ARC•PEACE

FUNDRAISING
A PRACTICAL HANDBOOK

ARC•PEACE

FUNDRAISING
A PRACTICAL HANDBOOK

By de Fundraising Committee integrated by

Bijay Misra **(India)**
Luz María Sánchez Hurtado **(Peru)**
Oscar Margenet Nadal **(Argentina - Spain)**
Graeme Bristol **(Canada-Thailand)**
Paul Broches **(USA)**

Contents

PREAMBLE

The Reasons for having a Fundraising Committee (FC)

ARC•PEACE *(International Architects, Designers, Planners for Social Responsibility)* at the Copenhagen General Assembly *(April 2012),* approved the *2012-2014 **Activity Plan*** that sates:

"Our institutional growth must be the result of members faithfully following a viable plan of action, which in turn is supported by a budget that wisely allocates financial resources.

Based on the group discussion at the 2012 General Assembly meeting, a new approach to recruiting members and raising funds is recommended. A Fundraising Committee (FC) was formed and composed of Oscar Margenet Nadal, Bijay Misra, Marilou Sánchez Hurtado, Graeme Bristol and Paul Broches, to analyse the following possibilities:

• Review membership structure and subscriptions, and establish a PayPal feature on the website for seamless payment of subscriptions on a regular basis, while attracting others to join; all this to enjoy an active and continuous participation.
• Develop a sponsorship policy to attract sponsors and donations. For this purpose, the ASF-Int sponsorship policy was taken into account when drafting the original version of this Handbook.
• Produce a series of attractive graphic designs and institutional videos in parallel with our revamped website, highlighting the benefits of being a member of ARC•PEACE.
• Encourage members who are hired or pro bono in projects led by others to collect and donate symbolic dues to ARC•PEACE.
• Take advantage of our consultative status with ECOSOC and partner with other NGOs that need consultancy in architectural design and planning to implement their projects.
• Strengthen the institutional presence in UN Habitat so that ARC•PEACE continues to have a chance of being eligible to deliver UN-funded capacity development training courses; i.e. housing rehabilitation strategies, empowering poor women and families to access their own land and housing.
• Organize events with an admission fee such as the one organized by ARC•PEACE in Argentina (ICED 1991), and by the Sudan group, in 2009 with the presence of the well-remembered Dick Urban Vestbro, among others.
• Invite civil servants from the public administration, international foundations and entrepreneurs to sponsor ARC•PEACE projects and events, as various groups in different countries have been doing."

The Primary Role of the ARC•PEACE Fundraising Committee

It is common for recurring crises to occur because people only attend to what is urgent and not what is important. Good practices ensure that the most important activities are carried out in a timely manner.

One of the functions of the ARC•PEACE Board of Directors is to ensure that good practices are the only way to carry out the Activity Plan. Fundraising has become, now more than ever, an important activity.

The main function of the FPH is to have a Plan in which the work to be done is not focused on the short and near term, but on a list of carefully detailed tasks, with the names of those responsible for raising funds; all clearly defined.

The work plan for the ARC•PEACE FPH includes activities that are recurring; therefore, they must be performed continuously.

Although most donors do not want publicity, others do. However, all of them must be honored with sincere gratitude, explicitly and without exception. This task must be done permanently.

Why a Practical Handbook?

The above reasons led us to write this Fundraising Practical Handbook (FPH) so that all members involved in funding matters use a set of principles expressed in common language. It is a duty of all ARC•PEACE members, wherever they may be. Since everyone must collaborate by sending contributions to enrich its content, the material offered results from an intense exchange of comments between the members of the FC.

We also prepared this practical tool after reviewing an extensive fundraising literature; selecting writings by ***Anne Firth Murray*** and ***Carter McNamara*** (See Addenda for their profiles).

We adapt them for the benefit of this handbook. We have also adapted the Sponsorship Policy of *Architèctes Sans Frontières International (See Chapter III).*

Since July 2012 to date, computer technology development has advanced enormously. As this 2021 Version is written, our goal and hope remain the same: that ARC•PEACE encourages each of its members to become a fundraiser.

You can do so by sending us your comments, sharing your experiences and practical actions to the Secretariat.

We want to learn from each other.

Let's get started today!

INTRODUCTION

"One of the biggest misconceptions about our non-profit organization's (NGO) Fundraising Committee is that its members are the ones who should do the fundraising. No, the job of this Committee is to ensure that fundraising is done; and very good. Fundraising must be done by all members of the Board of Directors," says **Carter McNamara**, BA, BS, MBA and PhD.

Anne Firth Murray, a well-known activist for women's rights, once said:

"There are resources out there, in every community ... we must empower ourselves to gain access to those resources for our causes."

Over thirty-four (34) years we have become fully aware that fundraising is a critical activity in sustaining ARC • PEACE. It's what its co-founders permanently insisted on. So much so, that every ARC•PEACE member should feel like a fundraiser and act like one; starting with the members of the Board of Directors, and reaching the newest of its associates.

Gandhi is credited with ever saying, *"If the cause is right, the means will come."*

Fundraising should be viewed as a professional activity. Since we are a non-profit organization of professionals, our approach to candidate donors must be carried out in a professional manner. We will be successful everywhere only after we are convinced of the need to be the first donor.

