



Working Together for a Better World

Ken Phillips, NGO Futures LLC
author ~ strategist
consultant ~ mentor
www.NGOFutures.com
for tools and guidance

Through Strategy, Teamwork, and Leadership

I'll take you on a journey to new places

Guidance and Exercises on Fundraising Development

This guidance and worksheet on fundraising is based on what I present more fully in my book on *Make a Better World: A practical guide to leadership for fundraising success*. You can refer to the book for more information on each of the topic listed below.

In addition to developing your own leadership vision and action, you will also benefit from understanding the importance of key concepts from the fundamental principles of fundraising and how to apply them within your own organization.

Key Concepts in the Fundamental Principles of Fundraising (Review)

Fundamental Principles of Fundraising

1. The six important attributes of nonprofits
2. The five essential responsibilities for nonprofits
3. The donor cycle
4. The giving pyramid
5. The hierarchy of human values based on caring
6. Enable donor dreams to come true
7. Everyone is responsible to help in fundraising

We will be professional
in our fundraising!

Key Issues of Confidence in Nonprofits

1. The Trust Issue – Assuring Responsibility and Accountability
2. The Results Issue – Assuring Impact on Participants
3. The Value Issue – Assuring Impact on Donors
4. The Fundraising Issue – Assuring Fundraising Effort

We will find solutions
to these issues.

Six Important Attributes of Nonprofit Organizations

1. Promote their vision or cause as important to society
2. Provide services or benefits in areas of social benefit
3. Advocate for their vision to society, business, and government
4. Educate the public regarding their vision and why it is important
5. Work as a voluntary non-for-profit relying on donations and volunteers
6. Maintain independence and freedom of action and voice to serve well

Five Essential Responsibilities for Nonprofit Organizations

1. Importance to society → mission and value to society
2. Meaningful and measurable impact → effectiveness and results
3. Reasonable price for the results → cost and efficiency for results
4. Integrity and responsibility → ethics and trustworthiness
5. Keeping constituents informed → transparency and accountability

Guidance and Exercises for Fundraising Development

Iron Rules of Visionary Fundraising

1. Fundraising is not about money.
2. Turn threats into opportunities.
3. Determine and promote your uniqueness.
4. Compete with quality, innovation, price, and service.
5. Assure excellent internal systems are in place.

6. Donors give because of value they receive.
7. Meet the needs and expectations of donors.
8. Develop relationships with donors.
9. Solve their problems, not yours.
10. Learn to love the word 'No'.

11. Demonstrate need > solution > impact.
12. Convey your passion and commitment.
13. Prove you are trustworthy and accountable.
14. Be strategic and professional in your fundraising.
15. Employ Total Organization Fundraising.

We will have capacity to perform well!

We will meet your expectations!

We work together to make a better world!

Six Simple Steps to Leadership

1. Network all the time
2. See what needs to be done
3. Seize the opportunity
4. Step up to do it
5. Always persist
6. Run meetings well

What you do as fundraiser

1. Your Characteristics and Skills
2. Your Management Responsibilities
3. Your Ambassador Responsibilities
4. Your Understanding the NGO Business Model



Guidance and Exercises for Fundraising Development

Characteristics and Skills for Fundraisers

1. Practical common sense
2. Commitment to customer service
3. Creative, enthusiastic, and positive
4. Persistent, passionate, and professional
5. Experience in fundraising or marketing
6. Interpersonal and communication skills
7. Leadership to inspire excellence in others
8. Excellent character, values, and responsibility
9. Innovative ways to provide new value to donors
10. Courage to step up to get full support for fundraising

Manages Fundraising and Marketing

1. Continuous learning for fundraising
2. Trustworthiness and public accountability
3. Best practices and professional competence
4. Donor needs and expectations to realize dreams
5. Using the concepts in the iron rules of fundraising
6. Advice, support, and mentoring with others
7. Quality presentations, proposals, communications
8. Strategies and tactics of fundraising and marketing
9. Donor cycle, giving pyramid, hierarchy of caring
10. Courage to insist on adequate funding for success

