



EFISCENS

# RESOURCES MOBILIZATION BY NATIONAL NGOs

FOCUS ON WEST AFRICA

May 2025

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# WHY THIS REFERENCE DOCUMENT?



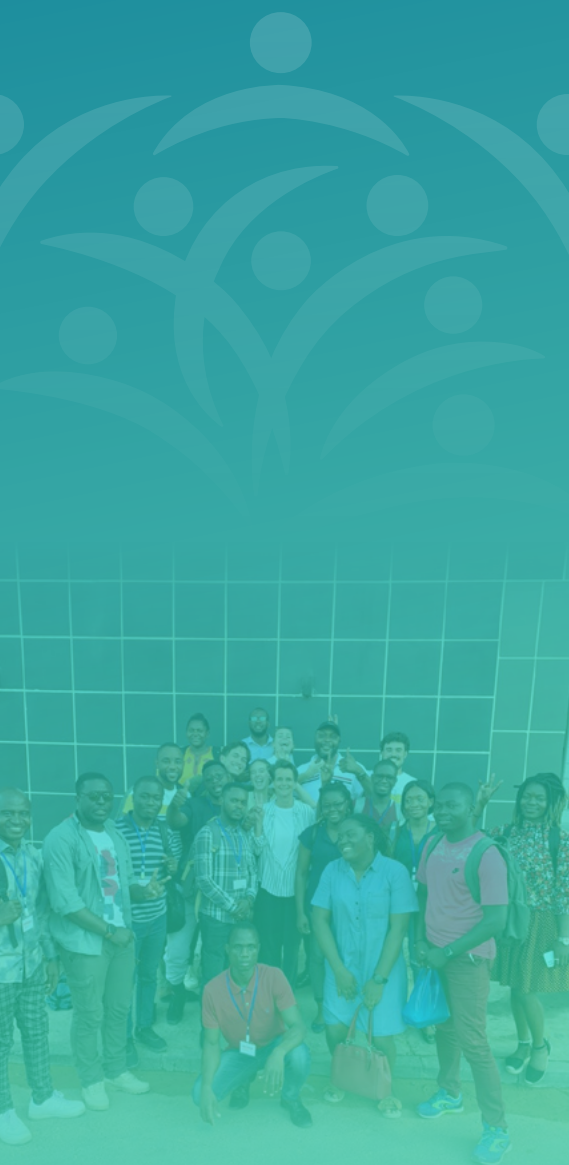
**This reference document was born from a two-fold observation: the international aid environment is undergoing tremendous changes, and the publication of such research is, to our knowledge, unprecedented.**

Since 2017, Efiscens has been taking part in debates within national and international organizations. Beyond words, certain specific needs are emerging, and here, we would like to try to partially address one of them: to provide an inventory of the possibilities that a national NGO can seize to mobilize resources. To show how an organization must prepare to implement a sustainable resource mobilization strategy. To outline the key elements that should be incorporated into a resource mobilization strategy. To demonstrate that beyond traditional "fundraising" possibilities, many solutions exist to gather the necessary resources to implement projects. We are aware that this snapshot will be imperfect. For example, we do not distinguish between legal frameworks, different categories of national organizations, or even areas of intervention. We offer a snapshot taken in 2024 of the range of possibilities.

This research involved consulting over a hundred documents. In addition to the theoretical section, which explores in detail the components of a resource mobilization plan, this report has been enriched by approximately a hundred meetings and discussions. A survey was distributed to over 2,000 organizations in the sector, in French and English, thanks in particular to the participation of numerous networks such as WACSI, ICVA, TRUST AFRICA, EPIC-AFRICA, WANGO, INTRAC, WINGS, and The Development Hub. Based on these consultations with representatives of sector actors—NGOs, IGOs, public and private donors, CSR stakeholders, members of the diaspora, and intermediated Funds—we provide concrete and successfully tested examples. We share the advice and recommendations, we formulate and illustrate our findings with statistics.

We hope that this work will be useful and used, completed and exploited by the actors to whom it belongs.

Irène SESMAISONS  
Efiscens Director  
Bioforce Associate Trainer



# EDITORIAL



I am pleased with the publication of this important and timely report, which highlights the resources of national NGOs in the Sahel. The Sahel region is home to resilient communities and local NGOs that play a vital role in assisting populations and protecting human rights. However, local/national NGOs in the Sahel face significant fundraising challenges, including limited access to donor networks, restrictive grant requirements, and competition with larger international NGOs. As a result, many struggle to build and maintain relationships with donors and clearly communicate compelling narratives that reflect their organization's mission, vision, and impact.

To enable local NGOs to capitalize on the momentum towards locally-led development, they must be provided with practical tools, services, and platforms to learn, build relationships, and engage in practical discourse and actions. Strengthening their capacities, alongside efforts by funders to simplify grant conditions and enhance institutional capacities, could open new opportunities and allow local NGOs to increase their impact.

Most importantly, local NGOs must be supported to take advantage of the generosity of Africans. We know Africans give! It's just not called "philanthropy." EPIC-Africa's analysis shows that, contrary to dominant narratives about how and to whom to give, Africans are among the top three sources of funding for local organizations on the continent. I encourage institutional donors committed to local development to play a central role in strengthening the capacity of national NGOs in the Sahel to leverage individual donations to create more sustainable funding streams.

I hope this report will draw attention to the importance of strengthening national NGOs in the Sahel and catalyze meaningful conversations and actions to strengthen the ecosystem that supports them.

Rose MARURU  
EPIC-AFRICA Director



### **Strengthening Resource Mobilization for a Prosperous Sahel**

The Sahel region, marked by socio-political complexity and pressing environmental challenges, faces a reality where humanitarian needs are growing while available resources often remain insufficient. At the heart of this dynamic, national non-governmental organizations (NGOs) play a vital role, acting as key pillars in responding to crises and promoting sustainable development.

EFISCENS's analysis of NGO resource mobilization in Sahel reveals a mixed picture: despite commendable efforts, these organizations face significant challenges. Funding deficits persist, limiting their ability to adequately address the urgent needs of their communities. International institutional donors, while present, often impose strict criteria and complex processes that can discourage rather than encourage innovation and efficiency on the ground.

To move forward, we must rethink our collective approach. National NGOs, often better anchored in local realities, deserve increased support to strengthen their resource mobilization capacities. This requires greater collaboration between governments, international donors, and the private sector. Strategic partnerships, integrating the diversification of funding sources and internal capacity building, are essential to create sustainable and resilient solutions.

The future of the Sahel depends on our ability to transform challenges into opportunities. Investing in capacity-building programs, simplifying funding processes, and encouraging innovation are imperative. NGOs, as key players in resource mobilization, must be supported not only financially but also institutionally, enabling them to fully play their role as catalysts for change.

This is therefore the moment for us to call to action: a renewed commitment to resource mobilization in the Sahel is essential to ensure a prosperous and sustainable future for its people. Together, we can transform current challenges into opportunities and work toward a region where every individual has access to the resources needed to realize their potential. This is our shared responsibility and our opportunity to build a better future for all.

Dr Gérès V. AHOGNON





### **Strengthening Resource Mobilization: A Collective and Innovative Approach**

The publication of this reference framework marks a crucial step in our understanding and approach to resource mobilization for national NGOs in the Sahel. As Dr. GÃ©rard V. Ahognon emphasized, the challenges are numerous and complex, but they are not insurmountable. In addition to his analysis, I would like to highlight a few additional areas that could enrich our collective reflection.

#### **The Importance of Innovation and Technology**

In a constantly evolving world, innovation and technology are playing an increasingly crucial role in resource mobilization. NGOs must adopt digital tools to improve their efficiency and reach. Crowdfunding platforms, project management apps, and social media are all ways to attract funds and raise awareness about their causes. By integrating these technologies, NGOs can not only diversify their funding sources but also strengthen their transparency and credibility with donors.

#### **Intersectoral Collaboration**

Collaboration between sectors and actors is essential to maximize the impact of resource mobilization initiatives. Strategic partnerships can offer unique opportunities to combine the strengths and resources of each sector. For example, private companies can bring management and innovation skills, international NGOs have developed advanced technical capabilities, and national NGOs provide in-depth knowledge of local needs and solutions tailored to their communities. Together, these partnerships can create powerful synergies to address the challenges of the Sahel.

#### **Strengthening Internal Capacities**

For national NGOs to fully play their role, it is crucial to strengthen their internal capacities. This includes continuous training for teams, the development of skills in project management and communication, as well as improving governance and management systems. Investing in these areas will enable NGOs to better meet the requirements of donors and ensure the effective and transparent management of resources.

### **Diversification of Funding Sources and Quality Funding**

Excessive reliance on traditional donors can limit NGOs' flexibility and innovation. Therefore, it is crucial to diversify funding sources by exploring options such as self-financing, partnerships with the private sector, and crowdfunding initiatives. However, this diversification must be accompanied by quality funding. Quality funding is not only about the amount of resources but also includes flexibility, predictability, and speed of disbursements. Donors must adopt approaches that enable NGOs to plan for the long term, innovate, and adapt quickly to changing needs on the ground. This involves reducing administrative burdens, simplifying reporting processes, and providing ongoing technical and organizational support to build NGOs' capacities. This approach ensures that NGOs can not only access diversified funding but also use these resources effectively and sustainably.

#### **Conclusion**

In conclusion, resource mobilization for national NGOs in the Sahel requires a holistic and innovative approach. By embracing new technologies, strengthening inter-sectoral collaborations, investing in internal capacity building, diversifying funding sources, and ensuring quality financing, we can create an environment conducive to growth and sustainable impact. Together, we have the responsibility and the opportunity to transform challenges into opportunities and build a prosperous future for the Sahel.

S  verine MOISY AKSOY  
AKSOY Director  
Sahel Regional Fund

# LEXICON

African Agency for the Great Green Wall **(APGMV)**

African Development Bank **(AfDB)**

Islamic Development Bank **(IDB)**

World Bank **(WB)**

United Nations Office for the Coordination of Humanitarian Affairs **(OCHA)**

OCHA Regional Office for West and Central Africa **(ROWCA)**

Development Assistance Committee **(DAC)**

Permanent Inter-State Committee for Drought Control in the Sahel **(CILSS)**

Economic Community of West African States **(ECOWAS)**

Country-Based Pool Funds **(CBPF)**

Directorate-General for International Cooperation and Development **(DGIntPa)** of the EU

Regional Humanitarian Fund for West and Central Africa **(FHRAOC)**

United Nations Population Fund **(UNFPA)**

United Nations Children's Fund **(UNICEF)**

West African Civil Society Forum **(FOSCAO)**

United Nations High Commissioner for Refugees **(UNHCR)**

International Council of Voluntary Agencies **(ICVA)**

Financial Resource Mobilization **(FRM)**

United Nations **(UN)**

New Partnership for Africa's Development **(NEPAD)**

Civil Society Organizations **(CSOs)**

National Non-Governmental Organizations **(NGOs)**

International Non-Governmental Organizations **(INGOs)**

Technical and Financial Partners **(TFPs)**

World Food Programme **(WFP)**

United Nations Development Programme **(UNDP)**

Resource Mobilization Strategy **(RMS)**

European Union **(EU)**

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# INTRODUCTION

Funding directly from donors to national NGOs is increasing, certainly at the speed of a manatee, but there is a clear desire even if some adjustments are still needed.

The challenges faced by national NGOs are numerous, and stakeholders have clearly identified them.

**In presenting the results of our survey**, we have chosen to highlight statistics comparing national and international CSOs. We then focus on the advice that stakeholders share when discussing resource mobilization.

National NGOs must be prepared to face challenges, seize opportunities, and avoid simply watching from the sidelines while complaining about the situation—without taking the necessary internal corrective measures to join the movement. This is for those who can, those who are ready, and those with sufficient internal resources.

The diversity of the NGO sector is similar to that of I NGOs. For every organization that has the capacity, there are often hundreds behind—isolated and lacking the same resources. The "Small and fragile" N/L NGOs should wait before embarking on direct resource mobilization, instead prioritize partnerships with their stronger peers and with I NGOs to strengthen their capacities. When they are ready, i.e., when they meet the prerequisites, then and only then can they embark on resource mobilization on their own. Understanding one's own organization and to know where to classify your CSO is crucial to avoid rushing into a project proposal without your CSO even meeting the basic registration requirements.

**In its theoretical part, this reference framework aims to provide an understanding of the prerequisites and the steps to be taken, in order to achieve sustainability of the resource mobilization policy of its organization.**

Donors, whoever they are, request the same evidence. Proof that the organization they are going to fund is trustworthy, that it is capable of carrying out effective actions that address problems, that it will be able to deliver results that will have effects and then impacts, and finally that it will know how to submit complete and transparent narrative and financial reports on time, in accordance with requirements. Behind this evidence, there are documents to prepare; procedures to adopt; the ability to organize oneself to anticipate; communication to be carried out and reiterated.

**We present the various possible funding options based on the preferred economic model, outlining how an organization and its field projects can be financed – and under what conditions.**



Finally, we also present the **methods of building up “own funds”**, alternatives to TFPs, notably by leveraging resources provided by WACSI<sup>1</sup> and Change the Game Academy<sup>2</sup>.

Throughout this reference framework, we offer **tools and practical cases** that CSOs can use to assess the progress they have made or simply to fuel their thinking. As Mamadou Diawando Diaw<sup>3</sup> aptly states: “Given the Sahel context, it is time for national NGOs to position themselves at the same level as international NGOs and other global agencies, demonstrating their capabilities to secure funding on their own.” This reference framework aims to assist them by providing this toolkit. However, these changes also require significant investments from national NGOs, as summarized by Mor Diakhate<sup>4</sup>: “Be ambitious, make sacrifices, build a team that believes in the project, and pursue credibility by being highly demanding of oneself.”

## What This Report Is Not

- This is neither a report on “localization” nor an indictment for “localisation”.
- It is not an advocacy for the supremacy of national NGOs.
- It is also not a list of grievances from funded actors towards funders, as the latter could easily compile such a list themselves. They are aware of and acknowledge the shortcomings and challenges of the system, which impose difficulties on NGOs, some of which (such as the insufficient or non-existent percentage of funds allocated to local initiatives) are hard to overcome.
- It is not a study of the categories of civil society actors in each country. Therefore, we will not discuss the areas of intervention, nor the capacity of civil society in any particular country to meet the challenge of resource mobilization, nor the political context specific to each country.

Finally, this guide is not a comprehensive list of all available funding opportunities. Some websites offer such lists, but we provide a reference list that CSOs can consult, as well as platforms available for their use (such as the one recently created by EPIC-AFRICA<sup>5</sup>).

<sup>1</sup> West African Civil Society Institute

<sup>2</sup> New Online Learning Platform, ChangeTheGameAcademy, “Learning to Mobilize Support and Resources”

<sup>3</sup> Mamadou Diawando Diaw, Senior Program Officer Liaison and Coalition Building – JASS, Mercy Corps Mali

<sup>4</sup> Mor Diakhate, Executive Director, ALPHADE

<sup>5</sup> Platform of African CSOs: “Your Gateway to the African Civil Society Sector”



# I. RESOURCE MOBILIZATION: RESULTS OF OUR SURVEY

## DIFFERENCES BETWEEN PRACTITIONERS AND SPECIFIC CHALLENGES FOR NATIONAL NGOS

We conducted nearly 80 interviews with key figures (see full list in the annex) from the international aid sector and launched a survey (available in both English and French) to gather the experiences and opinions of stakeholders in the sector. Our survey was shared through several networks: ICVA<sup>6</sup>, WANGO<sup>7</sup>, WACSI<sup>8</sup>, EPIC-AFRICA<sup>9</sup>, Trust Africa<sup>10</sup>, Development Hub<sup>11</sup> among others. Over 200 actors responded, including members from national NGOs, international NGOs, United Nations organizations, funding partners, diaspora representatives, and businesses.

What we want to demonstrate by presenting the results obtained is that all stakeholders in the sector have identified the same challenges and propose that national NGOs adopt the same best practices

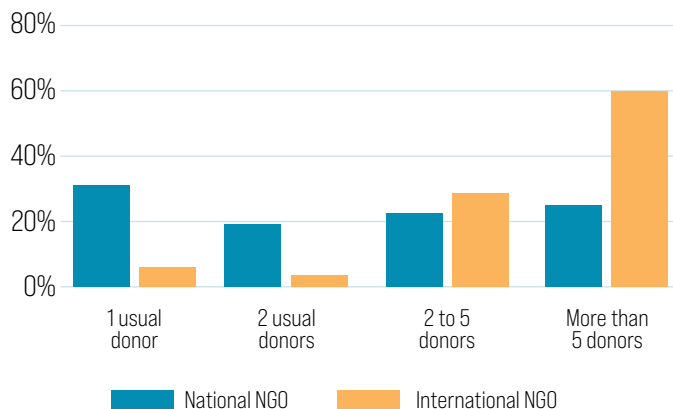
to meet the challenges of resource mobilization. As we will see in the proposed summary table, a majority of advice, which represents as many actions to be implemented, comes from contributions from donors, as well as those from national NGOs and international NGOs.

Once again, for national NGOs, the solutions are there—it's just a matter of taking the time to implement them... and then finding and mobilizing the necessary resources to do so (which is no small task!).

Below are the statistical results. Following this, we present a summary of the advice given by the interviewees to national CSOs.

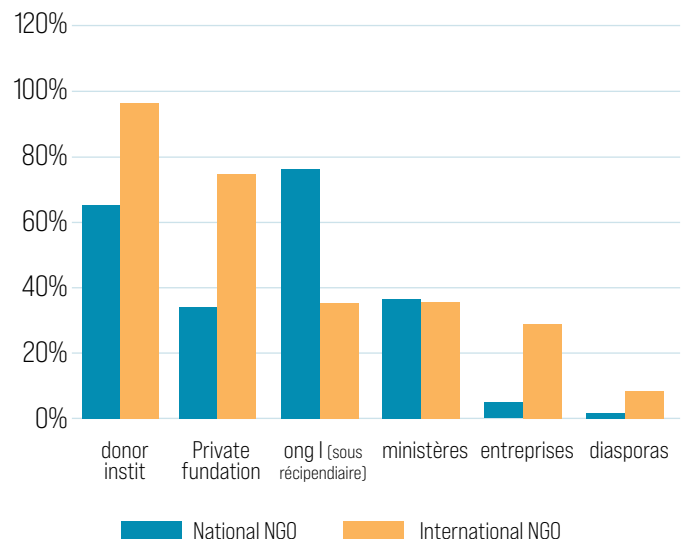
### Donors, self-generated funds, mobilization strategy

Number of donors



Of all the NGO who responded to our survey, **60% of international NGOs** display more than 5 donors against **26% for national OSC**.

Funding Distribution by Donor Type



Among all respondents, international NGOs demonstrate a greater ability to mobilize various types of donors. In contrast, national CSOs remain largely confined to the role of sub-recipients, a situation affecting **76%** of them.

6 A global NGO network for principled and effective humanitarian action

7 World Association of Non-Governmental Organizations

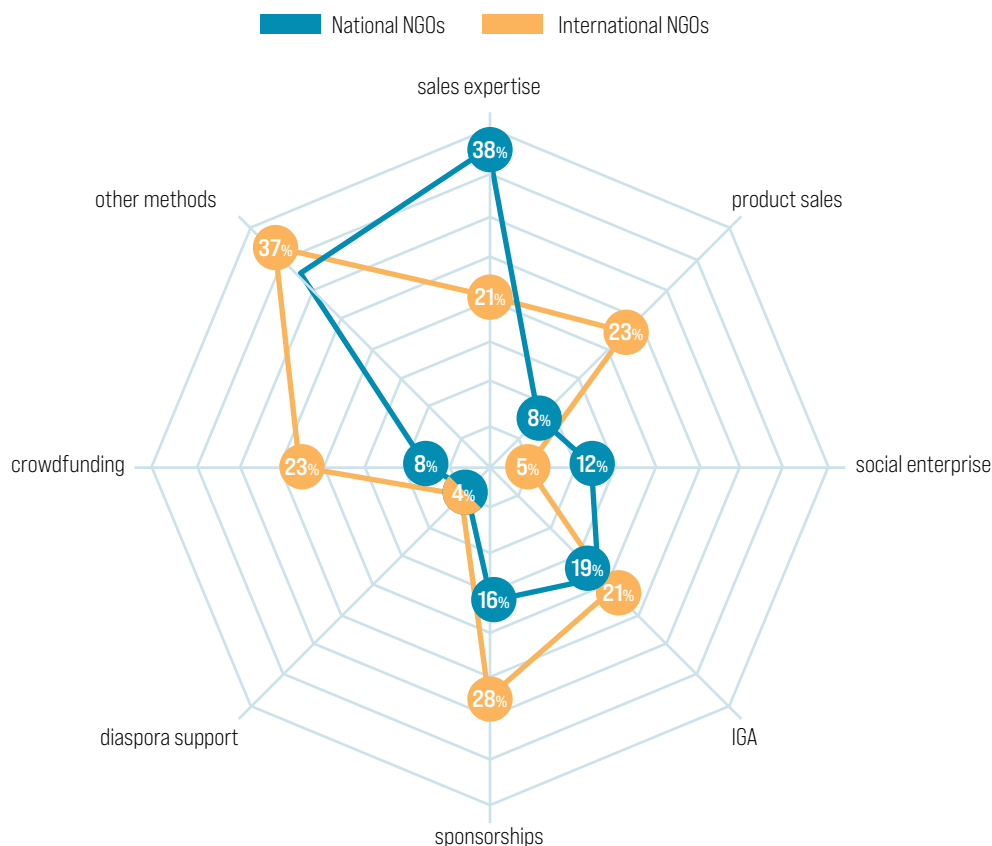
8 WACSI

9 EPIC-AFRICA

10 Trust Africa

11 The Development Hub

### Self-generated funds



Nearly **70% of the respondents** reported making efforts to build their own funds.

As Thierno Diallo<sup>12</sup>, points out, "all organisations would benefit from reducing their dependence on donors and therefore their fragility; this is one of the solutions that will provide financial and organisational sustainability."

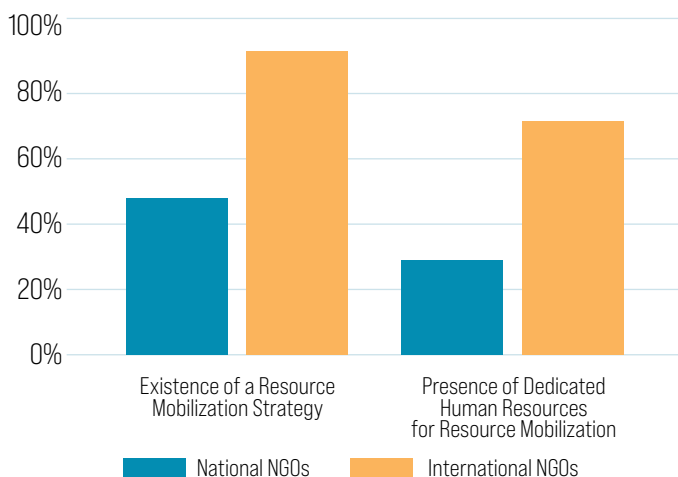
Indeed, "An NGO must consider creating its own funds so as not to rely solely on external funding; it must be able to develop initiatives to generate its own resources" (Zampou Lassina<sup>13</sup>).

Some national NGOs that participated in our interviews testified: "Yes, we have developed a range of income-generating activities allowing us to build up our own funds. This helps us organize, but not only that, since calls for projects often request a financial contribution from the beneficiary, so it was important to address the issue" (Yembuani Yves Ouoba<sup>14</sup>).

Among the solutions, we note that national CSOs prioritize sales of expertise, while international NGOs tend to focus on product sales or sponsorships, solutions that are less favored by national CSOs.

93% of international CSOs surveyed have a strategy in place, compared to less than 50% of national CSOs. 27% of national CSOs report employing a person dedicated to resource mobilization, compared to 72% of international NGOs.

### Resource Mobilization Strategy and dedicated HR



<sup>12</sup> Thierno Diallo, Administrative & Financial Director, Social Change Factory

<sup>13</sup> Zampou Lassina, Operations Director, and Ousmane Savadogo, General Coordinator, Keeogo

<sup>14</sup> Yembuani Yves Ouoba, Executive Director, Tin Tua

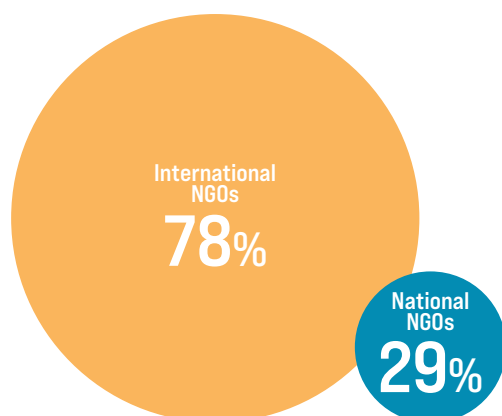
Some national NGOs emphasize the importance of having a resource mobilization strategy, as Moussa Abba Diallo<sup>15</sup> states: "If the NGO does not have a strategy for mobilizing its own resources to meet its needs, not only could the NGO be forced to close, but the beneficiaries would see their needs increase without being met." Others develop alternative resource mobilization strategies to traditional donors, as Issiaka Sommande<sup>16</sup> recalls: "TON develops internal resource mobilization strategies through the creation of income-generating activities, such as the dried mango production plant and the facilitation of shea nut commercialization. The profits are invested in the implementation of social and community activities that the TON association undertakes."

**“If the NGO does not have a strategy for mobilizing its own resources to meet its needs, not only could the NGO be forced to close, but the beneficiaries would see their needs increase without being met.”**

— Moussa Abba Diallo, AMSODE

## Dire non à une possibilité de financement

**78% of international CSOs** report being able to say no to a funding opportunity, compared to **3 times fewer for national CSOs.**

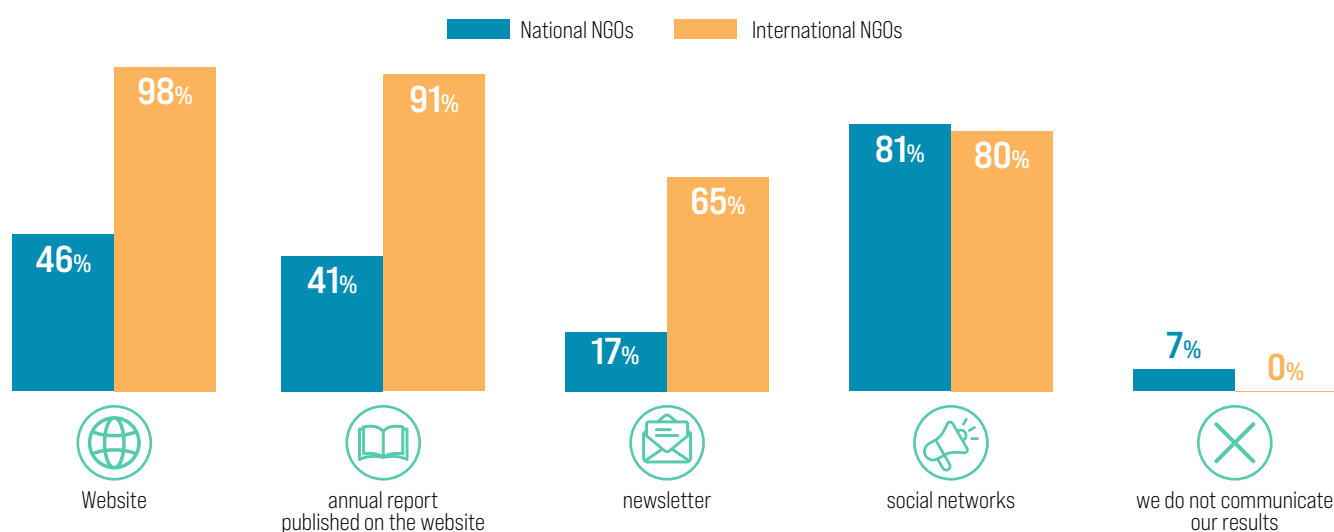


Some donors interviewed insist on "knowing how to say no." Karine Meaux<sup>17</sup> deplores for national NGOs that "unfortunately very few of them know how to say no and they need to learn and have the ability to choose their donors," or advises Julien Mulliez<sup>18</sup> "at least to try to negotiate more to have decent financing conditions."

"It is essential to empower ourselves to say no," testifies Sobel Aziz Ngom<sup>19</sup>, something Mor Diakhate<sup>20</sup> welcomes: "We also know how to say no, and that is very important – we stay true to our values."

