

AGENTS FOR CITIZEN-DRIVEN TRANSFORMATION (ACT)

DEVELOPING A FUNDRAISING STRATEGY



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The Strategic Planning Toolkit is produced as a resource to support capacity development of the CSOs¹ that are participating in the implementation of the EU funded Agents for Citizen-Driven Transformation (ACT) Programme in Nigeria. The content and materials used to develop the Toolkit were sourced and modified from existing openly-accessible third-party material, and access to a number of links to Nigerian-specific funding opportunities. The ACT Programme would like to acknowledge and thank the source material, referenced below.

¹ For CSO please read: CSO, CBO, CS Network or NGO

PURPOSE

The purpose of this Toolkit is to provide support to those CSOs who have developed an organisational strategic plan and strategic budget, and are preparing to plan to raise funds against its planned vision, mission, goal, outcomes and outputs – or for specific projects that align with the strategy. Strategic thinking (organisational and fundraising) should help CSOs to address the identified long-term and high level challenges facing them (including staffing and operational needs), and to develop solutions about how to approach and overcome these challenges. Quote from NGO Futures:

“

Fundraising is not a separate and unconnected function in an organisation (CSO), but builds on and reflects all other functions. The right organisational strategy can have a huge impact on fundraising. ”

The fundraising strategy or plan, in line with its strategy, demonstrates the CSO’s fundraising preparation over a set time, starting with the main focus on the first year, and rolling forward into subsequent years. Ideally, it ‘rolls forward’ in line with the CSO’s strategy and budget, on a 3-5 year basis. Each year the CSO will focus its plans in relation to the current funds available for that year and the gaps in funding, (donors may fund a project for multiple years). Whether a fundraising proposal is submitted to donors for short-term or multi-year projects, CSOs will seek funding for each project’s duration, or sometimes for a programme of projects. Clearly the finer details of strategy and budget will be modified through learning, so the budget requirements in the fundraising strategy should reflect this. The fundraising plan creates a way of working towards the organisational goals, in both the longer term and shorter term. It helps the CSO to prioritise what specific fundraising it needs to prioritise, whilst keeping the team accountable with benchmarks throughout the process. Without defining what the CSO is aiming to do, against how much it will cost, the CSO will be unable to seek support to implement its plans. This toolkit aims to provide a systematic way to carry this out.

In line with ACT’s commitment to Human Rights and Gender and Social Inclusion, it is anticipated that CSOs’ projects and plans demonstrate the mainstreaming of Gender and Social Inclusion and the adoption of a Rights-based Approach.

The ACT programme supports CSOs to collaborate through its Peer Learning Programme. This collaboration can erode any lack of trust, build a culture of shared learning and support, and together CSOs can better meet the resource challenges that face them.

¹ Ken Phillips, NGO Consultant and Author of NGO Futures LLC – Makes a Better World

² Fundraising Strategy and Plan are used inter-changeably throughout this document

³ <https://www.wildapricot.com/blog/nonprofit-fundraising-plan#why-is-a-fundraising-plan-important>

INTRODUCTION

Following the establishment of a CSO, and during the CSO's lifetime, the need to raise resources becomes very evident and often a headache! Developing a plan to do this will make that job much easier. At the start of the process it may be that the CSO's founder(s) will self-fund the fledgling organisation, or may ask friends or family to make contributions. However, in the long-term as its objectives grow, it is not possible to run an entire CSO's operations from the generosity of a wealthy supporter. In the event that it has a generous supporter initially, it makes a CSO vulnerable to depend on that one source of income in the longer term. The fundraising approach needs to meet the demands of the growing CSO. The fundraising strategy, or plan, is in effect a map which helps the CSO to identify the financial resources that are needed and how they will access them in an efficient way, without wasting valuable time.

Like the organisational strategy, the fundraising strategy needs to align with the strategic goals, outcome, objectives⁵ and activities the CSO wants to achieve, and having a template that helps to do this makes the task more manageable than taking an ad hoc approach. To develop a useful fundraising strategy ensures that the CSO has a solid understanding of exactly who they are, their vision, mission and values, as well as their planned goal, outcome, outputs/objectives and activities. It is not possible for a CSO to connect with donors and to influence them to donate funds without being able to fully define and communicate this information – donors need to understand how their contribution contributes to a long-term change that they themselves believe in.

