

RESOURCE MOBILIZATION

Pre Seminar Report & European Survey

SOAIDS



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1 Background

Following the first reported case of AIDS in the United States in 1981, the pioneer funding response did not come from institutions or governments, but from individuals in affected communities. Early individual donors were often friends of - and health and service providers from those who fell ill from AIDS, donating money, time, services and other resources for emergency services and AIDS information campaigns in



their communities. Because very few private and public institutions responded to the crisis, new structures and leadership emerged to take action against the disease. The funding for the first AIDS efforts that came primarily from individuals was informal, highly personal and often centered around the social and political networks of those affected by the disease, including the lesbian, gay, bisexual and transsexual community, hemophiliacs and injecting drug users. Public awareness and a broader public funding response to Aids was limited, in part due to the stigma attached to discussing, reporting about and funding a disease

associated with (gay) sex and injection drug use.

Internationally, the difference between need and available funding, services and other programming to address the pandemic is still a huge gap. Though governments of many wealthy nations have, in some cases, dramatically increased funding to fight global AIDS, the “baseline” starting point has been so low for so long, that billions more dollars annually are still needed to address the problems at hand¹.

The brutal fact is that the disease today thrives wherever the social and economic situation is dire: in the poorest parts of the world. The problem is one of inequity and injustice, especially since the cost of life-prolonging medicines makes them inaccessible to the vast majority of people in the world living with HIV.

Though resources are not the only ingredient to successfully tackling the HIV/AIDS problem, they are of course instrumental. The Global Fund to fight AIDS, Malaria and TB was created six years ago to invest large amounts of money into programmes aimed at delivering treatment, prevention and care services to people affected by the three of the world deadliest diseases. In 2007 the Global Fund² reported that the number of people on AIDS treatment increased by 88 percent³. But before that the Bill and Melina Gates foundation, the Ford Foundation and the Starr foundation in the USA had been funding the national and international response against HIV for many years. Once the governments understood the extent of the epidemic and took responsibilities for the national response funding was made available to national and international NGOs. The governments of Denmark, Ireland, Japan, France, Germany, Netherlands, Norway, Sweden, United Kingdom and the United States have shown particular leadership in funding international HIV/AIDS programmes.

¹ HIV/AIDS GRANTMAKING IN TROUBLED TIMES: AN OVERVIEW & ANALYSIS by Paul A. Di Donato, JD Executive Director Funders Concerned About AIDS June 2005

² Annual report Global Fund to fight HIV, Malaria and TB 2007

³ Annual report Global Fund 2007

1.1 European funding

1.1.1 Europe

Fundraising from the private sector in Europe is still a force to come. But the growth of the non profit sector and the continued treat of cuts in government funding have combined a fertile soil in which fundraising can grow. In many countries in Western Europe fundraising from the private sector has cultivated a society where donating to a 'third sector'⁴ was part of caring for less fortunate individuals and causes. In countries in Eastern Europe the state was looked upon as the sole provider of those services through a tax system and donating to a non profit organization is not part of the culture of that region. But of course fundraising or resource mobilization is much more than gathering funds. It is a (financial) expression of solidarity with the less fortunate. But in summary, and generalizing, it is safe to say that government funding remains the main source of income for the Third Sector⁵. But what other sources of income are utilized by Resource Mobilization officers in Europe?

1.1.2 Foundations

Foundations are increasingly important for fundraisers. There are three good reasons for this;

There is more information about foundations in Europe and the USA than any other region.

There is good and strong contact between American and European foundations, making it possible to co-finance or exchange information about guidelines, priorities and monitoring the grant seekers. This has been brokered by the European Funders Centre in Brussels and it intensified grant making as part of the activities of foundations

The increasing demand of fundraisers to broaden/diversify their base of support

Following the American example of the Funders concerned about AIDS (FCAA) The European HIV/AIDS Funders Group was founded to strengthening European philanthropy in the field of HIV/AIDS. This knowledge-based network aims to mobilize philanthropic leadership and resources to address the global HIV/AIDS pandemic and its social and economic consequences and to promote an enabling environment for independent giving in this field. In 2005 they researched the spending by European foundations, trusts

⁴ First Sector is often referred to as the government sector, government services and government industry. Corporate and commercial business is often referred to as the Second Sector. The Third Sector includes private non profit institutions and organisation serving household by providing additional services the State can not or does not provides. *The Third Sector: Comparative Studies of Nonprofit Organizations* By Helmut K. Anheier, Wolfgang Seibel

⁵ Lester Salamon et al, 1998 revised in 1999 '*The Emerging sector revisited*'

and charities. But they also took into account EuropeAid, the European Community's (EC's) principal development agency, which has spent an estimated amount of €90 million in 2005 on HIV/AIDS funding⁶.

According to the report "European Philanthropy and HIV/AIDS" published in 2005, there are indications that European philanthropic HIV/AIDS spending by foundations, trusts and charities has grown significantly during the past two years. The European foundations examined reported approximately €81.1 million in programme funding for HIV/AIDS in the developing world for 2004 / 2005, almost triple 2002/2003 levels. The main foundations in Europe are:

- Welcome Trust
- Foundation Bettencourt Schueller
- Open Society Institute
- Elton John AIDS Foundation (UK)
- Children's Investment Fund Foundation
- Fondation Mérieux
- Fondation François-Xavier Bagnoud
- Bernard van Leer Foundation
- Unidea Unicredit Foundation
- Panos London
- Aids Fonds
- HopeHIV
- Diana, Princess of Wales Memorial Fund
- Deutsche Stiftung Weltbevölkerung (DSW)
- Aga Khan Foundation

1.1.3 Businesses

The corporate sector has been slow to take up the non profit sector, but things are changing.

