



Bridging Refugee Youth & Children's Services

Fundraising for Refugee-Serving Agencies

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Part 1 – Introduction

In the tense times following the tragedies of September 11, 2001, the nation's economy was floundering and foundation awards dropped dramatically during the following year. Very few fundraisers were optimistic about future of charitable giving.

In the U.S. refugee resettlement program, for the first time, arrivals came to a complete standstill. Agencies and organizations devoted to helping the resettlement effort and the refugees who were, for several months, not coming, struggled to find ways to maintain their capacity, hoping to resume work when the program revived. Every organization and agency was affected.

The world looks very different, three years later. Refugee arrivals in 2004 again reached levels at or near those seen before 2001. Children, always a large percentage of refugee populations, became an even greater focus, and new populations with different needs prompted more reorganization to address the new circumstances.

Funding opportunities have recovered as well, if more slowly. Over the last year, philanthropic giving increased more than 25 percent, according to a recent survey by the Center for Philanthropy at Indiana University. Major gifts and direct mail have proved the most successful solicitation techniques, followed by foundation grants, with responses varying by the specific sector and the size of the organization involved.

Current trends for increased giving bode particularly well for organizations seeking grant funding, particularly in education, health, and human services, where the share of foundation grant dollars ranks highest compared to other sectors. The outlook for many of the organizations engaged in services to refugees looks positive for the first time in years.

Taking these trends into consideration, the following definitions, planning hints, and list of resources may prove useful in taking stock of your own organization's fundraising potential, and in formulating your development plan.

Fundraising is raising assets and resources from various sources for the support of an organization or a specific project. Many nonprofits that raise funds do so via a **fundraising committee**, which plans and implements the organization's fundraising program, often using professional staff. The committee guides the organization and its Board in its approach to resource development and cultivating fundraising skills among its Board members.

As part of efforts to develop their resource base, all nonprofit organizations should have a Development (or Fundraising) Plan, including a varied and balanced mix of funding sources. Potential sources of funding include:

- Government entities: government offices and agencies at local, regional and federal levels
- Foundations: smaller family and community foundations as well as larger private, company-sponsored, national foundations and grantmaking public charities
- Businesses and corporations: local neighborhood and chain stores, bank and utility companies, restaurants, companies and corporations of all sizes
- Religious institutions: churches, temples, synagogues, and other faith-based communities, as well as national religious bodies and ecumenical organizations
- Individual donors: individual contributions range from a few pennies to a few million dollars, with techniques for solicitation including direct-mail appeals, membership programs, and special events, among a variety of other options
- Earned income: approaches could include a fee structure for goods and services previously supplied free of charge, renting out unused office or meeting space, leasing computer services or equipment, offering consulting or information services to

businesses and clients who can afford to pay, or a variety of other creative ideas, e.g. gift shops, publications, travel services, etc.

Some Additional Resources

The Foundation Center (2004) Foundation Giving Trends, 2004. Based on a sample of 1,005 larger foundations. <http://foundationcenter.org/gainknowledge/research/pdf/fgt06highlights.pdf>

Association of Fundraising Professionals (AFP, formerly NSFRE; 1996) AFP Fundraising Dictionary. <http://www.afpnet.org/ResourceCenter/ArticleDetail.cfm?ItemNumber=3380> Johnson

Center for Philanthropy and Nonprofit Leadership (2002) Nonprofit Good Practice Guide: Complete Glossary. Johnson Center for Philanthropy and Nonprofit Leadership, Grand Valley State University. <http://www.npgoodpractice.org/glossary>

Seltzer, Michael (2001) Securing Your Organization's Future: A Complete Guide of Funding Strategies. New York: The Foundation Center. Chapter 22
<http://foundationcenter.org/getstarted/onlinebooks/seltzer/text.html>
(government funding, foundations, business and corporations, religious institutions) Schladweiler, Kief (Ed.). (2008)

Foundation Fundamentals, 8th Edition. New York: The Foundation Center.
http://foundationcenter.org/marketplace/catalog/product_monograph.ihtml?id=prod10049&navContent=2&navAction=jump

Part 2 – Essential Elements of a Fundraising Plan

The Introduction provided a look at the basics of Fundraising for Refugee-Serving Agencies and may have raised as many questions as it answered:

- “Whom should our organization ask for money?”
- “Which foundations or corporations appreciate the services we provide?”
- “Which individuals or local businesses would want to support our mission?”
- “Where do we start?”

The place to begin, according to the Association of Fundraising Professionals Fundraising Dictionary, is with your organization’s own **development plan**: “a written summary of development goals and objectives and the strategies by which an organization will achieve them within a given period of time.”

In Part 1, we mentioned that organizations should seek a varied mix of funding sources; yet, there is more to a solid development plan than choosing your mix of supporters. It’s a long way from planning to action.

The essential elements of a fund raising plan:

- **Organizational mission and program goals** must be well articulated.
- **Operational and program expenses** for each program should be itemized and organized as a cash flow sheet over the annual budget cycle (specific dollar amounts over each of 12 months).
- **Information on current and prospective donors** should include up-to-date data on past donors, i.e., institutions and individuals with a history of giving to your organization; and new prospects: institutions and individuals whose own philanthropical mission matches that of your organization or programming goals.
- Consider how to **generate and cultivate relationships** with new donor prospects. *Cultivation techniques* must target and prove appropriate for each specific *audience type*. Special events such as raffles, craft sales, slide or documentary presentations at community organization meetings can each provide worthwhile opportunities for reaching a new audience. Many sustaining supporters might also see the event as an opportunity to share their interest with friends, thereby widening the network of the organization’s friends as well.
- **Keep in touch.** Keep your organization in your donors’ minds and show them you appreciate them, through thank you notes, public acknowledgements, progress reports, program site visits, subsequent grant applications and proposals, one-on-one meetings, participation in organizational planning, etc.

You can see an example of how such basic elements of a development plan might relate to one another in Table 1, which shows information on a fictitious refugee resettlement organization. In this example, a particular organization seeks funds for a mentoring program for immigrant youth.

