng, Tsabong and Tutume.
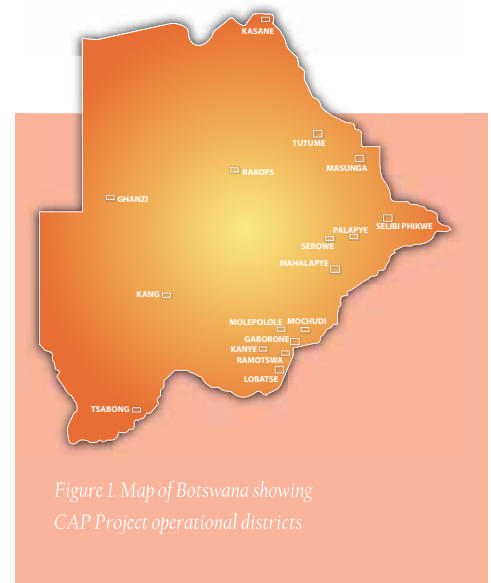

Figure 1. Map of Botswana showing CAP Project operational districts

Rationale - Why a Resource Guide on Fundraising and Marketing?

There are several reasons why Civil Society Organisations (CSOs) in Botswana should try to actively market themselves and diversify their funding base.

Shrinking International Resources

Since 1992, when the World Bank declared Botswana an Upper Middle Income Country, international donors have shifted their focus to the so called Heavily Indebted Poor Countries (HIPC)[1]. As a result many international donors have pulled out of Botswana. Initially HIV funding was not affected, however, partially due to the recent financial crisis, major HIV donors such as the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), have also started to down-scale their activities in Botswana.

Increased Competition

Resources for CSOs in the HIV and AIDS fields are becoming more and more limited and competition for funding opportunities between CSOs to secure these resources is increasing. The need for civil society organisations to build strong organisational systems for transparency and accountability, implement strong programmes, and to reach out and engage new audiences (i.e. market themselves) is therefore more important and more difficult than ever.

Lack of Funding Diversity

Even though there is less international funding available, CSOs in Botswana are generally hesitant to approach the corporate sector (see Figure 2). Fundraising efforts are still largely centred on Requests for Proposals from international donors. Unfortunately, CSOs often have a passive approach to fundraising, waiting for funding opportunities to come to them, rather than a proactive approach to market themselves for potential funding opportunities. As a result, many CSOs in Botswana have made themselves dependent on one or two major donors only.

Opportunities

Despite these negative trends in the funding environment, there are also several opportunities for CSOs to diversify their funding base. Kelly Rooney, a marketing and fundraising expert, has observed, for example, that corporatations are becoming more interested in Corporate Social Responsibility, and that there is a global trend for CSOs to localise fundraising and recover their costs (e.g. by charging services at cost price for who can afford it, etc.). At the same time there seems to be an increase in funding available through the Botswana Government (e.g. the youth grant, money from the alcohol levy, and funding through the BOTA training levy fund).

However, for a CSO to capitalise on these opportunities it must first be aware of them. Fortunately, there are two ways for an organisation to be more proactive and work towards sustainability. It can develop:

- **A Fundraising Strategy** – plan to outline strategies to be proactive about diversifying funding.
- **A Strategic Marketing Plan** – strategy to increase the visibility and improve the reputation of your CSO.

Marketing should lead to more funding opportunities by actively publicising an organisation's success and through engagement of (new) target audiences and networks.
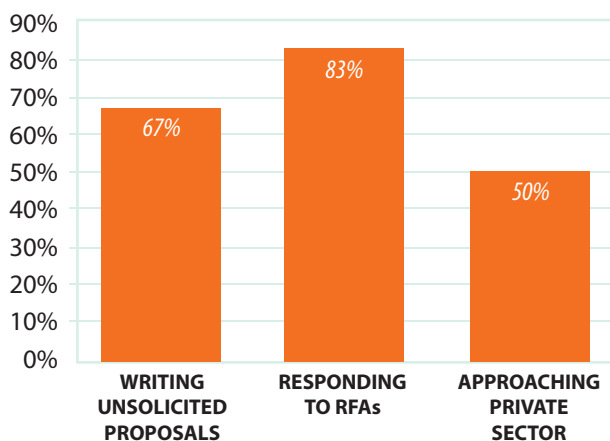

Figure 2. Donor opportunities that CSOs in Botswana feel most comfortable pursuing (n=6). Research by FHI 360, 2011.

[1]World Bank. *World Bank List of Economies.* 2011

What does an organisation need before it can begin to think about fundraising and/or marketing?

Before a fundraising or strategic marketing plan can be developed there are a few key critical organisational systems or philosophies that need to be established before most donors will consider funding an organisation. Refer to Figure 3 below.

Figure 3. Organisational Systems and Philosophies

After these basic systems and philosophies are in place, it is also important to remember the key organisational principles which will allow an organisation to begin its marketing and fundraising process.

First, it is critical for an organisation to build a good reputation in the communities where it operates. Community stakeholders can be an organisation's biggest supporters, as they have first-hand experience of the benefits of an organisation's programmes. Often times, donors will want to speak to community leaders/stakeholders to understand these benefits as ultimately this is the reason why money is given to an organisation — to support the people in a given community. Building a good reputation with district and national level stakeholders is also important. More and more, donors seek the guidance of national and district structures to identify potential organisations to fund as they are responsible for the coordination of various activities

and structures at their respective levels. Building a good reputation starts with having mutual respect for and sharing information with stakeholders, including beneficiaries of services.