In a time of global crisis, the ARC•PEACE FPH is committed to taking all the necessary actions so that our professions gradually become socially responsible agents. In the year of our thirty-fourth anniversary, we offer this up-to-date and practical guide as a contribution to the service of our professional movement. [1]

This manual is intended to encourage every ARC•PEACE member to become an active fundraising agent. Achieving this will help everyone understand the immense potential of such a commitment.

We are members of a global professional community. [2] According to estimates by the UIA[3] there are around 1,300,000 architects graduated in professional activity around the world, without taking into account the statistics on urban planners and designers; so let's assume they were included in the overall figure, just for the sake of these reflections.

At the time of writing this 2021 Version, ARC•PEACE officially has a Board of Directors of nineteen (19) members.[4] Eleven (11) of them represent an equal number of partner organizations.
However, since three (3) of these organizations are in a state of delinquency and owe one or more annual subscriptions, according to the Bylaws, these members do not have the right to participate.[5]

Of the other eight (8) members of the Board of Directors, four (4) are in the same conditions as the colleagues described in the previous paragraph.

Taking into account that twelve out of nineteen (12/19) are the members of the Board of Directors legally authorized to act on behalf of ARC•PEACE, it is equivalent to saying that the Board of Directors acts with 2/3 of its potential. ARC•PEACE also has four (4) full associate members representing 3 countries.

To get an idea of our current reality, ARC•PEACE works with the financial contribution of approximately one hundred and thirty (130) colleagues, scattered in a score of countries around the world. In a professional environment represented by more than 1,300,000 architects in the world, we can approach this reality from two points of view:

a) That of Arithmetic: we are one ten thousandth of the total (1 / 10,000), it is worrying.

b) The Possibilities: each of us has a target of 10,000 colleagues to be reached, it is encouraging.

We are not unaware that many of our colleagues who are aware of our concerns and goals show little or no interest in joining ARC•PEACE. Furthermore, a much larger number of colleagues have not even heard of our existence. Correcting mistakes and eliminating prejudices always helps to change the reality that we face.

---

1. The original, nine years ago, says *"(…) Twenty-fifth anniversary we offer this updated and practical guide as a first contribution"*.
2. The original reads: *"8 registered member organizations and about 65 individual members from just under 30 countries."*
3. www.uia-architectes.org   Last statistics: August 20, 2010.
4. This Board of Directors is the one approved in the XX General Assembly, in 2017.
5. Article III: Membership Suspension of membership may be voluntary by the member or when the member violates the ARC•PEACE bylaws as determined by the Board or when the member / members fail to pay fees.

The ARC•PEACE identity is ours.

When introducing ourselves to colleagues, members of other organizations, academics or businessmen, politicians, government officials and the general public, we should feel very privileged to inform them about our 34-year-old NGO. We must take every opportunity to share our personal involvement with the vision and mission of ARC•PEACE.

Our private cards and professional card titles could also mention this fact.

It is a privilege to be a member of ARC•PEACE.

It is reasonable for all members to pay an amount of money for the organization to which they belong.

However, there is a close link between the payment of a fee and the benefits received in return.

Who has not heard "What benefit do I get if I join ARC • PEACE" by inviting a colleague to join?

While many are willing to pay huge sums to join a distinguished organization just to show off, ARC•PEACE was not founded with the intention of becoming an organization where anyone can fulfill their personal ambitions. Rather, its founders were moved by a spirit of contribution, not personal gain.

It has survived for more than three decades thanks to those who invested time, relationships, contacts, money and hope in the fulfillment of its mission.

No member should be ignorant of this fact if they wish to continue in the same career.

Money is not an impediment when we know that the action we want to achieve is beneficial.

ARC•PEACE has a host of challenges to offer; unless we commit ourselves by participating in the planned activities, we would always worry about money: where will it come from and where will it go, how to get it, will we get it...?

Committed members are those who set out to raise funds by saving small amounts each month, forgoing certain personal indulgences, and seeking donors. A small sacrifice can help strengthen the organization.

There is no greater satisfaction than belonging to a strong organization that works for the right causes.

A renewed esprit de corps in all ARC•PEACE members involves planning a menu of ongoing activities to attract others to join and enjoy ongoing active participation; and it also implies a realistic fee structure.

CHAPTER I
Ongoing Responsibilidades of the FC

The FC's job is not simply to ask the Executive Committee or Board of Directors to provide a list of foundations to write to for grants. It is much more strategic than that. And their responsibilities are recurring. Members of the FC should never say they have nothing to do. Instead, its members are selected because they know how to think strategically, how to develop a plan, and make sure the plan is implemented. Here are six very important tips:

1. Make sure there is a specific fundraising goal.

Having the NGO Activity Plan means the need for a Fundraising Plan and a Budget. Without a Budget, no candidate to become a sponsor will donate. A good budget is one that answers the question

"How much do you need to fundraise?"

Generally, the amount is the difference between the expected income and expenses; and those revenues and expenses are identified during the strategic planning of the program. A budget estimates the costs of executing the projects in the Activity Plan and the revenue needed to complete the work.

Sponsors will sometimes request two types of Budgets: the organizational or operational, which means the ARC•PEACE institutional Budget, and the Project, which means the Budget for each of the projects in the Activity Plan.

2. Ensure that an investigation of potential sponsors is carried out to identify how much money could be raised from different types of resources.

The nature of the services of the non-profit organization, the sources of funding they use and their location will be analysed to determine the possibility of being one of the sponsors; and the same will be done with other similar non-profit organizations.