Many fundraisers target the business sector as a potential new partner and today chief executives at least at the largest corporations are rushing into marriages with non-profits⁷. Charity events with a social responsible partner is becoming more and more the norm but cultural and sports organizations are leading the way to these sponsorships. The Global Business Coalition on HIV, TB and malaria (WWW.GBCimpact.org) is a worldwide mobilization of businesses and their critical assets. They feel that

⁶ Jennifer Kates, Eric Lief, International Assistance for HIV/AIDS in the Developing World: Taking Stock of the G8, Other Donor Governments and the European Commission, Kaiser Family Foundation, Menlo Park, CA, July 2006

⁷ Fundraising from Europe by Chris Carnie

“the assets that make us tough commercial competitors also make us a formidable collective force in the fight against HIV/AIDS, tuberculosis, and malaria—three of the greatest human tragedies and socio-economic threats of our time.” Transatlantic Partners Against AIDS (TPAA) www.TPAA.net has amassed an impressive record in Russia and Ukraine's battle on HIV and tuberculosis. TPAA is in the process of merging with GBC, to increase our collective reach and impact. These coalitions are not primarily about funding for the non profit sector but about partnerships to work on issues like HIV in the workplace. The potential importance of the private sector's role in fighting HIV/AIDS is often mentioned, however, little of this capability has been realized. The implementation of workplace strategies and interventions is sporadic; most private companies are not aware of the multiple impacts that HIV/AIDS represents to their business and consequently elect to do nothing. Having said that, to date, neither the rationales motivating robust action nor the benefits of firm interventions have been well documented. There are however examples of funding with a real impact by some of the large corporations such as MAC cosmetics, Coca Cola, Bloomberg, Heineken, Shell, Citigroup, Durex, Unilever and some of the pharmaceutical companies like Abbott Laboratories, GlaxoSmithKline's Positive Action Programme, Boehringer Ingelheim, Pfizer, Bristol-Myers Squibb. For more information please check their websites.

1.1.4 Fundraising from individuals

But in real life those vast amounts of money from foundations, corporates and governments are not always accessible by smaller organizations working in the field of HIV and AIDS. Many have found themselves dependant on one single funder, often the regional or national government or the Global Fund. With the expansion of the European Union some new countries were not eligible for funding anymore and others were deemed 'rich enough' to fund their own charitable and non-profit organizations. Funding from international sources is often unpredictable. This year's concern might not be next year's. Donors might decide to withdraw from countries for different reasons, including political instability, (fear of-) corruption, and possible conflict. Or donors may transfer their affections completely to other regions where they feel that challenges are immediate and the need is greater. They may decide that a country or a region is now able to 'look after themselves' due to rapid economic growth. Or they may have seen political change at home and HIV/AIDS is not the flavor of the month anymore. And last but not least they might only finance innovation and new projects and not core funding or/and further implementation of programmes that have proven to be effective.

In many societies there is no established fundraising culture and HIV organizations are doing something completely new. They mark their way to a fairer society where individuals and small businesses started donating money to non profit organizations. More and more organizations are raising funds nationally and this domestic fundraising can play an important role to develop own sources of income and diversify income streams. In addition, it creates a national and/or local supporters base of people who share your views and are prepared to give their personal money to make change happen. Donations from individuals also means intrinsically an endorsement of your organization locally, regionally and nationally.

In Western Europe there is an established fundraising culture and direct marketing is used by the Third Sector as an important source of income. Renting address lists, segmentations of these lists and personalization of each mail pack are used by charities to raise income and engage their supporters in their causes. They are supported by an increasingly advanced group of businesses that help these charities and are working cross countries in Europe. In Eastern Europe where mail is not always as reliable telephone/mobile phone marketing and direct response radio and TV campaign raise a significant amount of money for the non profit sector. Large national events like a gala dinner or a sponsored walk

(Walk for Life) is successful in many countries but it needs a significant amount of people and money to make it happen. The benefits of fundraising events are many; raising awareness, mobilizing the community, showcasing the work of the non profit and providing donors with a visible and attractive event. But fundraising events do not always raise a significant amount of funds and if they do, it might only be the first few years or an event take time to come to fruition and the invested time and money can only be reaped in after many years of hard labour. Interestingly response rates of any fundraising techniques do reflect the maturity of the market, with newer markets for direct mail such as Spain still achieve higher responses than the long established markets of Germany, UK and Netherlands. Fundraising always had a few dishonest organisations and this has led to the creation of the International Committee on Fundraising Organisations ICFO in 1958 that includes all self regulation bodies such as the CBI in the Netherlands, DZI in Germany and the Charity Commission in the United Kingdom. ICFO helps to harmonize accreditation procedures and standards, and acts as an international forum for discussion and debate on accreditation issues.

Unfortunately there are no key figures on income and expenditure of the Third Sector in Europe and Central Asia. This would require a mature market with bodies such as the ones mentioned above for the whole of the region. There is data available for the USA (giving USA) and data per country for the Western part of Europe but that would give us a unbalanced view of the region.

1.2 Methods and words explained

There are many ways to raise funds and resources for an NGO. Some of these methods are named a certain way in one country and, confusingly, named differently in another. Language shapes beliefs and it may influence behaviours so it is pivotal that we speak with one voice about raising resources and use our valuable time discussing matters of great importance and not be confused by the definition of a single word. Below you'll find the most used fundraising techniques and a description of the words and methodologies.

Public money is money from a government. This means the monies they have received in the form of taxes and other income will be dispensed in accordance with the political agenda of the current government. Bilateral funding traditionally means funding from one government straight to another.

Substantial funding for AIDS spending in low- and middle-income countries is distributed by **multilateral organizations**, which obtain their funding from a number of national governments. The largest such body is the Global Fund which had distributed a total of US\$5.67 billion by May 2008. Around 58 percent of funding in November 2007 was being spent on HIV and AIDS. The World Bank is the second largest multilateral donor to the HIV/AIDS response in developing countries and is one of eight co-sponsors of UNAIDS. By the end of 2006, it had dispersed US\$879.22 million to 75 projects to prevent, treat and reduce the impact of HIV and AIDS.¹⁴ The World Bank tends to look at the economic aspects of the epidemic - especially the negative effects that AIDS can have on a country's economy. These large multilateral organizations such as the World Bank, are able to make their decisions fairly independently of the countries that provide their funds. This means that they can allocate money to countries and projects that - due to political reasons or prejudice - might have otherwise been ignored by other funding organizations.