## Communication, networks, sharing of best practices

### Communication tools



<sup>15</sup> Moussa Abba Diallo, President, AMSODE, Vice-President of the National NGO Platform (Mali)

<sup>16</sup> Issiaka Sommande, Coordinator, Association Ton

<sup>17</sup> Karine Meaux, Head of Emergency Division, Fondation de France

<sup>18</sup> Julien Mulliez, Humanitarian Adviser Sahel Department, FCDO

<sup>19</sup> Sobel Aziz Ngom, Executive Director, Consortium Jeunesse Sénégal

<sup>20</sup> Mor Diakhate, Executive Director, ALPHADEV

## Communication is the key! Communicate About Everything and Everywhere!



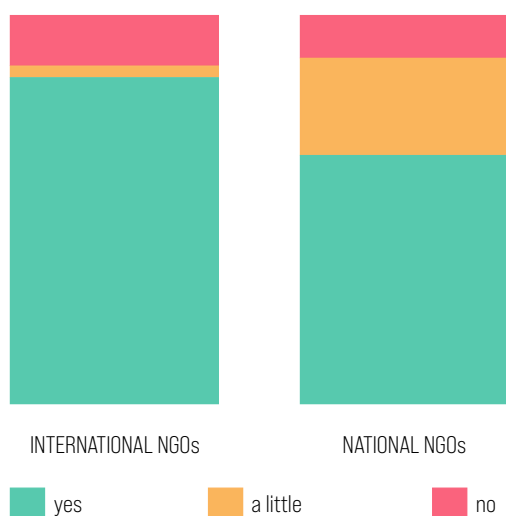
— Gères Ahognon, EVA Network

Gères Ahognon<sup>21</sup> emphasized this point: "Communication is key! Communication in everything and about everything! Investing in communication must be one of the organization's essential expenses."

Why take care of your communication? Because it allows you to "**highlight your expertise and added value**, as well as your management capabilities and procedures if they are well-adapted." [Sandrine Busiere<sup>22</sup>].

Among the responding NGOs, international NGOs demonstrate a greater ability to diversify their communication channels. 98% of international NGOs have a website, but only 46% of national NGOs do.

## Networks



The proportion of national NGOs that responded "no" or "a little" reaches 36%, whereas the percentage for international NGOs is 16%.

During our interviews, several stakeholders emphasized the importance of networks. "**Collaborate with each other, create a network, work together to pool your skills as well as certain risks**," advises Marie-Chantal Uwitonze<sup>23</sup>. "We also work in networks, we participate in round table discussions with CSOs in particular. We are members of CONGAD (Council of Non-Governmental Organizations for Development Support), the COSYDEP coalition for education for all, and also the Platform of Non-State Actors," noted Mor Diakhate<sup>24</sup>.

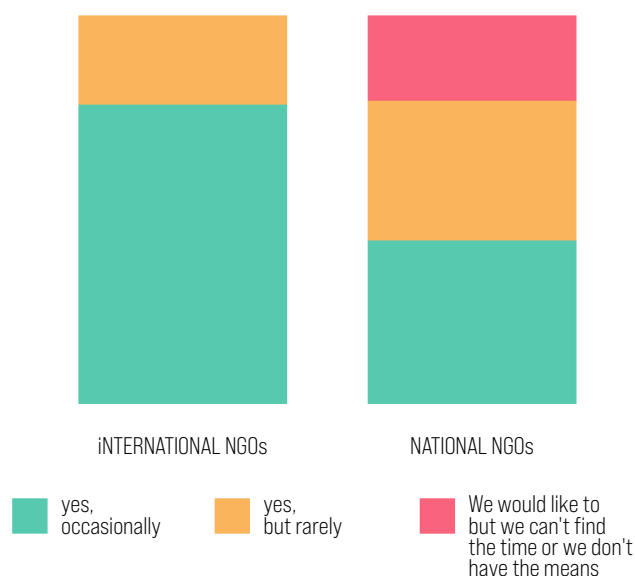
Some donors pointed out that national networks are good channels for disseminating information about the availability of funding.

## Sharing of best practices

58% of the national CSOs surveyed would like to do so or only do it occasionally, while 78% of international CSOs do it regularly.

Massamba MBAYE<sup>25</sup> testifies: "We collaborate with NGOs like ALPHADEV, for example. We've never had to implement projects together, but we collaborate, have common partners, and share best practices."

Ibrahima Ba<sup>26</sup> indicates that his NGO "very often works in networks. We create alliances, we also have the opportunity to hold meetings, training sessions, and exchange best practices with other NGOs supported by Solidarité Sida, and it's very instructive."



<sup>21</sup> Gères Ahognon, Executive Director, Réseau EVA

<sup>22</sup> Sandrine Busiere, Regional Health Programs Coordinator, Terre des Hommes

<sup>23</sup> Marie-Chantal Uwitonze, Founding President, African Diaspora Network Europe

<sup>24</sup> Mor Diakhate, Executive Director, ALPHADEV

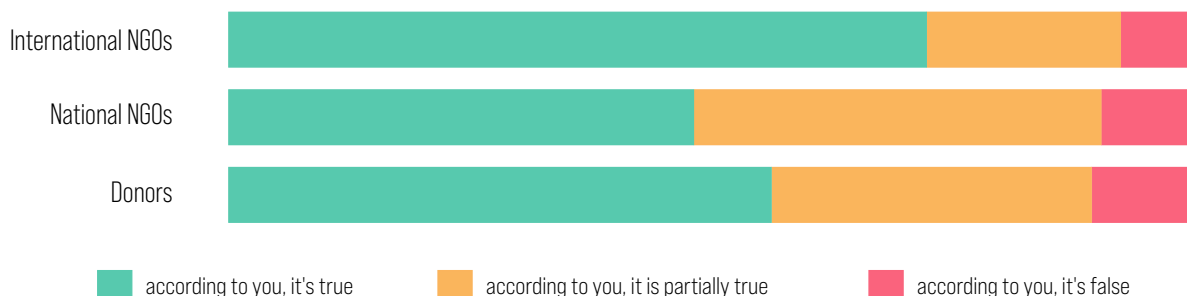
<sup>25</sup> Massamba MBAYE, Program Manager, EDEN

<sup>26</sup> Ibrahima BA, Director, Bokk Yakaar

## And what about the role of national NGOs?

We asked this question in our survey:

### Will national NGOs become increasingly important in international aid?



**According to our survey: 52% of N NGOs, 44% of TFPs, 29% of INGOs think that this is only s lightly or not true.**

The actors interviewed emphasize that "resource mobilization remains a major challenge for national NGOs." "An acute problem for Francophone local organizations" (eligibility criteria, inexperience with donors, lack of credibility), "we are confronted with the prejudices of donors towards national NGOs," the respondents to our survey stated.

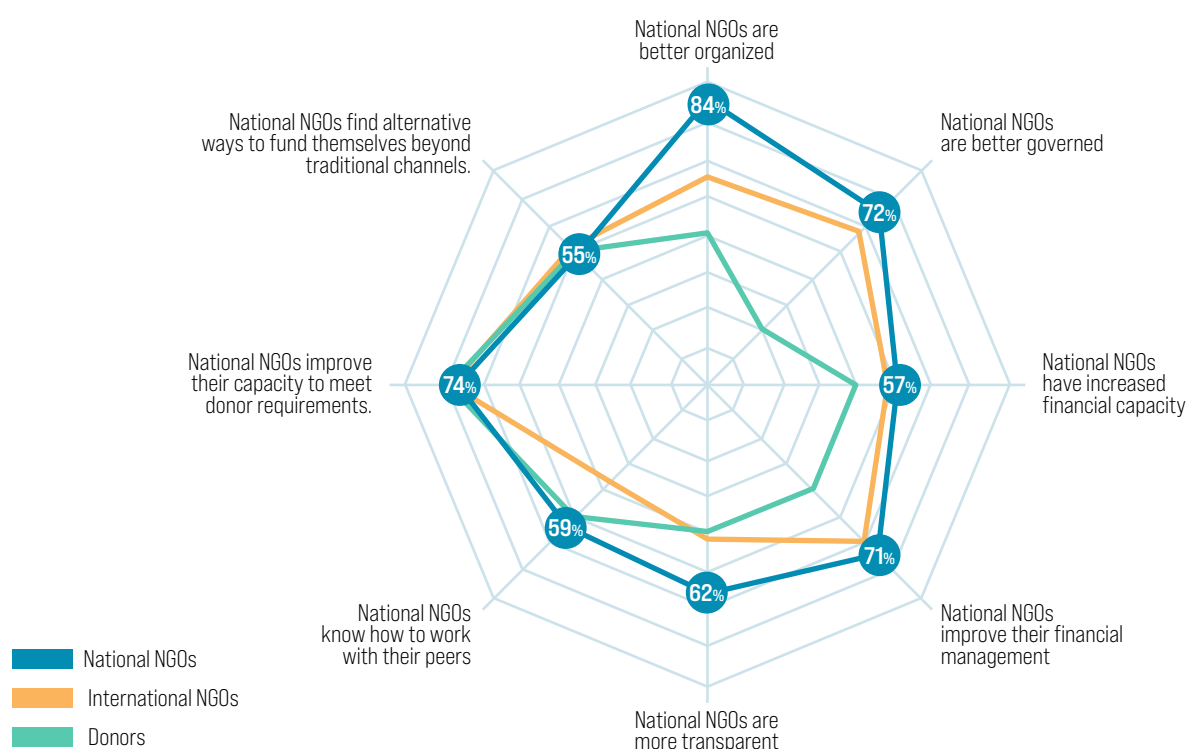
When national NGOs were asked the question: "What are the main challenges your organization faces in mobilizing resources?", three obstacles stood out:

- Lack of knowledge about donor rules and procedures,
- Difficulty in understanding the mechanisms available to national NGOs,
- Lack of dedicated fundraising staff.

Mobilizing financial resources by national NGOs is complex due to other **challenges**, such as competition for funds, inexperience, prejudice, lack of credibility and limited visibility, or insufficient organizational capacity. Thus, even competent organizations face great **difficulty** in mobilizing funds because many obstacles are placed throughout the decision-making process.

The **challenges** of building "self-generated funds" and strengthening the logistical, technical, and human intervention capacities remain major concerns.

### Requirements for National NGOs to Gain More Significance





The respondents seem **unanimous on two conditions**: the need for national NGOs to improve their ability to meet donors' requirements (76% favorable responses), and the importance of finding alternative ways to fund themselves beyond traditional channels (55% favorable responses).

**More than 60% of national NGOs emphasize the need for organization, governance, and financial management.** Donors emphasize the need for better financial management, which would allow national NGOs to become more important in the years to come. During our interviews, we were able to gather information that suggests the role of national NGOs should be more prominent in the coming years. Samuel Battistoli predicts two trends: on one hand, "a large majority of organizations will be founded in the countries where they operate," and on the other hand, "we are already seeing a number of organizations based in an African country, operating in multiple countries within the region. While they are not necessarily national or local in most markets where they operate, they are still African."

Some donors confirm that they are beginning to ask the question of "how to strengthen or build our knowledge and partnerships with national NGOs" and view the national NGO sector as "promising" (according to Stéphane Dufils<sup>27</sup>) or national NGOs as "key actors of tomorrow" (Karine Meaux).

2 risks are, however, pointed out:

- in this very diverse sector (as is the non-profit sector in most countries) **"Some strong structures are emerging, and care must be taken to ensure that "they do not reproduce the same mistakes we made and position themselves well in terms of support, rather than subcontracting"**. explains Karine Meaux, or in other words "the small ones will remain service providers for the big NGOs, we are reproducing the pattern that existed before, we have not changed the problem, we have just relocated it" (Yann Dutertre<sup>28</sup>).
- **These same structures must be careful not to fall victim to their success,** "since some national organizations are now strong, all the internationals who want to localize rush towards them, and since they are often not very numerous, they are overwhelmed by international funders who want to check the national box. Unfortunately, very few of them know how to say no, and they need to learn and have the capacity to choose their funders" (Karine Meaux).

That being said, Julien Mulliez points out, in order to give the sector the flexibility to see "stronger **national organisations emerge, it is important that we stop trying to save on the administrative fees granted to them, because these are penny-pinching savings, while these funds are really important to allow national NGOs to structure and strengthen themselves.**"

27 Stéphane Dufils, Regional Humanitarian Advisor, USAID

28 Yann Dutertre, Director, Bioforce Training Institute Africa



# STRATEGIC PRIORITIES FOR EFFECTIVE RESOURCE MOBILIZATION

According to our survey, to address the challenges identified, national NGOs must ensure that they adopt practices that are essential for successful resource mobilization. "It is up to us to work and ensure that there is no other choice but to work with us." (Moussa Abba Diallo)

We have grouped these recommendations into four main areas: **organization, project cycle, communication, trust, and risk-taking.**

## BUILDING A STRONG, SUSTAINABLE AND TRUSTWORTHY ORGANIZATION

**What should be done and implemented within the organization to inspire trust?**



**Have a clear vision and identity:** Who am I? Where do I want to go? What is my added value? Several respondents emphasize this crucial aspect: "defining the area of intervention," but also knowing oneself, "questioning and knowing what we want to do, where we want to go. We see many organizations moving forward without really knowing what they want to do, in which area to intervene, what their added value is. If this is not done, it really feels like just a race for funding," reminds Ibrahima Gueye<sup>29</sup>. "A national NGO is like a business; it needs to have strategies, seriousness, procedures, and a vision," says Moussa Abba Diallo.



**Following a well-defined strategy:** "This is an approach that many of our organizations still lack, yet it is essential," notes Gérès Ahognon. "It is essential to have a complete SWOT analysis of your organization." "When you're small, you eat from a small plate; when you grow, you eat from a big plate. You must avoid overestimating your budget and requesting large amounts of funding from the outset," notes Zampou Lassina. Following an organizational strategy and clearly defining your mission "will help make your CSO essential in its field and position it alongside other stakeholders" (Lorène Ladan-Fofana<sup>30</sup>);



**Taking care of internal governance, a source of credibility:** The foundation of everything is first to develop your institution, establish its credibility, and legitimacy with the beneficiaries in terms of results and accountability. "It is crucial, adds Loïc Treguy<sup>31</sup>, "to have a solid administrative file [...] and to be very meticulous with accounting, with inflows and outflows,

ensuring everything is justified, and having a good organization with cash disbursements, budget requests for previously identified projects, and their projected budgets as well." It is also desirable "not to concentrate power in one person but to implement participatory management to involve all team members and let them work with trust." Speaking of the team, Yembuani Yves Ouoba<sup>32</sup> emphasizes the notion of professionalism: "One should not be stingy with capacity building; you must be willing to invest in strengthening the staff's skills." "Professionalization makes all the difference, it is the only way to reach the same level as international organizations," says Olivier Nkidiaka<sup>33</sup>;



**Develop detailed and relevant texts, regulations, and procedures.** Building trust requires "traceability and transparency," and "establishing essential tools on transparency and PSEA issues" as Elmehdi Ag Wakina<sup>34</sup> states. It is also crucial to have "internal regulatory mechanisms," as international NGOs do, including safeguarding procedures with sanctions, etc.



**Be vigilant about being transparent.** As Pierre Carret<sup>35</sup> notes, "You can quickly sense when an NGO lacks transparency: hiding existing problems can lead to a halt in funding." National NGOs must equip themselves with these internal regulatory mechanisms, as pointed out.



**Diversify funding sources** by approaching other donors, exploring other possibilities such as cost-sharing, leveraging local contributions, or even building up own funds.

<sup>29</sup> Ibrahima Gueye, Executive Director, JED

<sup>30</sup> Lorène Ladan-Fofana, Operations Director, SOS Sahel

<sup>31</sup> Loïc Treguy, Director, Village Pilote Senegal

<sup>32</sup> Yembuani Yves Ouoba, Executive Director, Tin Tua

<sup>33</sup> Olivier Nkidiaka, Head of the Regional Humanitarian Funding Unit and Fund Manager, FHRAOC, OCHA ROWCA

<sup>34</sup> Elmehdi Ag Wakina Elmehdi, Director, AMSS

<sup>35</sup> Pierre Carret, Grant Director, CEPF

## MAINTAIN VIGILANCE AT ALL STAGES OF THE PROJECT CYCLE

The project cycle follows specific rules and sequences:



**Diagnostic phase:** Ensure a thorough target study beforehand; a diagnosis "in line with field realities" is the first imperative highlighted in our interviews. There must be a clear continuum between the needs expressed by the community (whose active participation is a source of legitimacy) and the projects implemented.

**It is important not to idolize the donor as someone inaccessible but to see them as being on the same level, without hierarchy, as we work together toward a common goal.**

— Aurélien Garreau, Consultant renforcement de capacités des OSC, PPI



**Fundraising phase:** follow a methodical fundraising strategy, "know which donor to approach based on what they are likely to finance," and "pay attention to the approach process." Do not be afraid to contact donors, diversify searches, and expand internationally: "It is important not to idolize the donor as someone inaccessible but to see them as being on the same level, without hierarchy, as we work together toward a common goal" (Aurélien Garreau<sup>36</sup>);



**Funding application phase:** "Be reasonable in your project description and in your objectives. By setting overly ambitious, nearly unattainable goals, you risk losing credibility, and donors will be more hesitant to commit again" (Marie-Chantal Uwitonze);



**Create indicators and set realistic goals:** "There is no point in trying to impress the donor" and "the objectives set must be achievable and, before being achieved, they must be relevant and realistic." This stage fully integrates the theory of change: "It is essential to create models that can be projected over time and beyond funding. Funding should only serve to help CSOs reach their goals," says Dedo Baranshamaje<sup>37</sup>. "those who have been successful have been able to develop their theory of change and their programming, and only then seek resources";



**Accountability phase:** focusing on accountability means focusing on the data to be collected to measure change/impact on the ground. It is about proving that efforts go beyond mere implementation of activities. In this regard, investing in the MEAL system is considered "essential and indispensable." "The problem isn't failing; the issue persists when a mistake is made without learning from it." However, as Pierre Carret emphasizes,

organizations must not hesitate to demonstrate that they have thought about solutions to their challenges: "it is indeed much more difficult for a donor to find solutions for them." Ensure efficient and effective management of the funds allocated to projects, achieve the assigned results, and submit deliverables within the specified deadlines. You must work on your results to be convincing. BF's talk to each other, as do international partners; you must make a good impression.



**Capitalization Phase:** This is the art of documenting results. It involves being able to "highlight the essence of what has been achieved. Many things are done, but it is not always easy for NGOs to put them down on paper" (Sié Hien<sup>38</sup>). Capitalization is the time to "prove one's ability to implement the resources mobilized, in order to then seek new ones" (Géraldine Colin<sup>39</sup>).

## PRIORITIZE PARTNERSHIPS AND COMMUNICATE



**Focusing on communication** is a watchword shared by all the people we interviewed. Paying attention to visibility goes hand in hand with ensuring credibility: "Donors will take this into account when identifying key actors on the field," according to Henri Leblanc<sup>40</sup>. Being visible allows one to showcase their achievements and added value of one's organization, an aspect that potential donors often look for;



**"We must be creative and innovative in using digital tools, not just social media,"** so that national NGOs are more visible. They must also "do storytelling for impact, tell their story in a way that amplifies their voice and expresses the type of support they need," says Natasha Nishimawe<sup>41</sup>;



**"Alone, we go faster; together, we go further." "Do not try to do everything alone."** According to our interviewees, this objective should translate into pooling resources, negotiating partnerships, seeking complementarities, and participating in major international events. "National NGOs must cultivate and maintain long-term alliances among themselves and with other operational actors so that when consortiums need to be formed, it happens quickly and naturally," recalls LorÃ ne Ladan-Fofana. National NGOs should also be open "to exchanges and approaches they are not yet familiar with," adds Iris Hartevelt<sup>42</sup>. As Tharcisse Ukizintambara<sup>43</sup> notes, "National CSOs are afraid to talk about what they are doing, fearing that their ideas will be stolen, which is a pity, especially since with networks and communication, nothing can be hidden. Transnational alliances are more possible."

<sup>36</sup> Aurélien Garreau, Consultant, Capacity Building for CSOs, PPI

<sup>37</sup> Dedo Baranshamaje, Strategic Director, Segal Family Foundation

<sup>38</sup> Sié Hien, Gender Common Fund, Diakonia

<sup>39</sup> Géraldine Colin, Country Director, Solthis

<sup>40</sup> Henri Leblanc, Deputy General Director, ALIMA

<sup>41</sup> Natasha Nishimawe, Regional Civil Society Partnership Technical Advisor, West and Central Africa, Save The Children

<sup>42</sup> Iris Hartevelt, Cordaid, Cordaid Cluster Director West Africa

<sup>43</sup> Tharcisse Ukizintambara, Partnership and Capacity Development Coordinator, Birdlife International



**Being active within networks** is also frequently mentioned. Beyond the visibility this provides, it allows national NGOs to "participate in changing mentalities in African countries."

## BE DYNAMIC, KEEP CONFIDENCE AND KNOW HOW TO TAKE RISKS



**Taking risks** is noted as essential; however, this is only possible if it **goes hand in hand with an adequate risk anticipation system and the ability to handle unforeseen circumstances**. "To survive, national NGOs, lacking financial autonomy, are ready to accept anything and avoid the risk of pursuing a project proposal themselves for fear of failure. Instead, they prefer to align themselves with an organization likely to win, just to survive. As long as we remain in this mindset, it will be difficult for national NGOs to mobilize funds," explains Massamba Mbaye. It is also crucial to show patience, avoid focusing solely on the short term, and remain faithful to the organization's core identity, as pointed out by our interviewees. Therefore, one should avoid "biting off more than they can chew," "accepting at any cost," "spreading themselves too thin on topics they don't master," or simply "getting discouraged."



**Identifying opportunities, monitoring, and proactively seeking information** aligns with the need to work with others and not in isolation. Natasha Nishimawe advocates for mapping potential PTF (by identifying who is interested, what they do, how they operate, and what synergies can be explored). She also encourages considering all funding sources outside donors.



**Investing in technical capacities and team stability** (relying on a dedicated funding acquisition manager) are major challenges, especially when implementing internal capacity-building projects.



**Having confidence in the potential of national NGOs**, says Olivier Nkidiaka: "Often, national and local NGOs present themselves as fundraising organizations. I believe this is a narrative that national organizations should abandon. They need to move away from this self-judging mindset, thinking they lack the capacity to compete at the same level as others."



## Tool 1 – Recommendations / What To Do: Where Does Your CSO Stand?

Below we present the recommendations made by the stakeholders interviewed, whether they collaborate with non-governmental organizations (NGOs), non-governmental organizations (NGOs), technical and financial partners (TFPs), or United Nations agencies.

This summary table allows national CSOs to ask themselves the following questions: Are we already doing this? If not, could we do it? What actions should we take to achieve it? Within what timeframe?

Recommendations made by NGOs N / NGOs I / PTF to NGOs N	Where does your CSO stand ?
Develop an operational strategy, follow it to anticipate effectively, and evaluate it to update if necessary.	
Do not accept just anything, be patient, and stay true to the OSC's DNA [vision, mission, values].	
Implement a resource mobilization strategy rather than merely responding sporadically to various project calls.	
Adopt policies, regulations, and procedures to prevent mistakes and build trust.	
Stay informed about country plans, strategic plans, and notes, as they are the foundation for launching calls.	
Take advantage of available training on funding-related topics.	
Meet the requirements of the PTFs, adjust budgets to needs	
Demonstrate the professionalism of the OSC.	
Have transparent financial management, control financial risks, and avoid corruption.	
Manage funds efficiently and achieve the desired results.	
Establish strategic partnerships	
Communicate, network, collaborate with other national NGOs, join common groups with donors, and participate in conferences.	
Know how to take risks	



## II. RESOURCE MOBILIZATION: THEORETICAL APPROACH

### DEFINITION

**In this study, we focus on the financial resource mobilization aspect.**

Since NGOs are not for-profit organizations, they depend on financial resources that they must mobilize from actors outside their organizations. This funding should enable them to meet the identified needs of targeted populations (an ongoing and often challenging issue regarding the coverage of fixed costs, also known as administrative or indirect costs, which are essential for the sustainability of these organizations).

While a decade ago, few NGOs had a clearly defined funding strategy, today, more and more NGOs are integrating a financial strategy<sup>44</sup> – or resource mobilization strategy – into their broader multi-year strategic plans and economic models. This strategy enables them to structure their fundraising efforts and financial management with a medium- to long-term perspective.

The financial resource mobilization strategy aims not only to contribute to the NGO's financial stability, within the framework of its economic model, but often also to ensure its autonomy through the **diversification of its funding sources**, with a balance between public and private funds. The strategy sets objectives, types, and targets for financial resource mobilization activities.

**The development and adoption of an adapted resource mobilization strategy requires careful planning based on a set of interconnected and complementary steps.**



— Sylvie Emmenegger

Sylvie Emmenegger reminds us in her book<sup>45</sup>: “The development and adoption of an appropriate resource mobilization strategy require careful planning based on a series of interconnected and complementary steps.”

Or in other words, sustainable resource mobilization – particularly financial resources – is a **strategic process embedded in organizational management, driven by creative communication, and sustained through the maintenance of partnership relations**. This reinforces the assertion that financial **resource mobilization should be regarded as a core institutional function rather than a mere series of occasional activities**<sup>46</sup>.



Resource mobilization (RM) requires the involvement of the entire organization, with a clear distribution of tasks and responsibilities.

The implementation of a RFM strategy involves ensuring a number of prerequisites (see next chapter) on the one hand, and, on the other hand, putting into motion several key concepts simultaneously: organizational capacity, communication and prospecting potential, and, finally, the sustainable development of relationships.

The recommendations made in the Coordination Sud report on funding clearly underscore this. It is also important that the funding strategy be broken down into operational processes that can be applied very concretely on a daily basis: defining responsibilities within teams in different departments (using a RACI<sup>47</sup> matrix, for example), decision-making processes (GO/NO GO), decision criteria, decision-making thresholds, etc. As we can never repeat often enough, in our profession, everything is interconnected. Actions on the ground in response to identified needs are essential, but without funding, they cannot exist.

<sup>44</sup> Funding for French CSOs. Issues and Recommendations

<sup>45</sup> The Stages of Resource Mobilization. Sylvie Emmenegger

<sup>46</sup> Resource Mobilization. A Guide for Nonprofit Organizations. CRDI

<sup>47</sup> RACI Matrix; R: Responsible; in charge of performing the task. A: Accountable; in charge of overseeing the task and reporting to management. C: Consulted; responsible for contributing and providing advice, I: Informed; must be kept updated.

To mobilize financial resources, one must turn to those who hold them, which brings up the key question: what are donors or technical and financial partners (TFPs) looking for? This question must never be overlooked. That is why national NGOs must recognize the absolute necessity, if they wish to embark on the path of financial resource mobilization (FRM), of allocating internal resources to successfully navigate the necessary steps to develop an effective funding strategy. Legitimacy, along with transparency and accountability, is one of the three pillars that donors will closely examine.

## SETTING UP YOUR ORGANIZATION FOR SUCCESS

Legitimacy, along with transparency and accountability, is one of the three pillars that the TFPs will pay close attention to.



**Legitimacy** means that your organization is trustworthy and better positioned than any other to successfully carry out the projects you wish to fund.

**Transparency** requires the ability to prove at any time the existence and monitoring of administrative and financial procedures that demonstrate financial health and an efficient management system.

**Accountability** in this context, refers to the responsibility toward current and potential donors, i.e., the ability to regularly document what has been accomplished and the results achieved. It is, of course, the organization's capacity to demonstrate its ability to deliver the required reports on time within the framework of a funded project's implementation.

It is this "LTA" (Legitimacy, Transparency, and Accountability) that must be considered when developing a resource mobilization strategy (RMS) and addressing the key questions outlined alongside:



## Tool 2 – Is your CSO ready to launch successfully? Your LTA Checklist.

The PTF, when you approach them, will seek to analyze whether your NGO is trustworthy, based on the criteria of legitimacy, accountability, and transparency<sup>48</sup>. If your NGO cannot answer "yes" to all the questions posed below, you must prepare the missing documents internally before thinking about responding to a call for proposals, or your application may fail at the first stage.