Role in All Meetings in the Organization

1. Share what donors like and don't like
2. Press for transparency and accountability
3. Insist on evaluations with lessons learned
4. Plan strategically with stakeholder analysis
5. Help shape organizational purpose and program
6. Advocate for an organizational fundraising culture
7. Remind others: "No fundraising, there goes my job"
8. Get others involved in Total Organization Fundraising
9. Keep NGO attributes and essentials on the agenda
10. Courage to push to be attractive to donors

Six Realistic Steps to Leadership

Simple steps to lead that everyone can take:

1. Networking with others

➤ So you have potential partners and allies.

2. Seeing what needs to be done

➤ So you can focus on important matters.

3. Seizing opportunity

➤ So you can take advantage of circumstances.

4. Stepping up when you hesitate

➤ So you will actually decide to lead in new ways.

5. Persisting in spite of roadblocks

➤ So you will achieve the results that are needed.

6. Running meetings well

➤ So you will be known as someone who gets things done well on time.

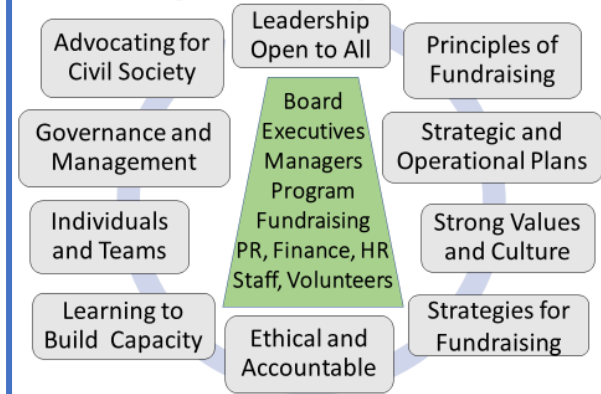
Always based on positive values for a better world!!

Chief Fundraiser Steps Up to Lead for Donor Attractiveness

1. Excellent results
2. Total accountability
3. Quality performance
4. Superior presentations
5. Professional fundraising
6. Strategy and foresight
7. Working all together
8. Fundraising success



Everyone Is Responsible!



Worksheet I: Developing Your Fundraising Plans – What will you do?

Name _____ Date _____ NGO _____

1. Application of “The Key Attributes” of an NGO – What I need to do:

- a.
- b.
- c.
- d.
- e.



2. Application of “The Essential Responsibilities” of an NGO – What I need to do:

a.

b.

c.

d.

e.

f.



3. Application of “The Donor Cycle” – What I need to do:

a.

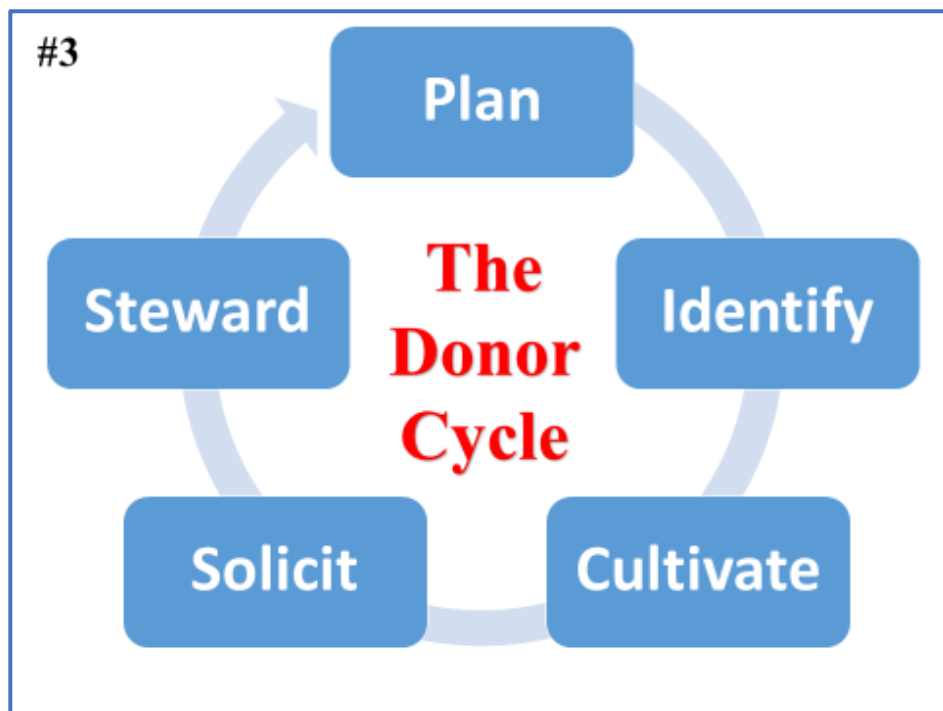
b.