Private sector funding is money from individuals, including corporate donors, individual philanthropists, religious groups, charities and non-governmental organizations (NGOs). These organizations vary in size, from small groups such as local churches, to large contributors such as the Bill and Melinda Gates

Foundation and corporate donors. Overall, the private sector is by far the smallest of the four main sources of funding for the global AIDS response, accounting for around 4 percent of spending.

Direct marketing is delivering promotional messages directly to your target donors/customers on an individual basis as opposed to through a mass medium. It is also sometimes known as one-to-one marketing or one-on-one marketing. Direct mail is one of the most common types of direct marketing because the mail piece/letter can be targeted directly towards a potential donor/customer. Another important element is that most successful direct marketing use some sort of offer to entice the reader to action. Other ways of direct marketing is sending emails to ask for funds to your donors. Telemarketing, a technique whereby the charity rings people or your donors to ask for another donation and Direct Dialogue is also an example of direct marketing. Direct Dialogue means asking people in the streets to sign up for a monthly donation via the bank by a group of volunteers (or paid staff members).

Major donor fundraising is private funding and a strategically planned programme to secure major gifts from wealthy individuals. Some organizations have received major gifts from a wealthy individual but a planned programme means research into wealthy individuals, targeting them in a strategic way and nurturing them so they feel close to your organization and might consider to give again.

Fundraising events are one of the hardest ways to raise money because an event has so many costs attached. Having said that, there are some very successful events that raise a significant amount of money. The HIV epidemic and it's particular response by the affected communities has created events typically of those communities; World Aids Day, Walk for Life etc. One of the main benefits of an event is of course the PR opportunities it creates because an event attracts the general public, press and hopefully also the policy makers in a country.

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2 This report

This pre seminar report collates responses from a questionnaire send out in June 2008 to members of the Aids Action Europe network and beyond. You'll find a summary that gives some indication of the State of the Art of Resource Mobilisation by non governmental organisations involved in HIV/AIDS in Europe and it will also inform discussions at a European good practice seminar on Resource Mobilisation October 2008. This seminar is part of a series of innovative seminars for HIV and AIDS-related NGO'S which is one of the main activities of the Aids Action Europe 'European Partners in Action on Aids' Project. It is hoped that this report, the seminar itself and the more detailed and comprehensive report to emerge from the seminar will all prove useful in helping us understand the mechanics of Resource Mobilisation and will galvanize us into action.

We are very grateful to all those who took time and trouble to respond to this survey and contribute to this report. The seminar and the related reports are made possible with the financial contributions of the European Commission, Aids Fonds, GlaxoSmithKline's Positive Action Programme, Soa Aids Nederland, Deutsche Aids Stiftung and OSI.

SOAIDS



Working with communities affected by HIV/AIDS



2.1 Methodology

The questionnaire was sent out and came back as part of the applications process to participate at the Resource Mobilisation seminar. The questions were drafted in consultation with the senior staff and the Steering Committee of AIDS Action Europe. The questionnaire was also available on the website of Aids Action Europe. The invitations were sent out per email on 16 June 2008 with a deadline for return on 10 July 2008.

In total we received 71 surveys from 34 countries but some of the questionnaires were from the same organization and filled in by an individual in a different position. A few questionnaires came back from countries outside our catchment area and they were excluded because of that same reason.

Summarizing this means that there is information available from **64 organizations in 29 countries**. After receipt we conducted telephone interviews at random to obtain qualitative additional information and you'll find some of the remarks from those interviews quoted per subject. In the annex section you'll find full list of respondents and the original questionnaire.

23 countries are in the European Union and 6 outside the European Union. Five countries fall outside the AIDS Action Europe area and they have been separated and not included.

Central Europe	→ 5 countries represented
Eastern Europe	→ 9 countries represented
Western Europe	→ 5 countries represented
Northern Europe	→ 3 countries represented
Southern Europe	→ 1 country represented
Central Asia	→ 6 countries represented
Other	→ 5 countries represented

2.2 Summary of the questionnaires

Resource mobilisation is high on the agenda of these 66 organisations but generally they don't feel very confident and perceive it as hard work. They identified many problems and elaborated on the nature of the problem but not so forthcoming with their organisational strengths. That reflects the general mood in the not for profit sector; fundraising is never a very important task but the person who brings in the money is highly regarded...as long as we don't have to do it! Together the respondents identified 189 weaknesses and problems but only 77 strengths. But eleven of these organisations had contact and income from wealthy individuals and more than 30 had income from government sources. And of course a donation is never 'only' money; most groups appreciated the fact that a government grant also means an endorsement of the organisation. Even a donation of a wealthy individual or a company means support and 'some one who believes in us'. Forty five organisations received income from foundations and 25 of those received more than 50 % of their income from a foundation. For many that meant the Global Fund to fight AIDS, malaria and TB. But sometimes 'foundation' was also understood as a governmental/public money from a government other than their own. The Swedish and Dutch Government and others were named. It is a worrying trend that income from one funder (government in this case) is more than 50% of the total. It effectively means donor dependence and a threat to the organisation as a whole.

In-country knowledge of the NGO sector is not very evolved. Only eight organisations were aware of their direct competitors and could name them with their annual income. This kind of information is hard to

come by and in the telephone interviews it was made clear that some organisations had done this competitor research with great attention to details but for the very first time. Competitor research is a common practise in the commercial sector and part of marketing research. Interestingly the most popular way of general in-country fundraising in the examined countries seems to be personal. When asked what the 'most popular way of individuals to donate money to NGOs was, most questionnaires gave *'personal', cash, by asking friends and family, in private circle, direct gifts, or individual gifts* as an answer. But all kind of events (gala dinner, art exhibitions) and Direct Response TV is also a popular way of raising money of their third sector. In 15 of the 40 countries there is an organised lottery for the NGO sector.

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3 The questionnaires

3.1 Organisational income and employment

Income	Number of organizations
More than 1 million euro	6
Between 999.999 and 500.000 euro	6
Between 499.999 and 250.000 euro	6
Between 249.999 and 100.000 euro	15
Between 99.999 and 50.000 euro	9
Between 49.999 and 1 euro	18

In total they employed a staggering amount of 1537 paid people and 4002 volunteers worked for them. On average an organisations had 23.2 people in paid service and 60.6 people as volunteers. Of course in real life it is much more complicated: on a high note there was one organisation with 420 people as paid workers and another had 900 volunteers. On the flipside of this we see five organisations with no paid workers at all.