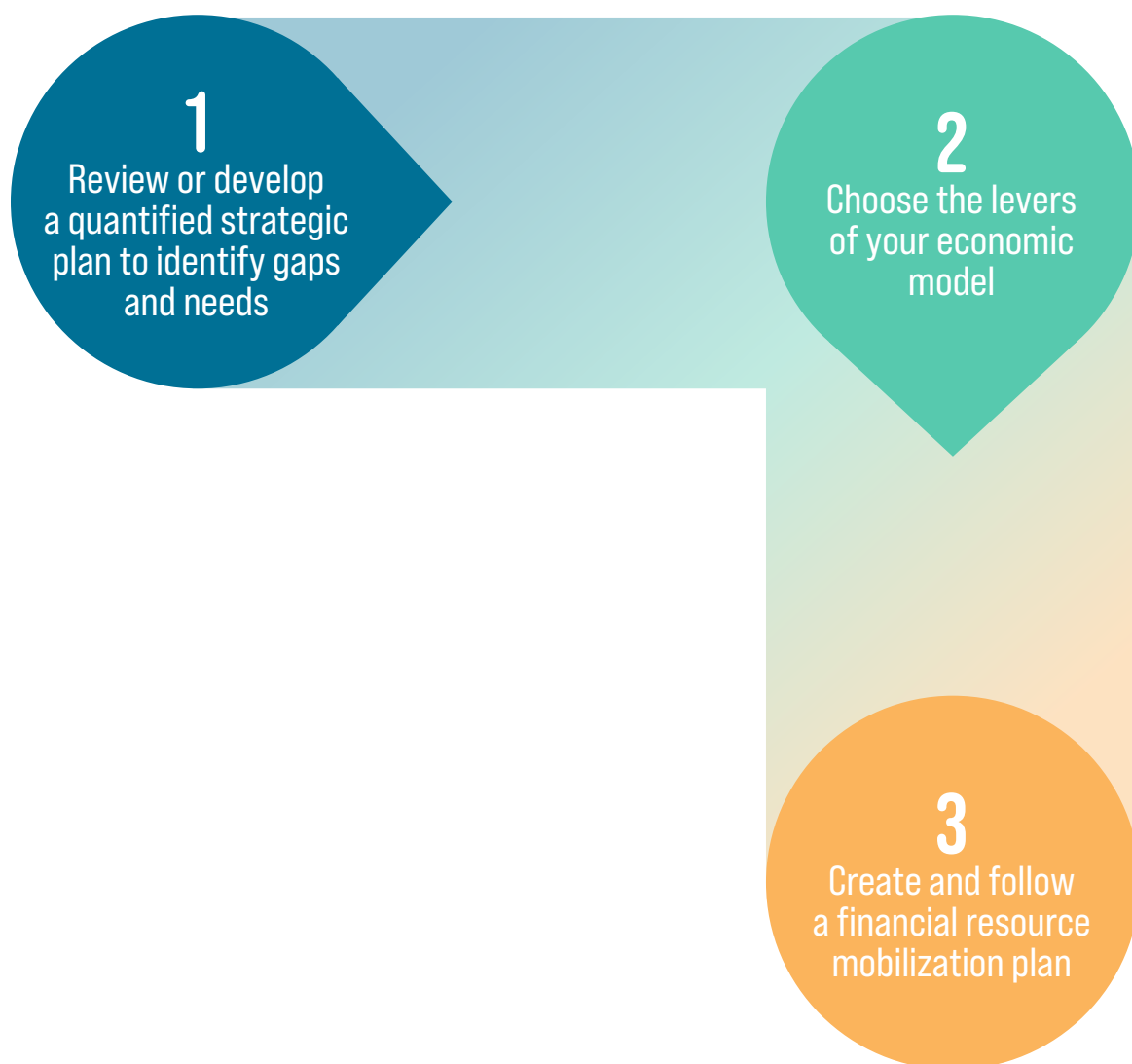
Can my NGO provide the documents listed below upon request?	Yes	No
Official statutes, signed and up-to-date		
Copy of the registration declaration with the competent authorities of the country and a copy of the publication in the Official Journal, if applicable		
ID documents and CVs of the legal representatives of the organization		
List of members of the Board of Directors, executive committee, and management, including their contact information and referencing the latest elections (dated and signed)		
Reports of the board meetings for the last three years		
Latest general assembly report (or at least the agenda of the last general assembly and the main resolutions, as well as any documents demonstrating the activities undertaken and completed, and attesting to the organization's operations)		
Moral report from the president and activity reports for the last three years		
MOUs with ministries relevant to the organization's areas of intervention		
The last two annual financial reports signed by an auditor or, if unavailable, by an accountant		
Certified balance sheets and profit & loss statements from a competent authority (such as an auditor) and/or approved in the General Assembly, for the last three financial years, indicating the public or private source of financial resources		
Budget forecast for the current year, signed and up-to-date, with proof of budget monitoring		
Evidence of regular equity funds		
List of private co-funders contributing more than 15% of the organization's last validated annual budget and/or of a specific project/program; if there are no private co-funders, confirmation that no private contributor participates with 15% or more of the annual budget		
Strategic document of the organization		
Up-to-date organizational chart, dated		
Best governance and transparency of the OCS practices in decision-making processes		
Existence of ethical rules		
Existence of internal control and reporting rules		
Existence of purchasing and procurement procedures		
Updated procedure manuals (including administrative and financial, PSEA, HR)		
Recent website update		
Regular communications on results achieved, sharing of good practices		

<sup>48</sup> This list is based on the checklist reviewed from several donors.

# STEPS TO A SUSTAINABLE AND SUCCESSFUL FINANCIAL RESOURCE MOBILIZATION STRATEGY

Here is a summarized representation of the different steps after consulting several books (listed in the annexes of this report), including guides from the Elsa<sup>49</sup> platform.

One cannot claim to establish a sustainable financial resource mobilization (FRM)<sup>50</sup> policy without attempting to follow these steps:



49 Fundraising Fundamentals

50 RM: Resource Mobilization, PRM: Resource Mobilization Plan

## PHASE 1: REVIEW OR DEVELOP A QUANTIFIED STRATEGIC PLAN TO IDENTIFY GAPS AND NEEDS

What is very important is to fully understand that in an organization, everything is interconnected.





If we want to evolve with serenity, we must get into the habit of thinking about everything that makes an organization successful:

- **A balanced governance**, with shared leadership, diversified management, and decision-making bodies that are present and impactful for the life of the organization;
- **A reasoned ambition** that allows resolution of identified needs;
- **An economic model that enables the achievement of ambitions**, and take into account the constraints of the sector;
- **Sustainability nourished by solid partnerships** and documented by regular and varied communication;
- **The relevance of actions proven by impacts**, relying on a field intervention methodology and a strong accountability system (cf. monitoring and evaluation pillars);
- **A stable organization**, that retains its staff over time and anticipates its financial and administrative needs. An organization that can rely on well-followed processes. It is important to speak with one voice: the voice of the organization.

In order to have a clear vision of the future, we must be sure to master the present. Thus, the first step in defining a strategy is to agree on what the NGO is, what it does, with whom, why, what drives it, and what hinders it.



## Tool 3: Description and Analysis of the Organization's Associative Project

### 1- DNA

You need to know and make sure that your employees, volunteers, partners, and beneficiaries are aware of what constitutes the foundation of your organization.

#### VISION

How does the association want the beneficiaries in its intervention areas to be in 20 years?



#### MISSION

What is the purpose of the association? What does it do? Who does it aim to change?  
How does it plan to achieve its vision?



#### VALUES

What values are shared by the people working within the organization?  
What is the code of ethics of your NGO?



#### INTERVENTION

What are the areas of intervention of the NGO? In which territory does it operate?  
Which population does it serve? What are its main levers of change for this target population?



#### PRINCIPLES OF ACTION

What is the NGO committed to? What are the principles the organization wishes to follow in the implementation of its mission?



#### SPECIFICITY

What sets the NGO apart from others? What makes it unique?  
What does your NGO claim as its specificity?



## 2- Assessment

o develop a strategic plan, it is essential to have a deep understanding of oneself: syour associative project and what strengthens and weakens our structure (SWOT analysis<sup>51</sup>).



It is essential to understand what is inherent to the functioning of the organization compared to external factors that are imposed and impact its operations, weakening our organization. This analysis helps outline the strategic plan, particularly the key strategic axes. To conduct a comprehensive SWOT analysis, all components of the organization must be considered, not just human resources or financial resources. When identifying threats and opportunities, it is crucial to consider all external factors that impact the functioning of the organization.

Once the assessment of the present situation is completed, it is essential to look toward the future. This is the moment to define strategic directions that will contribute to the different areas of the organization and lead to the quantification of material, financial, and human resource needs necessary to achieve its expressed dream.

Shaping the future and nurturing a dream doesn't mean setting unattainable goals. **The challenge here is to strive to achieve your long-term vision while remaining SMART<sup>52</sup> in your objectives.**

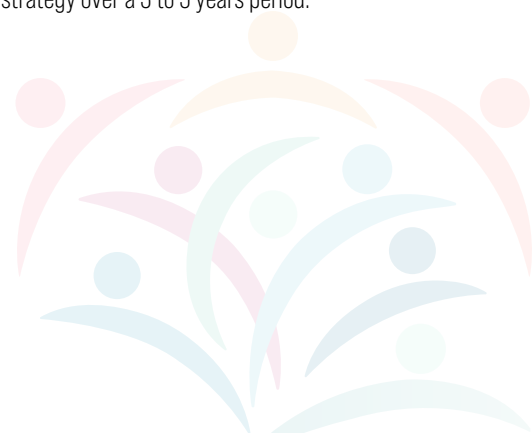
Once again, you must consider all the components of your organization; you can have a strategic objective linked to its development. It's not necessary to set priorities solely related to the beneficiaries of the actions and/or the needs you want to address in the coming years. A strategy and strategic priorities must be aligned with the mission, the vision, and the areas of intervention.

Once the strategic lines have been defined, they must be translated into concrete, quantified action plans. These figures will help you understand, in conjunction with the annual budget and what has been secured previously, what will need to be mobilized. It is the figure for each priority that will help you develop the resource mobilization plan.

On the following page we propose the plan that can be followed to define and quantify the organization's strategy over a 3 to 5 years period.

<sup>51</sup> Strengths That Help Address Weaknesses, and Opportunities That Help Counter Threats

<sup>52</sup> Specific, Measurable, Achievable, Realistic, and Time-Bound (SMART)



## Strategic Focus Area 1

Actions list	Expected results	Expected results indicators	When? How long? How often?	Human, material, and other necessary resources	Quantified resources
1.A					
1.B					

Quantified Resources	Total	Year 1	Year 2	Year 3	
1.A					
1.B					
...					
TOTAL					

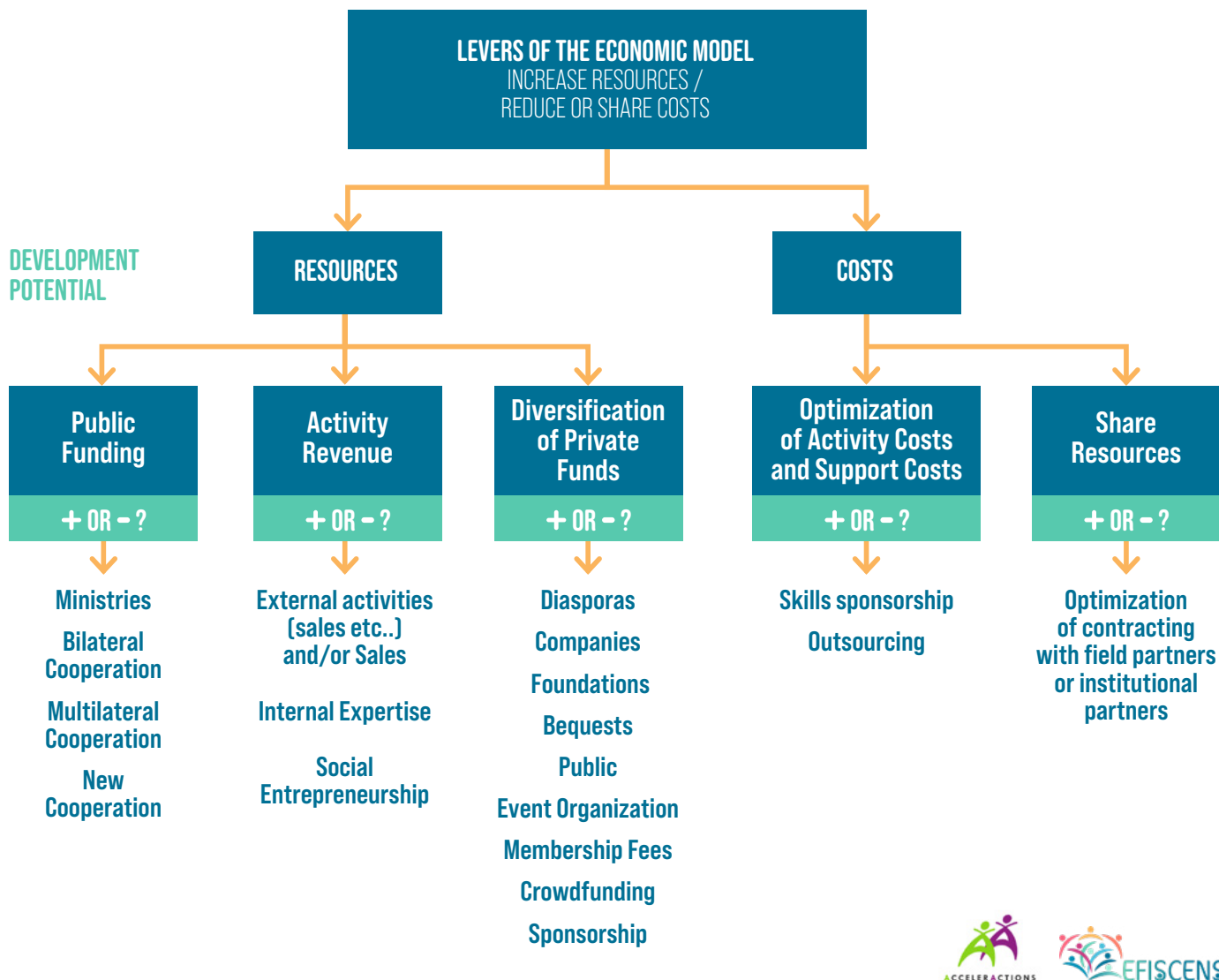
## New strategy

FOCUS AREA	Year 1	Year 2			
Strategic line 1					
Strategic line 2					
Strategic line 3					
Total new strategy					
Annual base budget					
Additional budget estimated/year					

This additional annual budget indicates the amount that needs to be mobilized. The base annual budget serves as a reference when monitoring the execution of the strategy.

## PHASE 2 : CHOOSING THE LEVERS OF YOUR ECONOMIC MODEL

The graph below<sup>53</sup> provides an overview of the options available when an NGO seeks to determine the levers of its economic model.



The key components<sup>54</sup> of the economic model are as follows:

- Value Proposition: This includes the presentation of the value (the added value offered), how to reach the target audiences (the channels), the different beneficiary segments, and the nature of the relationship with them. ;
- Value production model: key resources, key activities, and key partners; ;
- Budget equation, with the cost structure resulting from the value production method and the revenue stream component, which corresponds to the NGO's income.

<sup>53</sup> developed by Accelera'tions and supplemented by Efiscens

<sup>54</sup> Evolving the Economic Model of Your NGO, Why and How?



## Increasing Resources

This involves mobilizing resources by all available means. We will discuss these later in this guide (Parts III and IV). The challenge is not to remain confined to a single approach.

The goal is to diversify as much as possible between "restricted" private and public funding and "unrestricted" funding:

- **"restricted"** refers to funding specifically allocated for a particular project, activity, or objective. The mobilized financial resources must be used exclusively for the intended purpose and cannot be transferred to other uses;
- **"unrestricted"** refers to funds that are not restricted to a specific use. These resources can be freely allocated by the receiving organization or entity, allowing greater flexibility in their use according to emerging needs.

Alongside calls for projects, there are increasing proposals for collaboration from public donors to carry out specific "procurement" or "order" activities. This is an opportunity that a CSO specializing in a particular field can seize, however, it should not become the primary activity, as it may reduce the organization's freedom in applying its methodology. Similarly, a CSO wishing to test IGAs<sup>55</sup> should not pay excessive attention to this, as it could pose a risk to its core business and its nature as a non-profit organization. Finally, **a CSO that has chosen to rely more than 90% on public funding risks finding itself in a deadlock** due to a lack of coverage for its indirect costs<sup>56</sup>.

Therefore, it is important to **diversify as much as possible** between the different mobilizable sources of funding.

## Reducing costs

The approach is to ask the following questions:

- What costs are **more expensive internally than those mobilized through external expertise?**
- What costs does the CSO bear **that could**, to a certain extent, **be covered by partners** (in the case, for example, where a job can be shared between several organizations)?

- What internal costs **could potentially be subject to a contractual agreement** in the context of skills sponsorship, cooperation with universities/research institutes, volunteer mobilization<sup>57</sup>, or internship programs?
- What costs **could the CSO avoid by receiving partner contributions** (provision of labor, donations of materials, equipment, etc.)?

This part should reduce expenses in the strategy and potentially influence the amount of resources to be mobilized.

***“We have financial resources, but we also seek material donations, as well as donations in skills and time for reinforcement in HR, accounting, communication, professional training, or professional integration.”***



— Loïc Treguy, Director, Village Pilote Senegal

As Loïc Treguy<sup>58</sup> summarizes, the solutions are numerous: "We have financial resources, but we also seek material donations, as well as donations in skills and time for reinforcement in HR, accounting, communication, professional training, or the area of professional integration. There is also a strong advocacy component with employees, through meetings organized to raise awareness, inform staff, and create consciousness, while also attracting new regular donors among them. We also organize solidarity days with visits to the Center located at Lac Rose, discussions with young people and management teams. There are also solidarity construction projects, where we build turnkey houses as training sites, and everything earned is donated to the common pot. This is part of the IGA to ensure some autonomy."

## PHASE 3: CREATE AND MONITOR A FINANCIAL RESOURCE MOBILIZATION PLAN

At this stage, the quantification of resource needs has been completed, in line with the strategic objectives and the organizational project; the selection of levers to be activated in order to implement the business model is clear.

The next step is to identify the possible sources of resource mobilization and categorize them into a plan. This plan will serve as a reference for the coming years, and it will need to be monitored, reassessed, and adapted based on the evolution of the strategic plan.

<sup>55</sup> Income-Generating Activities (IGA)

<sup>56</sup> Indirect Costs, Administrative Fees, Structural Fees, referring to fixed costs that do not depend on the volume of projects carried out by the CSO

<sup>57</sup> CorpsAfrica, Projects Abroad, VSO (Voluntary Service Overseas), CCS (Cross-Cultural Solutions), Love Volunteers, African Impact, Volunteers For Peace, GoEco, France Volontaires, VSO France, Volunteer Africa, CIVI (International Volunteer Corps), YAP (Youth Action for Peace)

<sup>58</sup> Loïc Treguy, Director, Village Pilote Senegal

## Tool 4 - Template for Your Resource Mobilization Plan

We encourage you to take inspiration from this framework, which we have developed based on concrete examples from CSOs, particularly the plan created by the NGO Jeunesse et Développement.



## III. MOBILIZE "TRADITIONAL" FUNDING SOURCES

The following sections have been designed for national NGOs that wish to develop a resource mobilization plan or, initially, simply learn about the available funding opportunities. It presents the different options that can be leveraged to finance a project. We outline various categories without listing all potential donors.

**We echo the "funding organizations"<sup>59</sup>, their procedures, their methods, and what CSOs need to prepare for in order to collaborate effectively with these technical and financial partners (TFPs)<sup>60</sup>.**

Some donors are not yet ready to directly fund national CSOs. Instead, they ask international organizations to act as intermediaries and take responsibility for delegated management. This can be done either through the delegated management of a "common fund" or within a consortium, where the strongest actor takes the lead.

There are many examples of "common funds" managed by multilateral organizations or international NGOs. We mention some of them without claiming to be exhaustive. What is important to keep in mind is that the criteria, procedures, and operational modalities are very similar across different funds, as they are generally backed by the same donors (mainly public donors).

The rules are the same because they serve the same objective: How is my money being used? Is it being used correctly and benefiting the intended target? Is it making a meaningful contribution to solving the identified issue? Will this result bring lasting change to the current situation experienced by the population or its environment? Have I contributed to a sustainable change? Was I right to fund this actor rather than another?

Everything that has been established over the years – processes, criteria, and procedures – is summarized in the criteria of an evaluation<sup>61</sup> (Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability (viability, longevity)), to which are added specific criteria and cross-cutting criteria (gender, environment, social).

**For aid initiatives to be truly effective, it is crucial to strengthen trust and collaboration between donors and local NGOs by providing them with direct and tailored funding that respects their expertise.**



— Amina Mohammed, UN Deputy Secretary-General

One must constantly keep these criteria in mind, as they explain all the processes implemented by donors, from selection to capitalization, whether they fund directly or delegate the management of their funds to other organizations.

### Criteria

#### BASIC CRITERIA

- Relevance
- Coherence
- Effectiveness
- Impact
- Sustainability

#### SPECIFIC CRITERIA

- Coverage
- Intensity
- Acceptance/ownership
- Institutional added value
- Quality of partnership
- Social usefulness
- Coordination
- Responsiveness
- Progression

#### CROSS-CUTTING CRITERIA

- Environment
- Social aspects
- Gender
- Equity

Areas of change, for example:

- Access to rights
- Improvement of the school climate

CC EVAL FR

<sup>59</sup> Overview of available funding for French NGOs

<sup>60</sup> Technical and financial partners

<sup>61</sup> The evaluation criteria

# THE DIFFERENT TRADITIONAL DONORS

## Introduction and points for reflection

In the preface, let's revisit the results of our survey, quoting a few excerpts that concern national NGOs and the "traditional" funding system.

We asked national NGOs to describe their relationship with their TFPs in one word. "Trust" came up very often, alongside "partnership," "efficiency," with a few mentions of "difficult," "suspicion," "inaccessible," "nonexistent," or "embryonic." From our interviews, several recurring comments emerged:

**International institutional donors have very high rules and requirements, which complicate access to funding.**



— Modou Diaw, Regional Director, IRC

"It is **the same value systems and the same patterns of thought that persist**," deplores Aude Anquetil<sup>62</sup>, who regrets the "lack of flexibility" from donors. One stakeholder explains that the system feeds "a vicious circle: we ask national NGOs to meet certain standards that they can only acquire with experience, yet in order to gain the experience they are required to have, they must already meet these same standards."

**There is a mismatch between donors and the realities of national and, in particular, local CSOs.**



— Géraldine Colin, Country Director, Solthis

Some donors acknowledge the flaws in their funding: "The NGOs we work with face difficulties because they receive funding but no indirect costs. We limit ourselves to project-related costs, which will affect the development of the organization," notes Ignace Diouf<sup>63</sup>.

Below are the points for reflection, as formulated by the actors interviewed for their donor partners, regarding funding for national NGOs:

- **Accept that organizations may pay their staff at reasonable and decent salary levels** (to retain and stabilize teams) ;
- **Allocate a portion of the funding to allow national NGOs to build their structure** ("If we want to see stronger national organizations emerge, it is important that we stop trying to cut costs on the administrative fee rates granted to them, because these are penny-pinching savings, whereas these funds are really important to allow national NGOs to build and strengthen their structures.") The report "Guidelines from the Inter-Agency Standing Committee on the coverage of overhead costs incurred by local and national partners"<sup>64</sup> "aimed at donors/UN agencies/ International NGOs, revisits the definition of indirect costs or overheads

and reiterates the importance of covering them in full.

- **Adapt the criteria and ease the procedures for accessing funding.** This requires increasing trust in national NGOs and differentiating between structures "to avoid contributing to entrenching prejudices, which hinder progress";
- **Innovate in the reporting** and accountability system;
- **Make long-term partnerships** ("a bi-annual or tri-annual funding cycle is not secure for an organization that is developing a strategy over 4/5 years").
- **Take more risks** in funding approaches. "The risk should not be used as an excuse."
- **Provide more support for the empowerment and institutional strengthening of national NGOs**, alongside program and project funding, through capacity-building programs.

A recent, very comprehensive report<sup>65</sup> provides an overview, using examples from each DAC<sup>66</sup> cooperation. Among the obstacles to funding, particularly regarding bilateral cooperation with national CSOs, it highlights donors' dependence on their own CSOs to create public support for development aid, a point we will return to later in this text. The report's recommendations aim to ensure that Southern global CSOs can access the resources they need to contribute to sustainable development. The report calls on donors to change their funding practices and to be more transparent and accountable in their relationships with Southern global CSOs.

In the following sections, we provide a brief overview of the traditional development aid and emergency response donors. We particularly emphasize the processes, modalities, procedures, and criteria that are common to most funding configurations from the donors described. We also offer practical focus areas and tools.

**"Those who can do the big can also do the small".** It's better to prepare for the hardest challenges to avoid missing an eventuality due to lack of anticipation and preparation.

<sup>62</sup> Aude Anquetil, Livelihood Impact Fund

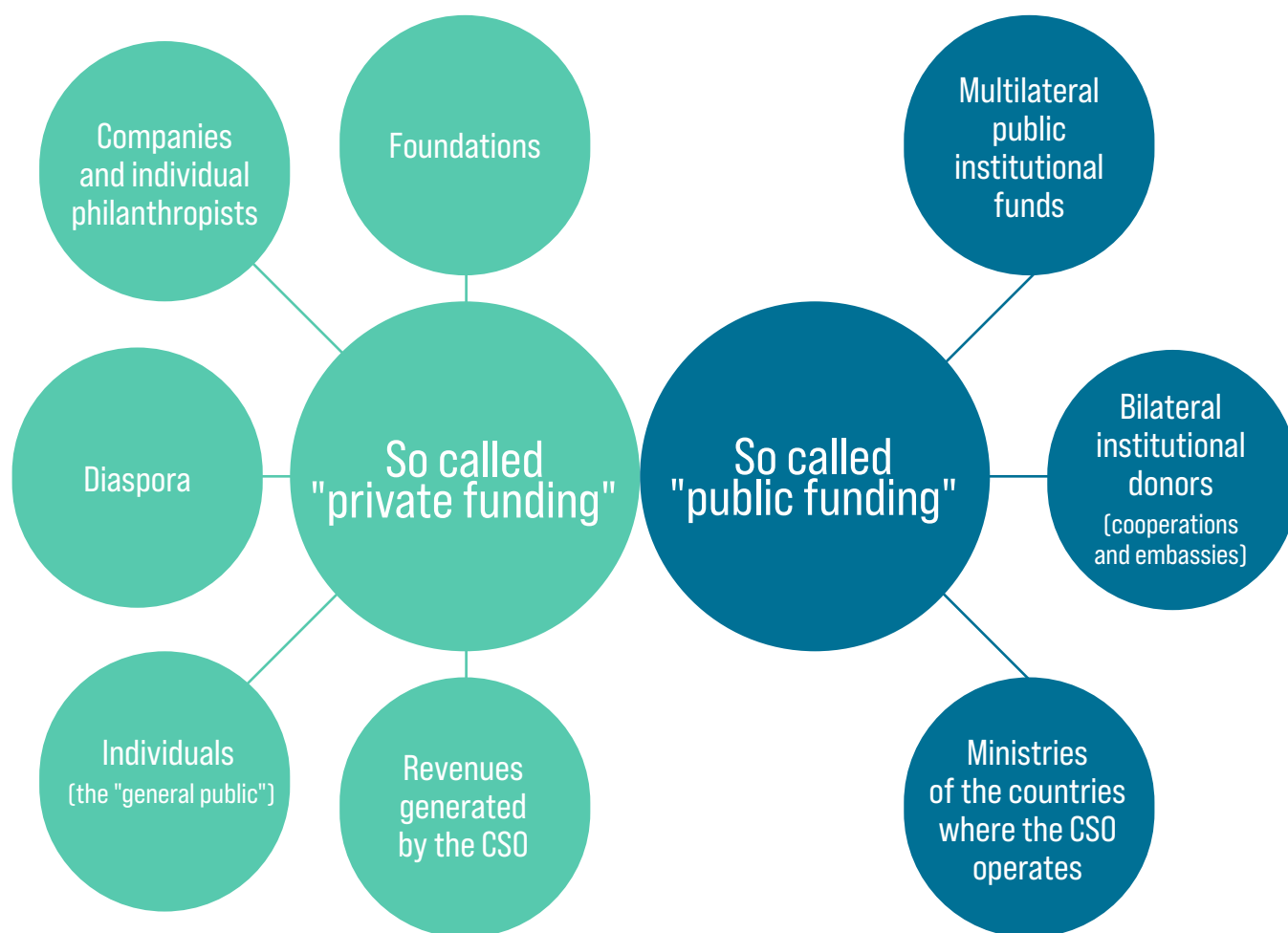
<sup>63</sup> Ignace Diouf, Administrative and Financial Manager, Böll Stiftung Foundation Dakar

<sup>64</sup> Guidelines from the Inter-Agency Standing Committee on the Coverage of Overhead Costs Incurred by Local and National Partners

<sup>65</sup> Report "Too Southern to be Funded". "Too South to Be Funded: The Funding Bias Against the Global South"

<sup>66</sup> DAC, Development Assistance Committee

## MULTILATERAL PUBLIC DEVELOPEMENT PARTNERS



## The United Nations system

### Relations with civil society

United Nations agencies, beyond the annual contributions paid by member countries, must also raise funds from donors. As a result, they have a duty of accountability and must report on the resources mobilized. For NGOs, the United Nations acts as both a donor and a competitor<sup>67</sup>. Agencies implement their own projects while delegating some to international and/or national NGOs.

