

14 September, 2011

Dear Friends,

Please enjoy this week's edition of the Newsflash!

Sincerely,

The Firelight Team

(Call for Nominations) 2012 Public Eye Award & \$50,000 grant award opportunity

(Call for Applications) UNAOC-BMW Group Award for Intercultural Innovation: Grassroots projects invited to apply for \$50,000 award

(Article) Guide to key resources for funding work in peacebuilding, international development, and related fields

(Article) 12 Key Suggestions for Obtaining Funding for On the Ground Work

(Article) Building Sustainability into your NGO

(Call for Nominations) 2012 Public Eye Award & \$50,000 grant award opportunity

The Berne Declaration and Greenpeace Switzerland invites NGOs the world over to nominate (bring to the public eye) corporations that are interested only in making profits without any regard for social and/or environmental harm. For this purpose, the organizers welcome the critical eye of civil society to bring these corporations to spotlight and win the 2012 Public Eye Award.

The Berne Declaration and Greenpeace Switzerland is looking for corporations that have caused social and/or environmental damage in a well-documented case. Two awards will be given:

GLOBAL AWARD (selected by an internal expert panel)

PEOPLE'S AWARD (selected by online voting at www.publiceye.ch)

Two awards, two opportunities: Tell us who you nominate and why the company deserves one or even both 2012 Public Eye Awards. The easiest way is to send us brief answers to the following questions, totaling no more than two A4 pages:

- What is the company? How big is it? Where are its headquarters?
- Which of its activities do you find socially or environmentally irresponsible?
- What concrete consequences do the firm's activities have for humans and the environment?
- What is the current status of things, or of your campaign? What are the next steps?
- Where on the Internet can we find further information on the case you present?

Deadline: 30 September, 2011

For more go to: <http://www.publiceye.ch/en/>

(Call for Applications) UNAOC-BMW Group Award for Intercultural Innovation: Grassroots projects invited to apply for \$50,000 award

The BMW Group in partnership with UNAOC in support of the Alliance of Civilizations has

announced the launch of Award for Intercultural Innovation aimed at identifying the most innovative grassroots projects that encourage intercultural exchange around the world.

Eligibility Criteria

- Projects implemented by Civil Society Organizations (CSO).
- Projects must have an intercultural approach to diversity
- Field of action must fall within one of the following thematic clusters: migration and integration; intercultural awareness; education for intercultural citizenship; the role of specific groups (faith-based; women; youth; media) in promoting intercultural understanding.
- Projects must implement new approaches and methods to intercultural understanding.
- Preference will be given to small-scale projects with the potential to create a broader impact (implemented by organizations with 20 or less employees).
- Willingness to develop ideas and expand the range of action of the project with the UNAOC, the BMW Group and other partners.
- Projects cannot have been winners in previous editions of the UNAOC Marketplace of Ideas or BMW Group Awards. Winners of past editions can submit different projects, however.
- Organizations must have been operational for a minimum of 2 years.
- Projects submitted within this call should have been launched already for 12 months minimum.
- Projects can be implemented in any language.

Deadline: 16 October, 2011

For more go to: http://www.unaoc.org/wp-content/uploads/UNAOC-BMW-Award-Application-Guidelines_final.pdf

(Article) Guide to key resources for funding work in peacebuilding, international development, and related fields

23 Key Funding Sources

1) Key Internet Based Funding Sites: <http://www.globalgiving.com> - is a marketplace for goodness - where you can browse ways to help others around the world, pick the ones you are most passionate about, and give to the solution. GlobalGiving works with experienced, respected nonprofit organizations to source high-quality international social, economic development, and environmental projects. Project Sponsors vouch for the projects they post on [globalgiving.com](http://www.globalgiving.com), working with Project Leaders to ensure that projects meet high standards, are well run, etc. They do occasionally invite new organizations to submit projects.