TABLE 1: DEVELOPMENT PLANNING FOR REFUGEE RESETTLEMENT & MENTORING

DEVELOPMENT PLAN ORGANIZATION ABC	ANNUAL BUDGET	PAST & PROSPECTIVE DONORS	FUNDRAISING APPROACHES USED
<p>Organization’s Mission</p> <p>Serve refugee groups undergoing resettlement in the U.S. to secure a sustainable livelihood in a healthy family and supportive community.</p> <p>Program Goals (by Program) and Measurable Outcomes</p> <p>Arrange for temporary shelter and food for refugees Provide capacity building opportunities in language and U.S. culture for all family members Connect refugee families with support services for their immediate physical and mental health care needs Support child and youth transitions into schools and after-school programs Facilitate mentor partnerships with elementary and secondary school students</p>	<p>Operating Costs</p> <p>\$</p> <p>Program Costs (by Program)</p> <p>\$</p>	<p>(Must be organized according to organizational aspect being funded, i.e ., audiences for organization mission and for each program goal or components .</p> <p>Past contributors</p> <p>Local businesses, especially those clients patronize</p> <p>Foundations & corporations with missions matching your organization’s program</p> <p>Caring individuals</p> <p>Board Members</p> <p>Advisory Committee Members</p> <p>Clients/Customers</p>	<p>Special events, e.g., raffles, crafts sales, educational experiences (slides, documentary, lecture) on refugee experience, etc.</p> <p>Partnership with local merchants to show good corporate citizenship</p> <p>One-on-one solicitation</p> <p>Proposals</p> <p>Promotional materials</p>

From Planning to Action to Planning Again

Assign specific people to each task that must be completed to fully implement the plan. Assignments should involve staff, volunteers, board members and, if necessary, consultants from outside the organization. Simone P. Joyaux, an experienced fundraising consultant, teacher, and author, advises: "...direct involvement by each staff and board member in a portion of the plan; the entire organization must claim ownership of the plan if it is to succeed."

Don't forget evaluation is also an important part of the development planning process. It is important to demonstrate the results your work has achieved. Results must be fed back into program planning for the next annual cycle, to build on best practices, and adjust from lessons learned. And when this feedback cycle of information runs most effectively, programs will not only function better, but fundraisers will become better at telling their stories to those who support them, and those who might do so if they were skillfully asked.

Related Resources

Association of Fundraising Professionals (AFP, formerly NSFRE; 1996) Fundraising Dictionary.
<http://www.npgoodpractice.org/glossary>

AFP (formerly NSFRE 1999) "Module B: Planning for successful fundraising." First Course on Fundraising: Participant Manual. Alexandria, VA.: AFP (NSFRE).

Joyaux, Simone P. (2004) "Audioconference highlights: creating a development plan that produces ownership and results – January 2003." AFP website
<http://www.afpnet.org/ResourceCenter/ArticleDetail.cfm?ItemNumber=3362>

Seltzer, Michael (2001) Securing Your Organization's Future: A Complete Guide of Funding Strategies. New York: The Foundation Center. Chapter 22.
<http://foundationcenter.org/getstarted/onlinebooks/seltzer/text.html>
(government funding, foundations, business and corporations, religious institutions).

Temkin, Terrie in Carol Weisman, ed. (2000) "Mama said, never put all your eggs in one basket: boards, strategic thinking and the need for diversified revenue." Secrets of Successful Fundraising: The Best from the Non-Profit Pros. St. Louis, Missouri: F.E. Robbins & Sons Press, Second printing 2002, revised.
<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=1096>

Part 3 – Foundations: Giving to Refugee & Immigrant Services

The Introduction opened our ongoing discussion of “Fundraising for Refugee-Serving Agencies”, providing an overview of recent funding trends for U.S. nonprofit organizations. These trends bode well for refugee-serving organizations seeking grant funding in the areas of education, health, and human services, where the share of foundation grant dollars rank high. Serving as one of several sources of revenue, foundation grants can provide an important contribution to your organization’s balanced funding mix.

Types of foundations include: smaller family and community foundations, larger private and company-sponsored foundations, and grantmaking public charities. Learn more about the differences among foundations on the Foundation Center’s Web site at <http://foundationcenter.org/getstarted/faqs/html/pfandpc.html>.

To search for information on which foundations offer grants for organizations like yours, there are a number of options, including:

- Visit your local public library. Many local libraries carry one or more hard-copy or on-line versions of major foundation directories. Organizations can search for a foundation funding match according to the following categories of information:
 - field of activity (subject or program area)
 - type of recipient organization (museum, school, etc.)
 - population groups served (minorities, children, etc.)
 - type of support awarded (general, capital, etc.)
 - geographic focus (domestic, foreign or international).

For more on grants classification, see <http://foundationcenter.org/gainknowledge/grantsclass/>.

- Visit a nearby Foundation Center Library. They will have the most up-to-date information possible concerning foundation programs via their extensive hard-copy library and cutting edge, on-line search tools. Foundation Center Libraries are located in:
 - New York, NY - <http://fdncenter.org/newyork/index.jhtml>
 - Washington, DC - <http://fdncenter.org/washington/index.jhtml>
 - Atlanta, GA - <http://fdncenter.org/atlanta/index.jhtml>
 - Cleveland, OH - <http://fdncenter.org/cleveland/index.jhtml>
 - San Francisco, CA - <http://fdncenter.org/sanfrancisco/index.jhtml>.

- Visit a Foundation Center Cooperating Collection that could be closer to home. Cooperating Collections are greater in number than the Foundation Center Libraries, and they are located all across the United States. Cooperating Collections serve as free funding information centers and are located in libraries, community foundations, and other nonprofit resource centers. They provide a core collection of Foundation Center publications and a variety of supplementary materials and services in areas useful to grantseekers. You can find out more about the Foundation Center Cooperating Collections at <http://foundationcenter.org/collections/>.

