Fundraising / Resource Mobilization Strategy

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Executive Summary

RANAA, The Regional Arab Network against AIDS was founded in 2002 in Tunis. In 2008, RANAA revised its constitution and established a strong Secretariat based in Lebanon. Since then, RANAA has been hosted by SIDC (Soins Infirmiers et Developpement Communautaire) due to the fact that it is not yet registered as an international NGO and is not able to receive funds or prepare financial reports independently. Currently RANAA is going through the necessary steps to become established as an independent NGO.

At present, the fundraising strategy for the network has been limited to grants from international organizations with high dependency on two main donors. Although RANAA is a membership organization, it lacks the proper structure for collection of membership fees.

RANAA solicited the consultancy services of Eventa to conduct a Mapping of Potential Donors and develop a Fundraising/Resource Mobilization Strategy and the relevant tools needed for implementation.

The proposed Fundraising/Resource Mobilization strategy allows the network to be independent, sustainable, and powerful, and to have all the necessary means to achieve its autonomy and development.

The strategy is proposed based on the findings and in synchronization with RANAA's overall plan, taking into consideration the strategic directions set in synergy with the other strategies developed for RANAA including Communication, Monitoring & Evaluation, and Policies & Procedures.

After careful assessment of RANAA's past fundraising history and evaluation of its current position, as well as the political and economic environment in the region, The recommendation of the fundraising strategy allows RANAA to maintain the funds from the current donors, while exploring one-time gifts and corporate giving, as well as introducing membership fees, and seeking individual donors, while minimizing risks and ensuring sustainable financial stability. In addition some recommendations has been made on human resource issues, the activation of volunteering for the network, and a specific strategy to achieve the implementation of the recommendations. fundraising prospects were also identified and prioritized in accordance to the funding mix proposed in the strategy as well as citing specific objective and activities required to meet them.

The purpose of the proposed fundraising strategy is reducing dependency by diversifying funding sources through a realistic plan that offers a progressive move towards implementing a more diverse and sustainable fundraising strategy.

Note: In this document the terms "fundraising" and "resource mobilization" are used. The term "resource mobilization" denotes more than raising funds and includes gaining support from the local communities including time, expertise, volunteers and gifts.

1. Introduction

Most non-profit organizations depend on donors as a source of funding to run their organizations and projects. Nowadays, there is a lot of competition for donor money/resources and in many cases the survival of an organization depends on how well it can compete with other organizations to raise funds and on how creative it is in finding other ways to make money.

The proposed Fundraising/Resource Mobilization strategy allows the network to be independent, sustainable, and powerful, and to have all the necessary means to achieve its autonomy and development.

1.1 Background Information on RANAA

RANAA, The Regional Arab Network against AIDS was founded in 2002 in Tunis. The network is composed of national networks of different civil society organizations, associations and people living with HIV from around 20 countries.

In 2008, RANAA revised its constitution, established a strong Secretariat based in Lebanon. Since then, and until it is registered as an International NGO in Lebanon, RANAA is being hosted by SIDC (The Soins Infirmiers et Developpement Communautaire) association in Lebanon.

RANAA works to improve the role of the civil society in limiting the spread of HIV/AIDS in the MENA region and other neighboring countries through networking and advocacy for the issues of AIDS and PLHIV on the international and regional level and build the capacities of the local networks in the region as well as providing scientific support. In addition RANAA serves as a reference source for the civil society organizations in the region that work on AIDS.

The Board of Directors is formed of 7 members representing CSOs in Algeria, Egypt, Tunisia, Morocco, Sudan, Syria and Lebanon presided by Mr. Elie Aaraj.

The board of RANAA and the Secretariat has worked on four main priorities that are: Networking, Capacity Building, Technical Assistance, and Advocacy.

The current major partners of RANAA are the UNAIDS and the International HIV/AIDS Alliance; with their support RANAA was able to scale up the presence and response of civil society in the Middle East and North Africa Region in the past few years.

The RANAA Membership is open to all the National Networks or Non-Governmental Organizations (NGOs) working in the field of HIV/AIDS in the MENA region, including those working for the Most at Risk Populations (MARPs) and the People Living with HIV (PLHIV). The list of countries eligible to apply to become members are : Afghanistan, Algeria, Bahrain, Comoros Islands, Djibouti, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestinian Territories, Pakistan, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen.

1.2 MENA Region in 2012

Following the Arab Spring that started in early 2011, the political and economical outlook for much of the Middle East and North Africa (MENA) region remains uncertain.

Politically the rise of new governance style in some of the Arab countries, appearing to be more democratic, is in favor of RANAA's work especially on the governmental level, of policy change and reform. Political reform cannot fully respond to citizens' demands if it is not accompanied by better living standards. Economically, the current wave of political change provides an opportunity to develop a more transparent and effective economic governance to unleash the region's economic potential. On the other hand, the worldwide economic crisis reflected a change in priorities for funding opportunities from international organizations narrowing the scope of organizational giving to specific causes and target regions.

With an overall population in the MENA region of approximately 400 million, dominant by young people, many international organizations are setting priorities

to youth programs for the MENA region that ensure Health Education, Youth Protection and Human Rights.

RANAA is privileged to be working in the MENA region which remains the focus of attention and concern of the world, with an urgent appeal to ensure growth with equity, and strengthened social policies to reduce social and economic disparities.

2. Assignment / Methodology

RANAA solicited the consultancy services of Eventa to conduct a Mapping of Potential Donors and develop a Fundraising/Resource Mobilization Strategy with relevant tools for implementation.

The methodology used for implementing the assignment:

- Reviewed documents to determine those elements that are essential for developing a viable fundraising strategy.
- Participated in RANAA's Board Meeting of May 2-4, 2012 that was held in Beirut.
- Conducted semi-structured interviews with RANAA's President & Regional Coordinator.
- Held consultation meeting(s) with the Anchor Coordinator and team of consultants working on different strategies (strategy plan, communication, monitoring & evaluation).
- Analyzed the data compiled.
- Proposed an appropriate fundraising model.
- Identified prospect donors and other sources of funds using different means including directories, online resources, newsletters and press articles.

The strategy is proposed based on the findings and in synchronization with RANAA's overall plan taking into consideration the strategic directions set and in synergy with the other strategies developed for RANAA including Communication, Monitoring & Evaluation, and Policies & Procedures.

3. Diagnosis, RANAA's Fundraising Strategy & Activity

3.1 Facts & Figures

The income received in the last five years is listed in the below table:

	2008	2009	2010	2011	2012
NAMRU3	$ 20,651	$ 22,500			
UNDP HARPAS			$ 35,359	$ 44,199	
UNAIDS			$ 145,000	$226,251	$271,093
AIDS/HIV ALLIANCE		$ 41,235	$ 97,000	$143,883	$ 90,949
Total	$ 20,651	$ 63,735	$ 277,359	$414,333	$362,042

Notes:
- Information before 2008 was not available.
- Annual income may vary slightly as grants' contracts are in fiscal years.

The funding from UNAIDS for 2012 has been confirmed

The below chart portrays the income from grants in the last 5 years:
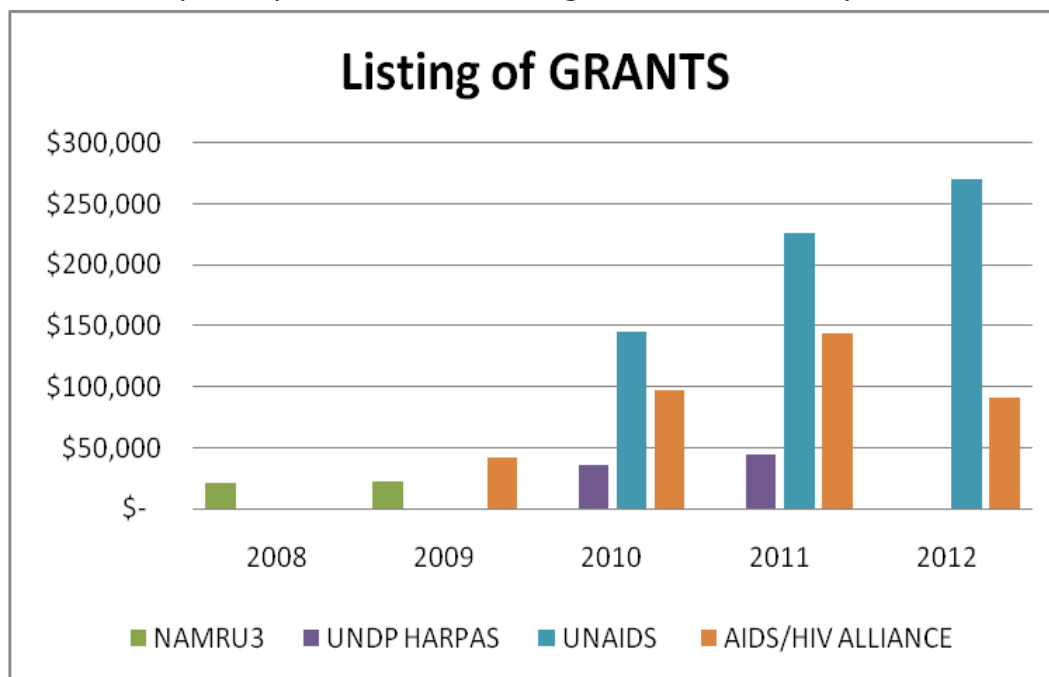
The pie chart below shows **RANAA's income** in 2011 **based on 100% grants** funding and its **distribution among three sources** with **one donor providing** more than **54% of that income**.