Other Online Giving Sites include the following:

Kickstarter - People who use Kickstarter to fund their projects ("project creators") keep 100% ownership and control. Currently only open to organizations in the US and by invitation (although this may change in the future) <http://www.kickstarter.com/>

TechSoup - Provides excellent resources and support for nonprofits regarding technology and guides for fundraising online. <http://www.techsoup.org/learningcenter/funding/index.cfm>

Network for Good - Offers useful tips for how nonprofits can build their capacity to raise fund online. <http://www.fundraising123.org/>

2) Peace and Security Funders Group - is an association of private and public foundations, operating foundations, charitable trusts, grantmaking programs, and individual philanthropists who make grants or expenditures that contribute to peace and global security. Their purpose is to enhance the effectiveness of philanthropic activity across this broad area of shared interests and commitments. Note the group does not provide grants, but the individual members do. This a great resource to identify potential foundation support.<http://www.peaceandsecurity.org/>

3) Africa Grantmakers' Affinity Group - The Africa Grantmakers' Affinity Group (AGAG) is a membership network of foundations that are currently funding in Africa or are interested in funding in Africa. AGAG was established as a forum for foundations to exchange information and work together in an effort to amplify current foundation funding and promote increased and more effective grantmaking in Africa to better address Africa's development challenges. The Group does not provide direct funding, but the members organizations do provide support. <http://www.africagrantmakers.org/>

4) International Human Rights Funders Group is an association of grantmakers devoted to supporting efforts to achieve the rights enshrined in the Universal Declaration of Human Rights and the treaties and laws it has generated so that all people may enjoy a truly and fully human existence. The group does not provide direct funding, but the member organizations do provide support. <http://www.ihrfg.org/>

5) FedGrants [Grants.gov](http://www.grants.gov) is your source to FIND and APPLY for federal government grants. You can sign up on the site to receive daily postings of new grant opportunities (particular for international funding USAID and DOS offer many relevant opportunities). <http://www.grants.gov/>

6) Funders Online in Europe is an initiative of the European Foundation Centre. The mission of the European Foundation Centre (EFC) is to promote and underpin the work of foundations and corporate funders in the New Europe. The Information and Communications programme of the EFC provides a public record and a public information service on foundations and corporate funders active in Europe. <http://www.fundersonline.org/>

7) The Foundation Center - The Foundation Center's mission is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy. The is the nation's (US) leading authority on philanthropy, connecting nonprofits and the grantmakers supporting them to tools they can use and information they can trust. The Center maintains the most comprehensive database on U.S. grantmakers and their grants — a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance philanthropy at every level. <http://foundationcenter.org/>

8) Google Grants - supports organizations sharing our philosophy of community service to help the world in areas such as science and technology, education, global public health, the environment, youth advocacy, and the arts. Designed for 501(c)(3) non-profit organizations, Google Grants is a unique in-kind advertising program. It harnesses the power of our flagship advertising product, Google AdWords, to non-profits seeking to inform and engage their constituents online. Google Grant recipients use their award of free AdWords advertising on [Google.com](http://www.google.com) to raise awareness and increase traffic. This can be a great way to increase your organization's profile and bring people (and possibly donors) to your website.<http://www.google.com/grants/>

9) Charity Channel - Funding Notice - Offers a weekly summary of a variety of new funding

opportunities, including a number focused on international issues. <http://charitychannel.com/>

10) WOMEN'S FUNDING NETWORK - As a worldwide partnership of women's funds, donors, and allies committed to social justice, the Women's Funding Network seeks to ensure that women's funds are recognized as the "investment of choice" for people who value the full participation of women and girls as key to strong, equitable, and sustainable communities and societies. The organization does not provide funding, but many of the member funds do offer support. <http://www.womensfundingnetwork.org/>

11) International Development Research Centre - is a Canadian organization that helps developing countries use science and technology to find practical, long-term solutions to the social, economic, and environmental problems they face. Our support is directed toward creating a local research community whose work will build healthier, more equitable, and more prosperous societies. http://web.idrc.ca/en/ev-1-201-1-DO_TOPIC.html