An established CSO has an advantage when planning its fundraising, in that they can plan their fundraising based on their income and experience in previous years. They can see what worked and what didn't work, and learn from that to plan the most appropriate fundraising approach. However, even if the CSO has been around for a while and has a clear vision of who it is and what it does, it can still be very helpful to outline it again at the start of the fundraising planning process – this will ensure that the vision, mission and values remain a focus while planning to achieve the fundraising goals.

For either an experienced or a nascent CSO, the following elements are critical to keep in mind:

What is the CSO's Vision and Mission?⁶

What is the main issue it is aiming to address and how does the CSO visualise itself addressing it? Specific stories and goals to explain it, based on a Problem, Needs and/or Situational Analysis, will help others to visualise the reality in relation to that Vision and Mission.

Why is it important?

Why does the issue the CSO is focusing on matter? This can be at national level, state level, or at community level. Does it align with the sector they work within and to their strategy? (It is important for the potential funder too to be able to relate to the issue in order to see the difference their donation can make.)

What sets your CSO apart?

There are hundreds of thousands of CSOs in Nigeria. Each donor has its own sectoral priority areas (eg: health, education, disability, gender, justice, economic development). Each CSO needs to be aware of the donors' priorities, and then to focus on the most appropriate ones, and convince the donor to select them as their recipient. The key is to brand the CSO, highlight details of the added value they bring to the sector, and to position itself as the best choice. It is important for CSOs to remain relevant, to retain public trust, to be able to meet the needs of the constituents they represent as well as the requirements of the donors who support them.

The established CSO has the added advantage of being able to respond well to the above elements, as they know and understand donors, their sectoral preferences, and their areas of passion. A new/emerging CSO doesn't have these advantages.

However, a newly established CSO does have the opportunity to take its time to develop its voice and define its brand. According to 'Get fully funded'⁷ both voice and brand form the basis for fundraising. Getting organised in this way is a good start for effective donor-based fundraising.

Donor-based fundraising is the best way to create fundraising revenue that the CSO can count on, but in the early days it will be about informing potential donors/supporters about what they can expect from the CSO. Remember that all donors have their own objectives, and the CSO needs to ensure it is in a position to support the donor to achieve their objectives, and to make sure that their purposes align. It is generally felt that the donor holds the purse strings, so has the power in the relationship between funder and recipient. However, the relationship should be win-win for both sides. In its early days, the newly established CSO has the opportunity to decide how they wish to be seen and who they should approach. It is also worth considering from the outset which funders they would not approach, eg: on the basis of their organisational values, some may not wish to approach a particular funder based on what they may regard as unethical practices. See '[A Practical Guide for accepting or rejecting donations](#)', by the Institute of Fundraising about the acceptance, refusal and return of donations.

⁵ The terms Objectives and Outputs can be used inter-changeably

⁶ Some modified suggestions from Sayana Iamailova, WildApricot

⁷ <https://getfullyfunded.com>

HOW TO BE FUNDRAISING READY

Before developing the fundraising strategy or plan, it is important for the CSO to ensure that they are in the best possible position to undertake fundraising to develop their income stream(s). To be fundraising ready, includes:

Organisational Structure

Many grant-making organisations will only accept funding applications from CSOs that are fully registered and in compliance with Nigerian/State regulatory requirements, so if funding from development donors, trusts and foundations states this as a priority (even for a newly established CBO or Association), the CSO must comply.

Good governance

Any CSO structure should have a strong, committed board of trustees that brings expertise and support to the CSO. A balance should be struck between gender, skills, knowledge and relevant experience on the board membership (see the **ACT Toolkit - Effective Governance**). It is important that trustees understand that they should engage with fundraising and play their part in being advocates for the work of the CSO.

The CSO's board of trustees has ultimate responsibility for controlling and managing the affairs of the CSO. A significant aspect of the Board of Trustees' duty is to protect the CSO's assets, thus they must monitor the use of the CSO's funds, this includes:

- Comply with the law and act in the best interests of the CSO
- Comply with the legal principles of duty of care and duty of prudence to maintain control of the CSO's funds
- Ensure that the CSO's funds are used properly, lawfully and in alignment with the CSO's strategic objectives
- Ensure that funds are properly protected, so that they are not used for illegal or improper purposes.

These responsibilities operate alongside good internal governance, transparent accountability, strong financial management and risk management.