3.2 Fundraising History

Since its establishment 10 years ago, RANAA did not have a fundraising strategy nor was involved in any fundraising activity other than grants from international organizations. Funding was grant oriented with high dependency on two main donors that make up not only for its income but also for its agenda.
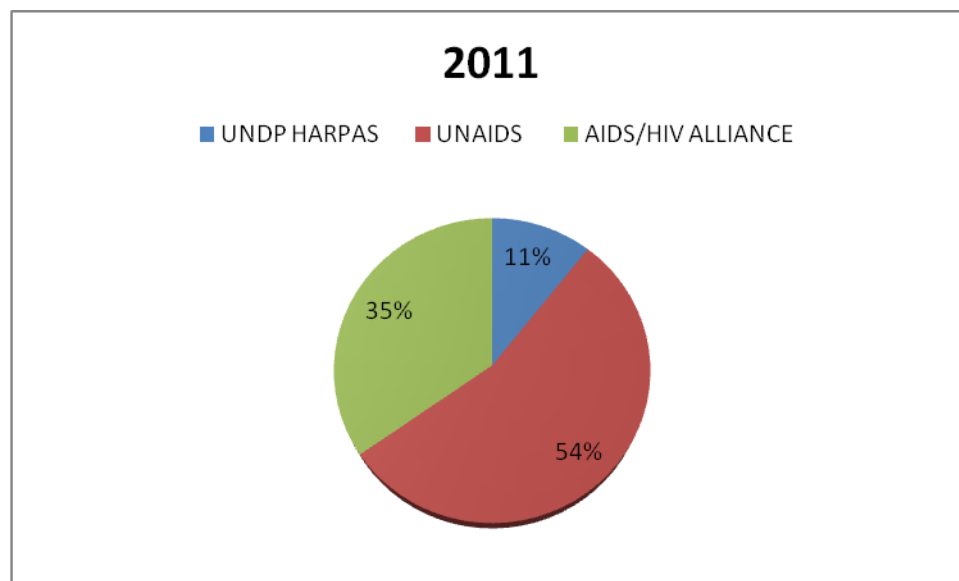
The current income sources at RANAA are limited to grants/funding - restricted in spending for specific activities - secured from UNAIDS, INTERNATIONAL HIV/AIDS ALLIANCE and UNDP Harpas.

There is no doubt that RANAA is indebted to UNAIDS and INTERNATIONAL HIV/AIDS ALLIANCE for its existence and accomplishment of programmes in the last few years, however a high percentage of funding coming from one main donor questions the sustainability of the network and its existence in case the funding does not continue. A multiyear partnership between RANAA and UNAIDS - HIV/AIDS Alliance is not officially documented but is based on a verbal commitment.

What is also worth mentioning at this point is the fact that RANAA is a membership organization however does not have a structure in place for collection of membership fees.

RANAA is a pioneer in bringing together CSOs working on HIV/AIDS across the Middle East and North Africa region. There is no other network providing this service in the region and therefore it was not possible to do a proper analysis of similar organizations but it can be clearly stated that the majority of other associations or networks rely on a more diversified source of income.

3.3 Structure & Human Resources

The current structure of RANAA does not involve the Board Members in fundraising nor have staff skilled and experienced assigned to do the work. It is the President of RANAA that initiated the first contact with UNAIDS & HIV/AIDS Alliance and follows on announcements of new grants.

The network's finances are controlled by SIDC (The Soins Infirmiers et Developpement Communautaire) who is the current host of RANAA secretariat in Beirut. Because RANAA is not yet registered as an International NGO, it is not ready to receive funds directly nor in a position to prepare financial reports independently. Long term budgetary goals are also not planned, but instead the budget is drawn in line with the funding grants secured for the execution of specific activities within a set time frame.

RANAA Secretariat currently employs two full time employees: a Regional Coordinator and a Programme Officer. The recruitment of a financial officer, on part time basis, is underway. RANAA's staff members with some assistance from SIDC are in charge of preparing all documentation including: grants application, activity, and financial reports.

A Team of Volunteers does not exist at RANAA nor is there a mechanism for Volunteerism or Internship set in place allowing university students to support RANAA and contribute with their professional skills with little or no obligations for payment.

3.4 Capacity Assessment

The current organizational capacities of RANAA has been assessed, in relation to fundraising, in order to identify those particular areas of capacity that are strong and those that need improvement.

	High	Med	Low	Remarks
Legal registration of RANAA network			x	Procedure underway
Clearly defined Mission & Vision		x		Based on past track; clear mission/vision and strategic goals are being developed.
Clearly defined Strategic goals		x		
Board involvement in fundraising			x	Non-existing
Fundraising skills & experience in the organization			x	
Credibility with existing donors	x			
Diversity of Funding sources			x	
Network's core documentation is up to date including Annual Reports		x		
A detailed financial plan predicts income and expense requirements for the coming year(s)			x	
Appropriate Membership structure; cost effective and outlines benefits and services			x	
An up to date database of members			x	
A complete or even partial database of national networks, PLHIV, CSOs …			x	
A gift acceptance policy defining types of gifts/assets that network can accept			x	Non-existing
A team of committed Volunteers			x	Non-existing
Communication& Marketing material			x	
An up to date Website with possibility to receive online donations		x		

3.5 SWOT Analysis

An important element of strategic planning is carrying out a SWOT analysis; a tool that identifies and assesses internal Strengths and Weaknesses, and external Opportunities and Threats.

The following analysis is built on the findings from various consultation meetings that were held with the anchor coordinator and the team of consultants working on the different strategies for RANAA, and on the discussions raised in the last workshop with RANAA Secretariat and Board Members held in April.

| STRENGTHS S	WEAKNESSES W
- Established over 10 years. - A network uniquely placed to tackle the challenges faced in the region by CSOs working on HIV/AIDS. - Trust and credibility with main donors. - Past achievements and successful completion of programmes - High visibility vis-a-vis NGOs working on HIV/AIDS in the region. - Representing CSOs from different regions in international forums and conferences.	- Legal framework, not independent in relation to funders. - Understaffed Secretariat with no experience in fundraising. - Current funding base dependant on two main donors - Funds secured are - restricted in spending - for specific activities. - Funds run out before new sources are looked into. - No Membership fees. - Board of directors not involved in fundraising. - Absence of a volunteering group.
OPPORTUNITIES O	THREATS T
- A change in public acceptance and openness to address issues related to HIV/AIDS. - Strategic Alliances and Partnership with public and private sector. - Central and Local governments support to Public health issues. - A rise in Corporate Social Responsibility programs. - Cyberspace & Social media, a fast	- Worldwide economical crisis and budget restraints in both public and private sector. - Arab spring and delays in transition to a new political order. - Unpredictable and unstable security conditions in the region delaying planning and implementation of projects.

and cost efficient mean of communication.	• Laws prohibiting fund transfers in some countries.

4. Fundraising Models & Approaches

If an organization has only one source of income it is very vulnerable; being heavily dependent on one or two funding streams could be a detriment to the organization should these sources be withdrawn or dry up.

A funding mix including a variety of funding sources makes ~~your~~ the organization less vulnerable however having too many different sources of income means having greater administrative costs involved in raising, receiving, and keeping track of the funds.

With this in mind, ~~we have evaluated~~ two opposing models have been evaluated, "A" & "B" below, for consideration as the foundation of the fundraising strategy.