44 worked on a national level, 22 internationally on a regional level, just like 22 on an international level. Only 16 worked on a regional level within their country.

3.2 Fundraising plan

Having a comprehensive fundraising plan that (1) fits with the organisational strategy, (2) that is initiated and understood by the fundraisers, (3) is broken down in milestones and (4) has targets and evaluation moments, will enable the organisation to move forward in a consistent manner. It will also create a sustainable funding income. In the questionnaire we asked if there was a fundraising plan and only 37 of the 66 organisations had one. This is a tragic fact because having a plan means:

- An organisational interest and emphasis on the importance of fundraising
- A strategic and planned way for fundraising to hold on to during the year
- There is time and money invested to raise a substantial amount of money
- That fundraisers are motivated and know what to do

We also asked if they were happy about it. We agree that 'happy' is not specific, measurable, attainable, realistic and timely. But it does give an impression of the satisfaction and of the involvement of the person. One would never say you were unhappy with a plan that you wrote and agreed upon yourself. On a scale of 1 to 5 it looked like this:

1. Very happy	2. it's okay	3. So- so	4. no, not really	5. Very unhappy
2 people	11 people	13 people	12 people	4 people

3.3 Percentage of income

'Foundations' was not only understood as national and international grant making foundations with private money but also the international governmental foundations as EC, SIDA, NORAD, USAID, Global Fund etcetera. 45 organisations received money from these sources and 25 were more or less dependant on them (=receiving 50 % or more).

Most people commented in the interviews that they were unhappy and worried about this. The dependency on one funder and the need to diversify the income streams was high on the priority list.

Individuals were donating to the NGOs but not in significant numbers or amounts. Only 23 organisations received money from individuals and only 4 received more than 50% . The percentages that were in the questionnaires were very low indeed; sometimes as low as 1%. This could be an area for growth but most interviewees had no confidence in private money; '*This is not done in our country*' or '*there is no reliable banking system in place*' were some of the comments.

Legacies were not part of the overall income at all. Interestingly, in a country as Holland in 2006 the NGO sector received 215,6 million Euros in legacies. The Charitable sector in the United Kingdom receives more than 2 billion euro. So it is peculiar that not one organisation has come forward with an income from a legacy. In the interviews this was confirmed; no income so far from a legacy. Some explanations are:

No one asked for it so no one gives

NGO doesn't have a lot of individual donors

Fundraising is unknown and immature in country

Donors are still young (due to very young fundraising establishment)

Companies gave to 16 organisations but in very small amounts; only 3 organisations received more than 50% in corporate donations.

However government was a big funder in many ways; 32 organisations received public money. On top of that there were 13 organisations that had 50% of their income from this source. Not all were happy about this and most of them are very aware of the funder dependency it creates.

Events were part of the charity's aim and raised awareness and press exposure but income from fundraising events was small. One organisation had a 100% from events and basically was a fundraising events organiser. That was also the only one with an income above 50% from events. 12 other organisations obtained money this way.

Three organisations organise a charity lottery and 14 sell items for an additional income. Some of the artefacts they sell are:

- Christmas cards
- Red ribbons
- Calendars
- Modern art
- T-shirts
- CDs
- Food and baskets
- Handmade souvenirs
- Handcraft made by beneficiaries

3.4 Investments and fundraising staff

Little more than half of the organisations that filled in the questionnaire specify an investment into fundraising. This is an encouraging and reassuring number. Having said that, the other half that is unable or unwilling to invest into fundraising will have a hard time in the future. A strategic investment however small will reap benefits in the future.

Only two organisations out of the 66 have one dedicated fundraising member of staff. There are 18 teams of fundraising staff but it is unsure if there are actually fundraising teams or teams of people who partially do some fundraising on top of other work. 25 organisations admit they 'all do a bit' and 20 agencies have one person in the team that does fundraising but has other tasks too. One organisation has their fundraising done only by volunteers. Again, fundraising needs some kind of strategic investment; time and money, people and things.

3.5 Strengths and problems

3.5.1 Strengths

strength	Number of organisations
We have good contact with wealthy individuals	9
We have a supportive network with influential people	27
We have a successful event every year	12
Our local/national government is supporting us	29
Other	See below

Other reasons that were identified, either in the questionnaire or in the telephone interview:

- We have a strong brand and a good name
- We are well known and established
- We have proven to be a reliable partner
- We have a strong motivated fundraiser
- We can be very organised very quickly
- We are well equipped, good offices and materials
- We have a good fundraising concept
- We are all volunteers
- We have friends who help us as much as they can
- We have a good reputation
- We have a good name and experience
- We have good ideas
- We are included in important papers
- We have a strong commitment
- We have success stories of our beneficiaries
- We have a wide diversity of competencies and knowledge

3.5.2 Problems

Problems identified	Number of organisations
No one is responsible	14
There is no money in our country	32
We are dependant on one funder	22
Our organisation doesn't like fundraising	7
We are very willing but lack the skills	38
We are very willing but lack the network	24
We are very willing but lack the time	15
HIV is a difficult subject to raise money for	28
other	See below

'Other' in the questionnaire and in the telephone interviews:

- Our experienced fundraiser left the organisation
- We seem to have other priorities all the time
- We have no money to invest
- Our organisation depends on international funding
- Most donors are leaving our country
- We are dependant on pharma money
- Global Fund money is running out
- There is no appreciation of fundraising
- There is no support for HIV causes in our country
- Children and disabilities get all the money
- There is no dedicated time to start fundraising
- Migrant population and HIV is even more difficult to raise funds for
- Our board doesn't help
- We have no international connections
- People in this country don't want to talk about gay men, sex or drugs
- People with HIV don't want to disclose their status so it looks as if there is no problem

Highest score was for 'no money in our country' and for 'we are willing but lack the skills'. But the fact that HIV is named as a difficult subject reflects also some of the 'other' statements. Fundraising in general is an art that goes hand in hand with awareness raising and brand building. If people don't know about the organisation or have no idea what it means to be HIV positive, it will be difficult to raise money without first explaining your mission and the effect of HIV on a person in particular and the society as a whole in general.