Additionally, strong, consistent performance of programmes needs to be achieved before an organisation can consider fundraising and marketing itself. This helps to show that an organisation has a proven track record of good, consistent performance and can demonstrate that it is in fact worth investing in.
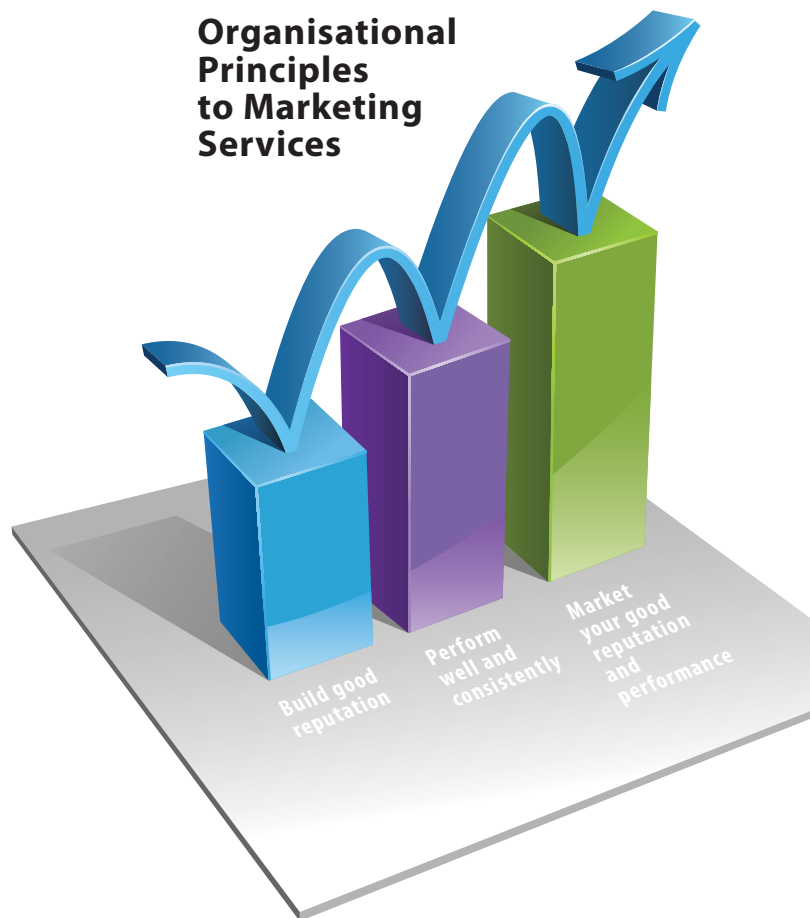

Figure 4. Key organisational principles to marketing services

Developing a Fundraising Strategy

Being strategic about fundraising helps an organisation plan for long-term organisational needs and areas for future growth and development. This requires an organisation to be aware of changes and possibilities in the funding environment and to take advantage of these opportunities. The funding cycle (Figure 5) outlines six critical steps to successful fundraising. These steps can guide an organisation in developing a fundraising strategy.

Step 1 – Analyse your Funding Gaps

The first, often forgotten step to developing a fundraising strategy is to analyse one's own organisational needs. This helps CSOs to be proactive about their programming rather than waiting for requests for proposals to design programmes around the needs of donors. Documents that set the strategic vision for the organisation should be reviewed to guide the development of a fundraising strategy. Review of an organisation's strategic plan and annual work plan,

for example, will help to define programmatic and beneficiary needs. Then, based on programmatic and beneficiary needs and after review of current funding commitments, an organisation can then decide how much money they will need and decide how they are going to fulfil these funding gaps. Refer to Annex 1 for a funding gap analysis example.

Step 2 – Analyse your Funding Environment / Opportunities

Once funding gaps have been identified, these need to be matched with funding sources. While seeking matching funds for organisational or programmatic gaps it is important to try to search for a variety of income sources to minimise potential dependence on one or two major donors, which is a major challenge for CSOs globally. A funding opportunity table as highlighted in Figure 6 can be help solidify the decision to approach specific donors after analysing the advantages and disadvantages of each donor.
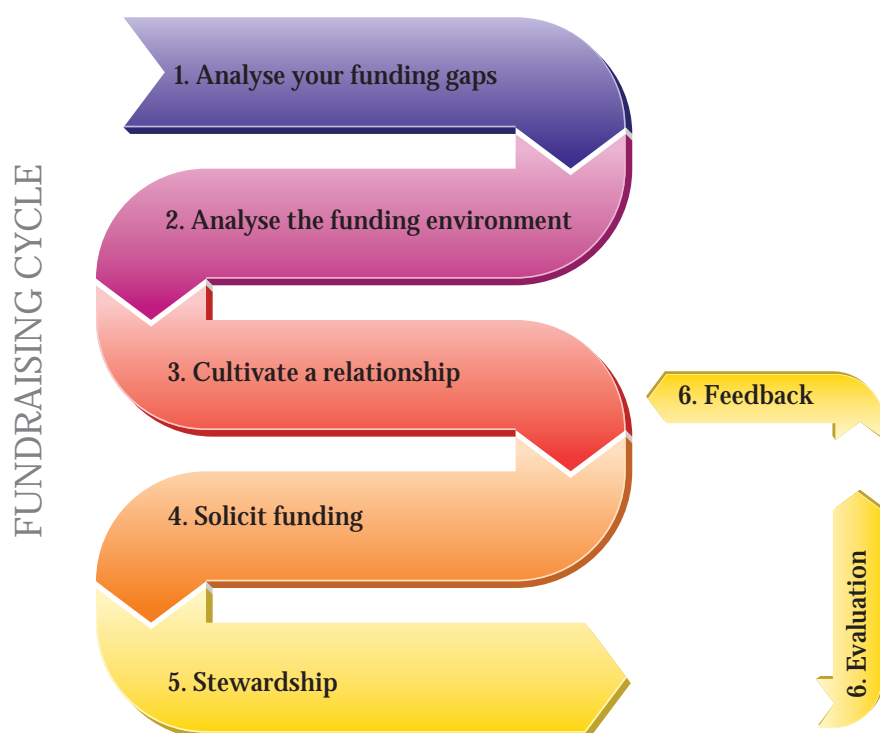