Clear Vision, Mission and Values

Fundraising needs to be linked to the CSO's Vision, Mission, Values and Objectives so that the income stream is led by this, and not by ad hoc funding opportunities that may not be relevant. Often CSOs can be tempted to apply for funding that is beyond its planned intentions, this can take it off track, and lead to its reduced legitimacy by external stakeholders. The Mission of the CSO must be more

important than chasing money from sources that do not align with the values of the CSO (see **ACT Toolkit - Project Cycle Management**).

Strategic Plan

Guided by the CSO's strategy - Vision, Mission, Values and Objectives - fundraising activities need to be embedded in the strategic plan and budget (see **ACT Toolkit - Strategic Planning**).

Allocation of Resources

CSOs do not need to be large to be successful in fundraising, but do need to invest in the team skills relevant to fundraising. It is often necessary to consider the resources required to train staff in appropriate fundraising and communication skills, eg: for proposal writing, effective report writing, to build external relationships and plan events, and to promote the CSO's brand externally.

In addition to its programme and project requirements, often the CSO's operational structure and resources will dictate the level of fundraising necessary to achieve their goal (usually reviewed on an annual basis). In addition to internal capacity requirements, thorough up-front research is required to determine potential grant funders, major donors, trusts and foundations, corporates, etc. If the CSO wants to establish an Individual Givers' Scheme, then this will require an initial investment to plan and manage its roll out – this can take time before any real benefits are seen, but can provide funding that support core costs (unrestricted) rather than project costs (restricted).

It is important for the CSO to identify those individuals, donors, foundations, companies, etc, that have a real interest and reason to support them. The CSO can map its connections, by approaching close contacts, perhaps of the board or staff, or other local CSOs with links that could help them to reach potential donors.

Although it may be tempting if offered large sums, it is important not to take more resources than the CSO can handle – this adds to the demands of management and accountability. It is important to be ambitious with what can be achieved within a timeframe, but realistic too. It is always better to over-achieve than to under-achieve in order to maintain solid relationships with donors.

Policies and Procedures

It is important that the CSO has the necessary policies in place. Policies should be up to date and regularly reviewed and ratified by the board of trustees. Grant makers may request to see relevant policies with evidence of their implementation. These can include, but are not limited to:

- HR Policy
- G&SI Policy
- Safeguarding Policy
- Conflict of Interest Policy

Evaluation Process

Institutional donors, trusts and foundations place emphasis on strong project monitoring and evaluation. It is highly likely to be a condition of the grant (it is good practice, and is integral to effective Project Cycle Management).

The CSO should be prepared to demonstrate how it will achieve its clear and measurable outcomes and to demonstrate the focus on lasting and sustainable impact, through their funding proposals. Increasingly funders are looking for evidence that their planning is based on good quality learning and problem analysis. Many donors often seek details of an exit strategy, and will expect to see a planned withdrawal from the project by the CSO, in a way that the constituents will retain the long-term benefits sustainably.

Due Diligence

A due diligence examination of the CSO grant applicant is likely to be carried out before the donor makes a final decision to grant any funding. Due diligence is an important part of the decision-making process which is used when the donor feels that the project to be funded is worthy in all other aspects, to assess the appropriateness of the CSO.

WHY IS A FUNDRAISING STRATEGY NECESSARY?

By creating and implementing a fundraising plan, the CSO is developing a set of reminders that supports it to work towards achieving its goals. The plan defines their areas of focus (through project-based fundraising, or wider programmatic fundraising), while keeping the CSO and its team accountable to reach a series of timely benchmarks towards achieving its funding target.



1. Reflect on your past finances and identify new opportunities

Before creating a new fundraising plan, it is important for the CSO to look at past income. This will provide some key insights, for example, if/how the CSO has grown in the past year, and where the CSO sees itself going.

It is important to consider where the funds have come from in the past – and, if they remain relevant and there is potential for repeat funding, add them to the future plan. These may include:

Individual small/mid-level donors

Many donors fall into this category, with gifts ranging from a tens of thousands of Naira to several million Naira. If the CSO has been successful in accessing a number of these, then it may choose to put an emphasis on boosting repeat or [recurring donations](#).

Major donors

For a small CSO a few million Naira can constitute a major gift, while larger CSOs consider major gifts to run into tens of millions. Regardless of the size of the CSO, [an average of 88% of individual donor dollars come from the top 12% of donors](#). It is recommended that a CSO tries to cultivate relations with major donors; though this can take time, it is worth it. They often begin with a limited amount, but demonstration of small successes can lead to strengthening the relationship and increased levels of funding.