- Visit the Web site for Grantmakers Concerned with Immigrants and Refugees (GCIR), a resource for nonprofits seeking funding. The Grantmakers Concerned with Immigrants and Refugees has “timely immigrant-related resources, including in-depth reports and trainings, for the philanthropic sector. While funders are our primary audience and constituency, some of our information resources are available to nonprofit organizations, either online at no cost or for purchase at a nominal cost.” (<http://www.gcir.org/nonprofits>)

GCIR also produces newsletters on immigration matters and a newsletter on health issues relating to immigrants GCIR distributes these sources to non-profits that work with immigrants, refugees and asylees. For more information visit <http://www.gcir.org/nonprofits>.

The following list is a sample of foundations that have funded programs for refugee and immigrant families, especially in the areas of parenting education, child care, and family literacy. These foundation names and descriptive Web site excerpts are listed by foundation type. Remember that it is usually best to begin your search with local foundations - those who are invested in your geographic area and with whom you can develop a personal, on-going relationship.

Private Foundations

Public Welfare Foundation (<http://www.publicwelfare.org>): "The Public Welfare Foundation supports efforts to ensure fundamental rights and opportunities for people in need. We look for carefully defined points where our funds can make a difference in bringing about systemic changes that can improve the lives of countless people...To that end, we now focus our grantmaking on three areas where we believe the Foundation's grantmaking can serve as a catalyst for reforms that can make dramatic differences in the lives of countless Americans. These areas are: Criminal and Juvenile Justice, Health Reform, Workers' Rights." From the foundation's Web site at: <http://www.publicwelfare.org/OurWork.aspx>.

Knight Foundation (<http://www.knightfoundation.org>): In 2004, the Miami-based John S. and James L. Knight Foundation announced an initiative to help immigrants in 26 communities where the foundation has an established presence become citizens, vote, and play an active role in community civic life (<http://www.knightfoundation.org/what-we-fund/engaging-communities>). The foundation is working with national nonprofits as well as local organizations in these communities to support efforts to increase rates of naturalization, improve English-language education, and strengthen the local and national network of immigrant-serving organizations. The foundation also will support the establishment of an American Dream Fund to provide operating support to local organizations working on immigrant integration. In addition to its own initiative, the Knight Foundation is working with the Ford Foundation, Carnegie Corporation of New York, Open Society Institute, and the Mertz Gilmore Foundation to pool resources to strengthen organizations that serve immigrants and to revise public policy on citizenship.

The Knight Foundation has several on-going funding priorities. One, the Community Partners Program (<http://www.knightfoundation.org/about/communities/>), targets Knight's 26 communities, each of which has developed its own funding priorities, including education and the well-being of children and families. Recently, the foundation funded the Cambodian Association of America's Family Literacy Program in Long Beach, CA, "which targets low-income Cambodian families with children ages 0 to 7 years.... The program includes English-as-a-second-language (ESL) classes for adults, early childhood education, parenting, and time for parents and children to learn together." See http://www.knightfoundation.org/news/press_room/knight_press_releases/detail.dot?id=135947 for a description of the program. Visit the foundation's Web site at: <http://www.knightfoundation.org/> for more information.

Rosie's For All Kids Foundation (<http://www.forallkids.org>): "Rosie O'Donnell established her For All Kids Foundation, Inc. in 1997 to provide financial support to nonprofit programs serving economically disadvantaged and at-risk children and their families. Since its inception, the foundation has helped thousands of children across the country through grant awards to child care, after-school, education and other essential programs. The foundation's main focus is center-based child care, and first priority is given to programs serving low-income, urban areas, where many families struggle to find quality child care and early childhood education programs." From the foundation's Web site at <http://www.forallkids.org>.

Corporate Foundations

Hasbro Children's Foundation (<http://www.hasbro.org/default.cfm?page=grantmaking>): "The mission of the Hasbro Children's Fund is to assist children in triumphing over critical life obstacles as well as bringing the joy of play into their lives. Through our initiatives we will achieve this mission by supporting programs which provide terminally and seriously ill children respite and access to play, educational programs for children at risk, and basics for children in need. We will support US based 501(c)(3) organizations who deliver programs around the world." The main requirements for funding are as follows (<http://www.hasbro.org/default.cfm?page=productdonations>):

- "The organization receiving the donation must be a US-based nonprofit and charitable organization and provide a copy of their Federal Tax Exempt Certificate, 501(c)(3).
- The donated product must go directly into the hands of sick or needy children.
- Innovative All organizations receiving any donation from the Gift of Play program must affirm the Non-Discrimination Policy for Hasbro, Inc. Charitable Giving Programs."

Usually local grants for model community programs range from \$1,000 to \$10,000. From the foundation's Web site at <http://www.hasbro.org/>.

The UPS Foundation (<http://www.community.ups.com/UPS+Foundation/Philanthropy+Programs>): "The UPS Foundation will consider high impact philanthropic programs and projects from organizations recognized as tax-exempt under section 501(c)(3) of the Internal Revenue Service code. ... The UPS Foundation focuses on Hunger, Literacy and Volunteerism. By making grants and contributing other resources, like volunteers, technical assistance and our expertise, The Foundation enables not-for-profit organizations to serve communities more effectively around the world." UPS has funded National Center for Family Literacy projects, focusing on literacy for job and career development for the entire family. Visit the foundation's Web site at <http://www.community.ups.com/UPS+Foundation>.

The William Randolph Hearst Foundations (http://www.hearstfdn.org/fp_home.html): "Social Service" is one of five funding priorities. "The Hearst Foundations work with comprehensive direct-service organizations that foster effective solutions to social and economic problems. Priority is given to efforts that enable children, youth and families to lead productive and independent lives. The Foundations' interest include family support services, domestic violence and child abuse prevention, after-school programs, youth development, literacy, housing and homelessness, job training, economic development, and programs for older adults." From the foundation's Web site at: http://www.hearstfdn.org/fp_home.html.