'No money in our country' is an interesting one because there are success stories of fundraising organisations in very poor countries. On the other hand, fundraising in a political and financial unstable society for a difficult subject might be a very tall order. This is definitely a challenge we could use some help from a network or a specialist.

Lacking the fundraising skills in particular is one of the reasons for the Resource Mobilisation seminar in October. Sharing success stories and listening to the experts will hopefully give us ideas and tools to use in our future resource mobilisation.

3.6 In country knowledge

It is interesting to know if 'competitor research' is used as a marketing tool in the fundraising strategy. In the follow-up telephone interviews most people admitted that it was very hard to find out that kind of information due to a lack of public disclosure and they estimated numbers and figures. But in the hard core business world this kind of exercise is done monthly to keep abreast of the competition and to copy ideas and concepts so maybe there is something we can learn from them.

How much does the NGO sector raise annually in total?	Who are the biggest 10 NGOs in your country?
10 organizations gave a figure 52 organisation did not know	8 organisations had names, kind of organisations and their annual income 20 organisation had the names without any income 25 organisations had no data in the box The rest had a few NGOs with and without their annual income

3.6.1 Lottery for charities or the voluntarily sector in general

Lotteries are one of the very old and traditional ways of raising money. It appeals to the gambler in all of us and there is always that opportunity to win something in return of your donation. 21 organisations from 13 countries answered yes to this question. 45 organisations in 22 countries had no such lottery. One organisation mentioned a lottery especially for the HIV service organisations in their country.

3.6.2 Most popular way of fundraising in your country

This question again relates to frequent market research and knowing what other fundraising organisations in particular but also society as a whole knows about raising funds for charitable causes. This is important for many reasons but the most important one is that in a mature market for fundraising the society knows that charitable causes need money to fulfil their aims and objectives. Individuals will allocate some of their annual income to a charity or at least feel obliged to be part of the third sector. In many countries this is not the case and the state has always provided and relied on. Fundraising in itself is a new phenomenon.

Most popular kind of fundraising	How many times mentioned
Cash, direct gifts, collection of money, private donations, friends and family	19 times
Grants, international donors, and funding proposals	5 times
Events, gala nights, exhibition	8 times
Tv shows	5 times
Online via website or donation via sms	5 times
Via 1 or 2 % of the tax	4 times
Via a bank	4 times
Request for a donation included in a household bill	3 times
Fundraising is not common in our country	3 times
Other; 'Lottery' 'door-to-door collection' 'sponsoring a child' 'membership'	once

3.7 Defining the agenda

The last question was a call to help us define the agenda. We wanted to know what HIV organisations needed in order to strategise the fundraising and to be more effective in mobilising resources. The information gathered from 29 countries and 64 organisation hold a wealth of data but at the same time it is a just a snapshot of information, quickly outdated and easily challenged. Below you'll find a list of topics they specified as urgent and important.

The number after each topic related to the amount of times it was mentioned in the survey:

Important topics	Amount of times mentioned
Practical and simple skills	8
Exchange experiences related to resource mobilisation	7
How to approach and involve local and international businesses	4
Where to find foundations, announcements of funding	
“Why is money so important - where is the volunteerism?” ⁸	
Web fundraising	
Top foundations	
Basic understanding of resource mobilisation	4
How to systemise the fundraising to make it more effective	2
Get ideas, best practise and top tips	5
Theories about fundraising	2
Learning about fundraising strategy	8
Involving political decision makers and media in resource mobilisation	
Cost effective Event fundraising	3
Resource mobilisation plans	3
Securing long term funding	2
Research into main funders	2
Involvement of the private sector	4
Mobilising human resource	
TV (and radio) shows how to do it	3
International fundraising	
Resource mobilisation and leadership	
Fundraising trends	
List of major donors	

⁸ This is a direct quote from the questionnaire

How to involve people who are not afflicted by HIV/AIDS	
How to present a funding application to a foundation	
Identify potential donors	3
Individual donor, how to approach them	

AIDS ACTION EUROPE
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4 Annexes

4.1 Countries included

Albania	Azerbaijan	Belgium	Bosnia	Bulgaria
(Cameroon)	Croatia	Cyprus	Czech Republic	Denmark
Estonia	France	Georgia	Greece	Holland
Hungary	Italy	Kyrgyzstan	Kyrgyzstan	Latvia
Lithuania	Macedonia	(Nigeria)	(Pakistan)	Poland
Portugal	Romania	Russia	(Rwanda)	Serbia
Slovakia	Sweden	Switzerland	Uganda	Ukraine

4.2 Application form

European Best Practice Seminar

“Resource Mobilisation”

20 & 21 October 2008, the Netherlands

Definition: Resource Mobilisation is ensuring the organisation funding in many ways; it could be money but also other free resources like services you don't have to pay for, skilled volunteers, free goods or time, etc.

Please complete and return this form by e-mail to: westernoffice@idsactioneurope.org

The deadline date for receipt of applications is **July 10th 2008**.

- Name

Mr Mrs

First name : _____

Last name : _____
- Organisation

Name organization _____

Street & No: _____

Postal code: _____

City _____

Country _____

Phone _____

Fax _____

Email address _____

Cell phone _____

Website address: _____ http://

Your role/job _____

You've been in this job for: _____ years and _____ months
- Do you have any dietary, medical or other specific needs?