Grant funding

If the CSO has relied on grant funding in the past, it will be clear that this can be a great source of revenue to support a new project or initiative. It is a good idea to explore and research opportunities for both private grant giving ([through trusts and foundations](#), eg: Tony Elumelu Foundation, Ford Foundation, the MacArthur Foundation); [TY Danjuma Fdn is another example, which may lead to others](#).

Development grants

If your CSO has relied on [grant funding](#) in the past, this is also a great source of revenue for project funding. (It may be worthwhile for CSOs to sign up to this link above.) It might be a good idea to explore opportunities presented by institutions and government agencies or grant giving through international institutional bodies, where the mandate of the CSO reflects that of the donor, (eg: [EU](#), GIZ, FCDO, etc), and Nigerian Government grants. The conditions, sectoral, geographical coverage, and policy focus can change, so (like for all funders) it is important to carry out detailed research to get the right fit with a grant funder.

Corporate giving

This source of funding revenue for CSOs comes from businesses and corporations. Corporate Social

Responsibility (CSR) within the business sector has increased access to finances for CSOs in Nigeria. Tax benefits for charitable support is provided by law.

[Here are the top twenty corporate givers in Nigeria in 2020.](#)

Each source has distinctive characteristics – requiring different levels of the CSO’s commitment and time to exploit them. The CSO needs to decide which one is most appropriate to them, matching their ambition to the available resources.

Also consider:

Trusts and Foundations:

Often new CSOs start here, seeking grants from those that exist specifically to give grants – but they will have their own specific area or sector (see link above under Grant Funding).

Companies:

[Businesses can provide support](#) in many different ways – from funding support to goods and services, even to the provision of prizes if a CSO uses a competition to raise income. This is a win-win relationship as the CSO provides the business with an advertising and marketing opportunity.

Individuals:

Large and small, [one-off, regular personal contributions](#) and crowdfunding.

Local:

In every community there is a wide range of organisations, as well as [charity funders](#), there are also churches, mosques, schools, social groups, which may raise money if they believe sufficiently in the cause, and trust the CSO.

The CSO’s reflections on potential funders will help with the development of the fundraising strategy, and it will also help the CSO to identify current funding trends.

2. Define the CSO’s Vision

It cannot be reinforced enough, but to boost the CSO’s fundraising strategy it is important to have a solid understanding of who and what the organisation really is. It would be virtually impossible to connect with donors of any type without being able to fully define and communicate the vision and mission of the CSO, and to be able to explain its added value, in other words, details of what makes the CSO different from all the rest, and not just the Vision and Mission statements but some depth of where they’ve come from.

3. Consider new trends

It is important for the CSO to remain up-to-date with emerging fundraising trends, so that it can keep in touch with its constituent group as well as encourage new donations. Examples include:

Corporate philanthropy:

Matching gift programmes is one aspect that continues to grow in popularity. Often development grant donors offer this opportunity to CSOs too. When it is offered, a CSO can raise an amount of money, then a corporate or a development grant donor offers to match that amount. In addition to the CSO receiving the donation twice, the donors are making twice the impact.

Targeting Gen Z:

Generation Z, are young people who are known for being more involved with activism than any generation prior, and who continue to become more engaged with philanthropy and improving civil society as a whole. Also known as the “Philanthro-teens,” this generation makes up over a quarter of the global population and are beginning to enter the workforce — and yet many CSOs leave this group out.

Donors regard youth as an excluded group, and they expect to see evidence that women, girls, youth, and people with disabilities are mainstreamed across all projects.

Consortium grants:

This is not a new initiative, but increasingly donors in Nigeria wish to see more collaboration between CSOs, and seeking to develop a joint proposal to achieve a common goal may be worth considering as it provides evidence of increased cooperation and shared learning between a few CSOs. (It is important to check this out with the donor first as they may not support consortium grants, or they may have a specific application template to follow.)

4. Set Goals

To start with, it is necessary to have a strategic budget - this should provide a breakdown on an annual basis of the total required to achieve the objectives outlined in the strategic plan, across its 3-5 years. Then calculate the fundraising budget for each year, ie: the total strategic budget, less the amount of resources currently in place for core/running costs and project costs across this period.