FUNDRAISING CYCLE

1. Analyse your funding gaps

2. Analyse the funding environment

3. Cultivate a relationship

4. Solicit funding

5. Stewardship

6. Feedback

6. Evaluation

Figure 5.
Fundraising cycle

Donor Type	Example	Advantage	Disadvantage
International Donors	PEPFAR / USAID, Global Fund, GIZ, HIVOS etc.	• Large donations. • Professional, understand the issues. • Clear guidelines. • International experience.	• Lengthy application process. • Complex requirements. • Priorities may change.
Public-Private Partnerships	GoB/Gates/Merck (Through ACHAP)	• Large donations. • Professional. • If project fits Gov policy impact chances higher.	• Lengthy application process. • Complex requirements. • Bureaucracy.
Government	Government of Botswana	• Large donations. • If project fits government policy impact chances higher.	• Lengthy application process. • Complex requirements. • Bureaucracy.
Community Service Groups	Rotary Club, Lions Club, The Round Table, Lady's Circle	• Close relationships / personal commitment may increase likelihood of successful funding • Flexible requirements. • More flexible funding. • Personal contacts very important	• Members might have less technical experience. • May not have much money. • Lack of personal contacts may decrease likelihood of successful funding.
Corporate Donors	Barclays, Debswana, Shell etc.	• Large donations • Often accessible staff • Clear on what they want from the arrangement. • No hidden agenda.	• Priorities change often. • Sometimes want direct representation on the board. • Often very sensitive to stakeholders' need and opinions
Local Foundations	Masitara, Sponsor a Child, Y-Care Trust Fund,	• Close relationships / personal commitment. • Flexible requirements. • More flexible funding.	• May not have much money. • Personal contacts very important (also an advantage).
Churches	EED, Norwegian Church Aid	• Often Progressive • Flexible funding	• Funding can fluctuate • Limited to faith-based organisations/affiliations to certain church denominations
Individuals	Members , General Public	• Potentially large number of members (membership fees) and potential volunteers	• Small donations
Events and Fundraisers	Sponsored walks, Family fun day etc.	• Raises awareness and your visibility	• Costs a lot of time and resources • Could cost a lot of money if not well organised.

Figure 6. Funding Opportunities in Botswana

Reserve Funds

As briefly mentioned before, besides 'traditional' fundraising opportunities, there are other trends in fundraising like reserve funds that CSOs can explore. Money that a CSO does not use for operational costs could be put in a reserve fund. This money could be generated through:

- **Fee-for-service structure** – charging for services delivered
- **Consultancies** – for example 'selling' your expertise to a government project
- **General public fundraising** – for example through membership fees or a fundraising campaign

Services are more valued if beneficiaries have to pay a small amount for it. A good example of this is the small amount of money that PSI Botswana has been charging for its condoms instead of providing them for free. Given that NGOs serve and can partner with various types of entities including private sector, other CSOs and government to generate income for the organisation, an organisation can consider the sliding scale method, to set rates for a fee-for-service model or consultancy rate. This method allows for variations of fees based on the client. For example, the rate charged to a corporation for provision of weekly counselling services for employees versus counselling service provided to a client in a small community will vary due to the differences in ability to afford the rate.

After strategic thinking about diversifying an organisation's income has occured, an organisation can start to think about developing a relationship with potential donors identified through the Funding Gap Analysis.

Step 3 – Cultivate a Relationship

Building a relationship with donors is one of the most critical components to successful fundraising. Building a relationship with a donor helps to distinguish one organisation from the other. The first step is to understand the donor before approaching them. It helps to know:

- **their funding priorities and mandate** – what do they want to change?
- **geographic areas of funding** – where do they fund projects?
- **funding levels** – what is the maximum amount of money an organisation can reasonably ask for?
- **the donor's application criteria** – how does an organisation become eligible for funding?
- **background information about the reviewers of the proposal or individuals you will meet during the introductory meeting** – what do they think and what do they want out of the relationship?

After understanding the donor's priorities a relationship can begin to be established. This is best done through personal contacts and networks. Board members and other individuals with access to donors should be involved when it comes to cultivating initial relationships. When organisations are seen to be represented or associated with people who are trusted it is much easier to build an initial relationship with a donor and/or strengthen existing ones.

Tips for the Initial Meeting:

- *Though e-mail, letter, and phone conversations are important means to communicate with a potential donor, a face-to-face meeting is the best way to first meet a donor and sell an organisation. Continue to be persistent until a face-to-face meeting with a donor is secured. This provides an opportunity to put a face with an organisation and to communicate sincerity about the project/organisation requesting to be supported.*

- *Communicate clearly, based on an internal funding gap analysis, the specific needs and specific support being requested from the donor.*

- *Communicate to the donor the win-win in the potential partnership. Remember to convey an understanding of the donor's needs and the potential benefit of funding the organisation/project.*

LESSONS LEARNED: THE INITIAL MEETING:

Positive Innovation for the Next Generation (PING)

Positive Innovation for the Next Generation (PING), a successful Botswana based CSO, managed, through their networks in the United States, to engage Hewlett-Packard (HP) for major funding. However, this was not easy. Their first presentation to the HP Corporate Social Responsibility team did not pay off and PING realised it had to re-strategise and think more about the donor's needs. PING was only successful after their second 'pitch' in which they presented the idea that they would help HP to build a new market in Botswana (PING is involved in IT based development projects). HP liked the idea and a new partnership with a major global player was born.

LESSONS LEARNED:

- Fundraising should be creative and proactive.
- Be persistent, if you do not get the desired response from your initial meeting, try again after doing further research about the lack of success from you first meeting and adjust your presentation or proposal accordingly.
- Use your networks to build mutually beneficial partnerships with your donors.

Step 4 – Solicit Funding

Once a relationship is established, it is at this point that support can be requested whether it is money, expertise, services or in-kind contributions.

In most cases a donor will ask for a proposal that outlines an organisation's needs and project ideas. Writing good proposals is vital to accessing funding and could make or break the partnership.

Annex 2 provides a proposal template that outlines the major components of a proposal with detailed guidance on completing each component.

Step 5 – Stewardship

The fifth step in a fundraising strategy concerns stewardship of the donation and stewardship of an organisation's relationship with a donor. This stage begins after successful solicitation of funds and implementation of proposed activities/projects/ programme begins.

Critical components of good stewardship includes successful management of funding provided, achievement of intended purpose of proposed activities, and timely reporting. If these critical components are not adhered to, development of a strong relationship with a donor and opportunities for future funding are dismal. According to Penelope Burk, author of the renowned book 'Donor Centred Fundraising'[2] lack of stewardship of donations is, in fact, the main reason why two-thirds of CSO donors do not continue to fund an organisation.

There are a few simple things that an organisation can do to improve its relationship with the donor and show responsibility and integrity with funding. Burk's international research shows that donors are more likely to continue support and increase levels of giving when provided with:

- prompt, personalised acknowledgment of contributions,
- confirmation that an organisation has put their contributions to work as intended, and
- measurable results on the outputs and outcomes of their contribution.

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[2]Burk, Penelope. *Donor Centred Fundraising.* 2003.