Public Charities

United Way Community Grants: These grants are administered locally and may not be available in all United Way communities. For example:

- Greater Minneapolis-St. Paul, MN: "United Way's Community Investment Fund provides one-time grants of up to \$5,000 to fund grass-roots projects in the Twin Cities Metro Area. Grants are given to groups that help people in distinct communities (community is defined as a geographic neighborhood or common focus)." From the Greater Minneapolis-St. Paul United Way Web site at <http://www.unitedwaytwincities.org/>.
- San Luis Obispo County, CA: "In order to achieve the greatest community impact through its investment of the Community Impact Fund, United Way supports programs that address targeted Community Investment Strategies, including Meeting Life's Basic Needs, Promoting Healthy Lives, Investing in Children and Youth, Supporting Work and Self-Sufficiency and Strengthening Our Community. Through these strategic initiatives and objectives, United Way utilizes the information provided in the ACTION for Healthy Communities assessment and other supporting information to effectuate positive change and increase the quality of life for San Luis Obispo County residents." From the San Luis Obispo County United Way Web site at <http://www.unitedwayslo.org/CommFundGrants.htm>.
- United Way of Broward County, FL: "The Sun-Sentinel Diversity Venture Fund celebrates our diverse community by encouraging applications for effective programs that provide significant benefits to diverse communities. Diverse communities differ functionally, historically and culturally. In the Sun-Sentinel Diversity Venture Fund, the term diversity broadly refers to many demographic variables, including but not limited to: Gender, Age, Ethnicity, Race, National Origin, Geographic Origin, Sexual Orientation, Skills Characteristics, Educational Background, Religion, Physical/Mental Ability, Military/Veteran Status, Lifestyle, Immigrant Status, Language Facility, etc. The term venture refers to an undertaking that is risky and bold; something on which a gamble is taken, an investment; to take a chance." From the United Way of Broward County Web site at <http://www.unitedwaybroward.org/>.

Soliciting grantmakers such as those listed above involves a careful process of learning more about the potential foundation then contacting the foundation personally in a variety of ways. Grant-seeking organizations should:

1. Research the prospective donor foundations
2. Analyze foundation guidelines
3. Approach a foundation through personal contacts
4. Write a letter of inquiry
5. Make an actual request for support, i.e. the proposal.

For those interested in learning more about these and other foundation solicitation, or cultivation, techniques, consider enrolling in the "First Course on Fund Raising", offered by the Association of Fundraising Professionals:

<http://www.afpnet.org/Professional/ProgramDetail.cfm?itemnumber=4031>.

Part 4 – Proposals 101: How to Plan and Write a Proposal for Funding from Foundations

Nobody really 'writes' a grant. They write proposals in order to get a grant. To do that well, they need a thoughtful plan for a necessary program or service. – Norton Kiritz, The Grantsmanship Center¹

Asking grantmakers for money to support your program involves more than just writing a proposal. As we discussed last month, grant-seeking organizations should research the prospective donor foundations as thoroughly as possible via database searches, foundation Web sites, letters of inquiry and personal contacts.

This month we will focus on the next step, how to request foundation support - from planning, to developing a proposal, to following-up with the funder regardless of their response. We conclude this month's Special Feature with a section on useful resources for pursuing this topic in greater depth.

Planning - Assembling Background Information

By this point, the information you have collected on the prospective funder should already have convinced you that this donor's criteria for making a grant match your own organization's mission and program goals. Now it is time to convince the funder. Funders want to know, first, that a project will further the overall programming direction of the organization seeking funding. You will therefore need to pull together additional information on the history, governance and mission of your own organization to show how their particular contribution would move your organization further down a well planned development path.

In addition, the funder "...may need to be convinced that the case for the project is compelling."² You will therefore need to present sufficient data to show that the programming need to be addressed is indeed a vital one. For example, if your organization seeks funds to further the education of refugee children or to support continuing education for refugee parents, you must present a strong case for the importance of this objective. You should be able to show that your project outcomes will have a measurable impact on the lives of your program participants. You must also convince the prospective funder that your organization is key in addressing that need.

The next step is to develop a clear, well-organized description of the program for which funding is being sought, including:

- project objectives and approach,
- implementation timeline,
- expected outcomes, evaluation measures and procedures, and
- staffing and volunteer needs.

A logic model such as the one described in the guide by the W.K. Kellogg Foundation (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=1333>) can be used to help you develop a detailed description of your program and its effectiveness. Another guide to the use of logic models is Measuring Program Outcomes: A Practical Approach (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=0304>) which can be purchased from The United Way of America for a nominal fee. These and other tools can be used as a starting point for creating a detailed work plan that includes activities, responsible personnel, target dates, milestones and process and outcome measures. See the BRYCS Targeted Resources for Professionals (http://www.brycs.org/clearinghouse/search_resources.cfm) web page for more information on tools for program managers and administrators (http://www.brycs.org/clearinghouse/search_resources.cfm).

Finally, you should create an initial summary budget of expenses associated with the project for which you are seeking funding. This financial information will eventually require greater detail, but for now you only need to determine whether expected costs are in the range of the funding provided by the potential funder. If these costs are significantly greater, then you must: 1) show how other funders are currently supporting, or

¹ Kiritz, Norton 2000 Some thoughts on grantwriting...TGCI Magazine. The Grantsmanship Center. Winter 2000. <http://www.tgci.com/magazine/00winter/thoughts.asp>

² The following information on planning is based on: The Foundation Center 2005 Proposal writing short course. Available on The Foundation Center Web site at: <http://fdncenter.org/learn/shortcourse/prop1.html>

could support, these additional needs, and 2) describe the specific component of the project for which you are seeking funds. For more information, see "Proposal Budgeting Basics" (http://foundationcenter.org/getstarted/tutorials/prop_budget/) on the Foundation Center's Web site.