A senior United Nations employee explains these sometimes ambiguous relationships as perceived by NGOs: "The United Nations High Commissioner for Refugees (UNHCR) is not a donor but a UN actor. Many national and international NGOs consider it a donor, but that is not the case. UNHCR has its own donors and is primarily funded by the United States, EU member states, Japan, and others. Some of our activities are carried out directly by UNHCR staff, particularly core protection activities related to asylum issues. However, as a UN entity with significant support costs, for activities outside its core mandate, UNHCR subcontracts part of its work to partner

organizations."

Therefore, all activities related to water and sanitation, education, healthcare access, agriculture, and livelihoods—which are also quite costly if carried out solely by UNHCR—are implemented in partnership with organizations, most of which are international organizations with whom UNHCR has global agreements."

As the authors of the book *Panorama des Financements accessibles aux ONG françaises*<sup>68</sup> remind us, "most UN agencies work with NGOs based on a partnership model, though this partnership often seems more like a service provision arrangement – where an NGO executes a program led by a UN agency. NGOs also sometimes feel that UN agencies fund each other more than they fund NGO-led actions." Once again, "If you want to go fast, walk alone. If you want to go far, walk together." If national NGOs want change (even a little would be a good start), they must speak with one united voice.

<sup>67</sup> This is a debate we will not rediscuss. Even donors recognize the difference between United Nations agencies, which have resources to operate, and NGO – particularly national NGO – that often have very little, if any, funding to cover their operational costs.

<sup>68</sup> *Overview of Funding Available to French NGOs*

The ICVA NGO network<sup>69</sup> closely monitors these issues and has conducted an information cycle and webinars on humanitarian funding.

## What about national NGOs?

Since UN agencies often act as implementing entities themselves, national NGOs serve as sub-recipients and field partners, except in cases where programs are specifically targeted toward national NGOs (e.g., certain pooled funds like OCHA's Country-Based Pool Fund [CBPF]<sup>70</sup> or other funds, such as those from UN Women, which allocate a portion to national NGOs). Notably, the European Commission's Directorate-General for Civil Protection and Humanitarian Aid Operations [DG ECHO] does not directly support national NGOs but contributes financially to certain CBPFs.

The World Food Programme (WFP) often funds national NGOs, as do the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), the World Health Organization (WHO), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), and UN Women.

There are also many joint programs such as the Global Education Program, GAVI, and the Global Fund, in which the agencies are involved, often with multilateral and bilateral partner cooperations. These large multilateral programs also pass through the countries' ministries.

Sarah Hary Razafindramanana explains: "We have a fund<sup>71</sup>, dedicated to combating violence against women and girls, which particularly supports national CSOs led by women or working for women's rights, as we aim to strengthen national civil societies to implement initiatives adapted to the context and local issues of combating gender-based violence."

## Recommendations

- **All agencies are generally represented** either in a regional coordination or within a country office. It is important to try to contact the representatives who manage portfolios related to NGO funding;
- **Agencies define their strategic plan and act according to the priorities outlined in these plans.** "It is therefore important for NGOs seeking funding to be aware of the strategic plans and strategic notes that are published, as it is based on these that calls for proposals are launched," reminds Sarah Hary Razafindramanana;
- **It is important to carefully consider the correlation between what the agency finances and what your CSO does.** You should sort and select only those whose themes align with the areas of intervention of your organization. There's no point in knocking on the door of WFP if your organization has nothing to do with food security issues, just as with UNICEF, whose mandate is related to issues concerning young girls/women and children. There are many UN agencies, so it's important to avoid getting lost;
- **Avoid sending direct requests if you haven't thoroughly checked that the agency accepts submissions** and if your proposal is not perfect. You risk damaging your relationship with the agency unnecessarily;
- Finally, **you should subscribe to newsletters, websites, LinkedIn pages**, and any other platforms of the donors you've identified as potential funders for your NGO.



**Civic Space Resource Hub (CSR-HUB)**

### CALL FOR APPLICATIONS

#### CSR-HUB COHORT<sup>3</sup>

Interested organisations must be civil society organisations, including NGOs, community-based organisations, youth networks, women's associations, and faith-based organisations in **Ghana, Nigeria, or Senegal**, working around issues of shrinking civic space, democracy, good governance, human rights, social justice and equality.

**Deadline: 15 November 2024**

Visit our website to apply: [www.csrhubsouthafrica.org](http://www.csrhubsouthafrica.org)

**WACSI** **Ford Foundation**

Find us:  

<sup>69</sup> Demystifying humanitarian financing

<sup>70</sup> OCHA, United Nations Office for the Coordination of Humanitarian Affairs

<sup>71</sup> UN Trust Fund to End Violence Against Women and Girls



## Focus 1 : Program FHRAOC, OCHA ROWCA

### FHRAOC Fonds Humanitaire Régional pour l'Afrique de l'ouest et du centre

This is the first regional humanitarian fund whose management unit is based in Dakar within OCH's regional office<sup>72</sup>.

Like international NGOs, national NGOs can submit project proposals to obtain funding from the CBPF. However, competition with international NGOs, which have more experience and visibility, is tough. It is crucial to ensure that all the required criteria are met!

Olivier Nkidiaka<sup>73</sup> explains the process through which the FHRAOC<sup>74</sup>, managed by ROWCA<sup>75</sup>, provides funds to local NGOs. He emphasizes the importance of:

- **Staying informed about funding information** shared through various channels, including websites and regional coordination structures. NGOs should integrate into national or local humanitarian coordination mechanisms in their country. Additionally, they should refer to the available operational manual<sup>76</sup>;
- **Ensure eligibility criteria and risk assessment:** : Local NGOs are assessed based on their capacity and risk level ;
- **Ensuring meticulous project management and evaluation:** Strict project management and evaluation protocols must be followed.

### Funding Mechanism

The pre-eligibility process consists of an assessment of actors (national and international NGOs) by clusters, followed by the verification of several documents (such as whether the organization is registered and authorized to operate in the country). The final step is an office visit, including an interview to evaluate various factors related to organizational, financial, and programmatic aspects, among others.

At the end of this process, the fund determines whether the organization is eligible to work with the program or not. If eligible, a risk level (high, medium, or low) is defined. This risk level does not mean that the actor cannot respond to calls for proposals. If the NGO is considered eligible, it is placed in a pool for a period of 2 years. After these 2 years, if it successfully secures funding, its eligibility is renewed for the following two years. However, if it does not secure any funding during this period, it will have to start the process over from the beginning.

At the same time, the fund defines the allocation strategy, the theme, the area, etc. Therefore, NGOs must be vigilant about the information provided and must quickly position themselves.

Organization's Score (in percentage)	Recommendation
≥ 90.00 - 100.00	The organization is eligible as a low-risk partner.
≥70.00 - 89.99	The organization is eligible as a medium-risk partner.
≥50.00 - 69.99	The organization is eligible as a high-risk partner.
0.00 - 49.99	The organization is not eligible. A new capacity assessment can be conducted by the Fund twelve (12) months after the date of the previous



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<sup>72</sup> Office for the Coordination of Humanitarian Affairs

<sup>73</sup> Olivier Nkidiaka, Head of the Regional Humanitarian Funding Unit and Fund Manager of FHRAOC, OCHA ROWCA

<sup>74</sup> Regional Humanitarian Fund for West and Central Africa (FHRAOC)

<sup>75</sup> OCHA Regional Office for West and Central Africa (ROWCA)

<sup>76</sup> Operational Manual of FHRAOC



## Selection Criteria

he procedures are clearly outlined in the manual. Extracts<sup>77</sup> :

Performance Index Category (1-6)	Percentage
<b>1. Quality of the project document and response time:</b> ow do you assess the quality of the proposals and the timeliness of the response to the comments provided?	10%
<b>2. Implementation status (monitoring results and financial controls):</b> What is your overall evaluation of the project's implementation (quality and timeliness) in relation to the approved objectives and timeline?	25%
<b>3. Narrative report performance:</b> How do you evaluate the quality and punctuality of the narrative report?	15%
<b>4. Review requests:</b> How do you assess the timeliness, frequency, and justification of project review?	10%
<b>5. Financial report performance:</b> How do you evaluate the quality and performance of the financial report?	20%
<b>6. Audit results:</b> How do you evaluate the audit results?	20%
<b>TOTAL</b>	<b>100%</b>

## Partner Performance Index

Score	Description	Risk Assessment
00.00 - 49.99	Very Poor Performance	Ineligible
50.00 - 69.99	Poor Performance	High
60.00 - 69.99	Below Average Performance	High
70.00 - 79.99	Average Performance	Medium
80.00 - 89.99	Above Average Performance	Medium
90.00 - 94.99	Good Performance	Low
95.00 - 100.00	Exceptional Performance	Low



## Project Management and monitoring/Evaluation

The risk level determines the operational modalities that will apply to any organization at the end of the eligibility process, including the disbursement methods and the amount of the available budget.

NGOs with a high-risk level will need to submit more reports than those identified as having a low-risk level.

Control mechanisms, such as monitoring missions, may be conducted with a high-risk partner.

Audits are systematically carried out.

## Banks (Islamic Development Bank, African Development Bank, World Bank...)

### Relations with Civil Society

#### *Islamic Development Bank (IDB)*

The IDB does not offer funds exclusively dedicated to NGOs, but it prioritizes public-private partnerships that include civil society.

Some initiatives and programs are potentially open to NGOs, but only through the relevant government ministries:

**1. Development Projects:** National NGOs can participate in IDB-financed projects as implementation partners<sup>78</sup>;

**2. Youth Development Fund<sup>79</sup>:** The IDB has specific initiatives aimed at supporting NGO projects focused on youth.

#### *World Bank*

The World Bank published a **brochure in 2019 dedicated to collaboration with civil society**<sup>80</sup>. The World Bank website<sup>81</sup> includes a page dedicated to NGOs.

Le Groupe de la Banque Mondiale<sup>82</sup> a **mis en place des sources de financement à l'intention des organisations de la société civile**. En voici un aperçu :

- **Global Partnership for Social Accountability (GPSA)**<sup>83</sup>: This is the primary funding mechanism of the World Bank for CSOs. Its goal is to make governments more accountable to citizens and is based on the principles of constructive engagement between public authorities and civil society.
- **Procurement Framework**<sup>84</sup>: its set of procedures governs the implementation of projects funded by the World Bank. Several CSOs have won tenders to implement certain components of World Bank projects undertaken to support the development goals of its client countries;

- The World Bank has established the **International Development Association**<sup>85</sup> (IDA), a tool for the world's poorest countries. As with other World Bank programs, the funds are allocated to governments.

#### *African Development Bank (AfDB)*

The AfDB also has a **dedicated service for civil society**<sup>86</sup>. The AfDB plans to implement a new policy supporting civil society.

The AfDB is also interested in financing **opportunities arising from the diaspora**<sup>87</sup>.

Currently (October 2024), the AfDB is organizing **presentations of its "Action Plan for Engagement with Civil Society 2024-2028"**. These events are also country-specific.

To stay updated on AfDB news, one should register on the AfDB's interactive platform for civil society organizations (national forums, civil society organization forums, and regional forums), follow newsletters, also follow WACSI, which recently signed an agreement with the World Bank<sup>88</sup>, and follow the advice of Traore Minemba<sup>89</sup>: "National NGOs can approach the AfDB country offices (40 countries out of 54), as depending on the theme, there are sectoral experts responsible for these issues".

Some examples of trust funds categorized by theme include: African Climate Change Fund<sup>90</sup>, Transition Support Fund for fragile countries, Multidonor Trust Fund, Youth Employment Fund.

78 BID, Women's Empowerment Project

79 Youth Development Program of the BID

80 WB, Paper on Collaboration with Civil Society

81 Dedicated Civil Society Page on the World Bank Website

82 CSO Funding

83 WB, Global Partnership for Social Responsibility

84 WB, Procurement

85 IDA, International Development Association of the World Bank

86 Dedicated Civil Society Page of the African Development Bank (AfDB)

87 Funding of Over 5 Million Dollars to Help Catalyze Diaspora Investments in Eight African Countries

88 Historic AfDB-WACSI Agreement to Strengthen Civil Society Organizations' Capacities

89 Traore Minemba, Senior Social Development Specialist, BAD/AfDB

90 Meeting Report on AfDB-CSO Capacity Building Regarding This Fund

## Recommendations

These banks operate in a similar way. Alongside the specific projects we present, each one establishes trust funds. It is on these funds that NGOs should focus their research in each country, as it is where collaboration opportunities can often be found. To do so, NGOs should visit the banks' websites and try to get in touch with the civil society relations departments, referencing a specific opportunity.

Often, Ministries are the delegated agencies for the funds from these large institutions, so it is important to be able to sign agreements with the Ministries. Also, don't forget to look into the UN Agencies, which are often also recipients, as well as international NGOs.

It is also important to choose your alliances wisely; it's better to partner with organizations that have already been funded by at least one of these institutions. At a minimum, join networks of national NGOs. And for all of this, the key is to be visible, transparent, and organized. Before reaching out, make sure your NGO is ready to provide all the documents they will likely require if you want to move forward with collaboration. These types of funding are often complex to manage, and typically involve significant amounts of money. However, it's important to stay vigilant, as political changes in certain countries may lead to discussions aimed at strengthening the network of national civil societies, which could become key stakeholders that these agencies might consider in the future [a lot of uncertainties].

## The European Union: INTPA

*Note: We will leave aside the "emergency" component of the cooperation proposed by the EU, as the ECHO agency does not directly finance national CSOs. It prefers consortium arrangements led by international NGOs and/or participation in funds managed by other PTFs, such as the CBPF fund managed by OCHA. Given that potential partner CSOs are identified for specific periods, it is important to obtain this list and prioritize building relationships with international NGOs likely to receive funds from this agency (consortium).*

## Relations with Civil Society

The Directorate-General for International Cooperation and Development (DGIntPa) is the development cooperation tool of the European Union. A portion of the funding is accessible to civil society organizations (CSOs). Websites are available to gather information on funding opportunities for NGOs<sup>91</sup>.

The DGIntPa develops several possible channels of collaboration:

- **Call for projects:** DGIntPa regularly publishes calls for projects aimed at supporting initiatives implemented by CSOs. All calls for projects are available on the website<sup>92</sup>. Before starting a process, it is important to check the registration procedures for the CSO on e-Calls PADOR<sup>93</sup>. This is a database that contains information about organizations applying. After passing this first step, the CSO must familiarize itself with e-call PROSPECT<sup>94</sup>. It is an electronic system developed for the management of calls for proposals. e-Call PROSPECT allows applicants to submit their proposals online, track the status of their proposals in real time, and receive the evaluation results immediately online! Applicants also receive automatic notifications when new documents (clarifications, corrigendum, etc.) are published for their call.
- **Direct Grants:** These grants can be awarded to CSOs for specific projects that align with the EU's strategic priorities in development. Information can be found on the national LinkedIn page of the EU delegation in each country. In principle, the procedures are the same as those described for calls for projects (PADOR and PROSPECT).

- **Capacity Building Programs:** This includes funding aimed at strengthening the institutional capacities of CSOs by providing training, expertise, and resources. In principle, the procedures are the same.
- **Fonds thématiques :** Specific funds may be available for particular sectors such as human rights, gender equality, health, and climate change mitigation. In principle, the procedures are the same.

Some identified challenges<sup>95</sup>: 10% of the budget is accessible to CSOs, but they compete with other stakeholders such as intergovernmental organizations, governments, or universities. Only 7% of the budget is exclusively reserved for CSOs through direct grants and calls for projects, and there has been a decrease in the frequency of open calls for projects available to CSOs. Finally, little funding supports the initiatives led by the CSOs themselves.

<sup>91</sup> Funding Opportunities Open to NGOs, IntPa

<sup>92</sup> Call for proposals and tenders

<sup>93</sup> e-call PADOR

<sup>94</sup> e-call PROSPECT

<sup>95</sup> Who holds the lion's share? A closer look at Global Europe Funds for CSOs

## What about national NGOs?

The delegations are gradually setting up opportunities to directly finance local actors.

The difficulty raised is still related to the capacity of national NGOs to meet the criteria for good governance, financial management, and administrative management, in particular.

The European Union has created a specific dialogue space for civil society and regularly organizes information sessions before launching calls for projects to gather the needs of NGOs.

## Recommendations

You must register and attend the open dialogue spaces or merge with colleague NGOs that have the capacity to do so.

It is necessary to consult the information available on the LinkedIn pages, as some delegations launch specific calls targeting national CSOs.

You need to visit the portal that provides possible funding and project calls<sup>96</sup> from the EU's external action. You can create an account<sup>97</sup> to receive the information directly. To understand the EU4s annual strategic orientations, be sure to check the website<sup>98</sup> as well.

It's important, as with all donors, to ensure that your NGO is capable of applying for these funds. The prerequisites are numerous, so being prepared is key. For a clearer idea of the documents you'll need to prepare to secure funding, refer to Annex G of a call for projects<sup>99</sup>. Don't forget that you always have the option to join a consortium led by a stronger NGO. This will provide you with the necessary tools, information, and possibly capacity building to apply directly in the future. It's always the same: "He who goes slowly goes far", or in other words, don't rush – anticipate!

## Other Multilateral Organizations (ECOWAS, NEPAD, CILSS, GMV, etc.)

### Relations with civil society

We mention these organizations because it will be important to monitor their developments in the coming years. They are expected to open up partnership opportunities to national NGOs (following the same reasoning as for multilateral banks).

**ECOWAS**<sup>100</sup>. ECOWAS's primary contact is the West African Civil Society Forum (WACSOF<sup>101</sup>). ECOWAS states that it is pursuing a policy of strengthening national platforms. While a page is dedicated to collaboration between ECOWAS and civil society<sup>102</sup>, it is difficult to understand exactly what opportunities are available to national NGOs. The WACSOF website presents annual reports for 2014 and 2015.

**NEPAD**<sup>103</sup> is the African Union's development agency, which also has a foundation dedicated to capacity building. NEPAD also partners with international financial institutions, UN agencies, and Africa's development partners as a mechanism to support development efforts on the African continent. NEPAD is a partner of the African Capacity Building Foundation.

**CILSS**<sup>104</sup> (Permanent Interstates Committee for Drought Control in the Sahel) is mandated to engage in research on food security and the fight against desertification and the effects of drought, aiming for a new ecological balance in the Sahel. The institution currently has thirteen member states. Projects are often managed by ministries in each country, such as the Ministry of Agriculture, the Ministry in charge of livestock, the General Directorate of Water Management, and financial oversight by the Ministry of Finance. The CILSS is one of the partners of the Great Green Wall initiative.

**APGMV**<sup>105</sup> has established partnership agreements with UN agencies as well as several international CSOs. The list is available on the website (link below).

96 [Portal on Possible Funding and Calls for Proposals](#)

97 [Account Creation](#)

98 [Strategic Guidelines by Country](#)

99 [Call for Proposals: Capacity Building for Civil Society Organizations for a More Inclusive Burundi](#)

100 ECOWAS, Economic Community of West African States

101 [FOSCAO Website](#)

102 [Civil Society and ECOWAS](#)

103 New Partnership for Development in Africa

104 [Permanent Inter-State Committee for Drought Control in the Sahel](#)

105 [Pan-African Agency for the Great Green Wall \(APGMV\)](#)

### Recommendation

It is important for national NGOs, when they have the capacity and if their areas of intervention align, to position themselves directly with their Ministries in the countries where they operate.

They should also follow the given advice to gain access to UN agencies and the consortia formed by international NGOs that have established partnership agreements with these agencies.

## BILATERAL PUBLIC DEVELOPMENT PARTNERS

### Relations with civil society

Each country, if financially capable or willing, usually deploys a bilateral cooperation mechanism. The "traditional" cooperation models originate from the OECD-DAC countries<sup>106</sup>.

Other forms of cooperation are emerging, such as Chinese cooperation. While **"Saudi Arabia has historically been a particularly active partner in Africa, Turkey, Israel, Qatar, the United Arab Emirates (UAE), and Iran are now working more visibly and actively to establish a lasting presence there"**. [Dr Niagalé Bagayoko<sup>107</sup>]. There is little available information on possible funding opportunities; the only way to gather insights is to try to approach the embassies in each country to better understand whether there are any openings.



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We therefore focus on so-called **"traditional" forms of cooperation**.

The traditional bilateral cooperation mechanism is often divided into two entities: One responsible for managing emergency response; Another responsible for addressing development issues.

Some cooperation agencies implement their own projects with their own budgets, while others act primarily as executing agencies for projects under delegated management. Some do both, and finally, certain bilateral cooperation agencies also carry out projects with their own teams, much like a United Nations agency would.

Some programs are implemented using a decentralized approach, meaning they are managed directly in the countries of intervention, while others follow a centralized approach, meaning they are overseen from the capital of the donor country.

For example, in Dutch cooperation, some initiatives are managed from The Hague, while others fall under the responsibility of embassies or local cooperation offices.

Additionally, some bilateral cooperation projects involve pooled funds shared among multiple countries, while others are tailored specifically to individual countries, depending on the strategic priorities of each cooperation program.

**Everything starts with defining priorities or key sectors to be prioritized between the two states within the framework of bilateral cooperation.**

— Pascal ROUAMBA, Conseiller régional développement rural, Afrique de l'Ouest, Bureau Coopération Suisse Burkina Faso

In traditional setups, **bilateral cooperation primarily funds governments, UN agencies, and Red Cross committees, with a smaller portion allocated to civil society organizations (CSOs)**.

One key characteristic of public donors is the large scale of their available funding, compared to the more limited capacity of private donors (such as private foundations, corporations, corporate foundations, and diaspora members). It is not uncommon for a public donor to state that they cannot grant funding below \$500,000 per project due to the high administrative costs involved.

For this reason, many bilateral cooperation programs prefer to fund projects led by consortia of NGOs rather than individual NGOs.

<sup>106</sup> The OECD Development Assistance Committee is an international forum with 32 current members

<sup>107</sup> Dr Niagalé Bagayoko, Africa Program Manager, African Security Sector Network (ASSN)

## What about national NGOs?

The main obstacle for national NGOs is the large financial volumes offered by bilateral cooperation programs, as they are often perceived—rightly or wrongly—as lacking the capacity to manage such amounts.

National NGOs must actively communicate about their work, as these donors are expressing a willingness to adopt new approaches and shift more towards local actors (localization). They will likely prioritize direct identification of potential partners.

Some bilateral cooperation programs, such as that of the United Kingdom, **do not directly fund national NGOs** (as is the case with the FCDO). Instead, **they choose to channel funds through pooled funds** managed by international NGOs. For example, the Sahel Regional Fund (SRF) handles 70% of the FCDO's humanitarian funding for the region<sup>108</sup>.

Some bilateral cooperation programs are beginning to **lay the foundation for discussions on this issue**. For example: The British cooperation (FCDO)<sup>109</sup> has published a white paper on the topic. The Swedish cooperation launched a call for participation for civil society organizations (CSOs) in May 2024<sup>110</sup>.

Other bilateral cooperations such as l'AFD<sup>111</sup> (AMI intended for local law CSOs<sup>112</sup>) or USAID (Call for tenders launched in March 2024<sup>113</sup>) have already **opened a (small) part of their funds** – reserved for CSOs – to national NGOs.

Other bilateral cooperation programs have mentioned a recent **shift in methodology, favoring mandates assigned to consulting firms** or international NGOs, which then take charge of selecting local actors<sup>114</sup>.

When direct cooperation with a bilateral donor is possible, national CSOs have two main funding channels:

- **Directly from the donor**, and here again, there may be multiple entry points, so it is essential to carefully monitor all available programs—whether they are managed by the local office in the country of intervention, the headquarters of the ministry in the donor country, and/or.
- **Through international NGOs, United Nations agencies, and/or Red Cross Committees** - with the national NGO acting as a "sub-recipient."

## Recommendations

For any actor seeking to establish connections with a country's bilateral cooperation agencies, it is important to consider that local (decentralized) agencies do not necessarily have control over all programs. Therefore, it is essential to closely follow the updates of both the local agency in the country and the headquarters, which is the originating ministry of each cooperation program.

In terms of communication, it is important to:

- **Establish contact with the civil society representative** at the relevant embassy;
- **Join or build connections** with national and international NGO networks in your country;
- **Stay informed** about their cooperation policies through social media (e.g., LinkedIn);
- **Closely follow all the programs they implement**, as they may operate through multiple initiatives:

**1-** Initiatives OSC (I-OSC) program, managed by the Civil Society Organizations Division (MPN/OSC) within the National Mobilization and Partnerships Department;

**2-** Calls for projects from the Development Solutions Directorate (SDD), such as the Support Fund for Feminist Associations in the Global South (FSOF);

**3-** Funding for interventions in fragile contexts, including Crisis and Post-Crisis Calls for Projects (APCC), managed by the Geographic Directorate (GEO);

**4-** Innovation Fund for Development (FID);

**5-** Micro-project fund, managed by La Guilde.

**6-** Small Initiatives Program (PPI) under the French Global Environment Facility (FFEM) (with secretariats hosted at AFD);

**7-** IPRA/OSIM program, supporting organizations from migrant communities, and

**8-** All funding opportunities channeled through international NGOs, UN agencies, and Red Cross Committees.

One final remark, using Luxembourg's cooperation as an example: During interviews, it was often emphasized that the selection process is not primarily based on the NGO's category, but rather on its capacity to be as effective and efficient as possible. This principle is not exclusive to bilateral cooperation—it applies to all donors.

<sup>108</sup> Julien Mulliez, Humanitarian Advisor - Sahel Department, FCDO (Foreign, Commonwealth & Development Office)

<sup>109</sup> White Paper

<sup>110</sup> Call for expression of interest for CSOs for partnership with SIDA

<sup>111</sup> AFD, French Development Agency

<sup>112</sup> AFD, Call for Expression of Interest for CSOs on Local Law from AFD

<sup>113</sup> USAID, Access to Education (A2E) - Addendum to the Annual Grant Program Announcement YouthPower 2

<sup>114</sup> This is the case with Swiss Cooperation, which also uses the "mandates" approach



## Focus 2 : The Added Value

During our interview, Quentin Bourdeaux<sup>115</sup> emphasized the **importance of added value in what a donor** like Luxembourg's cooperation seeks. Excerpt:

"In interaction with the relevant institutional partners and within a multi-stakeholder implementation dynamic, we seek operators capable of bringing real added value to our areas of intervention—in other words, true agents of change. **It is not so much the "national" or "international" status of an NGO that determines our choice of partner. However, given our duty of accountability and sustainability, we always keep our "exit strategy" in mind.** Therefore, our priority is the transfer of skills to benefit national actors..

Methodologically, we proceed either through calls for proposals or by sourcing actions within networks, communities, and key actors present and influential on the ground. Before engaging in a partnership with a national NGO, it is essential to demonstrate the organization's added value through an institutional and organizational assessment phase. In practical terms, this involves analyzing the nature of the actor, including: Its legal status and governance structure (board of directors, management tools). Its technical, financial, and administrative capacity to manage funding. A risk assessment. If, following this assessment, the identified national NGO meets our standards

and successfully demonstrates its ability to address a sectoral or thematic challenge, it can become an implementation partner within our programs.

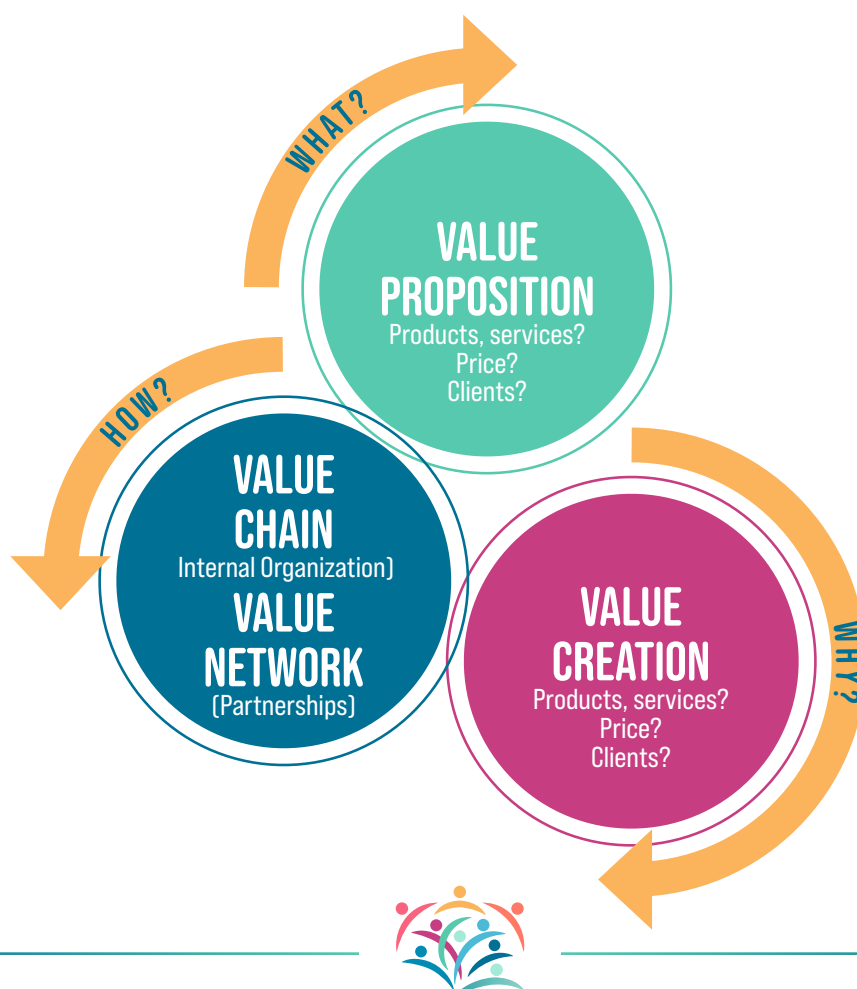
Furthermore, if the added value is confirmed but certain organizational, administrative, or financial risks are identified, a partnership may still be considered –provided that a capacity-building plan is developed and implemented through a skills transfer approach.