Of course, this automatically implies that an organisation also has to implement its funded projects as intended. However, if things do not go according to plan it is best to be honest about it and immediately communicate to the donor any obstacles observed. Donors are, in most cases, willing to help find a solution to problems. It is important to be as transparent and honest with donors. Donors speak to each other and often ask for references before funding an organisation. Therefore, transparency and accountability should be the cornerstones of stewardship of funding.

Tips for Writing the Proposal:

- *Many donors have their own specific requirements and proposal templates and it is important to read the instructions very carefully and ask questions if some of the criteria are unclear.*

- *Donors like it when they are engaged. Ask questions to clarify components of the proposal - this sends a message to the donor that the partnership and their requirements are taken seriously.*

Step 6 – Evaluation and Feedback

The final step in the fundraising cycle is evaluation of the fundraising strategy. At this stage an organisation should ask itself questions such as:

- What was successful and why?
- If an organisation is securing less funds than anticipated through fundraising, several questions should be asked:
  - What have we not tried? What else can be done?
  - Are the implemented strategies creative and unique enough?
- What improvements can be made in the future?

By being critical and assessing all implemented fundraising activities an organisation will learn how to improve the process in the future. This information should then be incorporated into the fundraising strategy for the next financial year.

As with any kind of evaluation it is recommended to have an external expert review the implemented fundraising strategy to identify the strengths and areas for future improvement. This will allow for objectivity and ensure development of a new fundraising strategy based on critical analysis.

'Communicating results is the most important thing a fundraiser can do to ensure on-going loyalty.'

Penelope Burk

Factors for Successful Fundraising: Case Studies

Success stories of fundraising cannot be seen in isolation. Having a strategy in place is only one factor that contributes to the successful fundraising and financial sustainability of your CSO. In this section staff of three CSOs outlined key success factors in their fundraising.

Botswana Legal Network of Ethics,
Law and HIV/AIDS's Success

Botswana Network on
Ethics, Law and HIV/AIDS

NGO PROFILE

Director:	*Uyapo Ndadi*
Staff:	*26*
Volunteers:	*4*
Budget:	*+/- BWP 10 million per year*
Vision:	*Making human rights a reality in the response to the HIV and AIDS pandemic in Botswana.*
Mission:	*Promote a just and inclusive environment that contributes to the quality of life for people affected by HIV and AIDS through advocacy, capacity building and building a network of individuals and organisations.*

Since its formal registration in early 2002, Botswana Legal Network on Ethics, Law and HIV/AIDS (BONELA) has grown into a strong and highly recognised voice in the fight against the HIV and AIDS epidemic in Botswana.

BONELA is a network of concerned individuals, groups and organisations interested in protecting and promoting the rights of people infected and affected by HIV and AIDS. Members include individuals from the legal fraternity, community-based organisations, public and private sector organisations, academics, concerned individuals and people living with HIV and AIDS.

Several factors have led to BONELA's success in ensuring its financial sustainability.

First and foremost BONELA has always tried to be strategic about fundraising. This has recently led to the development of a Resource Mobilisation Department that is responsible for the development of BONELA's Resource Mobilisation Strategy.

As highlighted in the step-by-step guide to develop a fundraising strategy, BONELA started with a gap analysis of their budget and an analysis of the strengths and weaknesses of previous fundraising activities.

Through this analysis BONELA found that it was too dependent on international funding and focused too little on local fundraising. BONELA's new resource mobilisation strategy therefore aims to localise fundraising (e.g. engaging community members and corporations to contribute) and strengthen relationships with existing (international) donors. In addition, BONELA has been looking to introduce a fee-for-service component for some of its service provision.

Stewardship of the funding and the relationship with the donor is also a key factor in BONELA's success. BONELA has made a consistent effort to meet deadlines, report proactively, stick to donor requirements and have open communication. BONELA's 10 year track record of 'clean audits' has also helped to attract and retain donors.
In short BONELA's strategic thinking around fundraising, its accountability, and impressive performance track-record have led to a steady increase in support over the years.

'We believe that contributions of individual people, with their large numbers, can sustain our efforts to fight HIV.'

Anna Chalmers, Resource Mobilisation and Donor Relations Coordinator, BONELA

PING
Positive Innovation for
the Next Generation

'For corporations our message is: Here is what we are doing, this is why it is great, and this is why it makes business sense to you.'

Katy Digovich, Director of Operations, PING

Positive Innovation for the Next Generation's (PING) Success

PING was founded in January 2009 in Botswana. PING implements health and youth-related technology projects along with intensive high school and college mentorship programmes.

Despite the fact that PING has no formal fundraising strategy in place it has been very successful in attracting large corporate donors.

PING was previously highlighted in this resource guide for their donor-centred thinking when they approached Hewlett-Packard internationally. PING has also been able to attract large donors such as Mascom in Botswana.

PING's unique niche, which is Information and Communication Technology (ICT) based development projects combined with youth mentorship programmes, has definitely contributed to their success.

Other factors for their successful fundraising are a diverse staff with international exposure and building and maintaining good, open relationships with donors.

PING has also developed a unique funding approach 'Develo', a for-profit branch that operates from Silicon Valley in the United States. 'Develo' helps to invest funding into PING by donating 20% of its profits to the non-profit branch. In addition, Develo staff donates 20% of their professional time to PING, which gives the non-profit access to market rate paid ICT developers and marketing individuals.

Katy Digovich, PING's Directors of Operations, shared practical exercise that can help to improve organisational fundraising within a time span of 15 minutes:

PING's Fundraising Exercise:

1. Brainstorm 5 words (or a phrase) that describes what you do.
2. Go online and Google the phrase.
3. Look at what comes up – donors and organisations.
4. Add 'Botswana' to you phrase – who else in Botswana is doing what you are doing?
5. Look at their donors and see where they get their funding.

Another useful tip from PING is to make use of websites such as the ones highlighted below to help raise funding for projects:

- Fundable.org
- Chipin.com
- Thepoint.com

On these websites an organisation can raise funding for a project by setting funding goals and coordinating funding from individual donors across the globe in one place. For example, if an organisation wants to raise BWP 50,000 for an income-generating project that helps HIV-positive women to breed chickens, indicate this on the above websites. Social networks are then utilised to raise the required funds.

Being proactive, thinking out of the box, and thinking 'win-win' in relationships with donors, are key values that have made PING successful. Besides practicing these values, visionary leadership, persistence, and qualified, passionate staff and volunteers have also contributed to PING's successful fundraising.