Developing a Proposal - Putting It Down on Paper

Once this background information has been collected, it's time to sit down and write the proposal. Basic components include the following:

- Executive Summary - an overview of your organization's case for funding and a brief summary of the proposal; usually no longer than one page and it is easiest to write last
- Statement of Need - description of who you are trying to help (the target population) and why (documentation of the need); it often helps to add a real-life example or quotations from clients that clearly demonstrate the issues and provide an emotional connection
- Project Description - details about your project, or the specific components of the project for which you are seeking funding, including how it will be implemented and evaluated
- Budget - a detailed financial description of how much the project will cost
- Information about Your Organization - an overview of how the organization was formed, its governing structure, key activities and population(s) served, including unique capabilities and strengths that will ensure your success with this project
- Conclusion - a brief summary of primary points contained in the body of the proposal

One of the best and most concise overviews of what to include in a project proposal can be found in The Foundation Center's free "Proposal Writing Short Course" (<http://fdncenter.org/learn/shortcourse/prop1.html>). However, each foundation will have its own requirements concerning the specific form that a proposal should take. Formats range from a short-form letter to a medium-length standardized application to a very lengthy and detailed format that is tailored to the needs of that specific grantmaker. You can review sample cover letters, proposals and budgets, among other useful proposal tools, at a variety of Web sites including:

- School Grants (<http://www.k12grants.org/samples/>) provides education-focused, sample proposals directed to corporate or government funders.
- SERA Learning (http://www.sera.com/index.php?section=funding&option=funding&page=funding_templates), an organization that "provides educational, juvenile justice and community-based organizations with... life skills programs addressing the needs of youth and young adults" features MS Word templates for letters of inquiry, proposals, cover letters and budgets on their Web site.

According to Jane S. Englehardt, executive director of the Hasbro Children's Foundation, the proposals most likely to succeed are those that:

- Use the foundation's grant money to bring in additional funding. Attention-getting statements could highlight the fact that: "This funding will help us match government funding," "This funding will enable us to utilize volunteers to complement the work of professionals," or "This will allow us to create a training program to expand our services without asking for more money each year."
- Make positive assertions. Instead of stating that "We are running out of money," you can note that "We have a wonderful program, but we want to make it more cost-effective".
- Show that your organization has other grant support as well. As Ms. Englehardt puts it, "National foundations look for organizations that are supported in their communities, so we know they're going to be strong and sustainable."³

³ Marilyn Dickey 2003 Grant makers reveal the most common reasons grant proposals are rejected. The Chronicle of Philanthropy's Philanthropy Careers: <http://philanthropy.com/jobs/2003/05/01/20030523-378096.htm>

Following Up with the Funder

Information on the foundation's procedures for reviewing grant applications may be included in their application guidelines, Web site or annual report. If you are still unclear concerning the process or timeline for the review of your application, be sure to ask.

The Grantmakers Concerned with Immigrants and Refugees (GCIR) (<http://www.gcir.org/>) suggest that, in the end, patience and persistence pay off. Follow-up with the foundation even if your application is rejected so that you can understand why it failed. When the Community Foundation of Greater Memphis (CFGM) declines a proposal, the letter offers to discuss with the applicant the specific reason for rejection. According to Andrea L. Reynolds, chief operating officer of CFGM, "Very few people take advantage of that [offer]. It's surprising."⁴

If the funder sees your organization as a strong match, you may be able to make a few key changes based on this feedback then re-apply with increased chances of success during the next funding cycle.

This month's Special Feature has focused primarily on the process of writing proposals to foundations. Next month, we will explore how organizations can seek support from corporations via social responsibility initiatives, corporate volunteers and in-kind giving, among other possibilities.

Additional Resources for Proposal Writers

Useful resources about proposal writing in general can be found on The Foundation Center's online list of resources for proposal writers. These include:

- The Foundation Center's Proposal Writing Courses and Seminars (<http://fdncenter.org/learn/shortcourse/prop1.html>) In addition to the proposal writing basics free Web-based short course and one-hour training session mentioned above, the Center offers Proposal Budgeting Basics (<http://foundationcenter.org/getstarted/training/free/pbb.html>). For a fee, the Center offers full-day proposal writing seminars (http://fdncenter.org/marketplace/catalog/subcategory_training.jhtml?id=cat30003) in many cities across the United States. These courses are designed to help novice nonprofit grantseekers gain the experience needed to secure grants from foundations and corporate sources.
- The Grantsmanship Center (<http://www.tgci.com/>) Los Angeles, CA: The Grantsmanship Center (TGCI). TGCI provides fee-based proposal writing workshops. Their Web site includes access to free archived articles from TGCI Magazine and a list of low-cost publications about proposal writing.
- Miner, Lynn E.; Miner, Jeremy T. Proposal Planning and Writing (<http://www.abc-clio.com/product.aspx?isbn=9781573564984>), Westport, CT: Greenwood Press, 2003. Guidelines and tips on planning and writing grant proposals including developing ideas; identifying and qualifying potential funding sources; setting up systems and procedures to support grantseeking activities; developing the proposal; budget forecasting; submission procedures; and follow-up techniques.
- Geever, Jane C. The Foundation Center's Guide To Proposal Writing (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=2169>). New York, NY: The Foundation Center, 2004. An in-depth instructional manual covering pre-proposal planning through post-grant follow-up. It contains excerpts from grant proposals and interviews with foundation and corporate grantmakers about what they look for in a proposal.
- Collins, Sarah (ed.) The Foundation Center's Guide To Winning Proposals (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=2169>). New York, NY: The Foundation Center, 2003. Features twenty real-life grant proposals that have been funded by some of today's most influential grantmakers. Each proposal is reprinted in its entirety and has commentary by the funding decision makers who awarded that grant. Proposals are included from large and small, local and national organizations, and for many different support purposes including basic budgetary support, special projects, construction, staff positions and more.

⁴ Marilyn Dickey 2003 Ibid.

Part 5 – Corporation and Community: Building on Benefits for Both

Two months ago this series focused on identifying foundations that donate money to refugee and immigrant organizations in the U.S. Examples included public charities, community foundations and corporate foundations. This month's discussion focuses on other ways that corporations contribute to their communities and, since April is National Child Abuse Prevention Month in the US, we list corporate programs that contribute to child abuse prevention.

Forms of corporate giving other than donating money are usually grouped under the term corporate direct giving, and they are usually directed toward company employees and their families or residents of the places where a given corporation conducts business, for example, the city where the company headquarters or the majority of their customers are located. The following discussion will describe various types of direct giving, along with tips on how to gain access to these resources and where to learn more.