MODEL "A"   **MODEL "B"**
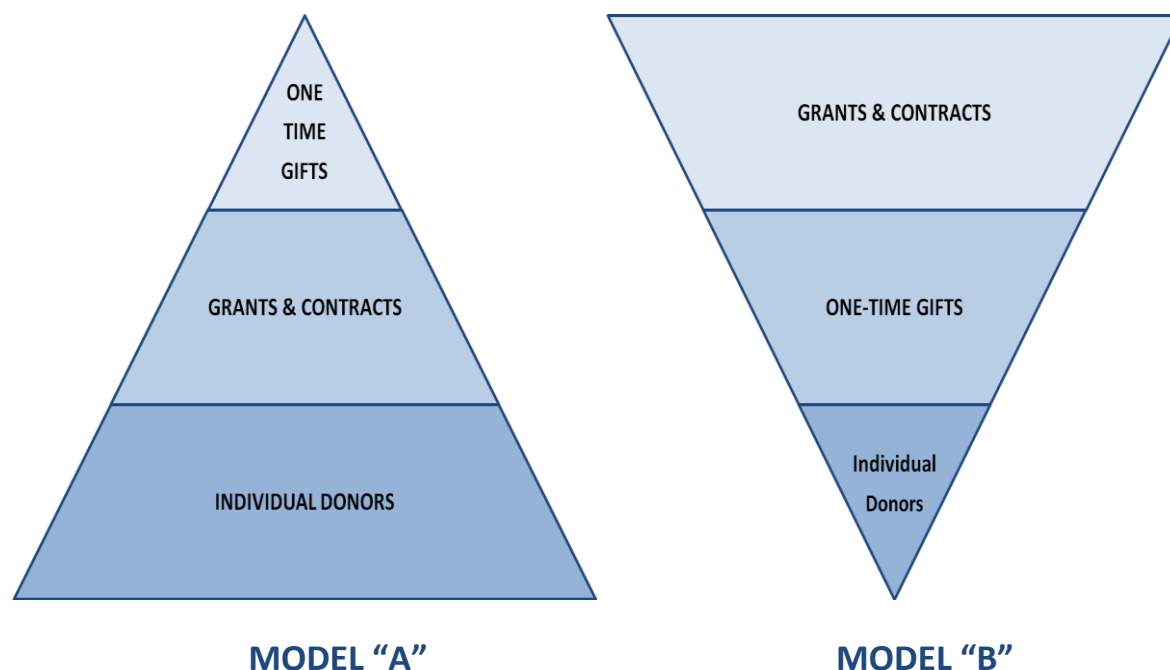
Individual Donors: Covers Annual membership fees collected from members and Donations from Individuals.
Grants & Contracts: Covers Grants from International organizations and Service Contracts from Governmental organizations and others.
One time Gifts: Covers funds raised from Corporate Giving and revenue secured from Events & Activities.

Model "A" shows an organization relying on Individuals donors and Membership fees as the principle funding means.

Model "B" characterizes an organization relying substantially on Grants & Service Contracts.

Assessing RANAA's past fundraising history and evaluating its current position, Model "B" is recommended as the base of the fundraising strategy as it allows maintaining the funds from the current donors, exploring one-time gifts and corporate giving, introducing membership fees and seeking individual donors while minimizing risks and ensuring sustainable financial stability.

However it is also very important to keep in mind:

- ✓ The need for more staff to research, track donors and apply for grants.
- ✓ Lack of predictability and restricted nature of funding from Grants.
- ✓ Some fundraising sources will provide funds quickly but others may take longer to show results. It might therefore take a number of years to diversify a funding base.
- ✓ The percentage cost to the association to generate income.

5. Proposed Fundraising Strategy

5.1 Purpose & Objective

The purpose of the proposed fundraising strategy is **reducing dependency by diversifying funding sources.**

Considering that RANAA is currently funded mainly by two major donors puts the network into a state of dependency. If one of the grants is withdrawn, this could create a financial crisis. It is also difficult for the network to create its own agenda as it constantly must adapt to the priorities of the donor organization. While it may be initially attractive to accept funding from one source, this is not conductive to the long term viability of RANAA.

An assessment to RANAA's future needs, as outlined in the overall strategic plan, must be made to identify the impact the plan will have on the amounts of income to be raised.

5.2 Recommended Model

The strategy suggests sources for a healthy mix of fundraising/resource mobilization including:

```
ANNUAL MEMBERSHIP
INDIVIDUAL DONATIONS
CORPORATE GIVING
EVENTS & ACTIVITIES
SERVICE CONTRACTS
GRANTS
```
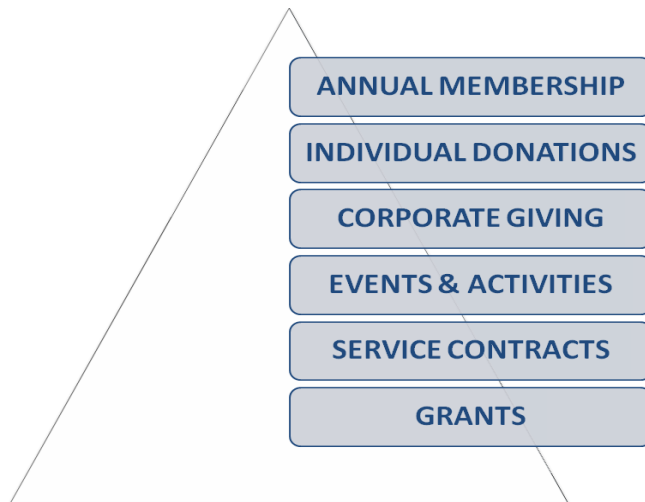
Ensuring that RANAA has a mix of funding from a number of these sources will avoid dependency on one or two specific income areas and ensures security in case one or more of these sources are no longer able to provide funds.

➢ *Funding Bodies VS Reasons for Giving*

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International organizations give because it's within their mission.

Governments give because they must provide certain level of
public service and entitlements.

Corporations give because it is good for business and upgrade their image.

Individuals give for different reasons such as being touched by the cause.