Stepping Stones International's Success

CSO PROFILE	
Director:	Lisa Jamu
Staff:	7
Volunteers:	4
Budget:	+/- BWP 1.4 million per year
Vision:	To be the recognised leader in the development of orphaned and vulnerable adolescents (age 12-18+) by offering the most creative, goal-oriented, and participative program in collaboration with critical stakeholders.
Mission:	To unlock the potential of orphaned and vulnerable adolescents (ages 12-18+) by nurturing their mental, physical and emotional well-being and creating realizable opportunities for them to become self-sufficient.

Stepping Stones International (SSI) began operating in 2006 as a not-for-profit organisation dedicated to creating a supportive environment through innovative educational and psychological support programmes for orphans and vulnerable children (OVC) aged 12-18 years in Botswana.

The SSI programme includes peer education, academic assistance, psychosocial support, life and job skills training, expression through art, drama, poetry, music, sports and play, income-generating activities, advocacy and community mobilisation.

SSI has been very successful in fundraising and getting community support, despite the fact that they have not formalised their fundraising strategy.

SSI does, however, follow all the steps of the fundraising cycle and has a full time PR Advisor / Income-Generation Coordinator that is responsible for fundraising and income generation by youth.

Fundraising within SSI is more of an organic process. SSI has a salary and cost matrix to identify gaps in funding and are proactive about fundraising. The management team brainstorms creative fundraising strategies regularly, does research, proactively sends out proposals, and approaches new corporations nationally and internationally.

One of the major contributory factors to SSI's success has been the organisation's open culture and a conscious effort to maintain good relationships with existing donors.

Stepping Stone International's fundraising tips for other CSOs are:

- **Include operational costs (such as communication) in all proposals** - these are often forgotten and lead to under budgeting and can lead to implementation challenges.
- **Ask for in kind donations** - SSI gets food, cleaning agents, petrol, etc. donated. This significantly contributes to cutting operational costs for the organisation and helps with cost-sharing when submitting proposals.
- **If donors do not immediately want to support a project in its entirety** - suggest sharing costs with other donors or asking for a contribution for a portion of a project.
- **Engage your beneficiaries in income-generation** - this is not necessarily a huge contributor to income for the organisation initially, but teaches skills that can lead to sustainability, and can be used to market the organisation. For example, SSI's thank you letters to donors are made by an arts and crafts company, one of four youth-owned companies within the Stepping Stones income generation programme.

'Because our kids have their own companies, a thank you letter can have a personal touch, something that the kids have made themselves.'

Lila Pavey, Director of Programmes, SSI

Developing a Strategic Marketing Plan for CSOs

Below you will find five simple steps that will help you to develop your own Strategic Marketing Plan. For a concise overview of the steps, including practical examples, you can also refer to Annex 3 – ´Steps to Develop a Strategic Marketing Plan´.

Step 1 – SWOT Analysis

Being strategic means that your organisation is able to adapt to internal and external changes that can negatively affect the sustainability or reputation of your organisation. The first step in developing a Strategic Marketing Plan is therefore evaluating internal organisational Strengths and Weaknesses and external Opportunities and Threats. This is also called a SWOT analysis (Figure 7 below).

A SWOT analysis is developed to try and change weaknesses or threats into strengths or opportunities for marketing, or to match organisational strengths to opportunities that have been identified to develop a strategic marketing plan.

Understanding the internal strengths and weaknesses of an organisation and the changes in the external environment are the basis for the development of a strategic marketing plan.

STRENGTHS

Example:
An organisation is the only CSOs providing leadership training to youth. This is a unique selling proposition and is attractive to most donors.

WEAKNESSES

Example:
Late submission of reports to donors.

OPPORTUNITIES

Example:
A major donor, like Global Fund, has come back to Botswana.

THREATS

Example:
Bad press about an organisation's services, based on false accusations.

Figure 7. SWOT Analysis

Linking Strategic Plan & Strategic Marketing Plan

A Strategic Marketing Plan should be linked to the overall Strategic Plan of your organisation. The Marketing plan should contribute to the strategic objectives of the organisation as a whole. For example, if your organisational strategy aims to raise awareness amongst youth about the main drivers of HIV infection in Botswana. Your Strategic Marketing Plan should then support this objective. You could, for example, develop a poster campaign that addresses Multiple Concurrent Sexual Partnerships (MCP) targeting senior secondary schools.

Text Box 1

Step 2 – Defining and Understanding your Target Audiences

The next step in developing a Strategic Marketing Plan involves analysing and understanding the key target audiences. Target audiences are groups of people an organisation seeks to build a relationship with or provide further information to regarding their organisation and/or services, with the ultimate goal of securing support or resources.

Keeping the overall mandate of the organisation and the SWOT data in mind, priority target groups (often not more than two or three) should be defined. For example, if a major weakness for an organisation is lack of community involvement, targeting community leadership to become advocates of the organisation might be an idea.

In order to engage the priority target audiences first they need to be understood. Ask: Why would they want to get involved in the project or programme? What is in it for them?

Often staff members and the board know the target audiences well enough, but when engaging new target audiences it might be helpful to do some research on their values, attitudes, behaviours, likes – dislikes, etc. Methodologies such as focus groups discussions[3] or a questionnaire can be helpful in developing profiles of the target audiences.

A **profile** should answer questions like:

- What are the reasons the target audience would get engaged?
- What are the attitudes of the target audience towards the organisation?
- What does the target audience like/dislike about the organisation?
- What motivates the target audience to donate time or money?

Once the motivations of target audiences are understood this information can be used to design marketing tactics to engage them.

Step 3 – Define Objectives for the Target Audiences

Once the target audiences are understood SMART objectives for each target audience should be developed. SMART stands for:

- **Specific** – is it clear and well-defined?
- **Measurable** – how will it be known that it is achieved?
- **Achievable** – is there a realistic path to achievement?
- **Results Oriented** – what is the result you want to achieve?
- **Time Bound** – is there a time limit?

SMART objectives focus on outcomes rather than activities and allow an organisation to measure its own success.

Marketing tactics should be developed to outline how the objectives will be reached and how the target audiences will be engaged.

Step 4 – Develop your Marketing Tactics and Message

To engage the target audiences the following Marketing Tactics can be utilised:

- Advertising
- Promotion
- Publicity
- Public Relations
- Sales (more for the for-profit world)

The classic marketing story about the 'Circus Coming to Town' in Text Box 2 explains the difference between these various tactics.