Using the fundraising budget, set fundraising goals (benchmarks) based on the priority needs; this will help to make sure the CSO stays on track across the full period by making it easier to review progress towards the final target as funds are being secured. Throughout the period, re-setting budget and benchmarks will be necessary as new project and operational requirements arise. These benchmarks can keep the team focused against a clear time-line, encourage prioritisation and ensure the fundraisers don’t lose sight of the benchmarks and target.

To set benchmarks, it will be necessary to prioritise fundraising requirements. In addition to project requirements, priorities could include, for example, funding for hiring new members of staff to develop new projects,

or to expand the fundraising team to improve donor relations and report to current donors – the agreed priorities for the first year will require instant fundraising action.

In addition to the financial target, there will be other goals in the fundraising strategy, for example: to increase the number of new donors through social media, or to start a new fundraising campaign with corporates or institutional donors. These activities must be planned alongside the on-going fundraising activities. It is important to keep the goals achievable - if there are too many, they will become unmanageable. Make sure the CSO's goals are SMART (Specific/Measurable/Attainable/Relevant/Time-based). An example might be: To increase the number of donors from 9 – 14 by the end of the second quarter. This way of setting goals ensures simple tracking against the fundraising strategy. Tracking and reviewing the goals provide opportunities for improvement.

5. Expand the CSO's donor/supporters network

Whatever the goals/benchmarks are that are agreed for fundraising, in addition it is likely that the CSO will have a few more goals related to expanding its network of supporters and attracting new donations.

The CSO needs to shape its needs and to match them to each of the potential donors interests. For example, if it is a health project, it is important to carry out research and to approach a donor that supports that sector. If the CSO is planning to approach individuals in the local community, it will need to be prepared to explain what difference their contribution will make.

Then, go back to Tip 1 to reflect on past finances — take a careful look at where most of the new revenue came from and use this to guide future plans. For example, if most of the funds were raised from individual donors and it didn't cost too much to execute, emphasize the CSO's efforts here once again – but remember to try to diversify income streams, and not to build dependency on one funder.

The CSO can choose to focus on individuals who have expressed a prior interest in them, but have yet to make their first donation, or the CSO may choose to make a fresh start and research, identify and introduce themselves to new prospects.

Either way, a few best practices for gathering new donors include:

- Strategising the CSO's [social media outreach](#): A great way to engage new donors is through mass communication tactics, including [email marketing](#) and [social media promotion](#). Social media offers networking perks that the CSO can ask current donors to interact with, and they can share messages with family and friends. This exposes new audiences to the CSO's mission. On the other hand, the CSO can choose to take a more personal approach with email or direct messaging.
- Sharing the CSO's vision: Once the vision is defined the

CSO can use that as a way to attract new donors who share its drive toward that mission. To find donors who align with the vision, share it through networks.



- Emphasizing supporters' involvement: Supporters like to know where their money is going. Specific details can draw in new supporters looking to help the CSO's purpose. For example, asking for meaningful donations at community level (eg: 5,000 Naira would provide a child's textbooks for a year, or 10,000 Naira would provide 5 children with the polio vaccine) is usually more effective than asking supporters to contribute to the building of a new school. This puts the focus on that particular donor and how they can make an immediate difference.

As the CSO reaches out to potential new donors and connects with those sharing its mission, then it has to decide how to both build on repeat donor relationships whilst it seeks out new supporters.

6. Take care of current donors (stewardship)

While acquiring new donors, as mentioned above, it is also important for the CSO to appreciate its existing donors so there is importance in [nurturing those relationships](#). The CSO should consider the current retention rates. To improve these, the CSO needs a robust plan to build relationships with current donors to influence the potential for further funding. This is often referred to as 'donor stewardship' and goes beyond sending thank you letters; the CSO should think how to keep the donor engaged by keeping them informed about progress, and the impact of their donation.

7. Determine and delegate activities

So, the CSO has looked into what worked well in the past, defined its vision, researched new trends and set fundraising goals – so it is time to focus on how to access the resources, to plan activities, and to think about what they will do to strengthen relationships with current donors. For each revenue stream (development grants, individual donors, major donors, corporates, individual givers, local events, etc) the CSO should brainstorm specific activities or campaigns to achieve their funding

goals/benchmarks. Each approach made should have a financial goal. In fundraising, it is necessary to speculate to accumulate – so, if carrying out an event, for example, take into consideration who will plan and implement it, plus the time it will take them, and be sure the results will bring in more than the costs in time and resources to roll it out. For all fundraising activities, the CSO should identify the person responsible for each activity (usually the one with the most appropriate experience), and set a timeline, with a clear expectation of the outcome that it is hoping to achieve.