Types of Corporate Direct Giving

Corporate direct giving initiatives may include the following forms of support:

- Corporate grants - Corporations may choose to sponsor grantmaking programs through mechanisms other than an official foundation. For example, a company's community or public relations department may offer grants to community organizations that provide a type of service or product that is of potential benefit to their employees or their customers in a given geographic area.
- Matching gifts - A corporation may opt to contribute a gift on the condition that it is matched, often within a certain period of time, thereby leveraging its own funds to increase donations to a given organization. An example of a matching gift is for every dollar donated to an organization by an employee, a company will also donate a dollar, or, match it. "Characteristics of employee matching gifts include the following:
 - Companies frequently match their employees' monetary contributions to particular charities.
 - Companies may also contribute financially to match employees' volunteer efforts.
 - Many corporations offer employee matching gift programs in higher education to stimulate their employees to give to the college or university of their choice (usually their alma mater).
 - Many foundations have matching gift programs for their officers and directors." (From The Foundation Center Web site – <http://foundationcenter.org/getstarted/faqs/html/matching.html>)
- In-kind contributions - Some companies may choose to make a contribution in the form of goods or services, not in money, such as a contribution of equipment, supplies, space or staff time. The donor may place monetary value on such a contribution for tax purposes. For more information, visit the The Foundation Center's FAQ on in-kind gifts (<http://foundationcenter.org/getstarted/faqs/html/inkind.html>).
- Employee volunteers - Employees of a company may be encouraged to donate their time and expertise to a given organization, cause, benefit, etc. The company may simply participate in volunteer recruitment or add incentives such as additional leave time during the business week, paid or unpaid, for an employee to work with a given organization. Volunteer support may cover basic office tasks such as mass mailings and phone calls or it may extend into more specialized areas such as mentoring youth, providing management and systems expertise, fundraising support, etc. Organization board members and advisors often serve on a volunteer basis as well.
- Joint marketing ventures - Companies may also wish to enter into some form of marketing initiative with a non-profit. Such partnerships are possible when a company's customer base has an interest in supporting a given organization. For example, a grocery store with a large Sudanese customer base may find it good marketing policy to advertise that every bag of groceries sold provides a certain contribution to a particular Sudanese community organization.
- Other forms of corporate collaboration include those which combine several forms of giving categories:
 - *Strategic alliance (also known as venture philanthropy)* - "A strategic alliance between a corporation and a nonprofit or a group of nonprofits takes place when a company brings virtually all of its capabilities to a social cause." For example, Venture Philanthropy Partners (VPP) (<http://www.vppartners.org/>) includes a variety of

corporate members who work together “to improve the lives of children from low-income communities” in the National Capital Region. They do so by strengthening the nonprofit organizations and the community leaders who serve them. Contributions include not only funding, but also direct management expertise and other human and technical resources.

- o *Sectoral cooperation* - “When it comes to technical capacity, outreach, distribution systems, and resources, corporations can support the program or sectoral work of nonprofits in a variety of ways, particularly when program and corporate objectives coincide....[For example, YouthNOISE involves] an exciting new web-based initiative launched by Save the Children to mobilize teens on behalf of children and youth in need. The project received collaborative support from partners in corporate technology, media, marketing, and philanthropy, including Seagate Technology, Yahoo!” and Allstate, among others. (Definitions of “strategic alliance” and “sectoral cooperation” come from Charles MacCormack, Save the Children (<http://www.communitywealth.com/pdf-doc/Powering%20Social%20Change.pdf>), and were published jointly by VPP and Community Wealth Ventures, Inc.)

Tips to Promote Partnerships

There are a number of important ways in which you can improve the likelihood of your success in acquiring corporate contributions of any type. According to Tamara Becker, writing in on Philanthropy.com, nonprofit organizations seeking donations should:

- Carefully research corporate prospects. “Identify and craft a compelling message for companies that possess as many of the following characteristics as possible:
 - o a significant presence in the locations in which your organization operates;
 - o an inherent business interest in your programs and services.” For example, an organization seeking support for child abuse prevention may wish to target a national toy company that markets to children and their parents or a local company that employs parents in their target population.
 - o “a stated grantmaking focus on the cause that your organization addresses; and
 - o record of funding organizations similar to yours.”
- Determine the unique resources that your organization can bring to the table. Decide how your organization could engage corporate employees in meaningful ways such as regular volunteer opportunities or through customized events. For example, corporations could:
 - o Invite a local youth music group to perform at a company meeting
 - o Display art from a local youth arts program in the company’s lobby, halls or break rooms
 - o Allow students from a youth development organization to “job shadow” employees.

Non-profits can:

- o Provide seats on their Board of Directors and Advisory Boards that allow the company’s employees to gain leadership training or to network
- o Recognize their corporate partners through creative use of their media resources such as the non-profit’s Web site, newsletters (for example, the corporation’s CEO could write a quarterly column), annual report and events.
- o Provide evidence of your impact. “If you do not already have one, consider developing a Facts Sheet that offers statistics such as the number and demographics of individuals served; market penetration; the number of offices, employees, volunteers, and board members within your network; your financial information, and other data pertaining to important outcomes.”

Learn about the importance of telling your organization’s impact story including discussion of how to use monitoring and evaluation results, both quantitative and qualitative, to increase donor cultivation in next month’s Special Feature on Fundraising.

Corporate Direct Giving Programs to Address Child Abuse Prevention

Albertson's, Incorporated (<http://www.albertsons.com/about/community.jsp>). Areas of charitable giving include hunger relief, health and nutrition, and education and the development of our youth. Caterpillar, Inc. (<http://www.caterpillar.com/sustainability/caterpillar-foundation>) "As a global company, Caterpillar seeks to become actively involved in all of the communities where we work and live. We encourage our employees to become engaged in their communities as well, supporting organizations throughout the United States and the world. Organizations such as the United Way, Salvation Army and Habitat for Humanity provide great volunteer opportunities for employees and help solve local problems by contributing to their communities' welfare and prosperity."