NO YES,

4. Do you need a visa to join us in The Netherlands?
 NO YES, my passport number is:
5. Do you need a scholarship to attend the Resource Mobilisation Seminar?
 NO, I would like to attend as a participant
 YES, a full scholarship (= travel, accommodation, per diem)
 YES, a partial scholarship (= accommodation)
6. Your knowledge of English is:
 Poor Excellent
7. Your organisation:
- 7a. Total income of your organisation is: €
- 7b. Your organisation started in the year of:
- 7c. Number of paid employees in your organization:
- 7d. Number of volunteers in your organization:
8. What is the scope of activities of your organisation?
 Local
 National
 Regional
 International
9. What are the main activities of your organisation? (tick as many boxes as applicable)
- | | | |
|--|--|--|
| <input type="checkbox"/> Advocacy | <input type="checkbox"/> Legislation | <input type="checkbox"/> Research |
| <input type="checkbox"/> Care and | <input type="checkbox"/> Management | <input type="checkbox"/> Sexual education |
| <input type="checkbox"/> Co-infections | <input type="checkbox"/> Media | <input type="checkbox"/> Social issues |
| <input type="checkbox"/> Epidemiology | <input type="checkbox"/> Migration | <input type="checkbox"/> Testing & counselling |
| <input type="checkbox"/> Evaluation | <input type="checkbox"/> Policy | <input type="checkbox"/> Treatment |
| <input type="checkbox"/> Gender | <input type="checkbox"/> Positive prevention | <input type="checkbox"/> Work and HIV |
| <input type="checkbox"/> Harm | <input type="checkbox"/> Prevention | <input type="checkbox"/> Other, |
| <input type="checkbox"/> Human rights | <input type="checkbox"/> Reproductive health | |
10. Does your organisation have a mission and strategy for the next three years?
 YES NO

The rest of this application form is a short survey that aims to gather information to get an overview of fundraising in relation to HIV and AIDS. It is not possible in a single survey to gather detailed data on fundraising in general and specifically. Instead this survey examines the overarching principles, tools and methods that are currently available for your organisation to ensure funding. Respondents are encouraged to expand on any of their answers as they think useful, and examples will be particularly valuable as well as references to further information.

11. Does your organisation have a fundraising plan for the next three years?
 NO YES
- 11a. If YES, are you happy with this plan?
 Very happy Very unhappy
- 11b. I'm happy with it because
- 11c. I'm not very happy with it because

12. Where does your organisation receive money or other free resources from?
- Foundations % of the total income
 - Individuals by donations % of the total income
 - Individuals leaving us a legacy % of the total income
 - Local or national companies % of the total income
 - Local or national government % of the total income
 - Fundraising events % of the total income
 - Other, namely % of the total income
13. Do you organise events to raise money?
- NO YES once a year
 more times a year
- 13a. If YES, what kind of event?
- 13b. If NO, would you like to organize an event in the future?
14. Do you organise a lottery to raise money?
- NO YES once a year
 more times a year
- 14a. If NO, would you like to in the future?
- YES NO
15. Does your organisation sell items to raise money?
- NO YES, we sell
16. Is your organisation able to invest money in fundraising?
- YES NO
17. How many people work in resource mobilisation?
- No one, we all do a bit
 - A company we pay to fundraise for us
 - Only one person but s/he has other tasks too
 - One dedicated person / fundraiser
 - A team of people
 - Other,
18. Do you know where to turn to when you have questions about resource mobilisation?
- NO YES
- 18a. If YES, where would you go?
- Internet Name of website:
 - Books Name of books:
 - People Who:
 - Other

19. What would you identify as the main strength of your organisation regarding Resource Mobilisation?

- We have good contact with wealthy individuals
- We have a supportive network with influential people
- We have a successful event every year
- Our local and/or national government is supporting us
- Other

20. What would you identify as the main problems with Resource Mobilisation?

- No one is responsible
- No money in our country
- Our organisation is dependant on one funder
- Our organisation doesn't like fundraising
- We are very willing but we lack the skills
- We are very willing but we lack the network
- We are very willing but we lack the time
- HIV/AIDS is a difficult subject to raise money for
- Other

23. General in-country knowledge:

23a. What is the estimated number of NGOs in your country?

23b. How much do they raise annually in total?

€

23c. Who are the ten biggest NGOs in your country?

23d.

	Name	What kind of NGO?	Total income
1			€
2			€
3			€
4			€
5			€
6			€
7			€
8			€
9			€
10			€

Is there a lottery for charities or the voluntary sector in general?

- YES NO

23e. What is the most popular way of individuals to donate money to NGOs?

24. Expectations with regards to the seminar:
- 24a. Do you expect to learn theories and definitions during the seminar?
Absolutely not Absolutely
- 24b. Do you expect to learn practical tools during the seminar?
Absolutely not Absolutely
- 24c. Do you expect to get feedback on how your organisation is doing during the seminar?
Absolutely not Absolutely
- 24d. Do you expect to change the way you deal with Recourse Mobilisation in your own organisation after the seminar?
Absolutely not Absolutely
25. Importance of expectations: Help us define the agenda!
Please specify three topics you want to be covered in this seminar:
- 1.
 - 2.
 - 3.

Please complete and return this form to westernoffice@idsactioneurope.org
by **Thursday, July 10th, 2008**

The information you provide on this form is treated confidentially and will only be shared with staff of AIDS Action Europe and Soa Aids Nederland for the purpose of reviewing applications and selecting scholarship recipients.

If you have any question or if you require any further information concerning this seminar or this form, please contact Soa Aids Nederland or AIDS Action Europe at: westernoffice@idsactioneurope.org

4.3 Aids Action Europe

AIDS Action Europe is a pan-European partnership of non-governmental organisations (NGOs) that works towards a more effective response to the HIV and AIDS epidemics. AIDS Action Europe addresses the needs of communities affected by HIV, by effectively linking and mobilising NGOs across Europe and advocating their concerns. It aims to be a transparent and inclusive partnership, and encourages greater involvement of people living with and affected by HIV in tackling the epidemic. Operating from two offices (one in Amsterdam, The Netherlands and one in Vilnius, Lithuania) AIDS Action Europe supports and links European NGOs, mobilises and advocates NGOs around key issues and facilitates the exchange of knowledge and information. At the time of writing, the AIDS Action Europe network unites 212 European NGOs from 46 different countries.

4.3.1 Goals

- Influence European and International HIV/AIDS policies
- Strengthen the exchange of best practices and lessons learned and improve skills of European NGOs
- Improve cooperation and exchange between AIDS Action Europe members

AIDS Action Europe's main strategies to achieve its goals are public policy dialogue and linking and learning. AIDS Action Europe is co-chair of the EU HIV/AIDS Civil Society Forum and member of the EU HIV/AIDS Think Tank. Since its start, the network focused on dissemination of good practices, primarily through the Commission funded project European Partners in Action on AIDS (EPAA). It consists of a series of 7 European good practice seminars and the Clearinghouse, a dissemination platform for good practices in the field of HIV.