8. Create a budget

A crucial area of work is forecasting how much each of the activities will cost and how much to realistically anticipate each one will bring in. It is also important for the CSO to estimate how time-consuming each activity will be – time is money! This will provide:

- A realistic idea of which activities are actually feasible and which may be considered for the next planning session.
- Help to stay on track against each activity, not spending too much time and money on each one, and keeping in mind the income goal.

It is then important for the CSO to create an overall budget – with each activity broken down into the project/programme elements it will contribute towards in the fundraising plan. Although more than one person may be responsible for the activities, there should be one central fundraiser who maintains the master budget.

The CSO should make sure all costs are included, and how any overhead costs are covered in the budget, in line with donor guidelines.

This is where the CSO forecasts how much of its revenue the sources will bring in, keeping track of its spending in each area, and comparing how it fares against last year's figures.

Contingency planning prepares the CSO to respond to unexpected costs and unplanned emerging, and emergency, activities. Developing a contingency plan involves making decisions in advance about human and

financial resources, coordination and communication procedures and being aware of logical responses. Time spent in contingency planning is time well spent if an emergency arises.

9. Create a calendar

The final step is to take the goals/benchmarks, targets and planned activities and schedule them. This is the best way to make sure that the CSO will accomplish what it sets out to do. It also provides a useful work schedule for everyone involved for practical reasons.

Many donors have their own timeframes, so these must align with the CSO's funding activities work schedule. It's also important when planning events and mapping them out across the months, that seasonal shifts are borne in mind, eg: December/January is often the time when staff take the majority of their annual leave, so it may not be the time to plan the development of a demanding funding proposal.

The individuals involved will need to create their own more detailed workplan, but having everything in one place will let the CSO see the year at a glance and make sure that key tasks are not overlapping.

10. Put it all together

The CSO is now ready to compile 1-9 into a single document – the fundraising strategy/plan. Appendix 1 provides a template which can be edited according to the requirements of the CSO, if required.

WHAT A FUNDRAISING STRATEGY LOOKS LIKE

By developing an effective fundraising plan and sticking to it throughout the year, the CSO can be set up for a successful year of fundraising. **See Appendix I**

A fundraising strategy doesn't need to be complicated, it should be kept as simple as possible – it's a working document which should be developed and updated as the CSO's projects, programme, planned outcomes and fundraising plans evolve. It should be linked to the CSO's strategic plan, in both the objective/activity and financial elements. (It is possible that some donors may be willing to fund part of a project, but not all.) The CSO's strategy exists to keep it on track and to ensure that operations, programming and project planning work in tandem.



GLOSSARY

Conflict of Interest	A conflict of interest occurs when an entity or individual becomes unreliable because of a clash between personal interests and professional duties or responsibilities.
Fundraising strategy	A fundraising strategy is a plan that sets out the funding needs for an organisation. The fundraising strategy is written in line with the organisational vision, strategy and its budget. It contains identified donors/supporters (current and new); linked to a breakdown of resources against each one; timescale; responsible parties.
G&SI	Gender and Social Inclusion (G&SI) is a concept that addresses improved equal access for all, including women, girls, youth, poor people, people with disabilities, ethnic minority groups, older people, children, LGBTQI+, etc – those people who are often traditionally excluded from development initiatives. It supports more inclusive policies and mindsets and increases voice and influence by all.
Good governance	Good governance is identifying a vision and mission, identifying a strategy, selecting and supporting leadership to deliver the strategy. A representative and inclusive Board of Trustees is in place to oversee the financial accountability, accountability against Vision, Mission and Values, and towards constituents and key stakeholders, to monitor regulatory procedures and strategic and policy implementation, and the implementation of the CSO's policies.
Human Rights-based Approach	A human rights-based approach (or a rights-based approach to development) ensures that all forms of discrimination, based on human rights, must be prevented. It also means that priority should be given to people who are often the most marginalised or excluded from development, and who face the biggest barriers to realising their rights.
Institutional donors	Institutional donors encompass those development donors that systematically provide grants, including government donors, bilateral aid agencies, public trusts and foundations.
Safeguarding	Safeguarding means protecting citizens' health, wellbeing and human rights, enabling them to live free from harm, abuse and neglect. A safeguarding policy is developed by CSOs, to ensure the safety of their staff, their constituents and often their partner organisations. A safeguarding policy in a CSO is increasingly a requirement of institutional donors.
Strategic Plan	A strategic plan is a document that is used to communicate the CSO's strategy, or direction. The content of the strategy, including its Vision, Mission, Values and Objectives, helps the CSO to make decisions on project planning, staffing needs and the seeking and allocation of resources. It will guide the implementation of its work for usually a 3-5 year period. The strategic plan is also a very useful promotional and advocacy tool to share with key stakeholders, such as Government and donors.