It may be the case, for example, that similar non-profit NGOs could have raised 50% of funds from individuals, 20% from government contracts, 20% from grants, and 10% from organizational services. The profile of that combination (regardless of their percentages) could be that of the source that ARC•PEACE turned to for funds.
Good prospect research will go beyond searching a database of foundations to submit proposals to. Board members with academic and research experience are well aware of how this system works. Knowing that, in the absence of correct applications, many funds go unused each year they must become advisers on this particularly important aspect of fundraising.

3. Identify specific sources of potential funds from a diverse mix of sources.

We are now ready to begin selecting specific funding sources; both from individuals, foundations and government and from fees. These activities should result in the names of specific sources, for example, names of individuals, foundations, and government agencies, and / or the specific amounts of fees to be charged for certain services. (The amounts of the fees to be charged may be recommended, for example, by marketers or other experienced organizations or individuals.)

Once again, experienced Board members are in a better position to advise the Fundraising Committee on this, or to connect colleagues with our projects, as they are the ones who are in a position to facilitate our selection on the basis of their own experience.

4. Develop an action plan on who will approach what source, how and when.

We remember that all Board members must be assigned a task, not just CRF members. The responsibility of having an action plan includes identifying which Board members will approach which source, along with which staff members or volunteer members will support those Board members.

This issue is quite important given that many ARC • PEACE members have little time to invest in our institutional activities; In addition, some of them delay in providing the written information requested by the members who will do the work on their behalf. Deadlines are very important when preparing grant applications.

Failure to comply with them can mean missing out on a grant or donation.

5. Collect results from items 1 to 4 of the Collection Plan approved by the Board of Directors

The FC plan should include more than just a list of founding agencies, lists from a variety of sources, and justify how those sources were identified. This plan starts from step 4 and commits the Committee to ensure that each action is implemented by the right person or people in a timely manner; also provides money-raising guidance. As we prepare a plan, we might also reflect on the following general fundraising questions and principles:

• A general purpose and a target quantity.
What motivates the activities of our organization? What are we passionate about to create change in our community?

Successful fundraising requires us to convince donors that we have a case worthy of support. Knowing and being able to clearly articulate why we do the work that we do is crucial. If we are endowed with such a spirit, we will come to know that 1 + 1 is almost always 2, and often it is 11.

• Potential sources of funds and goals for each source (income-generating activities, foundations, corporations, government).

If we want an individual or an agency to donate money, we must ask for it! Donors rarely donate without first being asked for their support.

When you donate, let's remember to thank you as soon as possible and let you know the impact your gift will have. We need to identify donors, that is, architecture and planning companies operating in member countries, and establish a relationship with them using our international accreditation at the UN as an official member of ECOSOC.

Successful fundraising goes beyond just raising money. As we seek funding, we educate people about our cause and involve them in our mission.

How can we share information about the topics we work on that also educates our donors?

• Specific fundraising activities (submitting a proposal, sending an appeal letter, making a phone call and visiting in person).

We are all connected with builders and entrepreneurs in the construction industry. They must be the first to be approached correctly. We can offer them a menu of rewards: appear on our website, receive publicity, be interviewed to find out their implications and achievements, be invited to participate in open competitions for some projects, speak at seminars, participate in exhibitions, etc.

Creativity is not the enemy of money-driven individuals it could be a good tamer for them.

Resources are available in all communities, no matter how small or poor. Each community has a set of assets on which to build its future. As we prepare to raise funds, first identify and list the range of financial and non-financial resources of community members and local institutions; They can include donations such as stationery, food for an event, and volunteer staff.

• Names of the people who will carry out the fundraising activities and the tasks assigned to each one.

Our Board members and others should be involved in the planning and implementation of our fundraising efforts. Raising money takes time, creativity, perseverance and collaboration and should not be a task assigned to just one person. All members of the fundraising team should be as prepared and excited as we are about the fundraising project.

Our fundraising team can be expanded and maximize our results by enlisting the support of volunteers from our communities. Volunteer candidates will not necessarily come to us. We must actively seek and train people who support our cause and can contribute their time.

In particular, we must recognize the talents of groups that have traditionally been marginalized and powerless, and include these groups in our work so that all members of the community have the opportunity to contribute to the work of our organization.

• Timeline for completing each activity, as well as a final deadline for the entire fundraising project.

Continuity of members in charge and timely operations are key aspects of successful financing exercises.

6. Ensure effective administrative systems for tracking grants and donations.

As funds flow into the nonprofit, their various sources and amounts must be documented in detail and accurately. Acknowledgments and receipts must be returned to donors.

Grant requirements must be monitored to ensure they are met. In the United States, fundraising information must be included on IRS Form 990.

The ARC•PEACE Treasurer is probably aware of other countries or UE procedures for completing the necessary forms.

CHAPTER II
Membership Structure

Permanent update

After 34 years of existence, without major changes, the fee structure of the ARC•PEACE membership needs to be updated.

The current structure still classifies partner organizations as *"rich, average or poor".* This Committee has considered that such a description could be considered unnecessarily discriminatory by some candidates for membership.

Therefore, a new qualification is introduced depending on the size of the organization and regardless of its geographical origin or economic means, in: Large, Medium and Small; that is, if they are over 50; between 20 and 50; and fewer than 20 registered members, respectively.