When communicating with different audiences physical media (e.g. an event –you meet people physically) and/or mechanical media (e.g. flyers, brochures – something that is 'mechanically produced') can be used. The right media for each target audience must be selected and communication messages for each target audience must also be developed.

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[3] A Focus group discussion (FGD) is a small group meeting to discuss a specific topic in an informal setting. The group of maximum 12 consists of people with the same demographic background and interests. For example women aged 20-25. Aim of a focus group is to find out about the group's feelings and thoughts about a topic. For example – you might want to know why they would donate time or money to your project (or not).

Marketing is more than advertising, promotion, and public relations alone. Marketing is the comprehensive approach an organisation takes to engage its target audiences. Marketing includes not only what an organisation communicates, but more importantly, what it does.

All projects, programmes, services and positions regarding societal issues should be part of a marketing strategy.

A so called 'house style'[4] for all marketing materials/strategies can also help with consistency in the 'look and feel' of an organisation's communication. This ensures that everyone in the organisation from the driver to the CEO knows the organisational mandate and mission and ensures consistency in the messages that reach those outside of the organisation.

Developing an Elevator Pitch can also help ensure everyone in the organisation represents (i.e. markets) the organisation correctly and consistently (see Text Box 3 for details on the Elevator Pitch).

Tactics for a Marketing Plan

If the circus is coming to Botswana and you paint a sign on the wall saying "Circus Coming to Fairgrounds on Sunday," that would be advertising. If you hand out flyers that say 'buy one ticket and get one for free', that would be promotion. If the elephant walks through the President's flower garden and the press writes about it, that's publicity. And if you get the President to laugh about it, that's public relations. If you have a stand a Riverwalk selling ticket for the circus, that is sales.

If you have planned for all of the above, that would be a Marketing Plan.

Source: http://whatitsayswhatitmeans.blogspot.com/2009/03/circus-is-coming-to-town-for-2009.html

Text Box 2

Develop an Elevator Pitch!

An 'Elevator Pitch' is a short summary used to quickly and simply define your service or organisation. It should explain in the time span of an elevator ride (30 seconds - 2 minutes) who you are, what you do, with whom you work and why your organisation is so special (i.e. your Unique Selling Proposition).

The aim is to engage your audience, be it a potential donor, volunteer or beneficiary.

Everyone in your organisation should be part of developing the Elevator Pitch and should know it by heart!

Text Box 3

In marketing there are three different types of messages:

1. **Informative messages:** provides information to the target audience
2. **Change messages:** attempts to change the thinking or behaviour of the target audience
3. **Action messages:** attempts toinvoke action by the target audience

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[4]A 'House Style' is the standard grammatical, graphical, and typographical manner in which an organisation communicates through written words or other symbols via all possible media. Your House Style includes (but is not limited to) business cards, office stationery, directional signs, emails, faxes, letter head, brochures, (financial) reports, publications, manuals etc.

More Marketing Tips:

Do Both: 'Marketing and fundraising efforts need to be equally strong and reinforce each other. One can't function without the other.'

Increase Your Visibility: 'If you are successful in marketing, fundraising will be easier because of increase in visibility of your organisation. Donors like to support successful and well-known organisations.'

Show success: 'No matter how successful you are at fundraising if people don't see what you do with that money (i.e. market it) you might ruin your reputation with them in the long run.'

Kelly Rooney – Botswana based Non-Profit Marketing and Fundraising Expert

Development of an implementation plan for a marketing strategy helps to define who is responsible for what, when they should finalise activities (time-lines) and what the expected outputs and outcomes are (Refer to Step 5 in Annex 3 for an example of an implementation plan).

An output is a direct 'product' of the programme or project. The outcomes are the effects of this service/activity on the recipient community or beneficiaries. For example, when an organisation distributes fifty flyers to market its services, the output of this activity is 'fifty flyers distributed'. The outcome for this type of activity would be twenty five new clients registered for counselling services.

Before putting the implementation plan into action remember to do the following:

- Develop a budget of what it will cost to implement your strategic marketing plan,
- Get quotations, depending on donor requirements, and
- Raise the funds required to implement your marketing plan.

Practical Marketing Tips for CSOs

Unfortunately, the majority of CSOs in Botswana do not have a strategic marketing plan. CSOs often feel they do not have the human resources and time required. Below are practical steps to improve the visibility and reputation of an organisation:

- Ensure everyone in the organisation knows the mission and mandate
- Create a brochure
- Create a website
- Develop a profile (one-pager) of the organisation
- Communicate successes with media
- Develop good media relations – with editors, journalist, etc.
- Develop skills to write effective press releases
- Develop a media contact list

Annex 1: Funding Gap Analysis for 2011 (Example)

Planned Programme Expenses	Available Funding	Funding Required	(Potential) Donor	Donor Contact Details	Initial Contact Date	Information Sent	Response	Action Required	Comments
Administration									
Salary Director	P120,000.00 (50% by Debswana)	P120,000.00	Swedish Embassy	Ambassador Tel: 5555555 Cell: 7777777	16 Aug 2011	Personal visit	Proposal requested	Write proposal	He likes youth projects
Salary Administrator	P00.00	P120,000.00	Embassies? Corporates? Int. Donors?	TBD	-	-	-	Identify donor and set up meeting	Urgent action required
Salary Secretary	P60,000.00	P00.00	Debswana	CSR Manager Tel: 8888888 Mail: C@d.com	8 January 2009	Proposal	Funding for three years	Set up meeting for follow-up funding	CEO likes us, invite to youth event
Youth Programme									
Salary Youth Coordinator	P00.00	P120,000.00	Barclays Bank	CSR Manager Tel: 3333333	1 Sept 2011	Organisational Profile	Invitations to meet 15th Sept	Prepare presentation	Link to Income Generation
Salary Youth Officer	P00.00	P60,00.00	Barclays Bank	CSR Manager Tel: 3333333	1 Sept 2011	Organisational Profile	Invitations to meet 15th Sept	Prepare presentation	Link to Income Generation
Food	P10,000.00	P00.00	Choppies	CEO Mr Sponsor Tel: 4444444	12 Oct 2008	Proposal	In kind donations	Send quarterly reports	Invite to youth event
Materials	P5,000.00	P5,000.00	Membership fees	See Membership contact list	-	Newsletters	-	Invite members to AGM	Need to increase membership
Petrol	P10,000.00	P00.00	Shell	CEO Ms Gift Tel: 666666	18 June 2006	Proposal	In kind donation	Send quarterly reports	Invite to youth event
Youth Camp	P00.00	P50,000.00	Y-Care Charitable Trust	Chair Person Cell: 7777778	-	-	-	Set up first meeting	Sponsors youth projects

Annex 2: Proposal Template

[TITLE: PUT THE TITLE OF YOUR PROPOSAL HERE]

[Insert date here]

Submitted to
[Insert name of donor here]

[Replace logo with the logo of your organization or write the name of your organisation]

Table of Contents

Executive Summary

[Replace this text with your Executive Summary.