Our responsibility as a global citizen is to enhance the lives of our neighbors around the world, both as a corporation and as individuals. Caterpillar's continued dedication to community enhancement is the right thing to do. Our communities rely on our help - and we rely on them for the resources and support they provide to keep our company stable and strong." Caterpillar contributes through The Caterpillar Foundation, United Way, their matching gifts program and community involvement.

C&S Wholesale Grocers, Inc. (<http://community.cswg.com/cs-cares>) "C&S supports initiatives to stop hunger and to promote the health and enrichment of communities that are homes to our employees and facilities...."

Our priority focus is on Hunger Eradication (fighting hunger by support to statewide or regional food banks where C&S has a presence) and Hunger Leadership (programs to inspire people in C&S communities to become new leaders in the fight against hunger).

Our secondary focus is on Community Service (United Way match to employee donations, public safety), Health (community based health care and hospitals), and Children (child abuse prevention, children's literacy). ...

Support is directed to communities where C&S has a major presence and is therefore targeted to organizations with[in] 20 miles of C&S facilities."

Cingular (http://www.cingular.com/about/community_involvement). "Cingular supports community-based programs and organizations that address educational, cultural, and social issues affecting the quality of life in the communities in which we work and live. ..."

Our philanthropic endeavors include:

- o Assisting victims of domestic abuse.
- o Helping in times of disaster.
- o Offering financial support to several national organizations and many local non-profits in our communities, as well as encouraging our employees to volunteer with these organizations."

The Target Corporation (http://target.com/target_group/community_giving/local_giving.jhtml) "Target believes no one knows a community's needs better than the people who live and work there. That's why Target local grant dollars are allocated by store leaders to hometown organizations."

Target grantmaking focuses on early childhood education, the arts and family violence prevention.

Family violence prevention benefits the entire community by building strong families, creating healthy environments for kids and helping parents and kids make good choices. Target supports family violence prevention including funding for parenting education, crisis nurseries, family counseling, after-school programs, support groups and abuse shelters."

The TJX Foundation (http://www.tjx.com/corporate_community.asp) "Both The TJX Foundation and the Company's operating divisions focus on charities that help children and families, aid education, assist the disadvantaged and support battered women and families. We donate our time, energy and financial support in a variety of ways that include in-store donation programs, sponsored events, volunteerism and charitable contributions. ..."

In addition to the numerous causes supported by Associates throughout TJX, individual divisions also dedicate substantial effort to causes that fit within our corporate philanthropic mission. For example, T.J. Maxx has been a major sponsor of Save the Children since 1984. As part of our support of Save the

Children, Associates at each T.J. Maxx store, as well as home-office departments, sponsored nearly 800 children in 2003.

Marshalls is an avid supporter of The Family Violence Prevention Fund and sponsors programs to raise awareness of domestic violence as well as funding through programs such as Shop 'til it Stops.

HomeGoods, similar to our other concepts, supports charitable organizations that help children and families, including the Family Violence Prevention Fund, which raises awareness about domestic violence.”

Additional Resources to Learn More

The Foundation Center (http://foundationcenter.org/getstarted/faqs/html/corporate_giving.html) recommends the following resources on corporate giving:

- **Web Sites of Corporate Grantmakers** (<http://foundationcenter.org/findfunders/fundingsources/cgo.html>) - “Search [The Foundation Center’s] annotated links to corporate foundations by subject or geographic keyword
- **Hoover’s Online** (<http://www.hoovers.com/>) - Web-based tool for finding basic company information and news. Some content is free; detailed company information requires a subscription.
- **Information About Companies and Executives** - This section of David Lamb’s Prospect Research Page consists of an annotated “collection of links that may prove useful in pinpointing information on a specific corporation’s charitable giving interests.”
- **Philanthropy News Digest (PND)** (<http://fdncenter.org/pnd/>) - “An online compendium of weekly news abstracts on foundations, corporate giving and grants. Use the PND Archives (<http://fdncenter.org/pnd/archives/index.jhtml>) to search past issues of the Philanthropy News Digest archive, dating back to January of 1995.”

Part 6 – The Feedback Loop: Planning, Implementation, Evaluation & Donor Cultivation

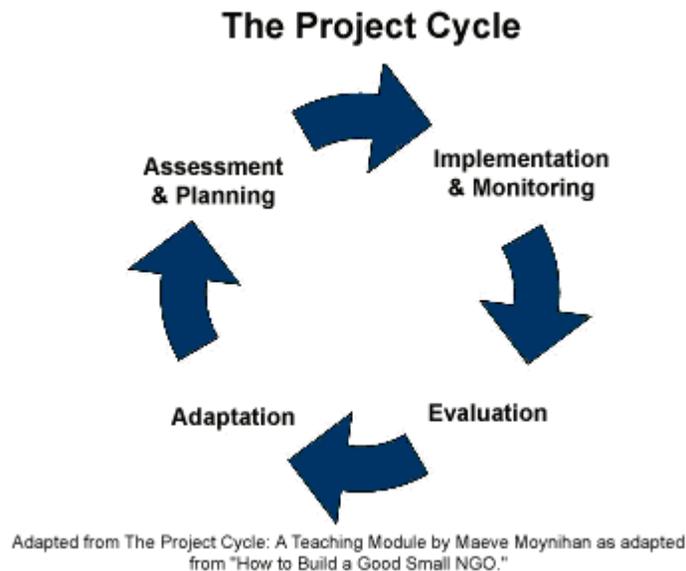
As we have discussed in previous columns, the science and art of fundraising involves much more than just asking for money. In order to secure funding, organizations must first and foremost be able to clearly explain their own mission, along with the activities they will carry out to support that mission. Each activity, in turn, must have its own set of objectives that can be matched with the objectives of a given donor. Most donors also want to know how effective organizations are in achieving these objectives. Such information is vital to:

- Keep existing donors informed throughout the project cycle
- Retain donors who may be willing to fund another project cycle or subsequent activities
- Attract new donors who will want to know your organization's track record in achieving its objectives

The following discussion touches briefly on how such information can be collected and communicated throughout each stage of the project cycle. Additional resources are included at the end of this article.