Individual members continue to constitute a fee category within the new membership structure.

A new category, that of Students, is introduced, encouraging them to become members and thus participate in and from ARC•PEACE by carrying out programs that encourage the participation of more students.

The total income collected as annual fees from members, with the exception of fees contributed by students, will be fully allocated to the operation of the Secretariat.

Affordability

Membership fees are unavoidable for those who want to join ARC•PEACE.

However, anyone wishing to be a member and unable to pay dues should report this to the Fundraising Committee. Alternative ways could be implemented within limits to substitute membership fees with special services in support of ARC•PEACE goals. Arrangements will be made on a case-by-case basis.

The ARC•PEACE Board will have all kinds of considerations with members wishing to maintain their membership who report difficulties in paying and, in consultation with the FC, will give requesting members alternatives to help them balance overdue amounts.

Annual fees

The new membership fee structure sets the following minimum amounts:

Individual members: € 50

Members of large organizations: € 300

Partners of medium-sized organizations: € 150

Small organization members: € 100

Student members: € 25

Members can pay more than the minimum rates if they wish; and this will be recognized in due course by the Treasurer as a donation.

Those who stop paying annual dues without notice to the Secretariat will be reminded twice of their situation and will be removed from all membership lists for the following period until the amounts owed are settled.

Payment methods

Commissions for payments made via transfers are charged to the member who makes the payment. The Treasury of the Institution must enter the fee free of any discount.

Using the banking system to pay fees in recent years has proven to be increasingly expensive and at times highly unreliable. This is particularly true when money transfers are sent from countries far away to ARC•PEACE headquarters.

To overcome these difficulties, and save on shipping commissions, payment alternatives with ***PayPal***, credit cards or accredited mail are recommended. These means are now established on the ARC•PEACE website for smooth and regular payment of fees. If in doubt, it is recommended to consult the Secretariat.

CHAPTER III

Sponsorship Policy

ARC•PEACE will accept donations or request financial sponsorship from any individual or organization (corporation, association, governmental body) that is in accordance with its fundamental values as established in its Bylaws. All the sponsorships that are agreed will be regulated in written agreements.

The same will apply when others request the collaboration of ARC•PEACE.

ARC•PEACE will reject support, financial or otherwise, that is not in the best interest of the organization.

All collaborations with an economic value greater than € 10,000 must be approved by the Board of Directors through the CRF. In this case, the collaborating organization must be examined in terms of the CSR (Corporate Social Responsibility) policy. If, before collaborating, the external organization consults on certain old comments, the Board of Directors will decide on their validity or expiration. ARC•PEACE member organizations will have an opportunity to comment on any collaboration offered before it is given final approval.

The ARC•PEACE member organization that opposes a collaboration proposal must present its justifications in writing to the Board of Directors.

ARC•PEACE has the right to terminate collaborations if the agreement conflicts with its Bylaws or institutional objectives, and when an agreement has been violated.

About sponsorships

All sponsorships will be regulated by written agreements.

Said agreements will include:

• A clear statement from the Sponsor in support of the goals of ARC•PEACE.

• Details of the scope and limits of the donation: financially; time and labour effort required.

• Statement of tasks, responsibilities, rights and obligations of the Sponsor.

Sponsorship can consist of more than money; for example, in promotional activities run by sponsors; such as meetings to inform about the sponsored project, logistics services, media reports, logo published free of charge, conferences, seminars, workshops, conferences, exhibitions, public surveys, printing of books and literature, etc.

When an organization or individual decides to donate, contribute or offer gifts to ARC•PEACE, the commercial use of the ARC•PEACE name or logo, of their gift or donation is at the discretion of the Board of Directors.

About sponsors

The title of Sponsor is awarded to an organization, private company or individual that offers financial support to the work of ARC•PEACE.

A Sponsor can be one of a specific or general project. All sponsors will receive periodic reports on the sponsored project when it is in progress.

Sponsor's name will be published unless otherwise requested (remain anonymous).

For its part, each sponsored project must mention the sponsors identified when requesting funds; and you must name all effective sponsors in the project report.

CHAPTER IV
Institutional Promotion

ARC•PEACE activities and achievements should be made known

All members seeking successful fundraising should be trained by developing comprehensive fundraising plans and key messages about their projects or services well before they go out in search of potential donors. This is an opportunity to read past newsletters and check the documented history of our organization.

Good promoters know well what they promote and for what.

Documentary testimonials are needed

We should all delve into the history of ARC•PEACE for information to support our fundraising positions and projects. The first step has been taken and we are designing a series of attractive brochures and posters to reach thousands of colleagues around the world. This material is available from the Secretariat.

It is always important that all members of the organization keep editors updated on institutional developments. There is nothing better to attract new members than having fresh news from all over the world.

The environment must be known

Researching and understanding the legal and tax structures and culture of your community will help determine the types of fundraising activities that work best in your local setting.

You can find cases like this:

• The laws of your country may restrict certain types of fundraising for your organization. Familiarize yourself with any special permits required for your activities.

• Tax relief for individual or corporate donations can be an incentive for donations. Familiarise yourself with the tax laws of your country.

• Various information technologies may or may not be widely used in your country. For example, the Internet can be a critical fundraising tool in certain countries, while raising money online can be difficult in other countries.

Once you have examined the environment in which you will attempt to fundraise, you will be better equipped and can determine the most appropriate and effective ways to achieve your goal.