However, if the added value is not convincingly demonstrated and/or the organization does not show a sufficient level of maturity, the process ends without a partnership agreement. "

But how can an organization define its added value? It is, of course, linked to the specificity of the CSO (see Tool 3, p.25) and is embedded in the value creation model that your CSO chooses to prioritize.

Value creation<sup>116</sup> is the combination of factors involving:

- he value chain: internal organization and partnerships.
- The value proposition<sup>117</sup>: methodology, target audience, areas of intervention, and the resources-to-cost ratio.



<sup>115</sup> Quentin Bourdeaux, Resident Representative of LuxDev in Senegal

<sup>116</sup> How to Measure the Value Creation of an Organization

<sup>117</sup> Value Proposition



## THE MINISTRIES

### Relations with Civil Society

As we saw in the section dedicated to funding from traditional public donors, banks, UN agencies, and bilateral cooperation agencies provide funding directly to states, which implement it through the ministries dedicated to each thematic area. This is therefore a potential funding pathway for national CSOs.

Depending on the intervention theme prioritized by each CSO and the countries in which they operate, they must strive to make themselves visible and establish connections with the relevant ministries.

This can involve, depending on the country, the following ministries: Ministry of Public Health; Ministry of National Education; Ministry of Social Affairs and Solidarity; Ministry of Agriculture and Livestock, Ministry of Women, Family, and Child Protection; Ministry of Social Affairs, Childhood, and Family; Ministry of Women, Family, Gender, and Child Protection; Ministry of Environment, Sanitation, and Sustainable Development; Ministry of Environment and Sustainable Development; Ministry of Youth and Sports, etc.

NGOs can sign partnerships with ministries, as evidenced by Sandrine Busiere:

**“Partnership is fundamental, inseparable from our interventions. We focus on strengthening systems, and our main partners are the states, particularly the Ministries of Health, Justice, and Women.”**



— Sandrine Busiere, Regional Program Coordinator for Health, Terre des Hommes

### What about national NGOs?

Moussa Abba Diallo explains this by using the example of Amsode, of which he is the president: "We work closely with ministries, and this is part of our implementation strategy. Our approach ensures that wherever we intervene, we have strong acceptance and support from the authorities at both the national and local levels. We have several partnerships, including with:

- **The Ministry of Health** at the decentralized level with the CSRF (protocols with reference health centers and community health centers);
- **The Ministry of Social Development** with protocols to facilitate the deployment of activities and the support of authorities at both the national and local levels.

Zampou Lassina explains that at the ministry level, Keeogo has established partnerships "with the Ministries of Humanitarian Action, Justice, Security, Health, Environment, and National Education as well. These partnerships help us on the institutional side, also facilitate the setup in the country for our international partners, and provide us with a certain legitimacy."

Ministries can be interlocutors that purchase products from national CSOs that they have produced as part of their activities. This helps to feed their "own funds" or "unallocated funds" (see section IV), as explained by Bruno Leclerc<sup>118</sup>, using the example of the Burkinabe social enterprise Palobdé, founded by Emilie Kyedrebeogo. This social enterprise "is involved in the production of reusable sanitary products made from locally woven cotton, as part of sexual and reproductive health for young girls. The theme it focuses on is in such high demand that many large NGOs or international institutions, such as UNICEF or Ministries, purchase significant quantities of their products to redistribute to the populations in need, particularly young girls in schools, etc. This NGO generates the equivalent of a very large turnover, yet it is still an associative structure."

## Recommendations

I hope that by this point in your reading 😊 you will find that I am repeating myself:

To obtain funding from Ministries, it is important to:

- **Check the boxes of prerequisites** (organizational, institutional, etc.);
- **Make yourself visible** i.e. be considered an effective, efficient actor with strong local, regional, and national roots;
- **Be clear about your strategy**, not covering all areas of intervention but focusing on a few domains where you demonstrate your ability to act with results, effects, and impacts;
- **Be able to show that you can work in partnerships**, with other actors in the same sector or across other thematic areas.

- **Have implemented internal policies and procedures that meet administrative and accounting requirements;**
- **Choose interlocutors who will be compatible** with each other;
- **Sign conventions** (MOU, framework agreements) **with the Ministries** that fall under your areas of focus;
- **Have negotiated agreements with Ministries** involving the pooling of resources and means where possible.

## FOUNDATIONS

### Relations with civil society

Moumouni Kinda made this call on LinkedIn:

**Foundations, philanthropic organizations and businesses, thanks to your tremendous ability to freely commit funds, you have the power to multiply our impact and help us innovate to meet the humanitarian challenges of the 21st century.**

— Moumouni Kinda, President, Alima

Foundations are part of the solution, as many of them have already taken the step of directly funding national NGOs in Africa. However, African foundations are still relatively few in number, although this is a growing movement. Philanthropy is often hidden, as it is very close-knit. "You place empty bowls in front of a person known for their success, and you find your bowls full every day without ever having seen the one who fills them." Advocacy work remains to be done at the government level, particularly to encourage the creation of more foundations, as the procedures in the sub-region are very complicated. National/local CSOs must also demonstrate their ability to solve the problems communities face. (We will discuss this in more detail in section IV).

As we will see, there are several types of foundations. What is important for those seeking financial support is to address "distributive" foundations, which are the ones that offer grants, rather than those, like NGOs, that seek to raise funds to carry out their actions.

There are many foundations, and it is necessary to search among both international and national foundations. Foundations can fund both international NGOs (INGOs) and national NGOs (NGOs). The mechanism is similar to that of public donors: for national NGOs, the possible entry points are twofold: either directly or through a cascade funding mechanism from an international NGO.

Claire Veyriras<sup>119</sup> discusses this possibility by explaining a flexible mechanism offered in the context of collaboration with the Hewlett Foundation: **"It allows us to implement strategic partnerships with some of our partners in a long-term relationship, securing funds for the implementation of actions outside the project (which complement ongoing partner projects). Here, we are focusing on qualitative aspects and organizational development."**

### Private foundations

In this category, we will find all the foundations that have been created at the initiative of one or more individuals. These are tens of thousands of foundations worldwide. We will not revisit the legal status of these foundations here. Some individuals create foundations, while others act more as philanthropists without seeking visibility. We will discuss this personal philanthropy in more detail in part IV. Some philanthropists create foundations but do not wish to or cannot manage them. We will explore the concept of a "sheltered foundation," which applies to these cases.

Some foundations can be "sheltering" foundations, such as the King Baudouin Foundation, the Foundation of France, the Luxembourg Foundation, or Caritas Foundation, etc. The advantage of soliciting a sheltering foundation is that the organization seeking funds has access to a broader range of funds, as the sheltering foundation "hosts" other funds entrusted by founders who do not want or cannot manage their philanthropic actions alone. The sheltering foundation will therefore seek projects for the philanthropists who entrust them with their means of action. It will be careful to fund actors that align with the philosophy of the "hidden" philanthropists behind the foundation that shelters their funds.

Each foundation chooses its areas of intervention, funding methods, criteria, amounts, procedures, etc.

In terms of procedures, some foundations prioritize calls for proposals, while others prefer to identify their potential partners. For example, the Segal Family Foundation, as Dedo Branshamaje tells us: **"We don't have a call for proposals, but we have a team on the ground that's responsible for seeking out good ideas, and our strength is finding people who don't have a lot of funding to start but who deliver impact on the ground."**

Some foundations provide funding tied to specific projects and for a determined period (designated funds), while others offer more flexible support to their partners (undirected funds). This is the case with the New Africa Fund, whose vision is highlighted by Pierre Larnicol:

**What interests them is primarily a results-oriented vision, focusing on impact, rather than the invoices.**

— Pierre Larnicol, Director, Play International Senegal

Similarly, the Dovetail Impact Foundation provides **"annual grants and unrestricted quarterly donations. This year, we started pilot multi-year grants,"** explains Samuel Battistoli<sup>120</sup>.

Through the interviews, several foundations operating in the region covered by this reference guide were mentioned. In most cases, each foundation provides a website where all the relevant information can be found: Fondation Hironnelle, Fondation Hans Wilsdorf, Fondation MacArthur, Fondation Youssou Ndour, Bill & Melinda Gates Foundation, Fondation Mérieux, Fondation Roi Baudouin, Open Society Foundation, Fondation de France, Fondation Heinrich Böll, New Africa Fund. You can also refer to the list of available information sources in the dedicated section.

## Corporate foundations

The principle of a corporate foundation is that it is created by a company (who would have thought?). The main differences between a private foundation and a corporate foundation are related to the objectives pursued. A corporate foundation aims to be a driving force for the employees involved with its projects. It will widely communicate about the actions taken and the results achieved, as this will be an indirect way of enhancing its image. It is not uncommon for employees of corporate foundations to be directly involved in the projects presented to the foundation.



120 Samuel Battistoli, Investment Director, Dovetail Impact Foundation

Mor Diakhate testifies:

**“ The Hewlett Foundation, after presenting our organization, our projects and achievements, and our facilities, decided to grant us funding. We have been working with them for many years now, and we can describe the partnership as healthy and fair, which is essential for the growth and sustainability of our organization. ”**

— Mor Diakhate, Executive Director, ALPHADEV

Some examples of corporate foundations operating in the sub-region: Dangote Foundation, Sococim Foundation, Sonatel Foundation, Ecobank Foundation, Bank of Africa Foundation, Mastercard Foundation, Grameen Foundation, Ecopole Foundation, Maersk Foundation, TotalEnergies Foundation, BPC Foundation, Vodafone Mauritania Foundation, MIP Foundation, Coca-Cola Foundation, Intel Foundation, Ford Foundation, etc.

## Community foundations

We will go into detail about community foundations in section IV. You will find an example of a community foundation and a step-by-step guide for creating one, designed to serve the identified community and the chosen areas of intervention.

### Recommendations

We will not revisit the same advice that we have shared throughout the pages of this guide. These are the general tips that are useful for all fundraising efforts, regardless of the donor, and we have already discussed them.

Communication plays a crucial role, as reputation and visibility will matter even more for foundations (especially corporate foundations). This will contribute to the initial trust capital for the national NGO seeking funds. It is essential to have contracts with Ministries, prove local presence, demonstrate financial, administrative, and human reliability (safeguarding policy), show the ability to meet needs, create impact, and drive change at the individual or community level. Nothing new.

Obviously, **it's important to approach only those foundations that operate in areas similar to yours.** These actors are more about proximity, so when possible, invite them to visit the field. Participate in webinars where these foundations are active and take note of the contact details of the person or people you need to reach out to afterward. "If you need further assistance with this or anything else, feel free to let me know!"



Foundations, as we have understood, offer more flexible funding. They are essential to the international aid landscape, even though the amounts are much smaller. But don't be mistaken, **just because the amount is smaller doesn't mean the requirements will be less**. Therefore, for an NGO, it will still be necessary to reflect the evaluation criteria (as mentioned earlier).

National NGOs must be able to advocate in order to convince more and more people to create foundations, to multiply the impact of what they give. It's not about copying what others have done, but about finding the theme and method for each philanthropist to invest their money in associations in their country. We have mentioned several foundations that are already doing this, and they need to become increasingly numerous.

**There are resources available** (see case study), **let's mention a few that are specific to foundations:**

- **Philanthropists in Africa**<sup>121</sup> is a **website** that provides a lot of information about foundations operating in Africa;
- **African Philanthropy Network**<sup>122</sup> is a **forum** that brings together philanthropists in Africa;
- **African Philanthropy Conference**<sup>123</sup> is an annual **conference**. It's always interesting to look at the list of participants and try to connect with the people who have spoken;
- **Trust Africa**<sup>124</sup> is an **organization that carries out several projects to foster the emergence of a strong and diverse philanthropy in Africa**. They notably have a program to support feminist activists in collaboration with Urgent Action Fund Africa<sup>125</sup>. It's interesting, for example, to learn about the actors who fund Urgent Action Fund Africa (Open Society, NoVo Foundation, MamaCash, Global Fund for Women, Ford Foundation, Embassy of Finland, etc.). This allows – if collaborating in an NGO concerned with this issue – to consider establishing connections with these actors, as this is their area of interest.
- One should get into the habit of **following some well-known foundations to stay informed about the region where their OCS operates**. In the case of the French-speaking Sahel region: Gates Foundation, Open Society, OSIWA, El Hassan II Foundation (Morocco), Caritas Internationalis, Fondation de France, Robert Karr Fund, Ikea Foundation, as well as other foundations we have mentioned in this guide.
- To help you navigate this sea of actors, you can also try the new friend **"ChatGPT"**, but be careful, as its answers can be approximate. It is possible that among the "foundations" you find some bilateral cooperations. If you use artificial intelligence, make sure to verify all the provided information, as the answers are sometimes off-track or just verbose.



<sup>121</sup> [Philanthropists in Africa](#)

<sup>122</sup> [African Philanthropy Network](#)

<sup>123</sup> [African Philanthropy Conference](#)

<sup>124</sup> [Trust Africa](#)

<sup>125</sup> [Urgent Action Fund Africa Help feminist activist women](#)

## Focus 3 : Fondation Roi Baudouin



Hervé Lisoir<sup>126</sup> explains the funding mechanism, criteria, and decision-making process of the King Baudouin Foundation<sup>127</sup> (a Belgian host foundation). The King Baudouin Foundation supports African actors in their development activities, with particular attention to the Democratic Republic of Congo and Burundi in Central Africa, and to Benin and Senegal in West Africa.

In Part IV, dedicated to raising own funds, you will find this example of "Friends of," proposed by the King Baudouin Foundation, which allows actors from the Global South to benefit from a fundraising solution in certain European countries (under specific conditions, which are of course detailed).

### Funding mechanism

For international projects, there are hardly any calls for projects. In most cases, either the foundation identifies the projects, or it chooses from spontaneous projects (on average about twenty per week). Sometimes, the foundation's team searches for projects for a specific donor. There may also be local intermediaries, a network gradually built in the countries, which helps the foundation approach potential project holders. The grant allocation process is quite simple (for amounts that are not very high, no more than 25,000 euros per project except in certain cases). After validation, a rather brief contract is signed, and the funds are disbursed in one or more installments.

### Funding Criteria

The foundation uses several criteria to select projects, including potential impact, relevance, feasibility, sustainability, and alignment with the foundation's principles.

The foundation also ensures that the allocated funds are used effectively, focusing on reliability, capacity, interest, and the relevance of the approach according to the targeted sector, as well as the sustainability of the results. Special attention is given to gender, climate, and digital issues.

### Decision-making process

A pre-selection phase allows for an initial sorting of the many project proposals received. The opinion of a local consultant may be sought depending on the needs. The opinion of a committee may also be requested. Then, a committee makes the decision on whether to allocate the funds or not.

When it comes to a call for projects, a selection jury/committee is added to the process, typically consisting of 8 to 10 people who meet. It is a whole process that is set in motion, with external expertise that can enrich and/or refine the decision-making process.

*Note: Like public donors, each foundation will seek projects related to:*

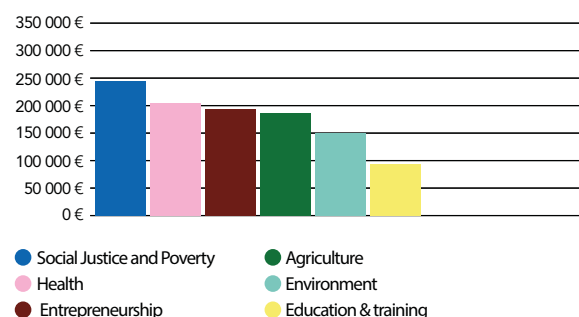
- its area(s) of intervention, its objectives,
- its focus on impact, measurable impact, scale, reach,
- the capacity of the grantee to implement the project,
- the potential sustainability of the project.

The foundation publishes annual reports summarizing the support granted to national CSOs<sup>128</sup>. This year, for Senegal:

## SENEGAL

**18** grants, benefiting 14 organizations, were awarded for a total amount of €1,038,693

### Themes by amount



<sup>126</sup> Hervé Lisoir, International Program Coordinator, King Baudouin Foundation

<sup>127</sup> "Committed with our African partners for Africa"

<sup>128</sup> Information Sheet Africa Latin America Asia 2024

## COMPANIES

### Relations with civil society

Some companies create corporate foundations, while others focus on actions they can take alongside their profit-making activities. These actions may include funding, partnerships, or corporate social responsibility (CSR) initiatives.

For an OSC, companies can be:

- **Donors** ([grants, donations]);
- **Providers of labor** (skills-based sponsorship);
- **Partners offering in-kind donations** (expenses that the OSC will not incur but will be directly covered by the company, such as cement bags, drinks, benches and tables for schools, computers, etc.).

It is important to keep all these possible forms of collaboration in mind.

Among the companies most often cited as being likely to provide grants to NGOs in the region, we find: TotalEnergies, Kirene, Coca-Cola, Orange, Nestlé, Heineken, Bouygues, Chevron, ExxonMobil, and MTN.

These are very large companies, but **every company must align with CSR criteria** (especially foreign companies). This also applies to hoteliers, restaurateurs, airlines, oil companies, banks, companies that grow and market fruits and vegetables, mining companies, industries, companies operating ports, radio and television stations, etc.

Like all donors, these companies collaborate with NGOs to implement programs that address specific local needs and are aligned with the companies' values and strategic priorities. Companies will always seek to communicate about the actions they support, as this remains an important element of their marketing strategy to maintain a good image.

Some sector actors have shared their vision, including Tahirou Gourouza and Franck Chabert:

- Tahirou Gourouza<sup>129</sup> explains: **"I believe that the private sector must contribute to this global effort, particularly in achieving the SDGs in general. I am convinced that companies must participate, but the observation I make, which saddens me a bit, is that when we talk about CSR or philanthropy in Africa, we generally find subsidiaries of certain large groups, but very few African companies. On these issues, Africa is a bit behind and doesn't yet feel truly concerned at the moment."**

**The State has a role to play in the sense that it should encourage these companies with tools like fiscal incentives. Unfortunately, in West Africa and more broadly across the continent, this incentive either doesn't exist or is very limited, at around 5% in some countries. There is a real advocacy to be done to facilitate the expansion and development of CSR."**

- Franck Chabert emphasizes the interaction between companies, investment funds, NGOs, and potential innovations: **"We are witnessing a significant evolution in the way investors choose their investments. More and more, they are no longer solely focused on the financial profitability of a company, but also take into account its social and environmental impact as well as the image it projects"**.

He continues by explaining what this trend can mean as an opportunity for an NGO, because in his view: **"They are often on the front lines and have the expertise to identify local needs and develop initiatives that can transform living conditions"**.

The main avenue of collaboration between companies and NGOs is therefore for NGOs to **"offer turnkey solutions, tailored to the specifics of businesses and the realities on the ground."** NGOs can then negotiate their expertise to, for example, **"help companies assess the potential impacts of their projects on communities and the environment, by providing precise data and in-depth analyses,"** or **"offer training programs to raise awareness among companies about social and environmental issues, so that they can integrate these considerations into their strategies"**. He concludes by adding: **"By collaborating closely, companies and NGOs can transform today's challenges into opportunities for tomorrow."**

<sup>129</sup> Tahirou Gourouza, Independent Consultant

## Recommendations

National CSOs must absolutely position themselves on the issue of collaboration between businesses and civil society. Even though CSR is lagging behind in Africa, it will need to be gradually implemented. Therefore, national NGOs must start preparing now and demonstrate innovation. Anglo-Saxon NGOs have long understood the importance of collaborating with the private sector. "PPP<sup>130</sup>" (Public-Private Partnership) or "PPPP<sup>131</sup>" (Public-Private-People Partnership) structures are multiplying, and they have secured their place in these initiatives.

Les ONG nationales peuvent se rendre plus visibles aux entreprises afin de leur montrer le chemin du "win-win". Pour cela (encore et toujours) elles doivent communiquer, travailler ensemble, intégrer des réseaux, montrer leurs capacités à créer de la plus-value, à innover, à instaurer du changement au sein des communautés. Elles ne doivent pas rechigner à collaborer avec les acteurs du secteur privé, au contraire, surtout lorsque les contextes politiques sont compliqués.

This reflection aligns with the discussion in Chapter IV on the ability to generate own funds or "unrestricted funds," which provide NGOs with greater freedom and flexibility. Some calls for projects focus on the aspect of "service providers" mentioned by Franck Chabert. National NGOs could integrate this approach into their resource mobilization strategy.

They must consider this path while always keeping in mind the importance of "knowing how to say no." A resource mobilization strategy must align with the core identity of the CSO—this should never be forgotten. It is essential to choose partners carefully and always ensure they are compatible with the NGO's mission, the communities it serves, and the other partners it collaborates with.

## CORPORATE FUNDING CHanneled THROUGH AN INTERMEDIARY BETWEEN THE DONOR AND THE NATIONAL CSO

This type of funding is allocated by donors to international NGOs, Red Cross Committees, or UN agencies, with a portion of the funds being transferred or subcontracted to national NGOs. In return, national NGOs take responsibility for implementing a negotiated portion of the activities on the ground.

### Cascade Funding

International NGOs and UN agencies seek reliable partners to effectively implement their projects on the ground. These partnerships can take two main forms: A direct bilateral relationship, a consortium-based approach (covered in the next section). The relationship can be structured as:

- **A strategic partnership: "Long-term collaborations"** (Modou Diaw); A progressive approach: As Magali Getrey<sup>132</sup> explains, partnerships can start with small-scale projects to build mutual understanding before scaling up.

This type of collaboration allows national NGOs to move beyond the role of sub-recipients, strengthening their capacity to eventually secure their own funding. This model is particularly emphasized by the NGO Padem, which insists on maintaining long-term partnerships with the same organizations. Through sustained collaboration, NGOs develop mutual knowledge and can even support each other. For instance, within a consortium, a stronger NGO may mentor a weaker one. Padem exemplifies this by assigning solid partners to assist less experienced organizations. In this way, one beneficiary NGO can evolve into an advisor, consultant, or expert for another, reinforcing both entities while ensuring that the international NGO benefits from strong local expertise.

Iris Hartevelt<sup>133</sup> as also discussed the various possible configurations emphasizing the scenario where the national partner becomes the

primary contractor with the donor. However, this setup can be problematic if the NGO lacks transparency.

- **Direct funding, also known as "cascade funding":** As explained by Diawando Diaw<sup>134</sup> this model involves direct financing of national partners for specific components of certain projects. In this case, the national partner acts as a "service provider."
- **International NGOs and UN agencies as fund managers: Some organizations take on the role of managing pooled funds.** In this case, they operate as TPFs. As we will explore later, certain setups prioritize capacity building for national partners involved in the projects.

### Consortiums

In the Coordination Sud<sup>135</sup> publication, it is emphasized that many calls for proposals encourage or even require consortium-based applications. For national NGOs, the report offers this strategic advice: If an NGO finds it difficult to access certain donors, one way to overcome these obstacles is to join a consortium. Advantages of consortiums: Easier to meet eligibility criteria set by donors. Increases financial capacity of projects, encourages innovation and development of new practices, etc. Some consortia also allow NGOs to collaborate with other types of partners, which encourages the creation of new complementarities: businesses, local authorities, microfinance institutions, universities, research centers, etc.

<sup>130</sup> PPP, Public-Private Partnerships involve the government and one or more private companies

<sup>131</sup> PPPP, Public-Private-Partnership-Participation involves the inclusion of other stakeholders - NGOs, community organizations, or social actors

<sup>132</sup> Magali Getrey, Delegate Administrator and Founder, PADEM

<sup>133</sup> Iris Hartevelt, Cluster Director West Africa, Cordaid

<sup>134</sup> Mamadou Diawando Diaw, slamic Relief France

<sup>135</sup> Coordination Sud, Funding Overview, December 2022



The International Centre for Civil Society<sup>136</sup> highlights the growing importance of consortiums in the development sector. They increase the effectiveness of interventions, particularly in terms of: scaling impact and advocacy efforts.

Typically, international NGOs (INGOs) and UN agencies lead consortiums, inviting national NGOs to implement projects on the ground.

To access larger funds, to connect with donors with whom the CSO has not yet worked, to form alliances with new partners among its peers, to innovate in methods of addressing needs, to diversify and complement this response to needs with other complementary areas of intervention, and to pool resources, forming a consortium is one solution.

C'est une opportunité et un risque pour les ONG nationales, parce qu'elles profitent de financements qu'elles n'ont pas eu à chercher et qu'elles ne gèrent pas, certes, mais elles sont souvent reléguées au rang de « sous-traitants » ou « sous-réceptaires ».

What does it mean to be the lead of a consortium? The lead organization is the one that maintains relationships with the donor. As such, it must assume administrative and financial responsibility for managing the contract. This often leads to a (legitimate) claim to receiving the majority of the administrative fees granted by the donor(s).

Since this configuration is increasingly being used, national organizations must familiarize themselves with its functioning in order to propose—when they have the capacity and when it is possible under the donor's rules—to take the lead, assume greater responsibilities, or share results more visibly. In summary, national NGOs must work toward gaining more "power."

Romain Sztark gives an example:

**“ We carried out a project where the National NGO took the lead, signed the contract, and DRC positioned itself as a technical support partner. It was a great success because this organization had been a partner of DRC for some time, was motivated, highly competent, and successfully secured the funding. ”**

— Romain Sztark, Director of Multi-Country Operations, DRC

G  rldine Colin also emphasizes this possibility by mentioning certain consortiums where their partners became the lead.

**Some international NGOs interviewed mention** – ometimes at the donor's request – **a sharing of indirect costs with national partners.** While this can pose challenges for them, it is recognized as an important effort for the sustainability of the system. This issue is being discussed within the leadership of major international NGOs, such as Save the Children<sup>137</sup>.

If national NGOs want to claim a share of this valuable "cake," they must provide guarantees of transparency and accountability in return. "He who eats from the same plate as you also shares your concerns."

Often, those assuming the lead role must act as enforcers and face challenges related to shortcomings from national NGOs. For the national NGO partner, the responsibility lies in not accepting the role if it cannot meet the contract's requirements. For the international NGO, it is crucial to choose actors capable of committing to processes that can be demanding. There is no point in integrating a local or national NGO into a consortium if it is not adequately prepared. It is better to add an extra layer to the structure and have a stronger national or local NGO support the weaker one.

As a sign of changing times, the LOCAL program was launched to reduce the burden of compliance requirements for local and national associations. This initiative was led by the Danish Refugee Council (DRC) in collaboration with the Humanitarian Quality Assurance Initiative (HQA), the International Council of Voluntary Agencies (ICVA), and the Permanent Secretariat of Non-Governmental Organizations (SPONG) in Burkina Faso.

### Intermediated Common Fund Managers / Pooled Funds

This is a rather specific configuration in the sense that the delegation of responsibilities by the donor is total. The selected entity responsible for managing this fund—whether a bilateral cooperation agency, a UN agency, or an international NGO—must oversee the entire process, from selection to capitalization. In the previous cases, the intermediary took over the process only after signing a partnership agreement, with the project having already been selected by the donor.

**However, in the case of "pooled funds," the entity to whom fund management has been delegated fully replaces the donor in all aspects** – though it remains accountable, of course! The delegate is therefore responsible for deciding whether to operate through a call for expressions of interest, whether to prioritize strategic partnerships in a long-term relationship, and so on.

Yann Elimbi summarizes:

**“ The approach is not the same since this is not funding that we have secured ourselves. ”**

— Yann Elimbi, Africa Program Manager, Solidarit   Sida

<sup>136</sup> The power of Making futures, Innovation report 2024

<sup>137</sup> Save the Children - What Localization Strategy - West Africa, Efiscens

We'll find:

- **The same selection criteria:** knowledge of the thematic area, budget management capacity, human resource capacity, level of organization, and structuring.
- **The same funding rhythm:** pre-selection, selection, contracting, and in some cases, capacity building.
- Often, when this work falls to international NGOs, they carry out significant support and capacity-building efforts. Claire Veyriras provides an example of this with funds managed by Equipop, mentioning monitoring and disseminating available funds to national NGOs and providing assistance in applying for them. Solidarité Sida has created a support platform for national partners.