c.

d.

e.

f.



4. Application of “The Giving Pyramid” – What I need to do:

a.

b.

c.

d.

e.

f.

#4

The Giving Pyramid

1. Develop relationships with donors over time

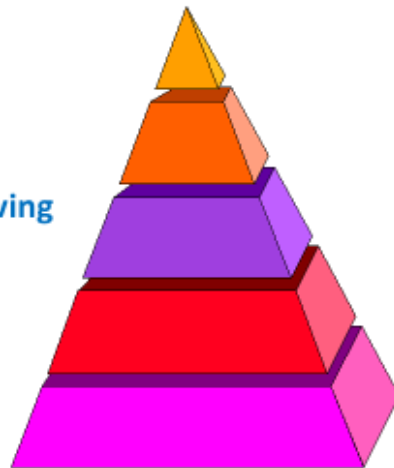
2. Seek donations at all levels

- A few really big gifts
- Many major donors
- Lots of small gifts

3. Move donors up to higher giving

- Larger donations
- Regular donations
- Monthly donations
- New donation options

How Recent? How Frequent? How Much?



5. Application of “The Hierarchy of Human Values” based on Caring – What I need to do:

a.

b.

c.

d.

e.

f.



6. Application of “Enabling Donor Dreams to Come True” – What I need to do:

a.

b.

c.

d.

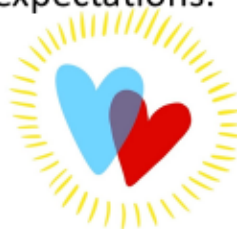
e.

f.

#6

Enable Donors to Make Their Dreams Come True

1. Find donors who share your dreams.
2. Get to know them better.
3. Know more about what they dream of doing.
4. Enable them to achieve their dreams.
5. Exceed their expectations.



7. Application of “Everyone is Responsible” to Help with Fundraising – What I need to do:

a.

b.

c.

d.

e.

f.



Guidance and Exercises for Fundraising Development

Indicate how you apply your knowledge of the “Fifteen Iron Rules of Fundraising”

1. “Fundraising is Not about Money” – What I need to do:

a.

b.

c.

d.

e.

f.

2. “Turn Threats into Opportunities for fundraising” – What I need to do:

a.

b.

c.

d.

e.

f.

Guidance and Exercises for Fundraising Development

3. “Determine and Promote Your Uniqueness” – What I need to do:

a.

b.

c.

d.

e.

f.

4. “Compete with Quality, Innovation, Price, and Service” – What I need to do:

a.

b.

c.

d.

e.

f.

Guidance and Exercises for Fundraising Development

5. “Assure Excellent Internal Systems are in Place” – What I need to do:

a.

b.

c.

d.

e.

f.

6. “Donors Give because of the Value They Receive” – What I need to do:

a.

b.

c.

d.

e.

f.

Guidance and Exercises for Fundraising Development

7. “Meet the Needs and Expectations of Donors” – What I need to do:

a.

b.

c.

d.

e.

f.

8. “Develop Relationships with Donors” – What I need to do:

a.

b.

c.

d.

e.

f.