Practical work is the best promotion

Practice is the best way to test a good theory.

Fundraising is a matter of practical actions by informed, educated and transparent people.

Exploring agencies and institutions is one of the practical fundraising actions; particularly architecture and planning schools as they could host our semester events and cover hospitality and local expenses.

ARC•PEACE has a good number of activities carried out by its members in different parts of the world thanks to having a good promotional approach.

Promote field projects using the ARC•PEACE banner by various organizations and individual members and develop a mechanism whereby a proportion of the funds received for the project is diverted to the central fund of the Secretariat.

Individual members working with high school and college students have enormous potential to produce educational events, i.e .: study tours, student competitions, seminars, field research, street surveys, public presentations by youth and others, under the motto ARC•PEACE.

It's all a matter of good will and a strong determination to break inertia.

Tell us about anything you have done to be successful!

CHAPTER V

PROFESSIONAL SPONSORSHIP

Building a strong professional movement requires activists, donors and allies working together

Some donors are also activists. Many activists are donors too. Working together as equal partners in this fight strengthens the movement.

In our experience, the more we focus on building a broad network of donors, activists, and allies based on mutual respect and trust, the more power dynamics change and our fundraising fears begin to fade.

Success will depend on how articulate and honest we are in following the steps.

If we expect others to follow and contribute, we must be the first to convince ourselves.

Democracy is about everyone's participation.

Let's cooperate with funding organizations

Typically, when it comes to generating resources for nonprofit projects, architects and urban designers march behind members of other professions who seem uninhibited in raising funds. Remembering appropriate sayings often helps here. The favorite of some people is that of **Constantine the Great** who confessed to having received it from God: *"If you cannot defeat them, join them."*

There are numerous foundations and non-profit organizations that need our professional advice when building a place to house their projects. Cooperation is a two-way path.

Buildings should be designed first and only built later. This means that there must be professionals, service providers and builders involved. Construction equipment is part of the final cost, such as materials, transportation, and taxes.

We have the right to interact with hundreds of NGOs that eventually have to hire professionals to design and build for them.

Any member has the right to find ways to make donations to ARC•PEACE as long as they do not conflict with our Bylaws or work philosophy.

Harmonious cooperation is essential in good practices.

Important note:

If you are an individual ARC • PEACE member or a member of another organization, this Chapter is the opportunity for you to participate.

How?

Just send us a 200 word description of projects developed in collaboration with other NGOs, especially when it comes to fundraising activities, and we will include your experience in the Handbook as an example of professional associations.

We want this Handbook to be proof that there are many colleagues who work on socially responsible projects.

Join us!

CHAPTER VI

PRACTICAL IDEAS FOR PLANNING FUNDRAISING ACTIVITIES

Important Note:

Members of the local organization are free to use these tips under the supervision of their Board members. When planned initiatives involve ARC•PEACE International we recommend first contacting the FC.

There are countless possibilities for fundraising activities. The choice of activities will depend on your financial needs, your resources (number of people available, your skills, time constraints, and initial fundraising budget), and your fundraising experience.

A start-up organization that is trying to raise € 1,000 will not use the same strategies as a well-established organization aiming to leverage € 1,000,000. As mentioned above, its specific context (legal, tax, cultural and political structures) also plays a role in choosing fundraising activities.

Whatever fundraising activities you decide to undertake, remember that raising money involves building relationships with others and that this takes time and perseverance. Engage Board members, staff, volunteers, and friends to expand your network of partners.

If a potential donor rejects you, try to find out why.

Individual and institutional donors are frequently requested and cannot respond to all requests. In other words, the initial rejection shouldn't put an end to your fundraising efforts.

The activities below are intended to draw your attention to the wide variety of fundraising options, but the list is not exhaustive. The more different types of donors you have, the less you will feel dependent on a single source.

Choose your sources wisely by selecting the activities that best suit your organization and your community. Go fundraising with determination and passion for your cause, and you will start raising money. Learn from successful peer groups that are raising money, and don't be afraid to try your own fundraising ideas.

Have I given money myself?

As you prepare to ask others for money, start with the person you know best - you!

You are already contributing time and experience to your cause, but it is important that you give money yourself before asking others. That way, you can request money with greater confidence and credibility.

When we become givers, we understand how difficult decisions about what to support can be, and we learn how powerful our gifts are when used to advance the causes we believe in.

Collect membership fees

Your local organization may decide that it is important that all members support the group's vision and activities in some way. While membership dues will likely be just one part of your fundraising activities, they can represent a regular and safe source of income.

Just as donors may be more motivated to continue donating when they are aware of the impact of their donation, members of your organization will be more likely to contribute their dues if they know the benefits of membership and if they believe the organization is okay managed.

Request money from individuals

Before approaching individual donors, reflect on their interests and ability to donate. Focus on those people who are likely to be interested in your work.

Spend enough time getting to know these people and learning about their interests.

Follow up and share more information about the impact of your work, even with those who initially seem reluctant to respond to your requests.

Get your donors involved by educating them about your cause and informing them of the progress of your work. Depending on your environment and your resources, make a phone call, send an email, send a written report, share photos of the project, organize a visit to the project location, get donors to meet the people who are involved in the project or invite them to a tea party or reception to socialize and meet other donors.

Remember to treat your donors with respect and honor by using their donations appropriately and acknowledging their contribution. For example, you may want to advertise new donors on your website or in reports or newsletters.