Members give to support the network and benefit from the services.
```

The different methods to obtain income will often have other benefits for RANAA, such as awareness-raising the network's activities for the local community, the public and key individuals important to the organization.

The current Income of RANAA is depending 100% on GRANTS.
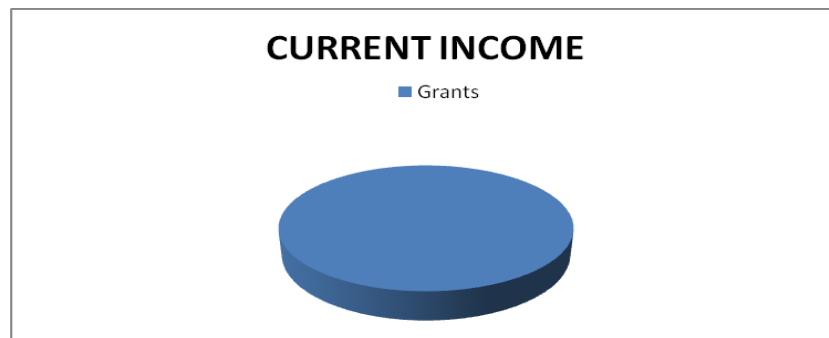
The below set of pie charts portray **the shift** in RANAA's income **from 100% dependancy on Grants** to a **funding mix** from different sources and income streams that are **introduced progressively over a five year period.**
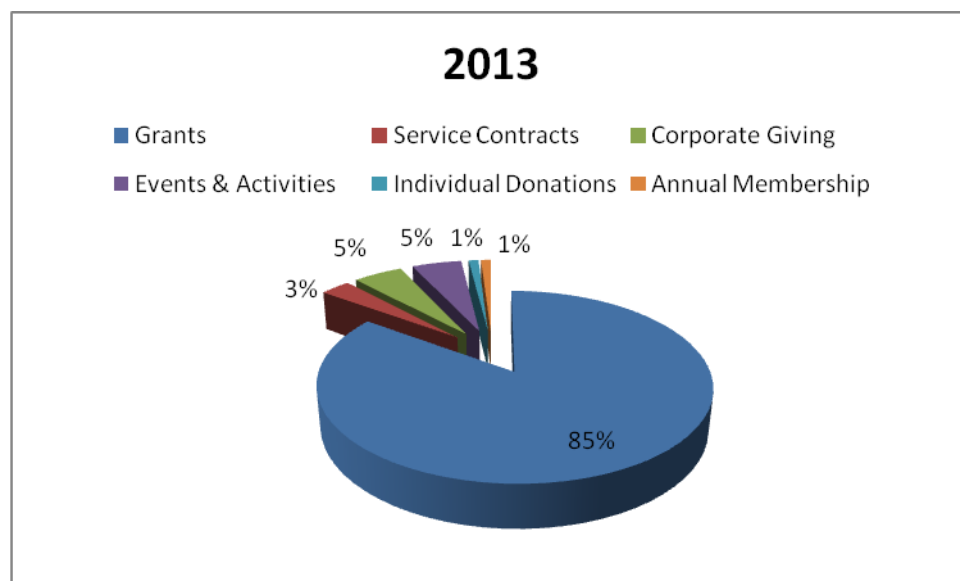
2014

- Grants
- Service Contracts
- Corporate Giving
- Events & Activities
- Individual Donations
- Annual Membership

65% — 6% — 12% — 7% — 8% — 2%
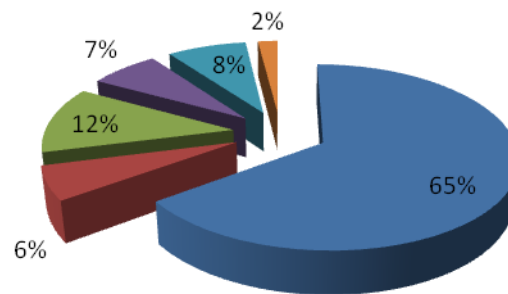
2015

- Grants
- Service Contracts
- Corporate Giving
- Events & Activities
- Individual Donations
- Annual Membership

60% — 6% — 13% — 10% — 9% — 2%
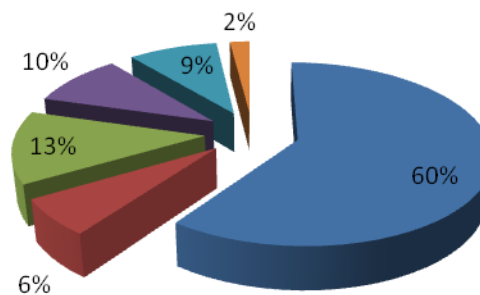
2016

- Grants
- Service Contracts
- Corporate Giving
- Events & Activities
- Individual Donations
- Annual Membership

55% — 7% — 14% — 12% — 10% — 2%
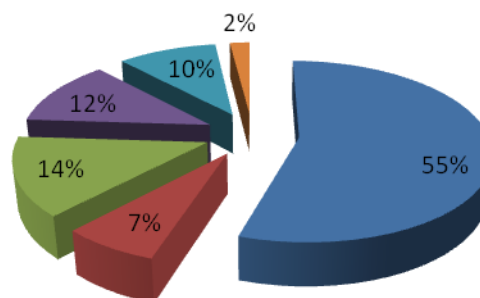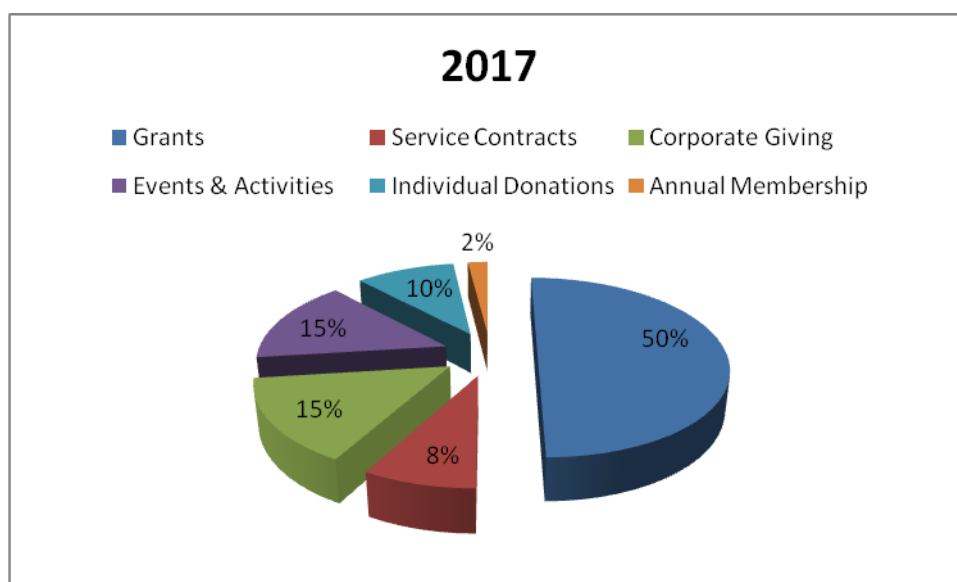
2017

The graph chart below shows the suggested progressive move based on a change in the percentage distribution of source of funds across five years 2013-2017
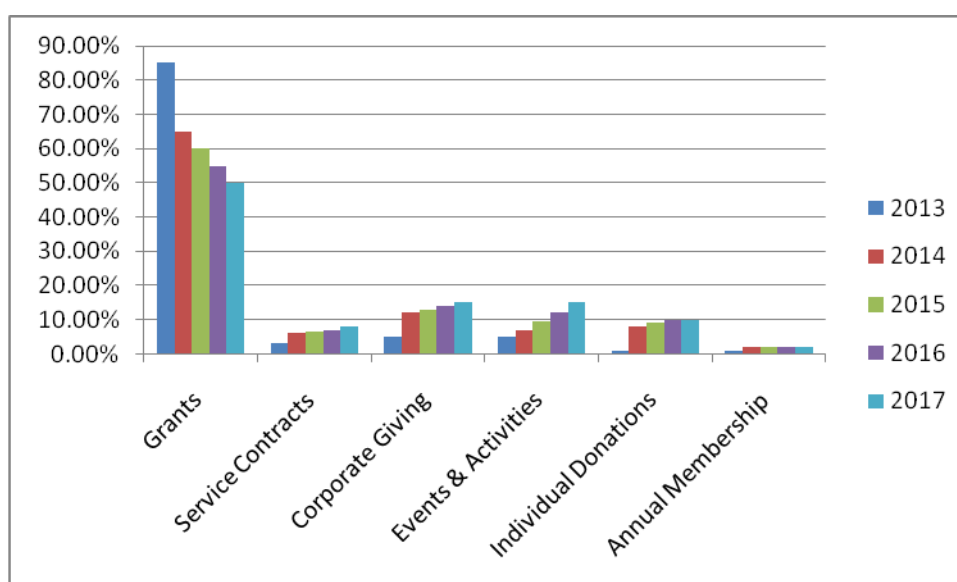
This fundraising model and approach presents:

- A realistic and safe plan offering a progressive move from an organization counting entirely on two major donors to an organization implementing a more diverse fundraising strategy.

- Diversification of funds ensuring predictability of funding and freedom of spending which are unquestionably preferred in an organization.

- Membership renewal dues known to be the most predictable funding source however considering the eligibility of membership at RANAA, income from membership cannot exceed 5% of the total funds raised.

- An opportunity to secure corporations' support and solicit donations from high profile individuals.

- Independence and sustainability to the network.

5.3 Resources

A listing of financial resources necessary to accomplish the network's activities must be made including:

- A yearly budget with planned costs for covering the network's activities.
- Details of any funding that is already in place, its duration, the activities and cost factors, consequently the shortfall in income based on elements of action outlined in the budget.
- Details of the amount of funding to be raised for each project considering the start-up funding and the costs of fundraising for each method.
- Listing of the human resources available in the organization to carry out the fundraising work specifying how much time each can dedicate.

A listing of non-financial resources is also essential and that may include:

- Line items from the budget that could be replaced with in-kind gifts.
- Volunteers' capacity skills and time they can give.
- Pro-Bono professionals' support that can be useful to the organization.

5.4 Development Committee

Delivering a fundraising strategy and plan is only a starting point; unfortunately it does not actually get the money raised.

A fundraising committee better referred to as a "Development Committee", should be formed to take part in implementing the fundraising action plan.

Members of the Development Committee should have:

- ✓ The Time
- ✓ The Experience
- ✓ The Contacts
- ✓ Active Support of other members
- ✓ Necessary Financial Information

Ideally members of the Development Committee should be Board Members. The purpose of a board of directors is to run the organization effectively, in that the Board Members ensure that an organization is operating in accordance with the country's law, earning its money honestly and spending it responsibly, as well as adopting programs in favor of achieving its mission. In other word the board is responsible for the funding and financial health of the organization.

A clear distinction needs to be made however between approaching potential funders and organizing events to raise funds; these should be handled by different committees.

> ***Board Members taking the leadership role in fundraising***

Board Members are often reluctant to take this role, however, an understanding of the importance for them to take a leadership role in fundraising helps; if they who are responsible for the well-being of the organization and for its successes will not take a lead role in fundraising, why should anyone else? When the board accepts to take the lead, this strengthens their fundraising case to a great extent and gives a positive implication that plays in favor of the organization when decisions for funding are taken. Personal solicitation of funds is known to be the most effective way to obtain financial support for a non-profit.

> ***Differentiating between paid staff and Board Members***

It is important to differentiate between the tasks that paid staff can do and those of the Board Members in relation to fundraising. The paid staff can help plan the fundraising strategies, coordinate the fundraising activities, keep records and take care of the routine paper work. Fundraising staff can provide the backup needed for effective fundraising but it is clearly impossible, for one person or even several people to do all the work necessary in a diversified fundraising plan. Just as it is very risky to depend on one or two sources of funding, it is equally unwise to depend on one or two people to do fundraising.

Fundraising is rarely anyone's favorite task; this is why having all Board Members participate in fundraising, each in the way that he or she knows best, ensures that the work and responsibility are distributed fairly.

The assigned fundraising group should possess:

- Verbal skills, to speak to donors
- Writing skills, to complete application forms
- Organizational skills, to keep accurate records
- Knowledge of preparing budgets
- Communication skills – to keep people informed and deal with the press

> ***Conduct a survey of Board Members in relation to resource mobilization***
Conducting a survey of the board's capacity and skills in relation to resource mobilization can be helpful. The table below presents a list of skills that are necessary in a development committee. This helps in the assessment to whether these skills are currently available in the network with a possibility to add names of people with skills not currently present in the network in the last column. These people could be inducted in the board, or be a part of the advisory committee.

Skills / Experience	Available/ Not Available (Within network)	Member's Name	Name of new members/advisors
Contact with major donors			

Contact with Governmental bodies			
Corporate contacts			
Network of friends			
Fundraising experience			
Communication & Public speaking skills			
Financial knowledge			
Technological knowledge			
Media contacts			

5.5 Gift Acceptance Policy

The policy serves as a guideline for RANAA staff, board members, volunteers and any other party who assists in the gift planning and solicitation process, and prospective donors who wishes to make gifts to the network.

The Gift Acceptance Policy should be intended only as a guide and allows for flexibility on a case-by-case basis.

➢ *Acceptance of Gifts*

RANAA's Board and/or Development Committee shall be responsible for approval and acceptance of all donations / income coming to RANAA subject to the policies and procedure set herein and adopted in the future.

RANAA will accept those gifts that are consonant with the mission, goals and purpose, and which sustain the mission of RANAA and are deemed consistent with the public laws and regulations of the country where the network is based.

All gifts accompanied by a written statement identifying the donor's desired use of gifts will be used for the stated purpose.

Any income generated by a restricted gift will be considered as unrestricted or non-designated and will be available for use as determined by the Board.

➢ *Acceptable Gift Types*

Subject to the declination rights described in this policy, gift types which are approved by RANAA Board members as acceptable contribution include, but are not limited to:

1- Gifts of Cash or Checks
2- Certificate of Deposit
3- Personal Property
4- Real Estate
5- Gifts-in-kind (incl. assets, advertising space, legal services ….)

RANAA reserves the right to convert, sell or exchange donated property at the discretion of its Board members.

Gifts-in-kind for the benefit of RANAA may require prior President/Board approval before its acceptance.

> ### *Ethical Fundraising*

All solicitations and activities conducted by RANAA will be carried out in a manner that is both ethical and professional.

> ### *Finder's Fees*

RANAA will not pay a commission or finder's fees for any gift but compensate efforts through other means.

> ### *Outside Parties Fundraising on behalf of RANAA*

Outside organizations/individuals raising money without charge on behalf of RANAA should be reviewed and approved by the Board/Development Committee.