4.3.2 Guiding principles

- UNGASS Declaration of Commitment and Dublin and Vilnius Declarations
- GIPA principle: greater involvement of people living with HIV and AIDS
- "Europe" is defined according to the WHO definition and extends beyond the European Union
- Commitment to prevention of duplication of existing activities
- Commitment to build on existing experiences, expertise and infrastructure provided by its members and the organisations and institutions with whom we will work
- AIDS Action Europe endorses the code of good practice for NGOs responding to HIV/AIDS

AIDS Action Europe wants to contribute to the global fight against HIV and AIDS. It is therefore an integral part of a global effort and is linked to global partnerships including the International Council of AIDS Service Organisations (ICASO). As European partner, AIDS Action Europe subscribes to the ICASO Mission:

- Mobilise communities and their organisations to participate in the response to HIV/AIDS.
- Articulate and advocate the needs and concerns of communities and their organisations.
- Ensure that community-based organisations, particularly those with fewer resources and within affected communities, are strengthened in their work to prevent HIV infection, and to provide treatment, care and support for people living with and affected by HIV/AIDS.

- Promote the greater involvement of people living with, and affected by, HIV/AIDS in all aspects of prevention, treatment, care and support, and research.
- Promote human rights in the development and implementation of policies and programs responding to all aspects of HIV/AIDS.

4.4 SOA AIDS Nederland

STI AIDS Netherlands (The national institute for STI and AIDS Control in the Netherlands) is a national organization that aims to: prevent sexually transmitted infections (STIs & AIDS); and improve the quality of STI control in the Netherlands.

4.5 Tasks and services

Health education and prevention

STI AIDS Netherlands develops health education and prevention projects. The primary objective is to prevent sexually transmitted infections occurring. One of the ways this is done is by promoting safer sex. Attention is also given to tracing infection at an early stage through testing, screening and partner notification.

4.5.1 Developing material and methods

STI AIDS Netherlands produces general basic educational materials on STIs and safer sex. It also sets up prevention projects for specific target groups such as young people, sex workers and their customers. In addition, the foundation provides teaching packs for schools, protocols for STI treatment, and quality systems for STI control.

4.5.2 Support

STI AIDS Netherlands offers practical support and 'tailor-made' services to individuals and organisations involved in day-to-day STI control. This varies from training and presentations to ideas for projects and texts for booklets. Professionals in the field can also refer to STI AIDS Netherlands for individual advice, while experts are kept up to date with recent developments by Soa Aids Magazine, newsletters and the web-site. Furthermore, the foundation organises courses and workshops to maintain the dialogue between all those involved in STI control and determine future courses of action.

4.5.3 Advice

STI AIDS Netherlands advises on STI policy to the government, in particular the Ministry of Health, Welfare and Sport, and to other organisations at a national and regional level.

4.5.4 Research

STI AIDS Netherlands encourages social science, epidemiological and clinical research projects in the field of STI control. It also conducts evaluative studies on the effects of its own activities and products.

4.5.5 International

In its role as a national organization, STI AIDS Netherlands keeps a close watch on international developments which may be applicable in the Netherlands or may have consequences for the Dutch situation. It also works in international partnership on several projects.

4.5.6 The organisation

STI AIDS Netherlands employs approximately 80 professionals from a variety of backgrounds. Activities are organised on a project basis, making it possible to react flexibly to the latest developments in the STI field.

STI AIDS Netherlands is one of the many players active in STI control in the Netherlands. It works closely with both national and regional partners, and administers the Dutch STI prevention and control forum. This is a multidisciplinary forum of experts who develop future strategies in the area of STI prevention and control. STI AIDS Netherlands is primarily government-funded. The Ministry of Health, Welfare and Sport provides the basic funding. Many of its projects receive grants in the Netherlands from ZonMW (a research funding institute), the Aids Fonds, the Dutch Ministry of Foreign Affairs, or from the European Union. A limited number of activities are funded by sponsors.

4.6 Website and documents

- Funding and the Aids epidemic; AVERT <http://www.avert.org/aids-funding>
- UNAIDS (2008) '[Report on the global AIDS epidemic](http://www.unaids.org)'. www.unaids.org
- Kaiser Family Foundation & UNAIDS (2008, July) '[Financing the response to AIDS in low- and middle-income countries: International assistance from the G8, European Commission and other donor Governments, 2007](http://www.kff.org)'. www.kff.org
- The White House (2003, 28th January) '[President Delivers State of the Union](http://www.whitehouse.gov)'. www.whitehouse.gov
- '[How Bush's AIDS program is failing Africans](http://www.prospect.org)' (2007, 10th July) The American Prospect. www.prospect.org
- DFID (2008) '[Achieving universal access – the UK's strategy for halting and reversing the spread of HIV in the developing world](http://www.dfid.gov.uk)'. www.dfid.gov.uk
- DFID (2006) '[Statistics on international development 2001/02 - 2005/06](http://www.dfid.gov.uk)'. www.dfid.gov.uk
- The Global Fund website (2008, 31st May) '[Current grant commitments and disbursements](http://www.globalfund.org)'. www.globalfund.org
- The World Bank (2008) '[Data](http://web.worldbank.org)'. <http://web.worldbank.org>
- William J. Clinton Foundation website (2004-2008) '[HIV/AIDS initiative](http://www.clintonfoundation.org)'. www.clintonfoundation.org
- Management Sciences for Health (2005) '[Expediting the transfer of funds for HIV/AIDS services](http://www.msh.org)'. MSH Occasional paper No. 1. www.msh.org
- The New York Times (2005, 25th August) '[Health grants to Uganda halted over allegations](http://www.nytimes.com)'. www.nytimes.com
- British Medical Journal (BMJ) (2005, 1st October) '[Global fund toughens stance against corruption](http://bmj.bmjournals.com)', 331:718. <http://bmj.bmjournals.com>
- Africa International Advisors (2004, December) '[How donor money could be more effective](http://www.commissionforafrica.org)', submission to The Commission for Africa. www.commissionforafrica.org
- Oomman, N, Bernstein, M & Rosenzweig, S (2007, 10th October) '[Following the funding for HIV/AIDS](http://www.cgdev.org)'. HIV/AIDS Monitor & Center for Global Development. www.cgdev.org
- Ndlovu, N (2005, 13th May) '[An exploratory analysis of HIV and AIDS donor funding in South Africa](http://www.idasa.org.za)', Budget Brief No. 155. www.idasa.org.za