- **A reporting process that will require very rigorous systems,** as the actor responsible for the management will need to consolidate the collected data before passing it on to the donor (or donor pool). Therefore, for the one managing the process, the burden is significant, and they must rely on trustworthy partners, as everything is interconnected: if they fail to collect the reports on time, they won't be able to submit their report on time, they won't receive the next tranche on time, they won't be able to disburse funds on time, actions will be delayed, and they won't be able to collect new reports, and so on – the whole process slowly gets bogged down.

## Recommendations

These configurations, while sometimes causing frustration among national NGOs due to perceived inequities, allow them to access donors who would otherwise be unable to finance them.

It's a way for national NGOs to benefit from funding they didn't have to actively seek.

"Don't kill the golden goose," but national NGOs can push for changes in current practices. Some representatives of international NGOs have noticed that national NGOs often adopt a dependent stance. "They limit themselves to a role and place themselves in a hierarchical position vis-à-vis the international NGO. Some national NGOs are reluctant to change or to adopt new approaches proposed.

National CSOs must be in a position to negotiate more equitable terms for themselves, such as having their logo on intellectual products and reports. But for this... and once again, we return to the importance of being credible, showing the ability to implement projects, knowing how to say no, and taking care of governance, PSEA policies, administrative and financial management, etc. "The internal policies of international NGOs show that change is underway. For example, many have developed fair partnership agendas. It is clear that for a long time, national NGOs were used primarily for short-term implementation, but it was not a strategic partnership. In practice, things still need to change, both in terms of mentality and attitudes, and these changes will take time" [Séverine Moisy Aksoy<sup>138</sup>]

National NGOs must increase their visibility and speak out to make their voices heard. Movements exist, and they must take their place within them. They should join initiatives like "Shift the Power<sup>139</sup>", which include many organizations from the Global South.

Or the "Ringo Project and other initiatives<sup>140</sup>". Joining these movements or staying informed about their activities helps NGOs understand which donors support them<sup>141</sup>. Those who back these initiatives will encourage the emergence of national actors. Many publications are coming out on these topics<sup>142</sup>.

National NGOs must remain vigilant and fully understand the mechanisms of the funds offered to them in these configurations. They need to comply with the required procedures – especially when it comes to eligible and ineligible expenses! Sandrine Busiere<sup>143</sup> emphasizes that "donors have very high demands when it comes to accountability, and national NGOs often struggle with their structure, making it difficult for them to ensure accountability in administrative and financial matters."

Certain configurations prioritize the pre-identification of actors who could become execution partners. It is essential to once again ensure that your CSO is visible, demonstrates its uniqueness, and proves its capacity to be better than others in specific areas of intervention, making it both unique and reliable.

Here are a few examples of funds, there are many of them, but access to information is key, so... [I'll let you continue 😊] :

- **Amplify Change – pooled funds** : This fund only finances national civil society organizations, particularly in West Africa. It helped organizations like CAEB, a Malian organization, develop an intermediary fund (a financing mechanism that enables local structures to create their own intermediary funds).
- **ChangeLab, AWDF, Purposeful, FRIDA, Global Fund for Women, FON, MamaCash, FOS Feminista, IPBF** which relays funds FSOF on the FEA program, **Black Feminist Fund, Embassy of Sweden, UN Special Fund, Spotlight Fund, UNFT Fund, Women's Fund, Sahel Regional Fund, PPI, CEPF, Fommun Gender Fund**, and many more.

<sup>138</sup> Séverine Moisy Aksoy, Humanitarian fund director, Sahel Regional Fund

<sup>139</sup> #ShiftThePower, Another way is possible

<sup>140</sup> Right Colab, The Ringo Project, Charter4Change, Pledge for Change

<sup>141</sup> Financial Partners of Right Colab

<sup>142</sup> Shifting power in international cooperation

<sup>143</sup> Sandrine Busiere, Regional Program Coordinator, Health, Terre des Hommes



### Sahel Regional Fund<sup>144</sup>

The Sahel Regional Fund (SRF) is a new humanitarian fund aimed at responding to the crisis in the Sahel region. The SRF is hosted by the Danish Refugee Council (DRC), governed and led by NGOs working in the Sahel, and financially supported by FCDO (UK Aid).

Séverine Moisy Aksoy explains: "DRC<sup>145</sup> hosts the fund, but we have a truly collective structure in the sense that we have a Board of Directors composed of both international and national NGOs, as well as our donor, with the intention of expanding access to the Board to other potential funders." By reviewing the official website, one can see that the national members of the Board are three platforms, whereas the other members include ACF, NRC, IRC<sup>146</sup>, Mercy Corps, and ICVA (as an observer), with DRC as a permanent member alongside UK Aid.

For all information regarding this fund, Séverine Moisy Aksoy reminds that a website is available, along with a newsletter, and that platforms of international and national NGOs serve as key communication channels.

The eligibility criteria are similar to those found in other funding mechanisms (definition of intervention areas, types of activities funded, etc.), with a particular focus on alignment with OCHA's priorities in each country, as the fund is dedicated to emergency response.

The decision-making process includes calls for proposals and a review of submitted applications, conducted by an independent committee using an evaluation grid. The Board of Directors (BoD) only ensures that the evaluation process is transparent and fair, but does not intervene in decision-making. [Séverine Moisy Aksoy]

Subsequently, a MEAL<sup>147</sup> process is followed by all stakeholders.

## Focus 4 : Fonds Communs

### Gender Common Fund<sup>148</sup>



Sié Hien<sup>149</sup> explained its functioning during our interview. This fund is a common financing mechanism established in Burkina Faso by five Technical and Financial Partners (PTFs): Swiss Cooperation, UNFPA, UNICEF, The Embassy of Denmark, The Embassy of Sweden. These institutions annually allocate resources to fund local NGOs.

The management of this fund is handled by the international NGO Diakonia, which receives the funds and is responsible for disbursing them to local NGOs.

The dedicated website for this fund provides details on the involved partners and current beneficiaries<sup>150</sup>. The fund has also established its theory of change. Its organizational structure includes: The Technical and Financial Partners (PTFs), A steering committee, A lead PTF, A fund manager.

As with all projects deployed by donors, the fund regularly defines its areas of intervention and priorities and launches calls for proposals. Submitted applications are analyzed, and those selected must ensure accountability. Sié Hien specifically highlights the challenge of accountability, which can be difficult due to a lack of human resources in some supported structures or a high turnover rate, leading to a dilution of initial project messages. Additional challenges include data reporting for capitalization, as well as meeting deadlines for submitting reports.

<sup>144</sup> Sahel Regional Fund

<sup>145</sup> DRC, Danish Refugee Council

<sup>146</sup> Action Against Hunger, Norwegian Refugee Council, International Rescue Committee

<sup>147</sup> MEAL, Monitoring, Evaluation, Accountability, and Learning

<sup>148</sup> Common Gender Fund

<sup>149</sup> Sié Hien, Coordinator, Common Gender Fund, DIAKONIA

<sup>150</sup> Beneficiaries, L/N NGOs of Burkina Faso



**PPI****Small Initiatives Program<sup>151</sup>**

Aurélien Garreau<sup>152</sup> explains: This program supports environmental civil society in West and Central Africa. It is an initiative of the French Global Environment Facility (FFEM) and is managed by the French Committee of the IUCN

Two tools coexist within the program: Grants ranging from €30,000 to €60,000, with a duration of 1 to 3 years. Support for organizational development, including personalized assistance provided by technical coordinators (capacity building and organizational development). The program offers daily coaching and allocates funds if needed for external expertise.

Description of the Mechanism:

- **Call for applications for new partners** (NGOs that have never previously received PPI funding). The eligibility criteria, thematic focus, and application process are clearly outlined.
- **Pre-selection after submission of a concept note.** A jury, composed by external experts, evaluates proposals based on a set of criteria.
- For selected CSOs, an **invitation is extended to submit a full application** with the possibility of technical coordinators assisting in drafting the funding request. A final jury review determines the ultimate selection.

Information about the program is disseminated through the website, social media, newsletter, embassies, and local networks.

**Initiatives Sahel<sup>153</sup>**

This mechanism is explained by Yann Dutertre<sup>154</sup>. It is an initiative funded by Monaco's cooperation and led by Bioforce. The goal is to finance local civil society actors' initiatives while also providing training support. The initiative targets four countries: Senegal, Mali, Burkina Faso, and Niger. The plan is to fund 13 organizations over 18 months with a total budget of approximately 500,000. The long-term ambition is to generate interest among other donors, transforming this initiative into a Pooled Fund that could be expanded on a larger scale. Over 500 applications were received and reviewed.

**Selection Process:** An organizational assessment followed by project evaluation criteria. A first selection phase, followed by a second review by a committee in Dakar. Additional evaluation by country-specific committees composed of Monaco Cooperation representatives.



**“It is imperative that we recognize the central role of local NGOs in development. This means providing them with direct funding, but also reinventing our relationships with them so that they are based on trust and equity.”**

— Kevin Jenkins, former World Vision CEO

<sup>151</sup> PPI, Small Initiatives Program

<sup>152</sup> Aurélien Garreau, Consultant, Capacity Building for CSOs, PPI

<sup>153</sup> Initiatives Sahel

<sup>154</sup> Yann Dutertre, Director, Bioforce Africa Training Institute

# MOST COMMON OPERATIONAL MODELS

## FOUR METHODS TO IDENTIFY

**The call for proposals**, the call for projects, and the call for expressions of interest remain the most commonly used methods by multilateral and bilateral donors.

Alongside these, we are increasingly seeing the emergence of other methods to identify potential partners.



**Pre-selection of actors** is commonly used, especially when it involves local/national CSO partners. This introduces the notion of risk (cf. the example of the regional CBPF program). In fact, it is not uncommon for some donors, when carrying out these identifications, to categorize local/national NGOs into groups: the stronger ones and those that will need a capacity-building program in order to comply with the administrative requirements of the involved donors. An NGO may be recognized for what it does and the results achieved on the ground, but still lack the organizational strength to meet accountability requirements, provide evidence of procedures, etc. This approach helps ensure that local/national NGOs with potential are not excluded due to lack of capacity.

Some donors (including international NGOs) establish **strategic partnerships** with local/national NGOs with which they have a history of working and that have already benefited from capacity-building programs. These NGOs become their preferred partners and can, in turn, recommend other partners.

Finally, there is sometimes the possibility to **submit one's application directly to the donor**. This is often the case with foundations but also some bilateral donors. Beyond these solutions, some applications may be initiated following a meeting, when the identification process remains somewhat open.

Some of our interlocutors highlight the lack of flexibility in the call for proposals: **"We changed our approach"**, says Anne Sophie Kesselaar<sup>155</sup>, **"now we consult with embassies and other donors or think tanks, we create a list of about 5 national NGOs, to whom we ask for concept notes. We select two or three. We have also extended the duration of the projects to two years."**

The same approach at BHA<sup>156</sup>: **"We don't do a call for proposals. Any organization can submit a project proposal. We are in a phase where we are trying to promote partnerships with national entities, to find mechanisms that would allow us to finance them, in which case we would approach them directly. We would first identify one or two organizations with the most potential to work with us on emergency interventions, and then try to support them with a funding mechanism for gradual disbursement based on achieving results/objectives. The advantage of this mechanism is that it allows us to bypass the cumbersome procedure and start financing national organizations."**

Other organizations use a mix of modalities, like CEPF<sup>157</sup>, which develop specific topics in parallel with calls for projects, and also adopt an approach of pre-selecting actors with the support of networks.

Sarah Hary Razafindramanana<sup>158</sup> explains: **"We have strategic partnerships with civil society, particularly with think tanks, platforms, coalitions, etc., with whom we form alliances to carry out strategic actions such as advocacy, reflection, research, and analysis."**

Finally, foundations like the Dovetail Impact Foundation make funding accessible **"only by invitation. An organization must be recommended to receive potential support. It is not an open call."** (Samuel Battistoli).

## Recommendations

At the risk of repeating ourselves, given the evolution of the actor selection process, national CSO platforms are becoming increasingly important. Therefore, national/local CSOs must get into the habit of integrating them and making themselves as visible as possible.

Monitoring calls for proposals remains important, so as not to miss an opportunity to respond to a call, but external communication must be carefully managed to ensure easy identification.

Here are a few tips we recommend you follow before deciding to respond to a call for proposals<sup>159</sup>.

### The golden rule: no rush, but anticipation.



**Download and review all the documents related to the call for projects**, especially the guidelines and narrative and budget forms;



**Ensure that both your organization and your partners are eligible, as well as your project.** It is important to thoroughly understand and break down the guidelines to ensure that your proposal is only submitted if your project truly meets the criteria of the call at all levels.

<sup>155</sup> Anne Sophie Kesselaar, Ministère des Affaires Étrangères, Pays-Bas

<sup>156</sup> Stéphane Dufils, Regional humanitarian advisor, USAID

<sup>157</sup> Pierre Carret, Grant Director, CEPF, fonds commun dédié à la protection des espèces menacées et des "hot spots" de la biodiversité, né d'une alliance de bailleurs multilatéraux, de coopérations bilatérales et de fondations

<sup>158</sup> Sarah Hary Razafindramanana, Partnerships and Resource Mobilization Specialist, West and Central Africa, UN WOMEN

<sup>159</sup> How to Respond to Calls for Proposals or Submit Funding Applications



**Precisely note the deadline** and submission requirements for the application. Filling out the template correctly is essential, and adhering to the required format (including word or character limits) is crucial.



**Take note of all key financial details for budget preparation:** the grant amount, the minimum and maximum co-financing rates, and the eligibility criteria for each expense category.



**Prepare in advance and organize internally** as meticulous preparation is essential. The time required to complete the application is often longer than expected.



**Check whether you are allowed to communicate with the donor** regarding the call for proposals, as not all donors have the same rules on this matter.



If you decide to apply, **gather your documentation** early and do not wait until the last minute to collect the required supporting documents.

## SELECTION CRITERIA

### Organization

- **The legal registration of the association** in the country when possible, depending on the legislation (which may be more complicated in some countries);
- **Administrative capacity, PSEA policy, staff competence, the robustness of its administrative and financial management practices, existence and monitoring of internal processes** (it is good to say: we have HR procedures, but they must be known internally and... respected);
- **Proven and documented experience of the CSO** in addressing identified issues;
- **The ability to produce the required administrative documents** (cf. tool 2);
- **The website** (is it up to date? Are there any publications? Are the members of the Board of Directors detailed?);
- **The organization's reputation**;
- **Effective governance and the credibility of the leaders:** "We look for leaders who have experience, passion, and ambition, individuals who can launch initiatives, understand the field, and not give up at the first obstacle" (Dedo Baranshamaje<sup>160</sup>), NGOs must "ensure that everything does not rest on one person. However, if it is an organization with governance involving several civil society members, people who are committed, that's quite reassuring" (Bruno Leclerc<sup>161</sup>);
- **The annual budget** (does it represent more than 70% of the required annual grant? This is a sign that the CSO may not have the capacity to manage the proposed project);

- **Transparency, accountability, responsibility:** this refers to demonstrating practices of accountability, production of annual reports, internal processes aimed at creating transparency, procedures related to risks, payment procedures, transfers, etc.;
- **The comparative advantage of this organization** over another presenting a similar project.

### About the project

- **The alignment of the project with the donor's mission and objectives** as well as its strategic directions in the country and prioritized themes. The alignment of the project also in relation to the OSC's intervention strategy and its execution capacities;
- **The relevance** of the project<sup>162</sup>;
- **The clarity of the objectives** and expected results;
- **The know-how**, in relation to the theme being developed. The project selection process is competitive. The key is to assign it to the organization best positioned in terms of expected impact and measurable response to the identified needs of the population;
- **The grounding, knowledge, and involvement** of the people and/or structures that will work together. Grounding also refers to the ability to carry out the project in collaboration with local populations who may be difficult to convince or simply hard to reach geographically or for security reasons.
- **Inclusivity and community participation** particularly of women;
- **Previous experiences**, which will allow for verifications of partner NGOs, their reputation, and the consistency of their actions; the importance of "reporting" (too many reports of poor quality);
- **Creativity and innovation in the project methodology** applied to the problems to be solved;
- **Partnerships and collaboration with other actors** involved in the same area, with authorities, and with businesses;
- **Consistency between the budget and the planned actions**;
- **Sustainability**;
- Evaluations planned in the budget;
- More specific criteria: depending on the donor, some criteria may also be emphasized, such as **gender**. Or for those funding emergency situations **it could be the ability to access particularly vulnerable groups, operational skills in high-security challenge areas**. Some may place more emphasis on the prevention of sexual abuse and exploitation, as well as measures to combat fraud and corruption.

<sup>160</sup> Dedo Baranshamaje, Strategic Director, Segal Family Foundation

<sup>161</sup> Bruno Leclerc, Regional Director, AFD

<sup>162</sup> (See the six evaluation criteria that will be found in the selection criteria: relevance, coherence, effectiveness, efficiency, impact, sustainability (viability, longevity))

## Tool 5 – Checklist before sending your concept note or your funding request

We have already reviewed the aspects to verify before preparing the administrative file. Below, we will focus on the aspects related to the project.

### Before writing:

Essential details<sup>163</sup> to verify before writing:

- **Deadline** : Do not underestimate the time required to complete the application; create a reverse timeline
- **Format**: Follow the indicated format (font, size, margins, and any other instructions).
- **Pages limit** : Strictly adhere to the page limit and the word or character count specified for each section
- **Proof/data**: Always include your sources, data, and verifiable statistics to support any narrative or justification.
- **Language and currency**: Check the language in which the application should be written and the currency or currencies in which the budget and financing plan should be presented.

- **Evaluations** : Always include the mid-term and final evaluations, as they are among the required documents in most funding applications submitted to donors. Often, the final evaluation will not be internal. Therefore, the budget must account for this cost.

### After writing the concept note or the full

#### application:

Below are criteria that are considered by most donors when they receive a complete project description. Even at the "concept note" stage, these criteria should be kept in mind.

Thus, the NGO must ask the following question: Does my project description provide proof of:<sup>164</sup> :

N°	For the NGO, does my project description provide proof of:	Yes	Not enough	Correction made?
1	Its experience and expertise?			
2	The coherence and relevance of the project (vs. context and identified needs)?			
3	The quality of partnerships with other actors (by proving their effectiveness and each party's role)?			
4	The clarity and conformity of the funding request?			
5	The coherence and alignment between objectives/activities/resources planned?			
6	Are the result and impact indicators precise and coherent with the expected objectives and outcomes?			
7	The consideration of lessons learned from actions and evaluations?			
8	The coherence of the provisional budget with the planned activities?			
9	The coherence of human resources and technical means mobilized with the objectives?			
10	Are the operations of significant importance and impact?			
11	The integration of gender, based on a sex-specific analysis of the project, whose results inform the project design to enrich its objectives, outcomes, activities, and indicators?			
12	Human resources mobilized, to be explained in the budget (status, mission duration, profile, time spent on the project) and in the budget narrative?			
13	The external evaluation?			
14	Capitalization of projects and wider dissemination?			
15	The sustainability of actions and results after the project ends?			
16	The coherence of budgets and the feasibility of the financing plan?			



<sup>163</sup> USAID Guide for Project Applicants

<sup>164</sup> AFD: NIOG Checklist (Call for Proposals 2024 open to national NGOs for 2025 funded projects)



## SELECTION PROCEDURES

### Related to the organization:

Before starting the process of selecting a project proposal, donors often conduct an evaluation to make an initial "selection," especially in the case of strategic partnerships or pre-identifying potential partners. This evaluation often includes criteria related to the organization. Either the organization must respond to the questions and upload the corresponding documents on a dedicated online portal, or (for private donors or cascade funding) respond to a questionnaire on a file. In general, the pillars of these questionnaires focus on demonstrating the reliability and viability of the organization. (For details on what may be requested, see tool 2)..

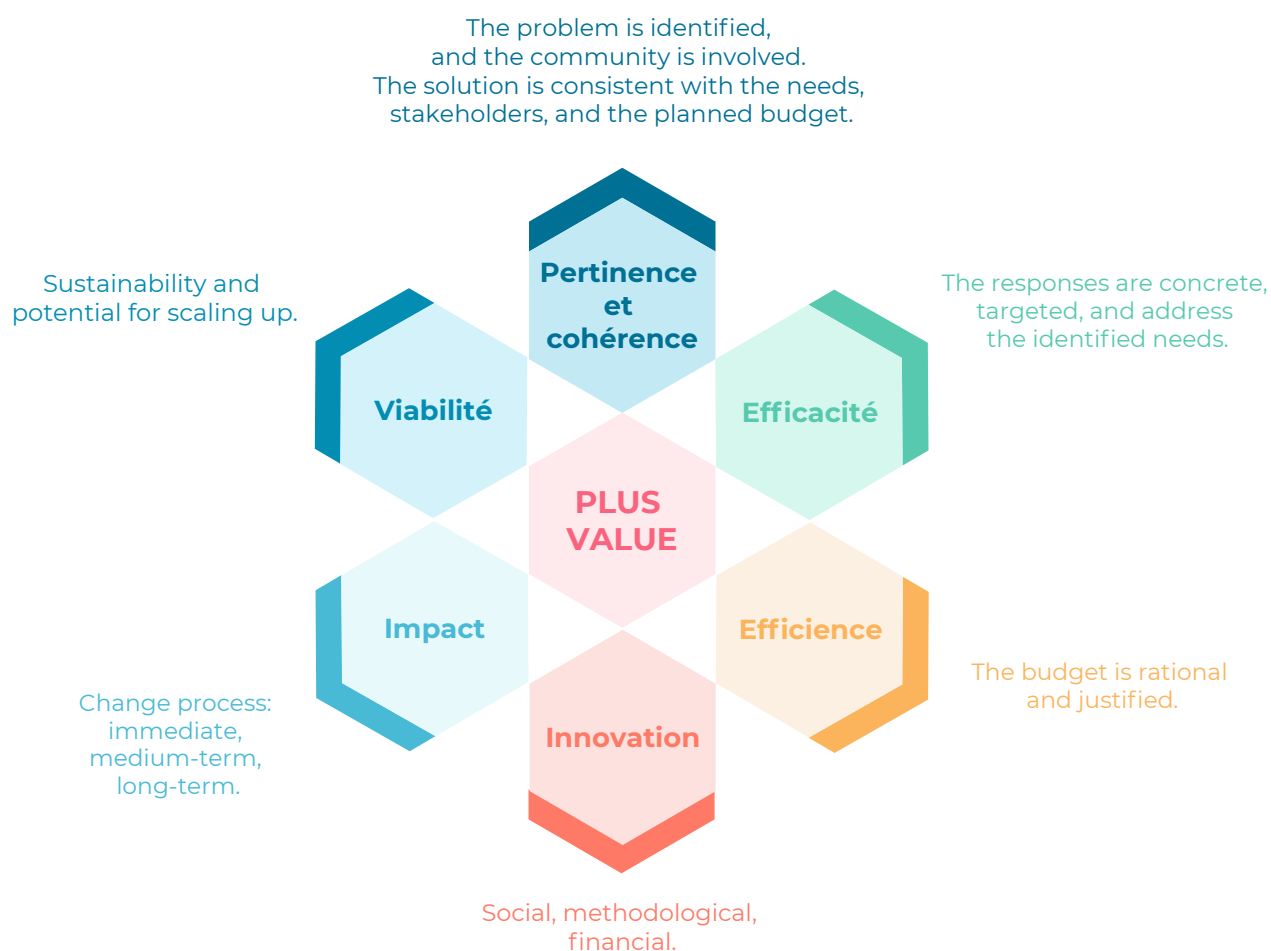
Responses are then scored.

### Related to the project:

The procedures vary depending on the donors, but common trends include:

- **Presentation of an initial concept note**, which is relatively brief at first
- **Preliminary evaluation**, communication of the decision, and, if necessary, a request for
- **a more detailed proposal from the selected organizations**, which may include support for finalization (such as capacity building, e.g., accounting, training, organizational support, consulting);
- **Technical and financial evaluation, field visits** (depending on the donor), **meetings and dialogues** (depending on the donor);
- **The final selection is generally made with the help of a jury** that follows a set of criteria to choose the projects.

This graphic summarizes the criteria used by technical and financial partners related to the proposed project:



## Focus 5 : Call for Expression of Interest « CSO Local Initiatives » AFD

This AMI<sup>165</sup> (Appel à Manifestation d'Intérêt – Call for Expression of Interest) aims to strengthen civil societies and allows the submission of projects defined by the civil society organizations themselves.

### Eligibility Criteria

**Eligible Countries:** CSOs registered in countries eligible for official development assistance according to the list established by the Development Assistance Committee (DAC) of the OECD.

**Eligible CSO:** Associations, NGOs, regional or international platforms, non-profit organizations, established in accordance with the legislation in force in the relevant country and working in the field of sustainable development.

**Eligible Sectors:** Agriculture, environnement-biodiversité-climat, eau et assainissement, éducation, insertion et formation professionnelle, santé et action Agriculture, environment-biodiversity-climate, water and sanitation, education, integration and vocational training, health and social action, urban development, energy, microfinance, human rights, local development, citizen control and participation, gender equality, advocacy, and structuring of the civil society sector.

### The Three Phases for the NGO Submitting the Project

**Pre-selection:** The NGO must ensure its compliance with the pre-selection criteria and communicate its intention to submit a project via the OSCAR Portal, following the timeline specified in the AMI (Call for Expression of Interest). The necessary documentation for the submission is detailed in the call. If pre-selected for consideration in the following year, the NGO will be notified electronically (within a maximum of 2 months after the closing of the call).

**Selection:** The NGO must submit a complete co-financing request via the OSCAR Portal within the deadlines specified in the AMI. This submission should include the full administrative dossier and the Descriptive Note (NIONG), with the model available online.

**Instruction:** The review process typically takes 4 to 6 months. Communication may occur with the NGO if further information is required to improve the project. The NGO will be notified via email whether or not their project has been selected.

### The Phases of Project Review for AFD Teams

During our interview, Alexandra Diaby<sup>166</sup> summarized the process as follows: Between March and May, for NGOs in the North (OSC N), the six phases of the review process proceed as follows:

1. NGOs wishing to receive funding submit a 5-6 page expression of interest note via the AFD website.
2. A pre-selection committee at AFD meets to review all submitted notes
3. The first pre-selection typically takes place in mid-July. NGOs that are pre-selected are informed and invited to submit a much more detailed application.
4. During the project review phase, the NGO is assigned a colleague in Paris who will monitor the project and provide guidance, feedback, and recommendations.
5. The opinions of AFD staff present locally, as well as those from the French Embassy, are solicited. The note is then reviewed, and based on our understanding of the sector, the field, the ecosystem, and the partners, we provide our opinion on whether to continue the review process.
6. Once the note is finalized, the "NGO Committee" meets to decide whether the project needs to be submitted to the second committee, the "Grant Committee," which will determine whether or not to grant the requested funding.

<sup>165</sup> This focus is inspired by the training materials created for ACF in April 2024

<sup>166</sup> Alexandra DIABY, OSC and Decentralized Cooperation Officer, AFD

## The ten criteria related to CSO.

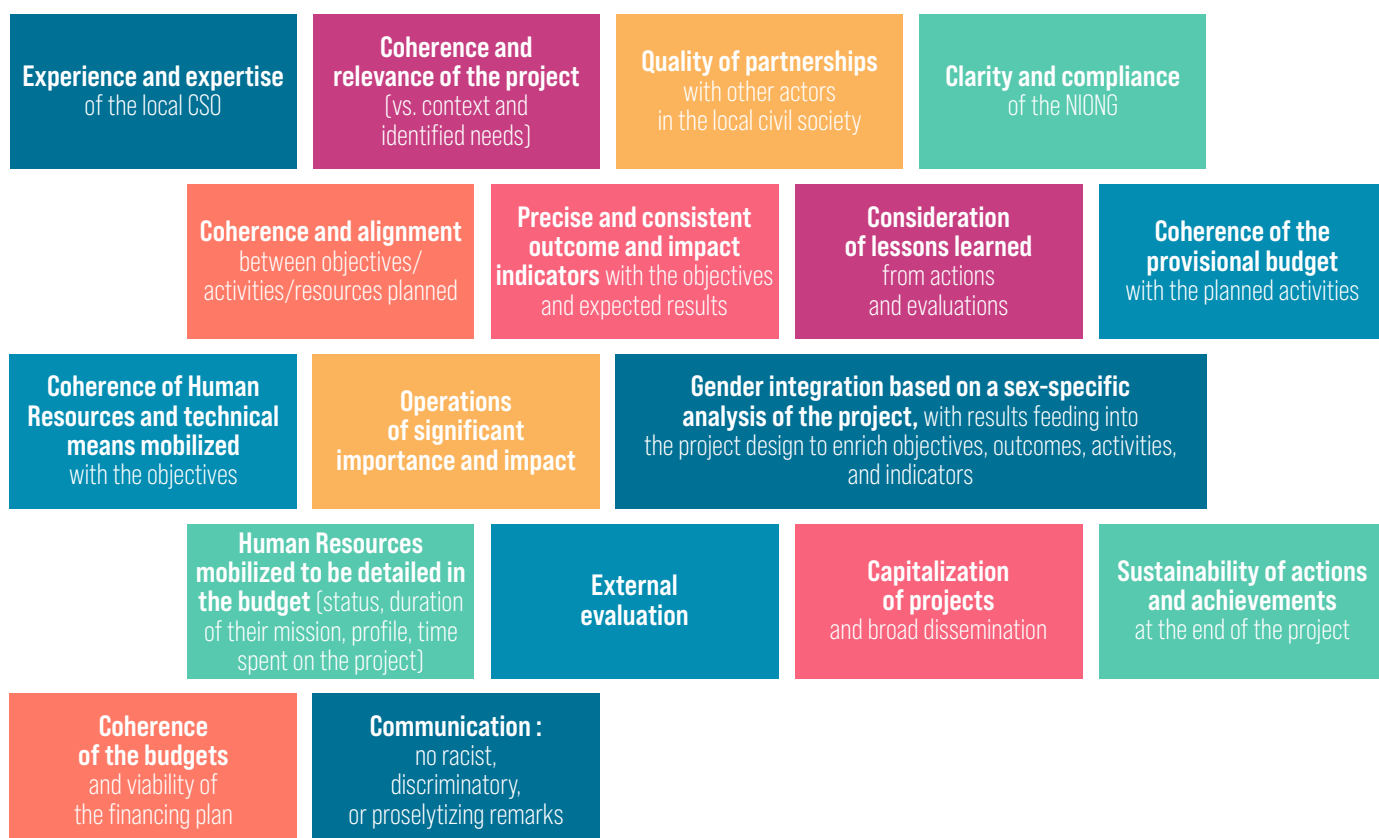
### 5 criteria during the pre-selection phase.