> ### *Rejecting Gifts*

RANAA reserves the right to decline any gift that is not in line with the core values of the network. Gifts that may expose the network to undue adverse publicity or reputational risk will be rejected.

> ### *Gift Confidentiality*

The network will be open and transparent regarding the sources and purposes of the gifts it receives. In cases where donor wishes to remain anonymous, RANAA will respect and comply with donor request regarding confidentiality.

> ### *Use of Legal Counsel*

RANAA shall seek the advice of legal counsel in matters relating to acceptance of gifts when deemed necessary.

5.6 Donor Recognition

It is important to have a mechanism for acknowledging gifts put in place.

1- Donor Relations: cultivating donors through acknowledgment of support, information sharing, personal involvement …

2- Gift Recording: registering information of all gifts received including name, address of donor, amount of gift, terms of payment (if applicable), purpose …

Communicating with your contributors about the progress your organization is making as a result of their support will prompt them to make larger gifts when contacted again.

Acknowledgement of support may be also included in annual reports, posted on the website, and best done shortly after gifts are received. It helps the contributors realize that their donations, no matter what the amount, are valued by the organization.

Free Templates of acknowledgment letters / notes are available online.

6. Sources of Funds & Income Streams

In this section we will be identifying and prioritizing prospects in accordance to the funding mix proposed in the strategy.

6.1 Develop existing funding sources

Leveraging current donors and stimulating a higher level of engagement by concluding a multi-year agreement building on:
- Past achievements and successful programmes
- The 5-years strategic plan produced for RANAA

6.2 Mapping of Potential Donors

UNAIDS regional cosponsors

UNHCR, United Nations High Commissioner for Refugees	www.unhcr.org
UNICEF, United Nations Children's Fund	www.unicef.org
UNDP, United Nations Development Programme	www.undp.org
UNODC, United Nations Office on Drugs and Crime	www.unodc.org
UNESCO, United Nations Educational, Scientific and Cultural Organization	www.unesco.org
UNFPA, United Nations Population Fund	www.unfpa.org
ILO, International Labor Organization	www.ilo.org
WHO-World Health Organization	www.who.org

FAO, Food & Agriculture Organization of the UN	www.fao.org
WFP, World Food Programme	www.wfp.org
Other organizations	
Save the Children	www.savethechildren.org
The OPEC Fund for International Development (OFID)	www.ofid.org
IMO, International Organization for Migrations	www.imo.int
Aids Fonds	www.aidsfonds.nl
USAID	www.usaid.gov
The Global Fund	www.theglobalfund.org
EC, European Commission	www.ec.europa.eu

~~You can find~~In ~~in~~ the page that follows brief information can be found on the potential donors listed above under "Other Associations" highlighting mostly on information relative to RANAA in terms of geographical area and scope of activities.

A large number of Community/Family foundations support HIV/AIDS actions around the world however these are omitted from our list as in our research we did not find any active/current opportunities announced for the MENA region. A review on these and also Embassies known to fund small scale projects is recommended during the implementation phase.

It will be also necessary, during the implementation phase to run a more thorough research on all the donors to cover other information such as the level of grants and how much money is given per grant; complexity of application process; what type of grants do each give (core costs, project costs, capital costs..); call for grant proposals and deadline. In addition, keeping track of grants announced by these potential donors and also other donors announcing new programs/grants.

➢ *Save the Children*

Focus Area: Child protection and Survival, Education, Health & Nutrition with a dedicated program to HIV and AIDS.
Countries: Covering more than 120 countries including Middle East and North Africa. Save the Children takes a comprehensive approach in addressing HIV and AIDS, focusing on orphans and other vulnerable children; young people most at risk in the epidemic; and efforts to combat Pediatric AIDS.

➢ *The OPEC Fund for International Development (OFID)*

Focus Area: Health & Education

Countries: Egypt, Lebanon, Jordan, Morocco, Sudan, Syria, Tunisia, Yemen …
OFID carries out a wide range of activities aimed at improving health indicators, ranging from the construction and equipping of healthcare facilities, to mass immunization and other preventative programs, to contributing to HIV/AIDS eradication efforts by teaming up with global partners such as ILO, IFRC, UNESCO, UNHCR and WHO. OFID recently sponsored the attendance of more than 70 participants from various countries at the AIDS 2012 conference in Washington.

> ## IOM, International Organization for Migrations

Focus Area: Migration Health – HIV & Population Mobility
Countries: Africa & Middle East among many others.
IOM, as the leading international organization for migration, acts with its partners in the international community to uphold the human dignity and well-being of migrants.

> ## Aids Fonds

Focus Area: Fighting for vulnerable groups – often people who are already in vulnerable situations, like men who have sex with men, drug users, sex workers. Also people with HIV are also vulnerable and have to deal with stigma and discrimination.
Countries: Operating in the Netherlands and internationally; using 25 years of experience to fight the global AIDS problem.
Aids Fonds is a relatively small private foundation in the global AIDS response focuses on groups that have the greatest support needs, but which receive the least support.

> ## USAID

Focus Area: Global Health
Countries: Worldwide including Middle East and Africa
Global Health Initiative (GHI) is the next chapter in the way US Government conducts global health activities. By the year 2015 GHI is committed to support the prevention of more than 12 million new HIV infections, provide direct support to more than 6 million of people on treatment, and support care for more than 12 million people, including 5 million orphans and children through the US President's Emergency Plan for AIDS relief.

> ## THE GLOBAL FUND

Focus Area: Fighting AIDS, tuberculosis and Malaria.

Countries: Low-and-middle income countries including Middle East and Africa

The Global Fund is known to be the main multilateral funder in global health channeling 21% of the international financing against AIDS. The Global Fund strategy 2012-2016 is available online (www.theglobalfund.org/en/about/strategy/)

> ### European Commission (EC)

Focus Area: Among many others, actions to fight HIV/Aids

Countries: MENA region (subject to geographical scope of grants announced).

European Commission is a founding member of the Global Fund, from 2002 to 2011, the commission contributed Euro 1.2 Billion, which makes it the sixth largest donor to the fund.

6.3 Service Contracts

Outsourcing for services is now commonplace among central and local governments in the region and other parts of the world. Governments and authorities contracting out to NGOs for the delivery of certain services is in many cases an efficient alternative - better quality at lower costs – than services provided by governmental workers.

Amongst the services that RANAA may be able to deliver to central and local governments in the region are research, training, and consultancy. The services that can be offered by RANAA should be identified assigning for each service the person in the network with the capacity to offer that service.

Compared to Grants, Contracts permit greater accountability and a stricter definition of services to be provided.

Contacts with central and local governments/regional authorities can be initiated by the national networks. For that, a template letter supported by communication material should be prepared by the Secretariat.

6.4 Events & Activities

Events and activities that are well planned and executed not only raise visibility for an organization but also raise funds, directly and indirectly.

The suggested events and activities have been made with respect to RANAA's new strategic directions. Considerations to the regions where RANAA's national networks are present have also been taken so that the suggested events and activities may be adapted to respective regions. As you will see, some events are suggested with the objective of Awareness and not necessarily with an objective of Fundraising as priority.

When initiating events or activities, it is crucial that the overall costs of fundraising are measured and monitored, with a goal of maintaining fundraising costs at 20% or less of the funds that are raised.

~~We have also created~~ at least two opportunities annually for media coverage were also created.

Listed below are various proposed activities that must be discussed and evaluated by the Secretariat and board members. Based on the outcome, a concept note for each of the selected activity must be prepared including a detailed execution plan supported by a timeline and budget.