Guidance and Exercises for Fundraising Development

9. “Solve Their Problems, Not Yours” – What I need to do:

- a.
- b.
- c.
- d.
- e.
- f.

10. “Learn to Love the Word ‘No’” – What I need to do:

- a.
- b.
- c.
- d.
- e.
- f.

Guidance and Exercises for Fundraising Development

11. “Demonstrate Need > Solution > Impact” – What I need to do:

a.

b.

c.

d.

e.

f.

12. “Convey Your Passion and Commitment” – What I need to do:

a.

b.

c.

d.

e.

f.

Guidance and Exercises for Fundraising Development

13. “Prove You are Trustworthy and Accountable” – What I need to do:

- a.
- b.
- c.
- d.
- e.
- f.

14. “Be Strategic and Professional in Your Fundraising” – What I need to do:

- a.
- b.
- c.
- d.
- e.
- f.

15. “Employ Total Organization Fundraising” – What I need to do:

- a.
- b.
- c.
- d.
- e.
- f.

Total Organizational Fundraising™

Ten steps to build capacity for effective fundraising

1. Leadership when you are not the “boss”
2. Fundamental principles of fundraising
3. Participatory strategic and operational planning
4. Supporting values and culture for fundraising
5. Proven strategies for progress in fundraising
6. Ethics and accountability to earn the trust of donors
7. Learning, development and capacity building
8. Staff, volunteers, and teams work well together
9. Governance and management for results
10. Building a better civil society and philanthropy

Guidance and Exercises for Fundraising Development

How will you apply your knowledge of the four issues of confidence in nonprofits?

1. “The Trust Issue: Assuring Responsibility and Accountability” – What I need to do:

a.

b.

c.

d.

e.

f.

2. “The Results Issue: Assuring Impact on Participants” – What I need to do:

a.

b.

c.

d.

e.

f.

Guidance and Exercises for Fundraising Development

3. “The Value Issue: Assuring Impact on Donors” – What I need to do:

a.

b.

c.

d.

e.

f.

4. “The Effort Issue: Assuring Enough Fundraising Effort” – What I need to do:

a.

b.

c.

d.

e.

f.

Guidance and Exercises for Fundraising Development

How will you apply your knowledge of the six simple steps of leadership within your NGO?

1. Networking – What I need to do:

2. Seeing What Needs to be Done – What I need to do:

3. Seizing the Opportunity – What I need to do:

4. Stepping Up to It – What I need to do:

5. Always Persisting – What I need to do:

6. Running Meetings Well – What I need to do:

Worksheet II: Develop your short fundraising plan of action

What is your plan to get your organization to be attractive to donors so you can succeed in fundraising? This is a key strategy. You need the right strategy before you do other plans.

1. Your plan builds on **Six Key Attributes** and **Five Essential Responsibilities** for NGOs.
2. It applies the lessons about the **Donor Cycle**, the **Giving Pyramid**, the **Hierarchy of Human Values**, **Enabling Donor Dreams**, and **Everyone’s Responsibility to Help in Fundraising**.
3. It indicates how you will respond to the **Four Issues of Confidence** and use the **Fifteen Iron Rules of Visionary Fundraising** in your work and communications with current and prospective donors and everyone within your organization.
4. Finally, it shows what you will do to **Step Up to Leadership** within the organization to assure your success in fundraising.
5. You can develop this plan with your fundraising team or with a small group of staff and volunteers who are committed to helping you succeed in raising more funds.

Fundraising Plan of Action for _____ Date _____

Our objective for the coming period of _____ to _____ is:

Our assessment of our external threats related to fundraising (3 to 5 key issues)

Our assessment of our external opportunities related to fundraising (3 to 5 key issues)

Our assessment of our internal strengths related to fundraising (3 to 5 key issues)

Guidance and Exercises for Fundraising Development

Our assessment of our internal weaknesses related to fundraising (3 to 5 key issues)

Activities to be implemented, person responsible, and timelines for completion

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

For monitoring and mentoring, we will...

For further development of your leadership, see the Guidance on Leadership Development.