12) British Department for International Development - DFID works in partnership with a range of different organisations to ensure effective use of our development budget and to assist us in achieving the Millennium Development Goals (MDGs). These include multilateral institutions (such as the World Bank, European Community and UN agencies), developing country governments, civil society organisations and the research community. Although the greater part of our development assistance funding is channelled through multilateral agencies, direct budget support and larger scale programmes, there is still substantial support provided through a variety of other funds for smaller scale initiatives. These are aimed at promoting sustainable development and eliminating poverty. <http://www.dfid.gov.uk/working-with-dfid/funding-opportunities/>

13) Bi-Lateral and Multilateral Funding Agencies - Many of the leading donor countries development agencies offer grants and funding opportunities. The UN has put together a terrific list of these agencies. http://unfccc.int/cooperation_and_support/financial_mechanism/bilateral_and_multilateral_funding/items/2822.php

14) UN Agencies and Trust Funds - Many UN Agencies provide funding for specific projects. For example see UNDP. In addition the UN maintains a number of trust funds that offer support in specific areas, such as democracy, violence prevention, human security and more. <http://www.beta.undp.org/undp/en/home.html>

15) National Endowment for Democracy Directory of International Fun... - This database contains information on over 100 philanthropic organizations that provide funding, fellowships and awards for those working in the area of international democratic development. <http://socialhost05.inmagic.com/Presto/content/AdvancedSearch.aspx?uc=RnVuZHNWaWV3ZXJ8RnVuZHNWaWV3ZXI=&&ctID=NzY4NzcyNDAtNzZDNi00MUYxLUJERTctMjBFNzI3M0NE NORG&AspxAutoDetectCookieSupport=1>

16) Social Entrepreneur Organizations - There are many social entrepreneur organizations providing funding for innovative social change work around the world. Some of the leading organizations include The Skoll Foundation <http://www.skollfoundation.org/> and Echoing Green <http://www.echoinggreen.org/>

17) Leading International Foundations - There are a number of leading foundations that are potentially great sources of support. Many of these are listed in the Peace and Security Funders Group and/or some of the other networks listed on this page. Each funder has their

own priorities and respective geographic focus. Several of the most prominent include: The Ford Foundation, Carnegie Corporation, The Open Society Institute/Soros Foundations, Rockefeller Brother's Fund, MacArthur Foundation, Kellogg Foundation

18) Local Funding Networks- Many countries and regions have their own respective funding networks and organizations. Thus you're encouraged to search and find possible opportunities (and also post them on this site).

19) Embassies - Many international embassies located in developing countries might have small grants available for specific topic areas. Search embassy websites, ask your colleagues and look at local publications.

20) Businesses - Local and international businesses can also be another great source of support.

21) Diaspora Communities - Many diaspora communities have significant financial resources that can be accessed to provide support. Look up diaspora organizations, religious organizations, and more as they may be able to provide possible support.

22) [FundsforNGOs.org](http://www.fundsforngos.org) is an online initiative, working for the sustainability of NGOs by increasing their access to donors, resources and skills. The site provides useful updates on funding opportunities and key donors. <http://www.fundsforngos.org/>

23) National Endowment for Democracy - makes grants to organizations around the world. Also has an excellent Funding Source database of over 100 organizations that provide grants. <http://www.ned.org/grantseekers>

(Article) 12 Key Suggestions for Obtaining Funding for on the Ground Work

1) Develop a Clear and Compelling Mission and Focus to Your Work - One of the keys to obtaining funding is to ensure that the work of your organization or group is clear and focused. Make a compelling narrative about the type of work you're already doing, what change you are trying to create and the impact of this type of work. Instead of speaking in overall broad terms, such as building peace in country x, try to be more specific such as the work of my organization is critical to building economic linkages between two conflicted communities which will help contribute to peace. It is important to have overall goals, but make it clear how your particular work and project contributes to a key step (in the larger context of building peace or the desired outcome).

2) Define if You're a Mission or Funding Driven Organization - If your organization has a clear and compelling mission and focus, then it often can be easier to formulate funding proposals, attract individual donors and others to support your work. However, many organizations start off with a mission and as they expand become increasingly focused with sustaining their bureaucracy and may lose site of their mission. While most organization's fall somewhere in the middle between mission and funding, it is important to develop mechanisms and reflection to examine if your organization is staying focused on the mission.