1	**AIDS E-CENTER**
	Centralized Resource Hub for CSOs in the region
	• Ensure an easy and periodic transfer of information to all the civil society organizations in the Arab countries in the region. In order to achieve this target, it is necessary to find the appropriate communication means:
	a- A highly interactive website frequently updated sharing useful links and published references.
	b- A rich and up-to-date database of useful contacts accessible to members.
	c- Periodic newsletters focusing on communications and presentation of information relative to HIV/AIDS in the region and the world.

2	**FORUM for the REGIONAL CSO's**
	Challenging Stigma & Discrimination
	• Round Table discussions
	• Workshop
	• Dialogue Space

3	**ANNIVERSARY CAMPAIGN** Creating a fundraising campaign or development program centered on the anniversary date of RANAA to stimulate special gifts.

4	**VOLUNTEERISM** • Building and integrating a volunteer base at RANAA. • Opening up the opportunity for Internship. • Training, Motivating, Engaging and Rewarding Volunteers.

5	**ANNUAL REGIONAL CAMPAIGNS - WORLDS AIDS DAY, DEC. 1** Support to National networks/CSOs in organizing events celebrating World Aids Day • ***Facebook status updated, what about your HIV status?*** Promoting that testing early can save lives! Offering 60 seconds HIV testing at selected bars! • ***Educational lectures at Universities*** Hosting international speakers that can give talks at universities with the aim of awareness; targeting medical and public health students. • ***GO RED***: Dress to help raise awareness of this disease that affects so many across the Globe. • ***GRAFITI for AIDS*** Wall beautifying in regions with people at high risk of AIDS

6.5 Corporate Fundraising

Corporate giving and cause related marketing is on the rise.

Developing a relationship with the private sector and taking advantage of their CSR (Corporate Social Responsibility) actions is beneficial and will contribute profitably to the fundraising plan. This can be in the form of corporate donations and/or sponsorships.

Reliability of annual giving from the private sector is quite high; statistically more than half of the donations are repeated in the following year.

Corporate donations are typically unrestricted in spending which make them ideal for fundamental organizational expenses that are typically not funded through Grants. However this does not apply to funding secured through grants from corporate foundations.

Seeking corporate support is very much like seeking funding from donors and grants. You need to cast a broad net and then narrow your prospects down to a manageable number.

In order to be successful, it is extremely important to gain access to decision makers. Very frequently, Board Members or "Friends" of an association can help in making this direct contact. It is important to bear in mind that corporations do not give philanthropically but tend to give out mostly for "enlightened self interest".

The following table lists the potential corporations that have shown interest to support programs and projects for AIDS/HIV, Human Rights, and Public Health.

Name	Area of interest	Website
World Bank	Global HIV/AIDS financing	www.worldbank.org
Booz & Company	Combating HIV/Aids	www.boozallen.com www.booz.com
Hikma Pharmaceuticals	MENA friends of Global Fund	www.hikma.com
Bristol-Myers Squibb	Foundation grants – HIV/AIDS in Africa	www.bms.com
MAC Aids Fund / MAF	Women and HIV/AIDS	www.macaidsfund.org

Reckitt Benckiser	Durex HIV campaigns	www.rb.com
ABBOT, ABBOT Fund	Distributing HIV tests free of charge	www.abbott.com www.abbotfund.org
MSD Merck Sharp & Dohme	Access to Health – HIV/Aids	www.merckresponsibility.com
DLA Piper Global Law Firm	Probono for public good, free legal advice to charities	www.dlapiper.com
CHEVRON	Combating HIV/AIDS around the World.	www.chevron.com

6.6 Individual Donations

This covers mainly personal donations that engage people on an individual level. This can vary from small gifts to large amount of donations. ~~We suggest~~suggestion made that the focus be on donations from celebrities and high profile individuals, these are the wealthy and well connected people who are very useful to have as supporters, and not only for a possible donation but for the position and influence they can reflect on the network through credibility, glamour and free publicity.

The more personal the solicitation, the more gift income is received.
It is recommended that members of the development committee, joined by the assigned staff member make personal visits based on pre-scheduled appointments; method known to be most successful comparing to phone/email soliciting of funds. A list of "who knows who" is essential to initiate the contacts together with a package of communication material introducing RANAA, its mission and plans for the future.

Individuals may also donate through support and participation in organized events and activities or by payroll giving through arrangements concluded with the corporate sector.

A complete database listing potential supporters (Individuals) should be worked upon, updated regularly with a field of whom and how each individual will be reached; different means include: personal visits, phone, email, social media groups, and invitation to events …

6.7 Annual Membership

Membership subscriptions ensure a regular yearly giving to the network. A structure for membership subscription should be made listing the services and benefits that can be offered to members and the mechanism for collection.

Considering that the maximum number of members that the network can have is 50 (based on the network presence in 25 countries) ~~we~~ the suggest ~~that an~~ annual fee ~~ranging~~ ranges between $250 and $300. The annual rate can be different for national networks and PLHIV.

It is important to take into consideration the mechanism of introducing the membership subscription fees and ways to communicate this to members and engage them annually to pay the fees without delay.

7. Action Plan

The aim of this Fundraising plan is to set how RANAA will maintain its current income from donors and increase income from grants to approximately $500,000 annually. Also introduce progressively income from other diverse sources of funding to raise an additional amount of $500,000 by the year 2017.

A plan based on the suggested funding mix and percentage distribution per income source is proposed outlining how the fundraising targets may be achieved in the next five years.

OBJECTIVES	TOTAL INCOME PER YEAR - USD				
	2013	2014	2015	2016	2017
1- Maintaining existing donors/grants giving and increasing the income from grants to $500,000 annually by the year 2017 raising additional funds from new donors	425,000	455,000	480,000	495,000	500,000
2- Introduce income from new Service Contracts	15,000	42,000	52,000	63,000	80,000
3- Explore the Corporate sector and solicit funds in the form of donations and/or sponsorships	25,000	84,000	104,000	126,000	150,000
4- Raise from events such as regional forum and other activities a net income ranging between $25,000 and reaching $150,000 by the year 2017	25,000	49,000	76,000	108,000	150,000
5- Increase awareness on RANAA's	5,000	56,000	72,000	90,000	100,000

mission and achievements and thereby increase willingness of new individual supporters to donate to the cause					
6- Create a membership structure for which a fee can be charged	5,000	14,000	16,000	18,000	20,000
7- Seek In-kind pro-bono support to minimize operational expenses	-	-	-	-	-
TOTAL	**500,000**	**700,000**	**800,000**	**900,000**	**1,000,000**

A detailed plan for 2013 and 2014 follow outlining the specific activities proposed to raise the set target of funds for those two years.

The first year 2013 is considered as a transitory period moving RANAA modestly from donor dependency to an organization that has more diverse income by:

- Maintaining existing funds from donors amounting to $415,000 and increasing income from grants to $425,000 by securing an additional amount of $10,000 from a new donor.
- Introducing income from new sources – unrestricted in spending – not exceeding 15% of annual income.
    - Raising funds amounting to $50,000 to cover the salaries of two additional employees that can assist in Fundraising activities and the implementation of the communication strategy.
    - Raising additional $25,000 to sustain salaries for the early year 2014 and to pay for the activities needing start up funds.

Action Plan – 2013

Objective	Performance Indicator & Required Action	Income
1- Maintain existing donors	Maintain the grants giving of $415,000 from UNAIDS – HIV/AIDS Alliance per year. Action: 1- Build up on previous grants and actions implemented in partnership with these	$415,000

	associations. 2- Establish a strategic multi-year partnership.	
2- Introduce new donor(s)	Raise $10,000 from new Donor(s) Actions: 1- Mapping of 3-5 potential donors that are willing to support the organization's mission. 2- Prepare a proposal outlining the need of a matching fund to cover the salary of one employee to work on the implementation of the fundraising strategy developed.	$ 10,000