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Online Pictures:

Social Media - this photo by unknown author is licensed under CC BY-NC

Contingency - this photo by unknown author is licensed under CC BY

Teamwork - this photo by unknown author is licensed under CC BY-NC-ND

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The Institute of Fundraising: A practical guide to dealing with donations:

[https://ciof.org.uk/loF/media/IOF/Policy/iof-acceptance-refusal-and-return-a-practical-guide-to-dealing-with-donations-\(5\).pdf?ext=.pdf](https://ciof.org.uk/loF/media/IOF/Policy/iof-acceptance-refusal-and-return-a-practical-guide-to-dealing-with-donations-(5).pdf?ext=.pdf)

Top Upcoming Grants for NGOs in Nigeria 2021: <https://home.fundsforngospremium.com/ebooks/top-upcoming-grants-for-ngos-in-2021-nigeria/>

Top Charity Funders in Nigeria: <https://www.legit.ng/1152339-top-charity-organizations-nigeria.html>

T Y Danjuma Foundation: <https://tydanjumafoundation.org>

VSO Fundraising support: <https://www.vsointernational.org/get-involved/fundraise-for-us/publicity/how-to-make-use-of-local-businesses-to-support-your-fundraising>

APPENDIX I: FUNDRAISING STRATEGY TEMPLATE

1. REFLECT ON LAST YEAR'S FINANCES

Source	Goal	Actual Raised	Costs	Actual Net Raised	What Went Well	Areas for Improvements	Action Steps
Individual Donors	3M Naira	1.5M	500K Naira	1M Naira	On-line giving	Direct mail campaign was too expensive	Revamp direct mail campaign
Major Donors (Individuals)							
Development Grants (Institutional donors)							
Corporate Sponsorships							
Trusts and Foundations							
Local fundraising events							

2. DEFINE YOUR VISION

What is our vision? What problem does our organization solve and how does it solve it?

Why is our vision important? Why should potential supporters get involved?

What sets us apart? Why should supporters choose us over another organization with a similar mission?

3. TAKE NOTE OF ANY NEW TRENDS

4. SET GOALS

CSO's main fundraising goal this year is:

The sub-goals that will help achieve the main goals are:

1. Grow the on-line supporters
- 2.
- 3.

Sub-Goal	Specific	Measurable	Attainable	Relatable	Time-based
Grow the on-line supporters	Increase the number of recurring on-line supporters	from 1.5M to 2.5M Naira	Yes - only need 50 more supporters	This will help grow consistent fundraising revenue	Deadline: by the end of the second quarter.

5. BRAINSTORM POTENTIAL NEW DONORS

6. PLAN WAYS OF RETAINING CURRENT DONORS

7. PLAN FUNDRAISING ACTIVITIES

Activity	Person Responsible	Timeline	Planned Outcome	Hours Required	Estimated Cost	Estimated Revenue
Social media campaign	Bisi Chunara	March - April	Find new supporters, direct them to online giving page	10 hrs/ week	200K Naira	1M Naira
Annual holiday campaign						
Quarterly newsletter						
Direct mail appeal						
Thank-you calls						
Fundraising event						
Stewardship event (with current supporters)						

8. PLAN THIS YEAR'S BUDGET

Source	Last year's net raised	This year's goal	This year's estimated expenses	Need to raise
Individual Donors	15M Naira	25M Naira	650K Naira	25.650M Naira
Major Donors				
Grants				
Corporate Sponsorships				
Other				

9. FUNDRAISING CALENDAR (example)

Month	Individual Donors	Major Donors	Grants	Corporate Sponsorships	Other
January	Revamp online donation page			Outreach	
February			Grant deadline #1		
March		Fundraising event			
April	Stewardship event			Follow up	
May	Direct mail appeal				
June			Grant deadline #2		
July				Planning	
August					
September	Social media campaign	Stewardship event			
October					
November				Stewardship	
December	Holiday campaign	Holiday campaign			

Find out more

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