### 5 criteria during the selection phase.



## The seventeen criteria retained to assess the project.



## Modalities

### Eligible expenses, % of funding, funding range, etc..

Each donor has its specific modalities. We will only address certain aspects here.

All donors present their particular conditions. The CSO must familiarize itself with them.

Often, donors will have several funds available, each with different amounts. It is up to the CSOs to be vigilant and choose the options that best match their needs.

When the donor does not fund 100% of the project (which is the majority of cases), the financing plan should be developed immediately after identifying the needs.

The concept of eligible expenses is very important and can influence the financing plan and, most importantly, the financing strategy of a project.

## Disbursements

The financing agreement defines the disbursement modalities.

The disbursement of funds follows varying modalities, depending on the donors and the calls for proposals. CSOs must be careful to select and prioritize the options that best match their needs.

Generally, disbursements occur in multiple installments, conditioned upon achieving objectives and submitting reports. Each installment is disbursed once the corresponding report is validated, which then triggers the next disbursement.

Some donors withhold the final installment and release it only after receiving the final report.

This presents a significant challenge for national NGOs, which may not have the financial capacity to advance the necessary funds. Often, few activities remain at the end of the program, meaning that the final installment mainly covers administrative costs allowed by the donor. This measure ensures that the donor receives a final report. That being said, no one—especially the CSO—has any interest in failing to submit the final report.

## Communication

The financing agreement also sets out these conditions. They are particularly important for donors in general and for companies as well. Key aspects include the presence of logos, obtaining authorization before

disseminating information about the project, and the mandatory reference to the donor's support.

## Monitoring, Reporting, and Accountability

It is essential to always keep in mind that a donor must also report to its own funding source. Bruno Leclerc explains the case of AFD:

 **Since AFD uses French public funds from the Treasury, mobilized by French taxpayers, it is subject to direct audits by the Court of Auditors, as well as other requirements related to anti-money laundering and anti-corruption regulations. Therefore, we are quite strict when it comes to reporting.**



— Bruno Leclerc, Regional Director AFD

Reports are required on a regular basis, and the financing agreement specifies the reporting schedule. Evaluations and audits will also be planned. Each donor has its own method and framework—some may require quarterly narrative reports, while others may request both narrative and financial reports every six months, or financial reports every month alongside quarterly narrative and financial reports, etc.

There is some flexibility, but it is important to avoid making significant changes: **"the primary purpose of the allocated funding must, of course, be respected. The project should not be changed midway."**

Evaluation is crucial, particularly in terms of impact and achieving the set indicators. Donors regularly conduct field visits to assess progress.

Many stakeholders express concerns about weak reporting—issues such as the relevance of reports, lack of information on impact and results, insufficient financial tracking, and missing supporting documents (photos, expenses, invoices). As one donor put it: "Reports need to be meaningful, and the fact that not all funds are spent on a specific budget line is not really a problem—as long as it is properly explained."

Donors generally have high accountability expectations, emphasizing the quality of information and the partner's ability to communicate in terms of impact and results rather than just activities: "The information we receive from partners is often at the activity level, rather than at the level of impact or the intended transformation." It is essential to ensure that funded actions align with initial objectives and that expected results are being achieved. This requires a strong system of anticipation, financial monitoring, and impact assessment.

## Tool 6: Tips for a successful narrative report.

The report strengthens or weakens the funder's trust in the funded CSO.

- **Follow the funder's format and requirements**

- Consult the template, adhere to the format, length, and mandatory sections
- Pay attention to deadlines;

- **Structure your report clearly**

- Sometimes you need to post it online, but that doesn't mean you shouldn't format it properly
- Include a table of contents to navigate through the sections
- Provide a brief summary of the report
- Give a quick context reminder (not just a copy-paste from the funding request)
- Include mandatory sections (activities carried out, challenges faced, measures taken, etc.)
- Add a narrative section to the financial part to explain discrepancies and facilitate navigation between the narrative and financial sections, especially when describing the actions taken
- Provide a conclusion that looks ahead to the next period.

- **Don't be afraid to tell the truth**

- **Be organized**

- Anticipate!! Prepare yourself and your teams
- Create a report development calendar and set up regular information flow from the field in collaboration with the teams
- Stick to deadlines

- **Inform the funder in case of major discrepancies** and don't wait until the report – provide them with additional information but avoid revealing a serious issue

- **Use storytelling.** Provide specific examples and illustrations of the achievements made. Avoid writing without exposing anything, as it wastes everyone's time. Tell a coherent story

- **Be brief, concise, factual, and precise**

- **Clearly and transparently state the challenges and, above all, the solutions proposed**

- **Use communication tools like intranet, Google Docs, etc.** to encourage collaborative action within

- **Acknowledge receipt of feedback and any questions from funders as soon as you receive their message.**

This section offers a range of solutions available to CSOs allowing them to mobilize so-called "unallocated" funds, funds that do not need to be justified and which the organization can use to innovate. This section offers a range of solutions available to CSOs allowing them to mobilize so-called "unallocated" funds, funds that do not need to be justified and which the organization can use to innovate, pay costs that are not attributable to projects, offer employees better remuneration, etc.

The information presented is based on our research, interviews, and the consultation of documents provided by WACSI<sup>167</sup>, as well as practical examples shared by ChangetheGameAcademy<sup>168</sup>. The latter has made available the online training module developed by WACSI, in French. The information includes techniques for mobilizing local resources<sup>169</sup>.



<sup>167</sup> WACSI

<sup>168</sup> Online Learning Platform, ChangetheGameAcademy provides resources for CSO

<sup>169</sup> Local Resource Mobilization, ChangetheGameAcademy

## IV. MOBILIZE TO BUILD THE ORGANIZATION'S OWN FUNDS

### FUNDRAISING FROM INDIVIDUALS



#### SPONSORSHIP

##### Definition

Sponsorship<sup>170</sup> is a partnership characterized by the provision of resources by a sponsor (a for-profit and/or non-profit organization, an individual) to a sponsored entity (event, group, organization, individual, audiovisual program). These resources can be of different types:

- **Financial sponsorship:** The sponsor provides regular funds to cover the essential needs of the beneficiary (education, food, healthcare);
- **Technological sponsorship** (e.g., Nike providing equipment for a football team);
- **In-kind sponsorship:** The sponsor provides material goods, such as clothing, school supplies, medicine (e.g., Manix providing condoms to an AIDS awareness organization);
- **Skills sponsorship:** The sponsor shares their expertise or skills to train or mentor the beneficiaries (e.g., providing and setting up internet equipment by Microsoft to pediatric hospital services).

The sponsor can be an individual, an organization, or a group of organizations federated under the form of a club. This co-sponsorship or associated sponsorship allows sponsors to combine their resources for a more ambitious project.

<sup>170</sup> Chapter 25. Sponsorship and Philanthropy. Christel de Lassus

## 6 steps

1. **Assess the Needs:** Identify the beneficiaries and understand their specific needs.
2. **Design the Program:** Define the objectives, the support mechanisms, and the criteria for selecting beneficiaries and sponsors.
3. **Seek Sponsors:** Find potential sponsors, often through awareness campaigns and fundraising efforts
4. **Facilitate Connections: Organize the connection between sponsors and beneficiaries.**
5. **Monitor and Evaluate:** Conduct regular follow-ups to assess the impact of the sponsorship and make adjustments to the approach if necessary.
6. **Communicate:** Maintain transparent communication with sponsors regarding the use of funds and the progress of the beneficiaries.

## Experience

Sponsorship can take several forms:

- **Project Sponsorships**<sup>171</sup> or Sponsorship of Actions<sup>172</sup>
- **Child Sponsorship**<sup>173</sup>
- **Sponsorship of Classes/Schools**<sup>174</sup>
- **Village sponsorship...**

Moussa Abba Diallo, President of the Amsode NGO reminds us:

**“ We have developed a resource mobilization approach through child sponsorship. Our sponsorship page is available on our website. Sponsorship allows us to have the capacity to develop our own projects that respond to the real and priority needs of the communities, as opposed to simply implementing pre-designed projects. ”**

— Moussa Abba Diallo, President of the Amsode NGO



## Advantages

Sponsorship directly improves the living conditions of beneficiaries, with a direct and tangible impact. Sponsors can track the progress of the beneficiaries and see the concrete effects of their support. The regular support from sponsors provides a certain level of stability to the beneficiaries.



## Challenges

**Communication is crucial** as there is a need to raise awareness among the general public. This requires creating content for the website and social media. If necessary, distributing flyers, organizing informational webinars, and preparing video presentations of the project (filmed by a professional, if available) should be planned.



<sup>171</sup> Sponsorship of a project

<sup>172</sup> Tuareg Project

<sup>173</sup> Asedeme Sénégal, sponsoring a child living with a disability

<sup>174</sup> Sponsor a school





## EVENT-BASED FUNDRAISING (RUNS, GALAS, DINNERS, ETC.)

### Definition

Event organization refers to the range of activities carried out to raise awareness, mobilize, and collect funds for humanitarian or social causes. These events can take various forms, from charity galas and concerts to marathons and charity sales. It may require internal resources, human and organizational, from planning to implementation of events such as:

- **Charity Galas:** Formal dinners or evenings with speeches, silent or live auctions, and entertainment.
- **Concerts or Shows:** Musical or artistic events, where the ticket sales proceeds are donated to a cause.
- **Marathons or Sponsored Runs:** Sports activities where participants raise funds through sponsors for their participation.
- **Charity Sales:** Bazaars, yard sales, or auctions of donated items, where the proceeds go to a specific cause.
- **Conferences and Forums:** Educational events where experts discuss issues related to the supported cause, often with fundraising opportunities.
- **Workshops and Seminars:** Training or educational sessions where participants pay registration fees, which are donated to a cause.
- School Caravans, Cultural Evenings, Art Auctions, Open Days, Traditional Wrestling Galas, Traditional Dance Nights...

### 7 steps

1. **Define the event objectives:** Fundraising, awareness, or mobilization.
2. **Plan:** Identify the date, venue, and event format. Assemble a dedicated team to manage various aspects of the event.
3. **Develop a budget forecast:** Ensure internal funds are available and that projected revenues significantly exceed expenses. Seek sponsors to minimize organizational costs.
4. **Design a communication strategy:** Utilize social media, traditional media, posters, and community outreach.
5. **Manage logistics:** Secure the venue, arrange equipment, and handle participant registration or ticket sales. Recruit, train, and coordinate volunteers for various event tasks.
6. **Ensure smooth execution on the event day:** Manage unexpected issues and ensure participant satisfaction.
7. **Evaluate financial and organizational results:** Gather feedback from participants and volunteers, and report to stakeholders (donors, sponsors, participants). Internally, assess whether the event can be replicated, its optimal frequency, and whether the financial outcomes met expectations.

FundsForNGO's<sup>175</sup>, offers a technical guide in the form of a "recipe" to help organize a special event.

### Experiences

Yann Elimbi shares the experience of Bokk Yaakar:

**Bokk Yaakar expands the scope of resource mobilization. For several years, they have organized a traditional wrestling gala to raise funds. To gain some financial flexibility, particularly for covering operational costs and maximizing profits, they sought support from the regional governor to secure free electricity for the event. Additionally, they obtained reduced-cost security services from the local department.**



— Yann Elimbi, Program Manager for Africa - Solidarité Sida



### Advantages

Bringing people together around a concrete action encourages active participation and community engagement. This type of initiative helps create and strengthen networks between various stakeholders (volunteers, donors, beneficiaries, partners).

Organizing an event increases the organization's visibility, providing an opportunity to communicate about its activities and impact.



### Challenges

**Be mindful of time management!** Coordinating an event from start to finish is time-consuming and requires rigorous organization and precise coordination. If the organization's staff is responsible for this task, it is crucial to ensure that it does not divert them from their primary mission.

**This activity should generate funds, not losses!** Expected revenues may not cover costs, especially if participation is low.

<sup>175</sup> How to organize special events to raise funds for your NGO - fundsforNGOs

Organizing an event requires a **well-thought-out communication strategy** to attract enough participants and donors. It also demands strict budget management, as setup costs can be significant (venue rental, equipment, staff, marketing). Effective volunteer management is essential to ensure the smooth execution of the event, along with compliance with local regulations and guaranteeing the safety of participants.

This is a **high "reputational risk" activity** that can generate negative publicity if it fails. Ensure optimal conditions to achieve a high-quality outcome.

Organizing too many events may impact **the staff's ability to manage the workload**, competing with the organization's other activities.



## CROWDFUNDING

### Definition

Crowdfunding is a fundraising method that connects donors and project initiators through an online platform. It allows for financial contributions to be solicited and funds to be raised in small amounts from a large audience to finance a project. This approach democratizes fundraising by enabling everyone to participate according to their means.

The modalities of crowdfunding vary and are tailored to the specific needs of projects. Campaigns can take the form of donation-based appeals, where contributors provide financial support without expecting anything in return, or reward-based appeals, which offer symbolic rewards to donors in exchange for their contributions.

### 7 steps

1. **Plan the campaign**<sup>176</sup> : Define the timeline, duration, and human resources needed. Set financial objectives and clarify the expected impact of the project.
2. **Choose a Theme**: The theme should be engaging and align with your organization's mission, vision, and main objectives.
3. **Leverage the OSC's Network**: The success of any crowdfunding campaign depends on mobilizing individual donors, businesses, and other nonprofits. They can help spread the message, donate, and encourage others to contribute.
4. **Develop a Communication Strategy**: A well-crafted message is essential to convince donors and rally support. High-quality marketing materials tailored to different target groups may be necessary. A strong pitch and impactful communication help build a community of supporters. Communication should continue both before and after the



campaign.

5. **Select the Crowdfunding Platform**: The platform should be suitable for the country's financial regulations, as well as the project's nature and needs.
6. **Promote the Campaign**: This is a crucial step. The OSC must choose the right communication channels (social media, personal networks, blogs, etc.) to reach a broad audience and attract potential donors. It is important to keep supporters informed about the cause, progress, and goals.
7. **Follow Through and Capitalize**: Keep all commitments made during the campaign to maintain credibility and ensure future fundraising success. Document lessons learned and apply them to future campaigns.

### Experiences

- The famous Nigerian journalist specializing in geopolitics, **Adeola Fayeun, successfully raised \$37,000 to help over 200,000 Cameroonian refugees in Nigeria**. Although she does not reside in Nigeria, she used her influence and network to gather the funds, while a local organization, the KIRWA Foundation, provided the necessary aid to the refugees on the ground. Since people want to know the impact of their donations, she kept her audience informed about the results of their support through regular and emotional videos on YouTube.
- **The African Foundation for Development**<sup>177</sup>, an international organization established in 1994, has a mission "to expand and improve the contributions of Africans in the diaspora to the development of Africa." This organization leverages the potential of donations and philanthropy from young people in the diaspora to drive Africa's development. AFFORD has enabled the diaspora community to volunteer, create business opportunities, share knowledge, and engage in cultural experiences. It facilitates funding and crowdfunding through its platform, while providing guidance on how to capitalize on growing opportunities in Africa. It also allows its members to raise funds through the organization.
- **Giving Tuesday Africa Hub**<sup>178</sup>: This platform helps CSOs mobilize funds through crowdfunding by providing specific advice. Every year, a designated day is set aside for fundraising from motivated individuals. In 2024, the date set is December 3. A dedicated website has been created for Senegal by EPIC-AFRICA.

<sup>176</sup> 12 Key Strategies for a Successful Crowdfunding Campaign | Entrepreneur

<sup>177</sup> AFFORD

<sup>178</sup> Giving Tuesday Africa Hub

- **Jaamafunding**<sup>179</sup>, a fundraising platform for projects in West Africa.
- **Iraiser**<sup>180</sup>  
offers Peer-to-Peer: It allows your supporters to create their own fundraising campaigns among their contacts, in your name.
- **Infodon**<sup>181</sup>  
International Solidarity
- **Herocycle**<sup>182</sup>  
Supports climate activists around the world by providing them with a stable monthly income.
- **Dons via les réseaux sociaux**  
Tutorials on how to use donation features on [TikTok](#), [Twitch](#), [YouTube](#), [Facebook](#), [Instagram](#)



### Advantages

This model **minimizes risks**, is **low-cost**, and **allows for rapid fundraising**. It enables the organization to achieve, or even surpass, its fundraising goals. It also helps raise public awareness and increase the visibility of projects and causes, as digital platforms allow reaching an audience beyond borders, eliminating geographical limitations. Furthermore, it is easier to use than traditional donor applications.



### Challenges

This fundraising method **requires transparency regarding the use of funds** to maintain the trust of contributors.

It is an **investment of time and skilled human resources** if the campaign is to be created and managed effectively<sup>183</sup>.

**Maintaining regular and continuous communication with donors before, during, and after the campaign** is essential. Attention must be paid to the choice of platform<sup>184</sup>, as a practical, intuitive, and easy-to-use tool encourages potential contributors to join and creates enough trust to motivate donations.



<sup>179</sup> Jaamafunding

<sup>180</sup> <https://www.iraizer.com/fr/>

<sup>181</sup> <https://infodon.fr/>

<sup>182</sup> <https://herocircle.app/fr-FR>

<sup>183</sup> Key Points to Watch Out for in Your CSO

<sup>184</sup> Best Practices for Mobilizing with Crowdfunding



## COMMUNITY FOUNDATION

### Definition

A community foundation is a local philanthropic organization established to support projects of public interest within a specific community. It collects funds from various donors (individuals, businesses, institutions) and redistributes them as grants to finance local initiatives. Its goal is to promote sustainable development and the well-being of the community it serves.

The operations of a community foundation include several key aspects to ensure its proper functioning and effectiveness. Fundraising is a crucial step, relying on donations, bequests, as well as grants from government sources or businesses. These funds are then managed carefully, often invested to generate stable long-term income, ensuring the foundation's financial sustainability. Grant distribution is another fundamental pillar: the collected funds are allocated to projects and local organizations that directly address the priorities and needs identified within the community. Finally, community engagement is at the core of the foundation's approach: it works closely with community members to determine priorities, encourage participation, and ensure that the initiatives funded have a tangible and positive impact on the community.

**CHALLENGING THE MYTHS** | Individual Giving for African Civil Society Organizations

**SPEAKER** Oyeibisi Babatunde Oluseyi  
Executive Director  
Nigeria Network of NGOs (NANGO)

**SPEAKER** Sibongile (Bongi) Mkhabela  
Executive Director  
Southworld Empowerment Foundation (SWEF)

**SPEAKER** Bhekinkosi Moyo  
Director  
Centre on African Philanthropy and Social Investment

**HOST & SPEAKER** Rose Maruru  
Co-Founder & CEO  
EPIC Africa

**MODERATOR** Elizabeth (Liz) Ngonzi  
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## 7 steps

1. **Analyze the community's needs and resources:** Identify stakeholders and potential supporters.
2. **Form the Board of Directors:** Gather a group of community leaders to oversee the foundation.
3. **Develop a strategic plan:** Define the foundation's mission, objectives, and priorities.
4. **Register the foundation as a legal entity:** Ensure the foundation is recognized by law.
5. **Launch the initial fundraising campaign: Organize a fundraising campaign to build the foundation's capital.**
6. **Establish a management structure:** Set up policies and procedures for managing funds and distributing grants.
7. **Launch activities:** Begin identifying and funding community projects.

## Experiences

### • Community Foundation of Kambara Village in Benin.<sup>185</sup>

The case of Kambara demonstrates the potential of community philanthropy and community-led development, with a Village Development Plan (VDP) guiding future initiatives.

The story of Kambara is a testament to resilience, collaboration, and determination, illustrating the effectiveness of empowering citizens to drive development within their communities. Transparency and accountability are key features of Kambara's approach, which emphasizes annual meetings and the preparation of financial reports that are discussed and validated in the local language, following a participatory process.

The association seeks support from the government, telecommunications companies, and individuals to overcome obstacles related to infrastructure development, as well as access to electricity and educational resources. A detailed description of the specific steps followed in this concrete example can be found in the annex (section "tools").

### • Community Foundation of Kawawana in Casamance, Senegal:

"When Community Mobilization for the Environment Brings a Better Life to the Village"<sup>186</sup>.

Kawawana means "our heritage to preserve together." It is the result of the efforts of a few local fishermen from the Diola people of Lower Casamance, who came together in an association to create a self-mobilization of the communities in their 8 villages, totaling nearly 12,000 people. This was achieved without external financial support and led to the restoration of a deteriorating territory year after year.

The governance institutions of Kawawana established a management plan for their territory, which is divided into three internal zones within the mangrove area. The first zone is a restricted area, inaccessible to everyone and serves as a breeding ground for aquatic resources, as well as a sacred site for ancestral spirits and conservation efforts. The

second zone is designated for village fishing. The products from this fishing must either be consumed or sold locally by local intermediaries, ensuring that local demand is met at an affordable price for the majority of the community members. The third zone is open to everyone, but with a restriction on using unauthorized nets as per national legislation. The fish and other resources from this zone can be freely sold in all regional markets. Another significant achievement for Kawawana is the official recognition by the Senegalese state in 2010.

Kawawana<sup>187</sup> succeeded in improving the daily lives of the people, starting with food, with more fish, better quality, and at better prices, as it is produced, caught, and sold locally. Furthermore, fish sales generated more income and reduced debts for the fishermen, leading to the creation of jobs for local marketing and creating a virtuous economic cycle for the entire local economy.

The results of the decisions and management measures taken by the Mangagoulack community are very positive, but the governance institution of Kawawana must remain cautious and vigilant because threats persist, especially concerning fish and mangrove wood, which are highly sought after throughout the region.



### Advantages

The funds are typically invested to generate long-term income, ensuring financial stability and independence.

The projects funded directly address the needs and priorities of the local community.

The foundation fosters collaboration and engagement among the various stakeholders in the community.

The foundation enables a flexible system that can quickly adapt to changes and emerging needs within the community.



### Challenges

The **initial and ongoing fundraising** can be a challenge, especially in communities with limited resources.

It is important to **ensure careful and transparent management** of the funds to maintain the trust of the donors.

Sustaining a community foundation over time **requires continuous and strong engagement** from the community and stakeholders. It is essential to effectively measure the impact of funded projects to ensure their relevance and effectiveness.

<sup>185</sup> "No Matter What Happens, Kambara Must Develop." WACSeries, Issue Paper, Vol.9, Issue 3, West Africa Civil Society Institute, Accra, Ghana

<sup>186</sup> An Authentic APAC in Casamance, the Story of Kawawana

<sup>187</sup> Kawawana, Territory of Life





## THE SPECIAL CASE OF DIASPORAS GIVING

### Definition

Diasporas have been recognized as influential contributors to the development and humanitarian response of their host and home countries in line with the 2030 Agenda and Objective 19 of the Global Compact for Safe, Orderly, and Regular Migration (GCM), which calls for "creating the conditions to allow migrants and diasporas to contribute fully to sustainable development in all countries." Diaspora organizations play an important role when it comes to mobilizing, advocating, and implementing changes for diaspora members and their communities.

The **FORIM**<sup>188</sup> notes that International Solidarity Organizations from Migration (OSIM) are now recognized as important actors in civil society. Gradually, they are organizing and structuring collectively to strengthen and assert their capacities and expertise. Some members are federating into recognized associations in the host country, mobilizing funds there (with related tax benefits), and redistributing them in their home countries. For national organizations, engaging the diaspora can be a goal that leads to positive outcomes.

There are many structures that represent diaspora members. These initiatives allow diaspora actors to unify their actions and/or their desire to contribute to local development in their home countries. A few examples of these initiatives are listed.

**Idiaspora**<sup>189</sup> aims to "connect those who want to create positive change with concrete opportunities to forge a better future

The **ADEPT platform**<sup>190</sup> also provides a space for diasporas who wish to help their home territories. ADEPT is the Africa-Europe Diaspora Development Platform, a pan-European network established in 2017 and based in Brussels. "Our vision is a world where Africa, its people, and its diaspora are self-sufficient and transformed."

The **African Women's Diaspora Organization**<sup>191</sup> is a federation of associations and businesses led by African women living outside their continent.

**Assomaliennes**<sup>192</sup> is the platform with the goal of listing all Malian associations present in France and in countries with a Malian diaspora.

The **Club Efficiency**<sup>193</sup> is a private networking initiative, led by the diaspora, that brings together specific segments of its members (in this case, the "economic" diaspora, educated and highly qualified), as well as business

partners, institutions, and higher education organizations. This network operates on a subscription basis (with packages ranging from 80 to 250 euros per month) and relies on a modern brand image (which has likely contributed to the highly active following on Club Efficiency's LinkedIn and Facebook pages). Network subscribers benefit from access to the members' directory and the events organized by the Club.

### 5 steps

- 1. Identify diaspora representatives likely to participate in your organization's actions:** If they are federated in associations, these will usually relate to a specific geographic area. Ensure that your organization aligns with the concrete criteria of associations based in the "host" countries. There are several methods that unite diasporas: associations, platforms, networks. The goal is to identify them in order to propose participation from their members in improving the social conditions of their countries of origin, keeping in mind that some may be "Afro-descendants."
- 2. Mobilize these actors:** It is essential to present concrete results, demonstrate achieved impacts, prove the effectiveness of actions, show how local populations' needs have been addressed, and highlight the inclusivity of the projects.
- 3. Foster loyalty:** Once a project is inaugurated with an association from the diaspora, ensure to communicate about the results, involve local authorities, and build ongoing relationships.
- 4. Go further:** Now is the time to consider the potential creation of a community foundation (refer to the specific section).

### Experiences

The **Rabat Process** published a compilation of practices for engaging with the diaspora<sup>194</sup>. Many examples of experiences in mobilizing diaspora members are presented, including:

- **SUSU** : A digital platform that allows diaspora members to finance healthcare for their family members back home. SUSU (which means "solidarity" in Yoruba) is a digital health startup enabling members of the diaspora to subscribe to healthcare services for their loved ones living in their country of origin.
- **Initiative LT Big Brother** from the Global Lithuanian Leaders program: This initiative allows Lithuanian professionals in the diaspora ("big brothers and sisters") to offer structured mentorship to students and young professionals from their country of origin ("little brothers and sisters"), particularly in areas such as career planning, business, and communication. Since 2009, the initiative has attracted more than 2,500 participants.

<sup>188</sup> FORIM

<sup>189</sup> Idiaspora

<sup>190</sup> Platform for African Diaspora Development Organizations

<sup>191</sup> African Women's Diaspora Organization

<sup>192</sup> AssoMaliennes "Alone, we go faster; together, we go further."

<sup>193</sup> Club Efficiency

<sup>194</sup> Rabat Process, Collection of Practices for Engagement with the Diaspora

- **Asociación de Ciudadanos de Guerlé en España (ACIGE)** is an association of citizens from the village of Guerlé (located in the commune of Sadio, Gossas department) dedicated to the development of their village.
- **DIASPORA ACTION SÉNÉGAL**<sup>195</sup> established in 2015, aims to promote the socio-economic development (education, health, culture, environment, youth, sports, etc.) of disadvantaged populations in Senegal. The association currently has 9 members, spread across the country, who each contribute an annual fee of 150 euros.