Objective	**Performance Indicator & Required Action**	**Income**
3- Explore corporate giving to raise $25,000	Seek corporate partners who are willing to adopt RANAA as the charity of the year and support its activities such as Film screening, awareness campaigns, training… Actions: 1- Map 8-10 potential regional companies that are interested to support the cause. 2- Prepare proposals outlining the needs, benefits of their support and visibility offered. 3- Ensure the network has a range of well presented publicity material.	$ 25,000
4- Seek Service Contracts and generate an income of $15,000	Supply governmental associations and other organizations with information, research and training against paid services raising $15,000. Actions: 1- Bid for Projects announced. 2-Seek opportunities where RANAA services can be sold e.g. Training modules, Consultancy …	$15,000

5- Raise $25,000 from activities and events that the network can organize to collect funds	Profit of $25,000 from events & activities organized. Actions: 1- Organize 10th Anniversary Campaign "Eat, Drink and Dance 4 AIDS" seeking the support of restaurant and pub owners to donate a share of their clients' bill.	$ 10,000
	2- Prepare the Concept note for the Regional conference to be held in 2014 and seek sponsorship / partners supporting the event.	$15,000
Objective	**Performance Indicator & Required Action**	**Income**
6 –Harnessing Celebrity support as an introduction to Individual donations	Seek a celebrity who is willing to adopt RANAA as the charity of the year and endorse an annual awareness campaign starting up an AIDS Fund with a modest donation of $5000. 1- Make a list of potential celebrities 2- Shortlist the celebrities within reach and interested to partner with RANAA. 3- Establish direct contact introducing the organization's mission and activities. 4- Announce the CELEBRITY'S SUPPORT in a public event.	$ 5,000
7- Create a membership structure for which an annual fee is payable	Introducing the annual membership of RANAA to current members raising $5,000 Actions: 1- Update the existing database of members. 2- Build a membership structure with attractive benefits.	$ 5,000

ACTION PLAN - 2014

Objective	Performance Indicator & Required Action	Income
1- Maintain existing donors	Maintain the grants giving of $415,000 from UNAIDS – HIV/AIDS Alliance per year. Action: 1- Build up on the multi-year partnership established with these associations.	$415,000
2- Raise $40,000 from new donors	Raise $40,000 from new donors. Actions: 1- Mapping of 20 donors and researching their interests/matching projects in accordance to the set criteria for funding. 2- Shortlist to 3-4 donors with a good match to strategy and programme goals. 3- Who knows who? Circulate lists of prospective donors/funders to Board Members.	$ 40,000
3- Seek Service Contracts and generate an income	Supply governmental associations and other organizations with information, research and training against paid services raising $42,000.	$42,000

Objective	Performance Indicator & Required Action	Income
of $42,000	Actions: 1- Meet local representative officials and engage them in the cause. 2- Bid for Projects announced. 3-Seek opportunities where you can sell your services e.g. Training modules, Consultancy … 4- Identify opportunities for serving on advisory committees.	
4- Explore Corporate Giving and raise $84,000	Encourage companies to adopt RANAA as charity of the year and secure sponsorship for events raising $84,000. Actions: 1- Identify and contact 10-15 companies that have a corporate social responsibility policy and interest in sponsoring cause-related events. 2- Engage corporate seniors on the Board or advisory committee. 3- Prepare one page briefing for each event/activity offering several levels of support and benefits. 4- Request in-kind and volunteer support.	$84,000
5- Raise $49,000 from activities and events that the network can organize to collect funds	Profit of $49,000 from events & activities organized. Actions: 1- Plan events and activities in line with the overall strategic plan. 2- Secure sponsorship. 3- Identify opportunities to gain income from the event.	$49,000
6 - Increase awareness on	Increase the number of individual supporters and raise $56,000.	$56,000

RANAA's mission and achievements and thereby increase willingness of those contacted to donate money for events and activities	Actions: 1- Identify the tool to reach individual donors (Fundraising events, website and social media, volunteer engagement …) 2- Target high profile individual donors 3- Ensure the network has a range of well presented publicity material. 4- Connect with local group associations such as Rotary club, Lions Club, Alumni Ass. … 5- Create at least 2 opportunities annually for media coverage.	
Objective	**Performance Indicator & Required Action**	**Income**
7- Create a wider membership structure for which an annual fee is payable	Make annual membership of RANAA available to organizations and individuals offering them useful information and resources, raising $14,000 in membership dues. Actions: 1- Update the existing database of members and upgrade. 2- Build a membership structure with attractive benefits. 3- Set up a "Friends of RANAA" scheme to encourage individuals to donate a regular amount yearly.	$14,000
8- In-kind & Pro-bono support	In-kind and pro-bono support not generating actual funds but contributing in minimizing operational expenses. Actions: 1- Identify line items that could be replaced with in-kind gifts. 2- Develop a "wish list" of supplies and equipment, resources that are needed or would add value to the program/projects. 3- Seek Pro-Bono professionals to support or	$ -

	enhance current programs.	

Based on this, a comprehensive 5-years action plan must be prepared including more details such as the assigned person/team to carry out the task, the budget set aside for the activity, where that money is going to come from and a target for the amount that the activity will raise with a timeline set for completing each activity.

A well designed multi-year action plan must guide the network to look into new funds at least 6 months before funding runs out.

Who will be involved and how?

- ✓ Staff & Volunteers:
  Prepare funding bids and identify other income sources

- ✓ Board Members/Development Committee:
  Engage in the activity of soliciting funds

- ✓ Service Users:
  Actively engage in community fundraising

How RANAA will measure success?

- ✓ Increased Income
- ✓ Increase in unrestricted funds
- ✓ Diversified income streams

8. Review & Monitoring

This strategy needs to be reviewed and updated every 6-12 months as it will need to be adapted in response to changes such as a new fund that is launched in the region or finding new skills in the organization.

It is also important to evaluate the outcome of the different fundraising activities. The review process should also include recording the ratio of money spent on

specific activities and the amount that was raised in order to identify the percentage return of money spent against money raised.

The experience gained from implementing this strategy within the organization will help in assessing how realistic the fundraising targets are and whether they are over or under ambitious.

9. Useful Forms & Templates

Appendix A: Project Proposal Writing

Appendix B: Organizing Events

Appendix C: Sponsorship Proposal

Appendix D: Attracting & Retaining Volunteers

Appendix A: Project Proposal Writing

A Project Proposal is in very simple terms a plan of activity. Its general purpose is to persuade the reader to do something and this is achieved by answering questions about **WHAT** you are proposing, **HOW** you plan to do it, **WHEN** you plan to do it, and **HOW MUCH** it is going to cost you.

***

Outline of a Project Proposal

1.0 The **cover page** including:
> *Title of the project*
> *Name of the group/organization submitting the project*
> *The mailing address including phone/fax/email*
> *Date of submission of proposal*

2.0 **Summary** *(at most 1 page)*
> *A brief statement of the problem addressed, objectives, a description of activities proposed and the specific request for support.*

3.0 **Background**
> *This section should include information about the cause addressed, a summary of what is known from previous work/projects. It must also have a concise statement and an analysis of the problem and/or need, listing the constraints and opportunities and important factors that must be considered when addressing the problem/need. In developing a project concept, you must have tangible statistics and research findings.*

4.0 **Description** of the proposed project
> 4.1 **Goals** *(Brief and Concise)*
> > *This is the long desired outcome/result*
> 4.2 **Objectives** *(Brief and Concise)*

Clear and specific statements of purpose which are clearly achievable by the project proponent within the life and scope of the project proposed. Objectives should be "SMART".

5.0 Detailed description of **project implementation procedure/strategy**