In this section you capture the essence of the project by briefly stating:

- What the current problem is (including context and research data).
- What your organisation feels would be a way of addressing the problems using its expertise.
- Why this is a good way to go (use research data/statistics to give evidence if possible – for example BIAS III data).
- What impact will be achieved through the project activities.
- Who the main beneficiaries of the project will be.
- The time period envisaged.
- The overall cost.

Normally you write this section after you have written the rest of your proposal since you can only summarise the proposal after you have written it and know your project plan etc.

The objective of the Executive Summary is to make it easy for busy donors to get a quick understanding of your project. Therefore try to make it fit one page only.]

1) Introduction

[Replace this text with your Introduction – This section gives the reader a frame of reference. Describe who you are, where you are, what you do and who you serve. You could include your vision and mission statement here. Keep this section brief. A one-paragraph sketch is sufficient.]

2) Problem/Need Statement

[Replace this text with your Problem/Need Statement – Convince the Donor you share in his/her understanding of the problem and that you understand the Donor's mandate (i.e. remember the information you prepared about your donor and also explain that you understand the underlying problems).

Argue for the problem's importance using statistical, historical and/or philosophical arguments. Rely on research data, publications, expert testimony, etc. Discuss what others have done in the area (best practices). Describe why your solution for the problem is an appropriate one and provide evidence to back up why you think it will work (remember you want to address the underlying causes).

This is where you can use information from the BAIS III report etc.

For example: *if your problem is the high level of new infections amongst youth in Botswana and in your village in particular, you will have to back this problem statement up with research facts. The HIV incidence amongst youth. For example: "the amount of new infections every year according to the preliminary BIASS III results for the age group 10-14 is 1.04%."*

You also briefly describe here (or under the next paragraph – problem description) who your target groups will be. This section should be about half a page.]

3) Project Description

[Here you can give a general description of your project and refer to the Logical Framework in your Annex for details, or you can describe the goal, objectives and activities separately in detail as has been described below in the next 3 sections.]

3.1 Project Goal

[Replace this text with the description of the overall goal of the project –

Remember that the overall goal cannot be reached alone, other NGOs and actors such as Government will also contribute to this goal. It is a good idea to explain this in case the reader is not an expert in programming.

For example: *"The overall Goal and Vision of our NGO is to stop new HIV infections amongst youth in Botswana, in this we support the GoB and other stakeholders in its Vision 2016 and the goals of the National Strategic Framework on HIV" – Can you see that your organisation can't do this alone?*

Remember that this section is the same as the Goal component of your LogFrame! Here you describe this goal in words that are understandable to any reader.

The part that you can control is your project that will contribute to the overall goal. The objective of your project will be detailed in the following section. 1-2 paragraphs is sufficient.]

3.2 Project Objectives

[Replace this text with a description of the objectives of your project –

Remember this section is the same as the Objectives in your LogFrame.

Objectives are what your project can contribute to the overall goal and objectives should always be SMART (Specific, Measurable, Achievable, Results-Oriented, Time-bound). You can again use the objective of your Logframe.

For example: *"The project's objective is to reduce HIV Incidence in Youth aged 10-19 by half in our village by 2012. The current incidence rate is ... etc."*

Here you also describe your baseline data (i.e. that is the current HIV Incidence of youth, so that you can compare it with incidence in 2012, you find this info in the BIAS III report or other trustworthy sources).

Make sure that your research data is the same as the ones in your problem/need statement.]

3.3 Project Activities

[Replace the following text –

At this point you briefly describe the activities that will help you to reach your objectives. Who is doing what? When is it happening? With or for whom are you doing the activities? Where will it take place?

For Example: *"The project manager and project volunteer shall organise 5 parent-child meetings from June till August 2011 in our village in which we aim to create understanding about HIV transmission through the use of our Information Education and Communication (IEC) materials and try to address the taboo of talking about sexuality. Parents and Children will identify underlying causes of HIV infection and come up with solutions to preventing HIV infections. They will share these ideas with each other in a respectful environment taking in account cultural norms where necessary."*

Make sure that what you write is actually going to be implemented but at the same time try to convince the reader (donor) that your project is worth giving money to!

Size of this section depend on the length of the proposal, but be careful not to make it too long. The reader is most likely stressed for time and doesn't want to read long reports.]

3.4 Monitoring and Evaluation

[Replace this text with the following –

Here you will explain to the reader how you will monitor progress and evaluate your project impact. To monitor you explain how you measure project performance over time. You use the indicators that you came up with in your LogFrame.

For evaluation you measure impact before and after the intervention (i.e. your activities) and you measure the same for a control group that did not undergo the activities so that you can compare results between the groups and evaluate if your intervention did indeed have impact.

For example: *"In order to assess the impact of our parent-child meetings we will measure knowledge on HIV/AIDS prevention and underlying causes of infection before and after every one of the 5 meetings (Monitoring) through a qualitative questionnaire (see Annex 1). We will measure the same for a control group of similar composition that did not attend the meetings but in this case only before and after the project (Evaluation).*

Generally we will evaluate HIV/AIDS incidence amounts youth age (10-14) in our village using baseline data of the BIAS III preliminary report and compare incidence after the project with other villages that have not had the intervention (i.e. they are the control group)". (Remember that the goal was to stop new infections (i.e. incidence).

Briefly describe how you will disseminate results (e.g. – articles, papers, presentations, etc.). Remember it is good to share success with your stakeholders. It will increase your visibility and might lead to new opportunities.

Length is about 2-3 paragraph to a page depending on the size of the project.]