3) Do the Project Whether You Have the Funds or Not - While all organizations need funding to support their work, many creative people and organizations (particularly those who are mission driven) are committed to doing good work regardless of funding. Thus try to begin doing work even if you may not have full funding. You can do this by starting small, trying to

minimize costs, getting buy-in and support from other organizations, and many other ways.

4) Projectify Your Work- Unfortunately in the funding world, most donors want to support particular (time-limited) projects that have clear outcomes. It is essential to think and break down the goals of your work in projects (that hopefully have a clear linkage to your overall goals/impact). Most funders will support projects lasting between 1-3 years (occasionally longer). Thus, you can break down the goals of your work into specific projects. This is helpful as you can also try to obtain funding from multiple donors and begin the project with partial funding.

5) Tailor Your Proposal/Language to the Funder - One of the key steps in writing a successful proposal is to ensure that you frame your proposal to be consistent with the priorities and goals of the funder. Make sure you closely read over the funding organizations goals, priorities, past grants, language, etc. In your proposal, try to demonstrate how your project fits with the funder's goals. The Global Development Network has put together a wonderful guide to writing research and funding proposals.

6) Follow Instructions - In writing a proposal, make sure that you closely adhere to the instructions from the funder. If they limit the proposal to five pages, then do not submit additional pages. Make sure that you also include all of the necessary financial forms, personal documentation and more.

7) Talk to the Funder Before Submitting a Proposal - Many donors (not all, so it is important to check) are willing to talk with you about your project ideas before you submit a proposal. Building a relationship or at least contact with a funder can be crucial in obtaining feedback if your idea is consistent with the funder's goals (and save you time if it isn't), to obtain suggestions, etc. Also many funders may request a short concept paper before inviting a submission for proposals and getting suggestions for what the funder is seeking is important.

8) Write a Clear and Compelling Proposal - Obviously one of the most important aspects of obtaining funding is making a compelling written case. Ensure that your proposal is well-structured, formatted, uses clear language (watch out for the use of acronyms), etc. While the format of a proposal varies, most donors want to see a executive summary, problem statement, program overview/goals, description of activities, timeline, evaluation and monitoring methodology, staffing, budget, organizational capacity, and more. There are some excellent free guides to proposal writing that are quite useful. For example see the guides produced by Civicus on proposal writing and other communication tools.

9) Collaborate with Others - There are many organizations in the field competing for limited funding. In submitting a proposal it is crucial that you also demonstrate that you are familiar with the existing work on the ground and explain how the unique contribution of your work. In addition, try to develop partnerships with other organizations and submit joint proposals as this can help in obtaining funding.

10) Be Creative About Your Funding Strategy - Many organizations think only of foundations, international donors and others as the primary donors who can support their work. However, there are many, many others ways to generate support for your work and being creative in how you approach funding is essential. For example, many non-profit organizations are seeking to develop self-sustaining sources of funding by providing direct services, undertaking businesses (and using the profits to support their work), selling goods, etc. Much of this work can be grouped under the term social entrepreneurship and this is a rapidly expanding area of focus in the non-profit world. There are many excellent sources of information on social

entrepreneurship, such as Social Edge, and Ashoka. In addition, cultivating individual donors is one of the best ways to develop on-going sustainable sources of support for an organization (although it is very time-consuming to develop these relationships). Think of other possible sources of funding, such as approaching diaspora populations and asking them to support peacework, holding artistic fundraisers, raffles, and more.

11) If at First you Don't Succeed Try Again - Many times a funding proposal will not be successful the first time. Most funders will provide feedback on why your proposal was not supported and you can use this feedback to make future improvements and possibly submit for a future funding round. Be prepared for rejection, don't take it personally and think about how you can improve your ideas and work.

12) Be Clear About your Values - Sometimes a potential funder's values may conflict with your organization's beliefs. It is important to think about what are your core values and what type of funding you would like to solicit. For example some organizations refuse to take money from government institutions while others may avoid support from private business. Another aspect to consider is in conflict regions if you take funding from a particular donor how might this affect your relationships with local partners?