Gifts of all sizes are important to our work. In our Annual Report, we should list donors in alphabetical order, rather than by the amount they contribute.

People you can request money from

- Yourself
- Friends
- Community members and leaders
- Members of the family
- Business people
- People you have served
- People who have donated in the past
- Diaspora or expatriate populations (for example, people from your country that now live in the US or the EU and maintain a link with their community of origin)
- Visitors from your country who come to see your project site.

Tips for fundraising from individuals

- List all your family, friends and acquaintances that may have an interest in your project
- Request a specific amount of money from each potential donor
- Determine if you should schedule a meeting, make a phone call, or write to each person
- Describe the project and highlight the importance of the activity and its contribution
- Request support specifically
- Remember that gifts of all kinds are important
- Thank them for their support
- Follow up on non-responders

To organize events

Events can be used for fundraising; but, they are often more successful in connecting your organization with donors and others in the community. While not all events raise funds right away, you can strengthen your organization by:

- Reach out to potential new donors

- Increase the visibility of your organization in your community

- Deepen relationships with your current donors

Fundraising events can take many different forms and are great opportunities to introduce your organization and programs, publicize your cause, and mobilize your community. They can also be associated with local needs, driven by your organization's mission, or programmed around creative initiatives. But they should incorporate a theme or activity that is particularly compelling to your target audience.

Event examples

Community dinner event

Tea party

Celebrations or festivals that incorporate cultural activities and traditions

Auctions

Raffles

Dance performance / dance party

Musical presentation, concert

Sponsorship of a walk, marathon, bicycle or other sports activity

Speech with participation of celebrities or community leaders

Meeting at the home of someone interested in discussing the activities of their group;
and try to meet the challenges of your community.

Ideas for approaching companies

In some countries, businesses and corporations are increasing their support for community initiatives.

By conducting extensive research in your own community, you can find local businesses and international corporations that make financial grants or gifts (valuables, not money) to non-profit organizations. It is imperative to research the companies you plan to target.

It is a good idea to keep a file with contact information, names of managers, and any other publicly available information.

Businesses sometimes give gifts in kind, rather than financial ones, that can help reduce expenses and, in some cases, generate income for the organization.

Business managers will ask a number of questions before providing support, both about their work and how they could improve the company's image. Reflect on the types of partnerships your organization is comfortable establishing with companies before meeting with representatives of your chosen company.

Be prepared to articulate how the company will benefit from partnering with your organization.

Choose companies that demonstrate good practices

Ask yourself:

Is the company a 'good neighbour' in your community?

Does it pay fair wages?

Is it environmentally responsible?

Do they treat their employees, men and women, the same?

These are all questions to help you get to know the company well before establishing a partnership.

Through their foundations, many international companies offer grants and in-kind support in the countries where they operate.

Make a list of international corporations in your country and visit their websites to see if they grant grants locally.

CHAPTER VII
Fundraising through Grant Proposals

Private foundations, multilateral institutions and government agencies are probably the main sources of funding in your country. Most of these organizations require a formal grant proposal to consider an application. The first step before contacting these institutions is to learn about their specific criteria and grant proposal procedures.

Understanding your own funding processes will help guide your fundraising efforts.

In general, it is accepted that local donors are more open to supporting emerging or grassroots groups, while larger international donors tend to focus on well-established medium or large organizations.

Examples of local funders include religious organizations, foreign embassies or consulates, regional funds, or branches of local government. The largest donors include donors such as UNICEF, the European Union (EU), or the United States Agency for International Development (USAID).

Obtaining grants from institutional donors

This form of fundraising can be challenging, especially for small organizations, but the task is not impossible. Here are some practical tips for preparing a grant application.

Step 1: Learn about the funder

Did you know that many donors must donate a certain amount of money each year? In fact, it helps them do their job by providing them with an effective program in which they can invest.

However, most donors are also bound by their bylaws and boards to give their money only to the problems or causes specified by their founders. Funders will promptly reject proposals that do not match established funding criteria.

When looking for potential funders, these are the types of questions that need to be considered:

• What are the funder's programs and priorities?

• Are the funder's interests aligned with your group's activities and objectives?

• Has the funder previously awarded grants to projects similar to yours?

• Who should the application form be addressed to?

• What are the deadlines?

Step 2: Prepare your work presentation

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

• Are your mission, goals, objectives and plans clearly presented?

• How does your mission benefit the communities you serve?

• What is your governance structure and what are the roles and responsibilities of each person?

• Do you have a group of people who provide advice, support, and strategic thinking (a Board of Directors or advisers)? Do these people have the skills and connections necessary to advance their work?

• What are the relevant skills of your key staff and volunteers?

• Have you included people in your organization who benefit from the work you do?

• Does your organization have sound financial and reporting procedures?

• What are the most recent achievements of your organization?

• Is your organization linked to other like-minded local or international organizations?

Step 3: Present a Strong Case for Your Project

An attractive project is one that has a strong link with the mission of the organization. The program or project you are seeking funding for should be part of your overall strategy for addressing community issues. This will ensure that your project and mission are consistent.

When funders evaluate a project, they are particularly interested in how the project will benefit the community. You, as an organization seeking to meet the needs of your particular community, are in a unique position to determine which strategies are most effective in that context. In your proposal, link your organization's knowledge of the particular challenges your community faces with the strategies your organization has developed to improve the situation.