3.5 Staff and Management Arrangements

[Replace this text with your info –

- Explain the roles and responsibilities of the parties
  involved in managing the project.
- Who has overall responsibility for implementing the project?
- Who will the organisation collaborate with and how?
- Who is responsible for the day to day implementation?
- Explain reporting procedures (within your organisation
  and to the donor).
- Since donors want accountability it is also wise to mention your finance system (is it computised, is it audited, etc.) and who is responsible for financial management in your organisation

4) Conclusion

[Replace the text with your words -

Here you reinforce the request. Address the issue of project continuation after the end of the project. Offer to provide any other information that might help the funding source in considering the project. Keep this short – one paragraph]

5) Budget / Timeline

[This section covers you Budget –

Here you justify the amount of the funding. Provide a budget narrative that explains every item in the budget, both the amount requested and your own financial contribution if there is any. If there are no hard cash contributions, focus on in-kind contributions and person hours that have been or will be committed to the project. See budget on next page.

If the project is very large you might have to add a more detailed budget as an Annex.]

Project Budget				
Expenses	**Unit**	**Number of units**	**Unit rate BWP**	**Costs**
Activities				
Train 4 people in counselling (1) [put what ever you propose here]	Days	4	2,500	10,000
Subtotal Activities				
Materials				
Flip Chart	Flip Chart	1	100	100
Subtotal Material				100
TOTAL COSTS				**10,100**

Notes to budget:
[Here you put any explanations of budget items you think the donor might need to better understand the budget]
[Example:
(1)   These people will be trained as lay-counselors and are expected to counsel 20 youth per week.]

Other Funders:
[Here you write down any other donors that contribute to the project, you can specify the amounts they contribute if needed]

Project Timeline
[Delete this text and enter your data in the table below –
The timeline gives information about what happens by which date]

Activity	June 09		July 09				Aug 09			
	Wk 2	**Wk 3**	**Wk 1**	**Wk 2**	**Wk 3**	**Wk 4**	**Wk 1**	**Wk 2**	**Wk 3**	**Wk 4**
Prepare 5 meetings	▨	▨	▨							
Implement Meetings 1 and 2				▨	▨					
Implement Meetings 3 - 5								▨	▨	
Compile final report										▨

6) Contact Details

[Replace this text with the details of your organisation:

- Contact Person(s)
- Name Organisation
- Address
- Telephone/fax
- Cell phone
- Email, website, skype, twitter etc.

7) Appendices

[Replace this text with your appendices - This is where you can put detail without making the body of the proposal too long. If you plan using a Logical Framework this is where you would put the complete matrix (see below).]

8) References

[Replace this section with the references to the (research) literature that you have used in your proposal to support your project with research data etc.

Make sure you use a standard way of writing down your references and that it is consistent

Example:

Phorano, O. D., Nthomang, K, Ntseane, D. (2005) Alcohol abuse, gender-based violence and HIV/AIDS in Botswana: establishing the link based on empirical evidence. *Social Aspects of HIV/AIDS (2):1.*

Annex 1: Logframe

Project Component	Measurement Indicator	Risk and Assumption
GOAL		
OBJECTIVES		
ACTIVITIES		

Annex 3: Steps to Develop a Strategic Marketing Plan

STEP IN THE PROCESS	EXPLANATION/EXAMPLES
STEP 1: SWOT ANALYSIS What are your organisational **S**trengths, **W**eakness, **O**pportunities and **T**reats (SWOT)?	*What do you want to communicate about?* • How can you use your strengths to capitalise on opportunities? • How can you turn weaknesses into strengths? • How can you change threats into opportunities?
STEP 2: UNDERSTAND YOUR TARGET AUDIENCES (TARGET GROUPS). Define profiles of your priority target audiences.	Base on your SWOT analysis and overall Strategic Plan which target audiences do you want to engage and which ones should you prioritise? (i.e. which target audiences play the most important role in fulfilling your organisational mandate and sustainability?)

STEP 3: SPECIFY OBJECTIVES FOR YOUR PRIORITY TARGET AUDIENCES
 	
What do you want to achieve with each audience? Identify different **SMART** communication objectives and target audiences for each:
 	
    Specific
    Measurable
SMART = **A**chievable
    Results Oriented
    Time Bound
	Based on your SWOT Analysis, what do you want to change and how do you want to engage your priority target audiences?
	
	For example:
	*Objective: Increase our membership for our Youth Center with 50% by Dec. (You are using your **strength** of having staff that is good with youth to capitalise on the **opportunity** to increase your membership base).*
	
	Target audiences:
	Youth (boys 12-16), Youth (Girls 12-16), Parents of youth

STEP 4: DEVELOP YOUR MARKETING TACTICS - TARGET AUDIENCE, MESSAGE AND MEDIA How are you going to achieve your marketing objectives? (advertising, promotion, public relations, sales etc.) Which media are you using for each identified target audience? **Physical Media:** Town hall meeting, Celebrity endorsement, Event / fundraiser, Up Close and Personal, Video Conference, Presentation / speech, Word of mouth etc. **Mechanical Media:** Email, Flyers, Brochures, Newsletters, Advertising, Billboards, Print and broadcast media, Online media, Website, Facebook etc, SMS, Proposals etc. Types of messages: Informative, Change or Action?	**Youth (Girls):** **Physical Media:** • Organise a netball event (Action) • Hold a presentation in schools (Informative) **Mechanical Media:** • Email for promotion (Informative) • Advertising for promotion (Informative) • Facebook for promotion (Informative, Action) • Distribute flyers in schools (Informative) **Youth (Boys):** **Physical Media:** • Organise a soccer tournament (Action) • Invite zebra players (Action) **Mechanical Media:** • Same as above **Parents:** **Physical Media:** • Presentation at PTA meeting (Informative) **Mechanical Media:** • Brochure of the organisation (Informative) • Letter of consent (Action)

STEP 5: COMMUNICATION IMPLEMENTATION PLAN

Person Responsible	Marketing Activity	Timeline	Baseline data	Outputs / Outcomes
1. Jack	**Target Audience: Girls** Physical Media: 1. Netball Event (Action)	1. 16 July 2011	1. 50 members before the event	1.1 Output: Event organised 1.2 Outcome: 70 new members
2. Thuso	2. Presentation in school (Informative, Action) Mechanical Media: Etc.	2. 15 July 2011	2. 0 students informed before the presentation	1. Output: 100 students informed
Etc.	**Target Audience: Boys**			