The Project Cycle

The project cycle spans the entire project, from the initial assessment and planning phase, through activity implementation, and on to the evaluation of the project impact at the end of the cycle. Results of the evaluation can then be used to improve project effectiveness during the next project cycle (see diagram below). Each of these phases also has important implications for communicating with existing and future donors. (From: The Project Cycle: A Teaching Module (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=0659>) by Maeve Moynihan as adapted from "How to Build a Good Small NGO". Published by networklearning.)



Project Assessment and Planning

During the assessment and planning phase, your organization should conduct research to better understand the needs of your client refugee or immigrant community. For example, in 2003 the BRYCS program conducted a needs assessment to determine the specific challenges facing refugee youth, children and parents in several resettlement locations (see Directions in Service Provision: Findings From Needs Assessments of Refugee Youth, Children, and Parents - Cuyahoga County, Ohio; DeKalb County, Georgia; St. Louis, Missouri (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=0758>) for

more information). The results of this assessment have been used to shape BRYCS' project activities the last two years.

Once your organization has determined the needs of your client community, you will be ready to design a project to improve the situation. Developing a logic model of your program approach will help you to think more clearly about how to plan, implement and evaluate your project. According to the W.K. Kellogg Foundation, "a program logic model is a picture of how your program works - the theory and assumptions underlying the program." The logic model:

- links short- and long-term outcomes with program activities as well as the assumptions and principles of the program
- provides a roadmap of your program, showing how the program should work, the required order of activities and how your program will achieve its desired outcomes (From: W.K. Kellogg Foundation Evaluation Toolkit, (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=1332>), January 2008)

The logic model will show how your project relates to your organization's work. It will also illustrate the outcomes you hope to achieve and how you expect to accomplish them. Components of the logic model include:

- Your planned work
 - Required resources or inputs - includes available human, financial, organizational and community resources
 - Program activities - includes program tools, technology, processes and actions
- Your intended results
 - Outputs - "direct products of program activities and may include types, levels and targets of services to be delivered by the program"
 - Short- and long-term outcomes - "specific changes in program participants' behavior, knowledge, skills, status and level of functioning"
 - Impact - "fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities"; often occurs after project funding concludes (From: W.K. Kellogg Foundation Logic Model Development Guide: Using Logic Models to Bring Together Planning, Evaluation, & Action (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=1333>), December 2001) Note that logic models can look different from organization to organization. The W.K. Kellogg Foundation Evaluation Toolkit (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=1332>) has several examples illustrating different types of logical models. Note that whatever your own organization's model may look like, it will have the same components.

This type of information will help your organization improve its overall project management capabilities. In addition, the use of logic modeling also proves a highly effective way to illustrate the strength of your program planning and design to potential donors. Information from your logic model should therefore be included in the project funding proposal in either text or diagram form.

Implementation and Monitoring

Once the project is funded, your organization can begin the implementation phase. In this phase, program activities are carried out. During the implementation phase, the project management must keep careful track of:

- Activities completed during a given time period, usually a 3-6 month period
- Resources used to carry out these activities
- Outputs and services delivered to clients
- Numbers of clients served

Each organization and respective donor will have their own way of defining and shaping the type and timing of information to be monitored during this phase. Collecting and reporting this information provides an ideal opportunity to show the donor that you are indeed accountable for the money they have invested, and that you have indeed produced important products and services to the target community as a result of their funding.

Evaluation and Adaptation

Once your organization has implemented each of the previous steps, the final phases of the project cycle, evaluation and adaptation, should prove relatively easy to complete. Some organizations choose to carry out both process and impact evaluations. A process evaluation considers how well an organization is carrying out the implementation phase. That is, how well the organization is going about investing its resources in activities and thereby producing the intended outputs and services. It also considers whether these activities seem to be headed in the right direction toward achieving the intended outcomes and impacts. Adjustments or adaptations can then be devised to put the project back on track, or, if all is going as planned, little if any adaptation may be needed.

An impact evaluation, on the other hand, must be carried out toward the end of the project cycle, as it focuses on whether the intended outcomes and/or impact have actually been achieved. Performance indicators should be measured first at the beginning of a project, as part of the needs assessment or in an early baseline study. At the end of the project, these same indicators should again be measured to see how much of a change has been achieved. Organizations should take great care in reporting their evaluation results to donors, tailoring the content of the evaluation report(s) to the specific interests and requirements of each of the individual donors involved.

A mixture of both quantitative and qualitative information can prove especially powerful. For example, quantitative or numerical data can be collected which shows service utilization before and after the program was implemented: "Service use increased 56% since the program began a year ago." Qualitative data such as narrative text or stories collected from your clients can be used to describe a program participant's experience, whether barriers were encountered, etc.: "I did not understand how the American school system works before I attended this class. Now I know what is expected of my child and of me." This quantitative and qualitative information can then be used to encourage existing donors to continue their support into the next project cycle. It can also be used to market the organization's effectiveness to new potential donors via a communications campaign and new project proposals.

Additional Resources to Learn More

The following resources provide additional, in-depth information on both logic models and the evaluation process:

W.K. Kellogg Foundation Evaluation Toolkit (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=1332>) - Available in English and Spanish, this toolkit provides a wealth of information on how to develop a logic model that fits the needs of your own organization as well as how to carry out an evaluation.

W.K. Kellogg Foundation Logic Model Development Guide: Using Logic Models to Bring Together Planning, Evaluation, & Action (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=1333>) - Available in English and Spanish, this guide provides step-by-step guidance on developing a logic model for use in program planning, implementation, and evaluation. This handbook presents tools for linking program goals, processes, and short- and long-term outcomes.

Measuring Program Outcomes: A Practical Approach (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=0304>) (manual) - The United Way of America publishes this step-by-step manual which explains how to specify program outcomes, develop measurable indicators, identify data sources and data collection methods, analyze and report findings, and use outcome information. Also available is the Measuring Program Outcomes Training Kit (<http://www.brycs.org/clearinghouse/clearinghouse-resource.cfm?docnum=1262>).