- Funders concerned about AIDS; <http://www.fcaids.org>
- Kaiser Network <http://www.kaisernetwork.org>
- Ford Foundation <http://www.fordfound.org>
- Rockefeller Foundation <http://www.rockfound.org>
- The John D, and Catherine D. MacArthur Foundation <http://www.macfound.org>
- The David and Lucille Packard Foundation <http://www.packard.org>

4.7 Current support and tools

- The Resource Alliance in the UK, a non profit themselves, offers a unique consultancy service for non-profit organizations seeking to build their long term financial sustainability. Their primary focus is with organizations working in poor and disadvantaged countries. The multi-national team brings together international experience and local knowledge in a combination that's right for each individual client. The flagship conference of the Resource Alliance is the International Fundraising Congress in the Netherlands which brings together 1000 people from 42 countries. But they also provide hands-on and tailor made training and mentoring for other non profits with the help of local practitioners ensuring that the resource mobilization support is fit in the culture and the opportunities in the local context. www.resourcealliance.org
- The International HIV AIDS Alliance has a Toolkit introducing an approach to planning and carrying out resource mobilisation strategically and systematically ensuring maximum returns are gained and that NGOs/CBOs remain true to their missions. It is made in 2002 and available on the website in PDF; www.aidsalliance.org
- The Aga Khan Foundation's NGO Enhancement Programmes created a comprehensive toolkit in the support of the resource mobilization efforts of civil society organizations in the South. The first elements of the toolkit referred to as the "Resource Mobilization Toolkit" includes a handbook (Earthscan, 2001) and a trainer manual (downloadable from their website) written by Richard Holloway, and a web-based interactive course (delivered through locally customised CD-ROMs). www.akdn.org
- NAM is an award-winning, community-based organisation, which works from the UK. They deliver reliable and accurate HIV information across the world to HIV-positive people and to the professionals who treat, support and care for them. Their website Aidsmap.com delivers reliable and accurate HIV information across the world to HIV-positive people and to the professionals who treat, support and care for them. On this site you can find more original, daily news on developments in the world of HIV than any other HIV website. The site also includes completely searchable databases of HIV treatment and care, worldwide HIV organisation listings, and one of the most comprehensive ranges of patient information available on the web
- <http://www.fresource.info> is a website with a large amount of information about fundraising. Most of it is free but it does ask you to sign up with a email account. In the 'research room' there is information about funders and fundraising toolkits.
- European Citizen Action Service <http://www.ecas.org/> offers yearly funding guides; The 14th edition of the ECAS guide to EU funding for NGOs has been fully revised and updated. Every year ECAS produces two new, specialised and updated funding guides on how to attain funding from the EU Institutions. These guides will run through step by step on how to gain funding from the EU institutions for programmes in every policy area. They also give advice on how to get through the

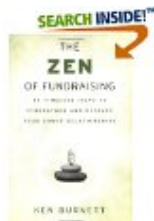
rigid and bureaucratic systems, practical information on the time that you will need to invest, and the advantages and disadvantages of the process.

- AIDS Action Europe's clearinghouse – the Pan-European database on HIV and AIDS www.hivaidsclearinghouse.eu serves as a digital platform for European organisations to exchange their good practices on different topics. Resource mobilization is one of these topics. In addition to downloading good practice presentations, reports, images, videos and websites there is also the easy possibility to upload your own material.

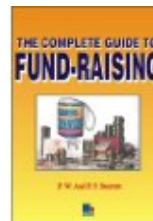
4.8 Information in books

- **FUNDRAISING FROM EUROPE** by Chris Carnie, is a practical guide and companion volume to Directory of European Grantmakers to help organisations inside and outside Europe who are trying to raise European money. This book illustrates the practicalities of European cross-border fundraising and is the essential introduction in English. ISBN 1-903293-08-1
- **DIRECTORY OF EUROPEAN GRANTMAKERS 06/07** (not available in print but PDF Only available by Chapel & York's Fundraising Globally initiative) The European Funding market is currently worth €250 billion per annum! The Directory of European Grantmakers PDF provides you with a fully researched resource that contains contact details and giving criteria, in English, for nearly 1,000 Independent European Grantmakers, including a very large number that fund internationally including most of the very largest. Available on the Chapel and York website; www.chapel-york.com

4.8.1 Other useful books



The Zen of Fundraising: 89 Timeless Ideas to Strengthen and Develop Your Donor Relationships by Ken Burnett (Paperback - 9 May 2006)



The Complete Guide to Fundraising by P.F. Sterrett and P.W. Sterrett (Paperback - 19 April 2001)



Fundraising for Dummies (For Dummies) by Katherine Murray and John Mutz (Paperback - 25 Oct 2005)



Successful Fundraising: A Complete Handbook for Volunteers and Professionals by Joan Flanagan (Paperback - 1 Dec 1999)



The Complete Fundraising Handbook by Nina Botting and Michael Norton (Paperback - 29 Nov 2007)



How to Write Successful Fundraising Letters (The Mal Warwick Fundraising Series) by Mal Warwick (Paperback - 29 April 2008)



Relationship Fundraising: A Donor-based Approach to the Business of Raising Money (Jossey-Bass Nonprofit and Public Management Series) by Ken Burnett (Hardcover - 13 Sep 2002)



Fundraising Management: Analysis, Planning and Practice by Adrian Sargeant and Elaine Jay (Paperback - 19 Feb 2004)



The Porcupine Principle: And Other Fundraising Secrets by Jonathan Farnhill (Hardcover - 10 Sep 2007)



Fundraising Strategy (CAF/DSC/ICFM Fundraising) by Redmond Mullin (Paperback - 9 Dec 2002)