This section basically summarize the what, when, how, where of the project and should include specific activities, methods that will be used to carry out the planned activities, tangible outputs for each activity including benefits to the targeted audience, outcomes and expected impacts, project duration, project logical framework table complete with intervention logic, verifiable performance indicators, means of verification and risks.

5.1 **Stakeholders – Roles and responsibilities**
A clear identification and listing of the active stakeholders in the proposed project; their roles, responsibilities and obligations.

5.2 **Beneficiaries**
Indicate who and from what segments of the community will benefit from the projects (specify population size and levels).

5.3 **Monitoring & Evaluation plan**
This section should define questions the project will address, type of baseline data required to establish benchmarks and performance, impact and socio-economic indicators for monitoring, a project evaluation plan and reporting schedule.

6.0 **Sustainability and feasibility analysis**
For projects to have lasting impacts, the ability to carry-on with the activities at whatever scale after the end of the donor support is critical. A critical analysis of the proposed project must be made by the proponent to ascertain that it is feasible and sustainable from different perspectives: economically, technically, socially …

7.0 **Capacity development plan**
Very often, project proponents will be lacking in skills and/or capabilities needed to effectively implement the project proposed. Development of such capacities must be planned for and carried out gradually right from the initial stages of the project.

8.0 **Budget and cost schedule**
A detailed, properly itemized and categorized budget is a critical part of the proposal.

8.1 **Financial Plan**
This part should indicate contributions from different sources both in-cash and in-kind, summarized in a table.

9.0 **Activities Schedule**
A clearly laid out realistic schedule indicating when the proposed activities will be carried out during the project lifespan and by whom.

Different funders/donors may have specific formats in which proposals must be submitted to them however majority of proposals would mostly include the outlined main components mentioned above.

***

REMEMBER THE TRIPLE P PRINCIPLE (3P)

"People give to People to help People"

APPENDIX B – Organizing Events

An event is a memorable happening which can be used to raise funds and awareness. All sorts of events can be used to raise money for a good cause and that may include Dinners and Luncheons, Walks, Contests, Sports events, Entertainments, Cultural evenings, Exhibitions, Anniversaries …

Practical hints for organizing events:

- ✓ Identify the name of the party/parties that will endorse the event.
- ✓ Examine your market/catchment area – which people might come to your event, what are their interests.
- ✓ Identify the nature of the event you want to organize.
- ✓ What contacts do you have.
- ✓ Plan and schedule the event, time and venue in a way that it does not conflict with other similar/important events happening at the same time.
- ✓ Form a team and allocate responsibilities.
- ✓ Arrange for publicity of the event.
- ✓ Seek the necessary resources.
- ✓ Get permission/license for hosting the event, if required.
- ✓ Prepare for the Day:
  Programme/Equipment/Information/Material/Reminders/Entertainment/
  Thank all the participants/supporters/Remember to tidy up after the event.
- ✓ Chase all uncollected pledges.
- ✓ Post-Event evaluation.

Important Factors to consider:

- ❖ Have an accurate and realistic budget – avoid on over ambitious budget – it is a risk to incur higher expenditure versus income foreseen.

- ❖ Set a fee/value of tickets (if selling) that is realistic based on the average potential of the general public.
- ❖ Ensure that the event is appealing to the sponsor and audience.
- ❖ Ensure that your event is not hijacked by other interests.
- ❖ Make sure that you don't bring in a factor that contradicts your values or objectives.
- ❖ Have "PLAN B" always ready for any unforeseen happenings/eventualities.

A final advice! Lessons learnt from past events:
- o A concerted effort from all members is required – teamwork wins!
- o Prime movers in a team are necessary to support other members.
- o Fundraising needs a lot of commitment be it in terms of money or time.
- o Unique events attracts more easily people's attention
- o Hosting the event requires a persuasive and aggressive master of ceremony.
- o Success depends on creativity and innovativeness rather than timing.
- o Giving the right information in the right way wins the giving of people.
- o Last minute rush is risky and very often does not work.
- o Theme/worthy cause of the event contributes to its success.

APPENDIX C – Sponsorship Proposal

(Template from HR 2011 Film Festival)
Presentation: One page A4 sheet for sending electronically to potential sponsors.

Harm Reduction 2011
IHRA's 22nd International Conference
Beirut — April 3-7, 2011 Beirut, Lebanon

DRUGS and HARM REDUCTION film FESTIVAL

22nd Harm Reduction Conference – Film Festival   From 3 to 7 April 2011

1100 delegates from **85** countries   **First** in the **Middle East** & **North Africa Region**

Key event for all those interested in **Harm Reduction around the world**

Film Festival main objective is to provide a forum for **education on drug-related harm**

Its **audience** will be **People** with a **general interest** in issues associated with **drug use and human rights**

An opportunity to meet your **CSR objectives!**

We invite you to **support "Drugs and Harm Reduction Film Festival".**
The Film Festival will be screening documentaries, advocacy films, training videos,
and fictional work relevant to reducing drug and alcohol related harms.

http://www.ihra.net/film-festival-2

$5,000 PACKAGE
✓ In support of the Film Festival showcasing at the conference venue

In return, you will benefit from:
✓ Free insert in delegates bag.
✓ Branding of the entrance & area of the film festival screenings.
✓ Endorsement on all banners promoting the film festival at conference entrance.
✓ Acknowledgement of support in film festival program – Conference delegates.
✓ 5 Free passes to the Film Festival (at convention) for members of your team.
✓ Participation in Opening Ceremony, inviting 2 members of your team.

Add $2,500 and extend your support to …
✓ Public screening sessions of the Film Festival in :
Movie Theater: 1 day - University Campus: 1 day session – Cultural Café: 1 evening program

In return, you will benefit also from:
✓ Acknowledgement of support on printed fliers announcing the Public Sessions.
✓ Endorsement on all banners promoting the Public Sessions of film festival.

INTERNATIONAL **HARM REDUCTION** ASSOCIATION   CONFERENCE CONSORTIUM   SIDC *Soins infirmiers développement communautaire*   Menahra   e/enta *we plan your success*

Appendix D: Attracting & Retaining Volunteers

Attracting Volunteers

- List "what's in it for the volunteer" – it maybe a reference, experience to add to their CV, training, meeting new people, developing new skills, community service … be clear so they know the benefits of helping your organization.
- If you are offering any added benefits, such as food allowance, transportation expense, monthly get-togethers for staff and volunteers… let them know, it will help.
- Think creatively about your volunteer roles – divide tasks into "projects" and dedicate tasks to a team of volunteers.
- Be flexible about the schedule and timing of involvement – some may need to adjust volunteering hours to fit with their other commitments.
- Seek shorter commitment – more project-based task.
- Make it easy for people to get involved – minimize the screening/induction process. Interview and present a brief of the position and work involved, if you find that they can perform the role and they are interested in helping you – then set a time for them to start.
- Make your job description sound interesting!
- Don't forget to check out Volunteer Insurance Policy and any other legal requirements.

Retaining Volunteers

- Show appreciation, value the contribution of volunteers.
- Listen to their feedback and show interest in what they say.
- Give volunteers responsibilities, give them leadership and decision making opportunities.
- Provide training opportunities.
- Provide clear job descriptions.
- Enable your volunteers to have input into the planning phase.
- Allow your volunteers to develop their roles in areas of particular interest to them.
- Include volunteers as part of your team, ensure they meet everyone and feel welcome.
- Foster relationships between the group of volunteers and within your team.
- People make mistakes and so can volunteers! Don't undercut your volunteer's confidence but look at mistakes as learning exercises.
- Be flexible – ensure that your volunteers know that you are prepared to adjust the work to suit their schedules.

What discourages Volunteers

- Poor organization of the task and orientation within the organization.
- Weak and unstructured supervision of the volunteer.
- Unsatisfying job tasks.
- Unclear job tasks.
- Lack of feedback.
- Lack of recognition.