The following questions can help you advocate for your project or your organization as a whole:

• What do you want to achieve with your project?

• How and by whom will the project be implemented; what are their roles and responsibilities?

• Who are the people who will benefit from the project; how they are identified and selected; how will they participate in the project?

• Where will the project activities take place?

• When will the project activities be completed?

• What is the context in which you work and in what is it unique?

• How can you highlight the special qualifications and accomplishments that your organization, its leadership and volunteers bring to the project?

• How will this donor's grant make a difference to your organization?

Step 4: Create a Budget

A budget estimates the costs of running your project or organization and the income required to complete your work. Funders will sometimes request two types of budgets: the organizational or operational budget and the project budget.

A budget can be simple or complex depending on your activities. It helps funders understand how the project you are proposing will be implemented and managed. When reviewing budgets, funders consider the following:

• Is your overall budget realistic?

• How do you plan to use your income?

• Does the budget correspond to the project activities?

• What are the other sources of funds for the project?

When you report at the end of the grant period, your funder will compare the budget you submitted with the proposal and the amount of money you actually spent. It should highlight any differences between the proposed budget and the actual expenses and explain the changes.

What happens if a funder doesn't publish their proposal guidelines?

Often times, the website or application guidelines posted by a particular funding organization will act as a great source of information to define your proposal process.

However, if information is not available, consider writing a simple inquiry letter (1-3 pages) to the potential funder.

This letter should briefly state the purpose of your application and ask about the funding criteria and guidelines to be completed in the application.

You'll save time preparing a full proposal if you first discover that your targeted funder turns out not to be the right candidate to ask for support.

Sample Components of a Grant Proposal

Contact information: name, organization, address, email, telephone, fax and website of the responsible person.

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

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

Project Description: project implementation mode, including: measurable objectives and activities, beneficiary participation, calendar, collaborating organizations, evaluation plans.

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

Budget: requested amount, project costs. Include your own funding sources and others. Identify the currency you use in the Budget.

Other information: history of your organization, governance structure and composition, staff qualifications, mission, past achievements, legal status.

Important note:

If you are an individual ARC • PEACE member or a member of another organization, this Chapter is your chance to get involved.

How?

Send us a 200 word description of your successful grant proposals. Tell us what you did to achieve your goals and we will include your experience in the FPH as one of the examples to consider in grant proposals.

We want this Handbook to be proof that more and more colleagues are working on socially responsible projects.

Join us!

Income generating activities

Are there goods and services that you can sell to generate income for your organization or a project?

Selling goods and services is a creative way to mobilize resources. You can also make selling products part of an event, for example, selling baked goods or other comfort food at a community event that your organization hosts.

Your organization may also be able to charge fees for a training workshop or consulting service that it provides.

We should also welcome any good suggestions from our colleagues at ARC•PEACE.

Active and capable student group members could volunteer to share responsibility for ARC•PEACE activities at no cost. They could design artifacts, such as badges, stationery, calendars, etc. with the ARC•PEACE name and logo to be sold at no cost to the Secretariat.

Designs must be approved by the ARC•PEACE Board.

Important note:

If you are an individual ARC•PEACE member or a member of an organization this Chapter is the opportunity for you to participate.

How?

Send us a 200 word description of your successful fundraising activities. Tell us what you did to achieve your goals and we will include your experience as one of the examples in the FPH.

We insist: our wish is that this Handbook be proof that there are more and more colleagues working on socially responsible projects.

Join us!

BIBLIOGRPHY

Anne Firth Murray
June 23, 1935, Whanganui, New Zealand (Aotearoa)

This distinguished woman studied economics, political science and public administration at the Universities of California and New York (USA), specializing in international policies on women's reproductive health and health.

She has worked at the United Nations as a writer; taught in Hong Kong and Singapore; and spent several years as an editor at the university presses of Oxford, Stanford and Yale, in the United Kingdom.

She led philanthropic efforts on population and environmental issues for the *William and Flora Hewlett Foundation* from 1978 to 198; founded the **Global Fund for Women** in 1987 and continued to serve as president until 1996.

In 2005, she was nominated for the **Nobel Peace Prize**.

Murray is the author of two books, i.e. *Paradigm Found: Leading and Managing for Positive Change* and *From Outrage to Courage: Women Taking Action for Health and Justice.*

She is a consulting professor of International *Women's Health at Stanford University*; an advisor or member of the Boards of Directors in various organizations, including the **African Women's Development Fund** and the **Global Justice Center**.

www.globalfundforwomen.org

Carter McNamara, BA, BS, MBA, PhD
Minneapolis, Minnesota, USA.

Carter holds a BA in *Social and Behavioural Sciences* from *Mary College*, a BA in *Computer Science* from the *University of North Dakota*, an MBA from the *University of St. Thomas*, and a Ph.D. in *Human and Organizational Development* from *The Union Institute*.

He has more than 25 years of experience providing consulting and training in professional and organizational development.

He is a developer of **Authenticity Consulting**'s peer training group model, which has been customized for hundreds of clients in major world regions.