For more go to: <http://www.internationalpeaceandconflict.org/profiles/blogs/key-suggestions-for-obtaining>

(Article) Building Sustainability into your NGO

1. What is Sustainability?

A sustainable organisation is one that can continue its activities into the future.

Before any activity is started, the NGO has to ask "How long can we continue?" Not how long we would like to continue, but how long we definitely can continue – to provide, supervise, motivate, train or do what the project needs.

Once you are clear about the lifespan that you can guarantee, then you can fit your activities to the time you have. There may be pressure to plan long-term projects even when the money is not around: your colleagues will be optimistic and assume that funding will appear; and they hope that their jobs and salaries will continue into the future. But it is not that easy.

2. Sustainability for projects

If you have projects which help your beneficiaries, then:

- either these activities should have a limited life, for example a one-off health promotion action;
- or they should be able to survive on their own if and when you stop your financial and supervising support.

So you should have built a degree of community participation and/or contribution in cash and kind in order to guarantee a minimum level of ownership. Income-generating activities should be making a real income for the target groups and therefore be more than just social schemes. The management of the money involved should follow the same rules as money management within your NGO.

3. Sustainability and people

There are important issues of sustainability if you train people to do a job at village level. Be very careful of, for example, training people in health matters, unless the Ministry of Health or someone else are going to take over responsibility for the trainees and supervise them.

Why? Look at Water and Sanitation projects, where projects need a Hygiene Education component and often train village people in health matters. Then the project ends; the trainees have a certificate, little training and no supervision. The same thing happens when NGOs start so-called Primary Health Care projects, train community health workers but disappear after a year. So: Be careful of creating a group of workers. Either they should have a future, can be rewarded and supervised; or their task should be self-limiting

4. Financial sustainability

It is possible to ensure financial sustainability but for most NGOs it demands a lot of work. Your funding can come from:

- many tiny donations from community supporters;
- fewer but larger donations or legacies;
- one or more National or International funders;
- income from savings;
- income-generating projects..
- If you have one or more donors, remember that the building of a relationship of trust with your donor(s) is just as important as the amount of money you ask or receive.

Part of the process is to be clear about what you are – each of you, each a very special NGO – and to make that clear in the documents that go to the possible funder. A Mission Statement that is enthusiastic, imaginative and creative will help a lot.

Can you answer the following questions clearly and directly?

- What is the unique purpose of your organization?
- What are the basic needs that this organisation fills? (the target group it serves and how this organisation meets the needs of the beneficiaries)

5. Organizational and Institutional Sustainability

Organizational Sustainability:

An organisation is like a plant. There is a part of it that is above ground – stem, leaves, fruit. These are the organisational aspects that an outsider can see – the projects, the administration, the capacity building. But there is also the part below the ground – the roots, or institutional aspects of the organisation. This part is strong if the NGO is serious about its purpose, has strong objectives and convictions. If the director and staff have lost their vision, the roots are weak but may still be rescue-able and a guarantee that the NGO can survive. If the roots have been eaten by pests, no matter how well the office is run, the NGO will die.

Institutional sustainability:

An NGO which is concerned about long life might choose to do a SWOT – Strengths, Opportunities, Weaknesses, Threats. For details see The purpose of doing a Swot is twofold; firstly it enables the NGO to find the issues which everyone agrees are strengths, weaknesses

etc. The next step is to work with these issues, establish the relationship between them, select the ones which are priority and then transform them into policy issues or Things-to-be-Done.

For more go to:

http://www.networklearning.org/index.php?option=com_content&view=article&id=135:building-sustainability-into-your-ngo&catid=21:management&Itemid=145

As part of the Firelight Foundation's Capacity Building Program, Firelight provides "Newsflashes" to share relevant resources and information with our active grantee-partners via weekly emails and via post on a monthly basis. We hope that by facilitating access to information for grassroots, community-focused organizations, programming for children and families, as well as organizational development, is enhanced. Past editions of the Firelight Newsflash can be found on our website: <http://www.firelightfoundation.org/newsflash.php>.

We welcome your comments, feedback and ideas for upcoming Newsflashes at newsletter@firelightfoundation.org.

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