Carter also has real life experience as a leader in all types of organizations; and is cited in numerous publications. His accolades include the **"Organizational Development Intern of the Year"** award from the *Minnesota Organizational Development Network* and the **"Business Excellence Award"** from the *University of St. Thomas.*

Carter is a developer of the **Free Management Library** and has a Blog: *Consulting and Organizational Development.* Among his numerous works we will mention seven *'Field Guides to'*:

• *Consulting and Organizational Development for Business and Government*

• *Leadership and Supervision in Business*

• *Developing and Operating Your Nonprofit Board of Directors*

• *Nonprofit Strategic Planning and Facilitation*

• *Nonprofit Program Design, Marketing and Evaluation*

• *Leadership and Supervision for Nonprofit Staff*

• *Consulting and Organizational Development with Nonprofits.*

www.authenticityconsulting.com

Oscar S. Margenet Nadal *(1942, Santa Fe de la Veracruz, Argentina)*
RIBA Chartered Member (Royal Institute of British Architects, London, United Kingdom, 1974)
He is the Coordinator of ARC•PEACE International Fundraising Committee (FC).

Education. *Dip. Building Technician, EIS (Higher Industrial School, Santa Fe de la Veracruz, Argentina, 1960); Dip. Architect, Faculty of Architecture, Urbanism and Design, UNR (National University of Rosario, Argentina, 1970); Dip. Professional Practice & British Regulations, (The Architectural Association and South Thames Polythecnic, London, UK, 1973); Elected Chartered Member of the RIBA (Royal Institute of British Architects, London, United Kingdom, 1974); The only Spanish-speaking professional selected by Prof. Peter Dovel for his Urban Design Course, School of Architecture, Urban Design Unit, Manchester University, United Kingdom, 1975-1976); Co-Founder of IADPPNW (Brighton, UK, 1987) ARC•PEACE International since the UIA XVII World Congress, Montreal, Canada, 1990).*

To his extensive professional and academic experience at the national, regional and international levels, Oscar adds the active defence of social responsibility; a task he has done since his early youth. He dedicates an important part of his work time at writing both in Spanish and English; e.g.

• *"Small is Beautiful, an economics study as if people mattered";* by the late German *Prof. E.F. Schumacher*, author referring to *'sustainability'* and *'sustainable development'* 14 years before the UN *'Our Common Future'*, book better known as *'Brundtland Report',* popularized them. "*Lo Pequeño es Hermoso*" is Oscar's Spanish version of this masterpiece, considered one of the 100 most influential books of the 20th century, by *The Sunday Times Literary Supplement*; *(H. Blume Publishing, Barcelona, Spain, 1978*)

• *"Techniques for the Evaluation of Housing Complexes",* (Coordinator of the versions in Spanish and English; work edited by the Architects *Raúl Fernández Milani* and *Carlos Alberto Abalerón Vélez*, *(Faculty of Architecture, Urbanism and Design, UNR, Rosario, Argentina, 1983)*

• *'Training Architects to Train People to Build their own Houses',* creator of the course for up to fifteen local professionals, offered under the auspices of *PARS ('Architects for Social Responsibility Program' sponsored by ARC•PEACE International, Rosario, Argentina, 1995)*. A video of this bottom-up planning was shared at the *ARC•PEACE Seminar* held at *Habitat II, Istanbul, June 1996*

• *"The Consumer, Conflicts and Solutions",* (Editor associated with *Dr. Ricardo L. Nasio*, president of the *NGO PROCONSUMER*, in defence of the Consumer Protection Law, *(Ediciones del País, Buenos Aires, Argentina, 1999)*

• *"Imprecación"* by Nigerian author **Akinsola Ogundiya**; translator from English and Yoruba, editor and presenter of this book that tells the story of a girl who decides to investigate why there has been a curse in her family for more than 250 years. *(MNR, Palma, Mallorca, Balearic Islands, Spain, December 2011)* Journalistic link:
https://www.diariodemallorca.es/sociedad/2011/12/16/mundos-culturas-dan-mano-imprecacion-4010094.html

• *"Fundraising Practical Handbook",* coordinator of the ARC•PEACE International Fundraising Committee (FC), with **Graeme Bristol, Paul Broches, Luz María Sánchez Hurtado and Bijay Misra** *(First edition: July 2012; revised and expanded: April and November 2013; updated: July 2021)*

• *"Architecture and Planning under different Political Systems",* coordinator of the online edition of the book and author of its Spanish version, still unpublished; also author of **Urban planning in Latin America: a timeless challenge**, *pages 109 to 120 (Edited by ARC•PEACE, Stockholm, Sweden, 2015)* https://arcpeaceinternational.org/wp-content/uploads/2019/04/Architecture_and_planning_under_different_political_systems.pdf

• *"Looks at the Sustainable Development Goals",* representative of the sponsorship of ARC•PEACE to the Notebook designed by *Prof. **Jaime Alzérreca Pérez** (Edited by Universidad Mayor San Marcos de Cochabamba, Bolivia, 2016)*

This Section will be updated with the contribution of the other members of the FC

Final Note of Version 2021

This updated version of the Fundraising Practical Handbook is the result of having incorporated
Comments, Corrections and Contributions sent by different members of ARC•PEACE, to date.
On behalf of the Fundraising Committee I express the common desire with which we have
produced and updated it: may it always continue to grow, with valuable and long-awaited
contributions from all members, up to turning it into a book that registers the
Good Practices of ARC•PEACE.
Perhaps you have been helped by some expert advice in the past.
Would you share details about your experience?

Write to the Fundraising Committee Coordinator
arcpeaceinternational@gmail.com