## Challenges

Lamine Traoré, Coordinator of the PRA/OSIM at FORIM, emphasizes that the main challenge probably lies in the issue of succession

**“A question arises regarding generational renewal. It concerns how young people from the second and third generations get involved compared to the ways of involvement of the elders, particularly in terms of leading projects aimed at their countries of origin. Are the same themes motivating them? Integrating youth is a challenge. FORIM has created a youth commission.”**



— Lamine Traore, Coordinator of PRA/OSIM, FORIM

A second challenge lies in maintaining this trustful relationship. Mr. Traore expresses it as follows:

**“For diasporas, working with a local organization requires more than just working on a project; there is a trust relationship that needs to be established with the local organization, in terms of balancing the partnership between the funder and the recipient. For projects, this is one of the key factors for success.”**



— Lamine Traore, Coordinator du PRA/OSIM, FORIM



## THE SPECIAL CASE OF WAQF, ZAKAT AND ZADAQAH

### WAQF

#### Definition

Waqf<sup>196</sup> is a religious concept involving the donation of assets or properties to be preserved perpetually for the benefit of specific charitable causes or institutions. The primary goal of Waqf is to generate sustainable income that can be used to support various initiatives such as education, healthcare, poverty reduction, and infrastructure development.

There are several types of Waqf, each serving a distinct purpose. Common forms include cash Waqf (where money is directly donated), real estate Waqf (where properties are endowed), and movable Waqf (where movable assets such as vehicles or machines are dedicated). Cash Waqf provides immediate funds for charitable projects, while real estate Waqf offers long-term income through rental or lease agreements. Movable Waqf can be particularly useful for supporting specific initiatives that require equipment or resources.

Waqf can be structured in different ways to meet the specific needs and goals of the endowment. Common structures include family Waqf, where assets are dedicated by a single family or group, and community Waqf, where multiple individuals or organizations pool their resources to establish a collective endowment. Additionally, corporate Waqf allows businesses to donate a portion of their profits to charitable causes, promoting corporate social responsibility and sustainable development.

The collective Waqf, also known as "Waqf al-jama'i," is another aspect of Waqf in Islamic society. This concept involves pooling resources from several individuals or families to establish a common endowment. By combining their contributions, individuals can create larger-scale Waqf institutions that address various social needs in a more comprehensive manner.

<sup>195</sup> Diaspora Action Senegal

<sup>196</sup> Waqf. Harnessing the Power of Islamic Endowments for Social Good

## 5 steps

1. **Identify the Waqf** that matches your needs by contacting Waqf administrations, mosques, or Islamic institutions that manage Waqfs;
2. **Submit a formal request** to the Waqf administration, including information about your organization, its needs, and the nature of the requested assistance;
3. **Have the request reviewed** by the Waqf administration, assess the needs of the organization, and verify the information provided. The authenticity of the requests is evaluated to ensure that the funds or assets are distributed appropriately;
4. **Wait for the notification of acceptance** or rejection of the request;
5. If the request is accepted, **receive the aid for the beneficiaries**, either in the form of goods, services, or financial support, according to the terms of the Waqf.

## Experiences

- The **"Waqf Al Khayria" property, established in 2022 by the NGO Al Khayria**, is a Waqf asset in the form of a rental property. The generated income is distributed monthly to support the orphanages created by the association.
- **A community could come together to establish a collective Waqf<sup>197</sup>** that supports a hospital, a university, and a vocational training center. This collaborative approach not only maximizes the impact of individual contributions but also fosters a sense of responsibility and community unity.



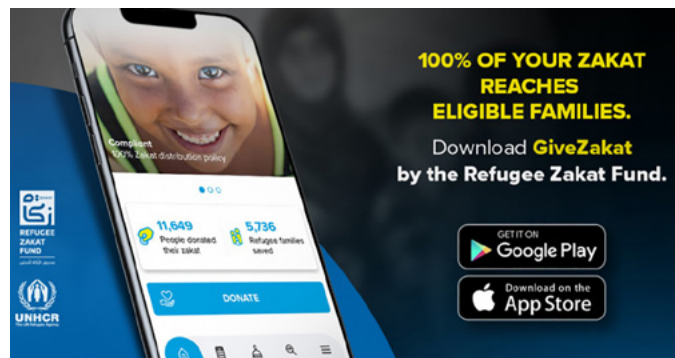
### Advantages

Waqf is a stable and continuous source of funding due to its perpetual nature. The creation and management of Waqf typically involve the community, thereby strengthening the sense of participation and collective responsibility. Furthermore, the revenues generated from Waqf can support long-term initiatives.



### Challenges

Waqf faces challenges such as **poor management, lack of transparency, legal and regulatory complexities**, as well as **inadequate expertise and professionalism** that hinder the optimal use of Waqf assets. Innovative approaches are being adopted to overcome these challenges. One of these innovations is the digitization of Waqf. Online platforms<sup>198</sup> have emerged, allowing individuals to establish and efficiently manage Waqf endowments. These platforms offer transparency, accountability, and accessibility, enabling people worldwide to contribute to Waqf initiatives.



## La Zakat

### Definition

Zakat is a religious obligation that involves giving a portion of one's income to charity. It applies to wealth accumulated over the lunar year.

Crowdfunding can play a significant role in collecting Zakat donations and organizing Zakat campaigns. Most Muslims prefer to give their Zakat to charitable organizations that distribute funds to the needy and poor, rather than giving it directly to recipients. Mosques are among the most common beneficiaries of such charitable donations. It is also helpful to understand which regions of the world are more likely to attract potential donors.

Some countries have now established official (state-run) bodies to collect Zakat, such as Mauritania.

### Experiences

- **HCR "Zakat Refugee Fund"**: Through the HCR's Zakat Refugee Fund, vulnerable families, particularly women and children, receive cash assistance to cover priority expenses such as rent, food, healthcare, and debt repayment. In some cases, Zakat can also be distributed in-kind, such as essential items or hygiene, shelter, and education kits. The Fund follows fatwa recommendations by dedicating 100% of the funds to displaced persons eligible for Zakat.
- **Senegalese Zakat Fund<sup>199</sup>** This is a structure for collecting, managing, and redistributing Zakat to its rightful beneficiaries. Its mission is to develop resources from Zakat, voluntary donations, and Waqf, ensuring their use in accordance with Sharia law for addressing the social needs of Senegalese citizens, with a high level of efficiency and excellence.
- **Islamic Relief France's Online Donation Campaign** Before Tabaski: "I Offer a Sheep" campaign.
- **JamaaFunding Campaign<sup>200</sup>** "Korité and Talibés".

<sup>197</sup> Impact Report on the Development of the Waqf Investment Fund

<sup>198</sup> Waqf Islamic Relief France

<sup>199</sup> Senegalese Fund for Zakat

<sup>200</sup> Jaamafunding Korité and Talibés Fundraising Campaign





### Advantages

This alternative represents a stable source of funding, allowing organizations to plan and finance long-term projects. It also provides increased community support as it strengthens the bonds between donors and beneficiaries, enhancing the credibility and legitimacy of the organization.



### Challenges

Managing Zakat requires **maintaining transparency in both the collection and distribution of Zakat funds**, as donors want to be sure that their contributions are used appropriately and effectively.

**Determining and applying fair eligibility criteria for Zakat beneficiaries can be complex**, especially in communities with diverse needs. This method thus requires a deep understanding of Zakat rules.

## Zadaqa or Sadaqah

### Definition

Sadaqah is a voluntary religious act of charity to support the Islamic community. Unlike Zakat, it is entirely optional. It can be given in the form of monetary donations, in-kind contributions, or acts of service. These donations can help your Islamic charity organization grow and provide support to vulnerable individuals within the community.

### 6 steps

- 1. Identify Sadaqah Sources:** Locate Islamic institutions, mosques, charitable organizations, leaders, or community groups that manage Sadaqah initiatives, including collecting and distributing Sadaqah.
- 2. Understand Eligibility Criteria:** Research the specific eligibility criteria for receiving Sadaqah, including the required documents (proof of income, proof of need, and other relevant documentation) and the types of support available (food, medical care, education, etc.).
- 3. Gather Required Documents:** Collect all necessary documentation to prove your situation and needs.
- 4. Submit Your Application:** Follow the specific application procedure for the Sadaqah.
- 5. Application Evaluation:** Your application will be evaluated by the organization, with verification of the documents and information provided, as well as an assessment of your needs to determine the type and scale of support required.
- 6. Receive the Sadaqah:** Once your application is approved, you will receive the Sadaqah in the form defined by the organization (monetary donations, in-kind gifts, or services).

### Experiences

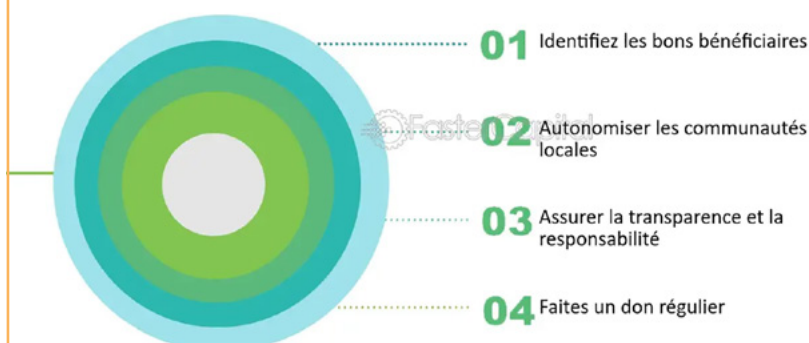
The International Federation of Red Cross and Red Crescent Societies (IFRC) carries out rescue operations in the Mediterranean, in response to the sharp increase in the number of migrants attempting to cross into Europe. Sadaqah donations enable the IFRC to provide humanitarian services directly to individuals in peril in the dangerous waters of the Mediterranean Sea.



### Advantages

Nowadays, many fundraising efforts are done online to provide donors with simple and secure ways to give Sadaqah, through donation forms or pages integrated into the websites of organizations. A large number of donors also choose to make regular charitable contributions through recurring donations (at regular intervals), allowing for larger donations over time than a one-time Sadaqah contribution.

### Bonnes pratiques pour une distribution efficace de Sadaqah





### Challenges

It is crucial to **ensure a good understanding** and **to adhere to the conditions set** or the expectations regarding the use of the Sadaqah received.



## THE "EUROPEAN FRIENDS FUNDS" MECHANISM

### Definition

The "European Friends Fund"<sup>201</sup> (EFF) is a **philanthropic tool** developed by the King Baudouin Foundation (FRB) to assist non-European NGOs (those based outside of Europe) in raising funds by soliciting international donors for their projects.

This instrument **facilitates cross-border philanthropy**, enabling European donors to support NGOs located in different parts of the world through contributions that are tax-deductible in their home countries.

**There is a one-time fee of €1,000 to open an European Friends Fund**, as well as a 5% management fee calculated as a percentage of the annual contributions. For donations exceeding €100,000 in a year, the fee calculation becomes tiered.

**The EFF agreement lasts for 3 years**, but an extension of the agreement can be requested. For more information, please contact the King Baudouin Foundation (Phone +32 2 549 61 53, Email [smets.s@mandate.kbs-frb.be](mailto:smets.s@mandate.kbs-frb.be)).

### 4 steps

1. NGOs must submit a **formal request** (in English) by completing and submitting the pre-approval questionnaire, which provides the FRB with basic information about the organization's mission, administration, programs, funding sources, governance structure, and information about the specific projects they wish to finance through this fund;
2. An independent **selection committee** reviews each application to determine whether the organization's activities meet the eligibility criteria, the KBF guidelines, and charitable objectives. This committee meets three times a year;
3. Once the application is approved, **the EFF will be established through an agreement** with the FRB, enabling the NGO (African national) to collect donations:
  - In Belgium, the Netherlands, France, Luxembourg, and Denmark, directly through the King Baudouin Foundation, in accordance with the national tax legislation of these countries.
  - In other European countries, via the TGE network (<https://www.transnationalgiving>).
4. Once the EFF is set up, all practical **details for collecting funds in the different countries will be provided to the NGO**. This allows the NGO to inform potential donors that they can support its projects by contributing to the NGO's EFF, either directly through the FRB or via the TGE partner.

### Experiences

- **European Friends of Kesho Congo Fund** : Kesho Congo<sup>202</sup> proposes innovative, local, and sustainable projects for the populations of South Kivu, DR Congo.
- **European Friends of Itot Africa Fund** : Itot Africa<sup>203</sup> trains youth in digital skills to create and bring jobs to Africa.
- **European Friends of Maternity Africa Fund** : Maternity Africa<sup>204</sup> provides treatment for fistulas and quality maternity care to marginalized women throughout Tanzania.



### Advantages

Thanks to the FRB and its network of 20 TGE partners, the European Friends Funds offer an effective solution for donors from several European countries, who benefit from receiving a tax certificate. This not only encourages more donations but also encourages larger donations, as they are more profitable for the donors.



### Challenges

It's important to note that **the FRB does not handle the donation collection itself** but facilitates the administrative procedures.

<sup>201</sup> EFF

<sup>202</sup> Kesho Congo

<sup>203</sup> Itot Africa

<sup>204</sup> Maternity Africa

# FUNDING FROM INTERNAL RESOURCE MOBILIZATION



## SALE OF EXPERTISE OR CONSULTING

## SERVICES

### Definition

Consulting involves transferring technical skills to a third party. These skills stem from expertise developed by an individual within an organization, which is then made available through the sale of specialized services. The goal is to provide technical support to an organization in areas such as human resources, technology, communication, management, legal, or financial domains, among others, thereby helping to strengthen existing but insufficient skills or acquiring new ones.

According to the ABF (Association Burkinabé de Fundraising<sup>205</sup>), technical capacity is an essential driver of an organization's viability, helping to sustain organizational qualities.

This model can take various forms, such as in-person or online training, seminars, webinars, conferences, and exchange visits. Selling expertise is a good alternative for any organization with proven expertise in a specific area.

### 11 steps

1. **Assess the internal capacity** (skills and expertise available) within the organization;
2. **Assess the demand** and identify potential clients;
3. **Define clear, concise, and achievable objectives** for consulting, and develop the offering (service offered, pricing, and benefits for clients);
4. **Justify the choice of this model** to the Board of Directors;
5. **Develop a consulting model for the organization**, in the form of a strategy that will guide the implementation of the model. Establish processes for managing contracts, invoicing, and tracking consulting projects;
6. **Get the strategy approved** by the Board of Directors;
7. **Promote consulting services to potential clients** through appropriate channels, such as professional networks, conferences, and online platforms;
8. **Engage in discussions with potential clients**, negotiate the terms of contracts, and formalize agreements;
9. Provide consulting services according to the agreed terms, ensuring client satisfaction;
10. Pilot the approach for one or two years, evaluate the impact of the services provided, and gather feedback from clients to continuously improve the offering;
11. Capitalize on and determine whether the organization's approach is worth continuing.

### Experiences

- **Cameroon Debate Association (CDA)** is a civil society organization that was able to generate alternative funding by offering consulting services. Highly dependent on grants, the organization had to explore other ways to mobilize resources. With the support of its Board of Directors and the commitment of its staff, it implemented a consulting model by offering training developed by professionals on topics related to debate, such as negotiation, advocacy debate, and an introduction to political debate.
- Other NGOs use this model by offering services to evaluate projects or providing training.



### Advantages

This model contributes to the organization's visibility, strengthens relationships with other sector players, and provides access to opportunities for future collaborations. It also contributes to enhancing the organization's internal capacities.



### Challenges

**The setup can be costly** (capacity building, financial investment in marketing and advertising). The return may prove to be modest and might struggle to stand on its own as an alternative revenue source, especially since it is a highly competitive field.



Attention, **this model requires:**

- **High-quality service delivery** to maintain the reputation and credibility of the organization.
- A good balance between service provision and other organizational activities. **Be cautious of situations where commercial interests may conflict with the organization's mission.**

Ensure **compliance of contracts and activities** with local regulations.

These services should also be subject to **monitoring and impact evaluation**.



## SALE OF PRODUCTS

### Definition

Consulting involves transferring technical skills to a third party. These skills stem from expertise developed by an individual within an organization.

This activity consists of marketing products with the aim of financing projects and can be carried out within the framework of social enterprises or enterprises specifically created to financially support the activities of the NGO (as discussed later). However, it is not always necessary to create a new structure to sell products derived from the projects being carried out. The products can be artisanal, food-related, clothing items, or specific articles linked to a cause.

Some organizations open online stores to sell their products (drinks, t-shirts, laundry detergent packages, etc., with the NGO's logo).

Others sell products derived from the activities they carry out on the ground (seeds, processed goods, etc.).

Additionally, some organizations engage in solidarity-based purchases by involving supporters or contracting with a company (as part of its CSR actions) that provides products to be sold and allows the organization to benefit from a margin.

The revenue generated is donated to the organization and constitutes internal funds that are used to support the activities and projects of the organization.



### 8 steps

Evaluate internal capabilities (skills and resources available), the financial needs of the organization, and the goals to be achieved.

1. **Define the products to be sold** in connection with the organization's mission or that address a specific demand. Analyze the demand, competition, and define the target audience;
2. **Develop a business plan** detailing the objectives, sales strategy, budget, and financial projections. Define the distribution channels (online, physical stores, events), communication tools, and promotional materials;
3. **Ensure that the sale of products complies with local legislation**, particularly in terms of taxation and the legal status of the organization. Obtain the necessary authorizations and register the business activity if required;
4. **Set up supply logistics** (suppliers and inventory management), the necessary infrastructure for sales (online store, physical points of sale), and develop a sales management system, inventory control, and customer service;
5. **Organize a launch event or communication campaign** to announce the start of the sale. Use social media, emails, public relations, and other means to promote the products;
6. **Regularly analyze sales performance to adjust strategies**. Gather and analyze customer feedback to improve products and services;
7. **Measure the results against financial and operational goals**, and adjust strategies based on the results and feedback received;
8. **Ensure transparent and efficient management of the funds raised**, and reinvest part of the proceeds into sales initiatives or the organization's programs to ensure the sustainability of the activity.

### Experiences

- **Amnesty International**<sup>206</sup>: It proposes an online store promoted through various websites. The goal is to sell clothing featuring the "Amnesty International" brand.

<sup>206</sup> <https://shop.amnestyusa.org/>

- **Action for Women**<sup>207</sup> (a Greek association with a presence in Switzerland) offers a range of products online and provides information about the women who will benefit from these sales. The products are named after the beneficiaries, which serves as a motivating factor for potential buyers.
- Sié Hien<sup>208</sup> shared a few examples with us: **"Some have local radios that generate resources, others have built stores around their sites, or rent out spaces, or conference rooms, and others have set up a hostel where rooms can be rented."**
- **Handicap et Inclusion**<sup>209</sup> offers products purchased from other stores and resold on its website. This allows them to request an additional contribution to finance their activities.
- Also in the realm of solidarity shopping, one of the most well-known is the **MSF online store**<sup>210</sup>.
- **African Plan**<sup>211</sup> has created an online shop that sells reports produced by African Plan as part of its activities. The proceeds are donated to solidarity initiatives.
- We can also mention the example of an **NGO in Malawi that sells seeds to certain farmers and then buys back the crops** from these farmers to resell them.
- In Ghana, for example, some civil society organizations **charge for services and the use of facilities**, and set up income-generating programs. This model can evolve into a **social enterprise model**, as we will see later.
- Pierre Carret<sup>212</sup> mentions: **"Biosfera, in Cape Verde, developed an initiative with fishermen, creating groups of fishermen who respect the minimum catch sizes for certain fish, particularly those that are becoming scarce. In the value chain, there is a premium given at the level of restaurants that can display a label stating that the fish was sustainably caught in the protected marine area. As a result, fishermen are better paid, and this also helps fund the monitoring and tracking activities of the organization."**
- According to Seynabou Thiam Monnier<sup>213</sup>, **"NGOs such as Speak Up Africa, DKT, in the health sector, create products or services for birth management, contraception, etc..."**.
- Anne-Marie Sawadogo<sup>214</sup> gives the example of the **NGO Palobdé and the Gret**:  
  
The NGO Palobdé is involved in the production of locally woven cotton-based reusable sanitary pads. The demand for this product is so high that many large NGOs and international institutions, such as UNICEF or ministries, purchase large quantities of their products to distribute to populations in need, particularly young girls in schools, etc. This NGO generates a very significant turnover, yet it is still an associative structure."  
  
"The GRET and other organizations support issues like child nutrition, especially through the production of food products for children, such as enriched porridges, etc. These products sell very well on the market and generate resources, but they are still produced by a non-profit structure, an associative organization."
- Karine Meaux gives the example :

**“ Women's groups supported by the association formed tontines, and later networked with solidarity funds, part of which was donated back to the association that had supported them, to help keep the association running. ”**

— Karine Meaux, Head of the Emergency Department, Fondation de France



### Advantages

This method provides regular income to finance projects. Additionally, the products serve as awareness-raising tools for the causes supported, and the buyers become active partners in supporting the cause.

It also helps support local producers and promotes fair trade practices.

<sup>207</sup> <https://afw.ngo/shop>

<sup>208</sup> Sié Hien, Coordinator of the Gender Common Fund, DIAKONIA

<sup>209</sup> <https://boutique.handicap-international.fr/>

<sup>210</sup> <https://boutique.msf.fr/>

<sup>211</sup> <http://africanplan.org/ar/shop>

<sup>212</sup> Pierre Carret, Grants Manager, CEPF

<sup>213</sup> Seynabou Thiam Monnier, Senior Program Manager at WIA

<sup>214</sup> Anne-Marie Sawadogo, Manager of the Sahel Gender Fund at AFD



## Challenges

This alternative requires **sustained effort on multiple fronts** to ensure its success. It is imperative to **maintain consistent product quality** to guarantee customer satisfaction and uphold the organization's reputation. **Developing marketing strategies** is crucial to promote the products and raise awareness about the supported cause. This includes **establishing diverse distribution channels**, such as stores, local markets, charitable events, or partnerships with retail shops. **Sales profitability must be a priority**, requiring rigorous cost management. At the same time, **qualified human resources and efficient logistics are essential** to manage inventory, orders, and deliveries. **Transparent communication about the use of funds generated** is vital to maintaining consumer trust. **Regular sales tracking, collecting customer feedback**, and **adjusting strategies based on results** are indispensable. Given potential market competition, it is crucial to **stand out** and **ensure that shared values align**, especially when collaborating with other businesses.

It is important not to lose sight of the NGO's core mission and to assess the efforts involved in setting up these product sales.



# MEMBERSHIP FEES

## Definition

Members of the organization designate individuals or entities (businesses, organizations, or community groups) that join the organization by committing to support its goals and activities. These members can actively participate in governance, projects, and activities of the CSO.

They often contribute financially through membership fees and, in return, benefit from various advantages (such as access to resources, training, the opportunity to participate in events and strategic decision-making, discounts, etc.).

Membership fees are often requested from active members and benefactor members on a regular basis to support activities and projects. In some cases, these fees constitute a stable source of funding and enable the organization to operate efficiently.

## 6 steps

1. **Decide to approach individuals** and/or businesses to engage as members of the association;
  2. **Categorize the members**, who can be founding members, active members, benefactor members, honorary members, or ex-officio members;
  3. **Set the amount of the membership fee**, which can be fixed or variable depending on the financial capabilities of the members;
  4. **Decide on the payment frequency** (monthly, quarterly, annually...). The category of membership determines the fee level;
  5. **Monitor the collection of membership fees** and follow up with members;
  6. **Retain members** by organizing concrete actions (presentation of achievements, sharing of information).
- In the DRC, "**Youth at the Service of Charity and Development**"<sup>216</sup> has received little or no external funding and relies on a combination of membership contributions and staff contributions from small businesses.
  - In Uganda, the organization **Human Rights Focus**<sup>217</sup> used contributions from its staff, local community members, and board members to purchase a small plot of land on the outskirts of the city. This allowed the organization to continue its activities after losing its office, following the government's decision to transfer the building to another institution.
  - **FIDA Uganda**<sup>218</sup> used contributions from its members, staff, friends, and family to provide rapid response services to women with serious legal needs that were not covered by institutional donor grants. This helped establish FIDA's local reputation as a responsive and effective organization, enabling it to generate additional revenue and services from its local membership base.

## Experiences

- In the DRC, the "**Coalition of Volunteers for Peace and Development**"<sup>215</sup> requires all staff, board members, and volunteers to pay an annual membership fee which varies but can reach \$100, and serves as an essential reserve fund for the organization.

<sup>215</sup> CVPD

<sup>216</sup> JOCHADEV

<sup>217</sup> HURIFO

<sup>218</sup> International Child Development Fund





### Advantages

This method allows the organization to benefit from immediate and unrestricted funds, and in some cases, it offers financial stability as it is predictable and permanent. Thus, it enables the organization to respond to urgent needs when necessary. It is important to strengthen the sense of belonging among members and their ownership of the organization.

These membership fees are a relevant tool for assessing the membership culture of an organization. Contributing members are often more engaged and involved in the organization's activities.



### Challenges

If membership fees do not constitute a significant source of income for the organization, **its leaders may be less motivated to be accountable to members**, considering the amount insignificant.

**Members may also want a more significant decision-making role within the organization**, which could lead to conflicts.

It can sometimes be **tricky to find a balance between an affordable fee for members and one that is sufficient to cover certain organizational needs**. Some organizations may aim to have the largest number of members to demonstrate their legitimacy. In this case, they may either not charge any fees or set them at a symbolic amount to attract more members, which may undermine the role that membership fees play in their budget.

It is essential to **monitor the payment of fees and manage delays or non-payments** (reminders and payment processing).

This requires **maintaining accountability to members**, particularly regarding the use of their contributions and the benefits for the organization and its projects. Ensure transparent management of the collected funds and provide regular reports to members.

**Attracting new members and retaining existing ones requires offering attractive benefits and effective communication**. Collecting regular feedback from members (on the fee amount, payment frequency, fee structure, and member benefits) and adjusting the terms, if necessary, is a good practice.

**Blue Avocado<sup>219</sup> outlines 8 strategic mistakes that nonprofit organizations often make**, which hinder the "smart growth" of membership

- Overtly encouraging people to become members
- Publicly using the number of paying members
- Thinking membership benefits are the most important and everything else will follow
- Not asking too often for membership renewal
- Boring members by only telling them what your organization does
- Relying too much on electronic communication
- Assuming that all members are of equal value

<sup>219</sup> Eight Strategic Mistakes with Membership - Blue Avocado



# CREATION OF A SOCIAL ENTERPRISE

## Definition

Social entrepreneurship involves creating and managing businesses that pursue a social mission, dedicating part or even all of their revenue to supporting a cause, and providing customers with a legitimate reason to purchase each product or service. The goal is to generate a positive social impact while maintaining financial sustainability. This model merges profit-driven and nonprofit activities, balancing economic profitability with social impact.

CSOs involved in service delivery can develop social enterprise models to generate revenue.

The activities of a social enterprise can range from selling goods to support the charitable functions of a nonprofit organization to creating a new entity that merges for-profit and nonprofit operations into a hybrid form.

Social enterprise models are often implemented by existing organizations or charitable associations that seek to fund their work through commercial activities rather than relying solely on donations. To achieve this, they establish a business that contributes to fulfilling part or all of their nonprofit objectives. However, the social enterprise model is easier to adopt for those who intentionally plan for it from the outset than for existing organizations transitioning into it.

## 8 steps

1. Before getting started<sup>220</sup>, it is essential to **ask a few key questions** to determine whether your project has the fundamental characteristics of a social enterprise. These questions include (but are not limited to):

- Is the project managed for personal profit?
- Does it rely on a set of core values?
- Is its objective social, community-driven, or ethical? Will it create a significant impact?
- Does the organization's legal status allow for this transition?
- Is the chosen operational model that of a commercial enterprise?

Once all these questions have been answered satisfactorily, the process must be launched by following the 8 essential steps to create a social enterprise:

2. Choose a **social mission**
3. **Research and document the problem** you aim to solve
4. Adopt a **global perspective**
5. Examine **appropriate legal structures**
6. Develop a **solid business plan**
7. Hire the **right people**
8. Build a **strong company culture**

## Experiences

- As Nathalie Dijkman from SEMA<sup>221</sup> explains, **"we should not rely solely on donor funding: first, because it does not foster local ownership/participation, and second, because it does not lead to long-term sustainability."**
- Charlotte Lesecq<sup>222</sup> states, "There are actors such as **IBEX** (solidarity investor) and **MFS** (solidarity microfinance) that are specifically dedicated to collecting and distributing these types of funds to social enterprises."
- Apolline Cox<sup>223</sup> shares a similar example: "In Burkina Faso, the **Makana space** develops several income-generating activities. The EPSA association (Education, Sharing, Health for the Future in Burkina) launched this project with a local partner (Association of Guides of the Gandéfabou Camp EDJEF). This project has a dual objective: generating income for members of the local association and their families while also promoting the integration of displaced persons and social cohesion within the village. There are more and more projects related to beekeeping, particularly in Guinea, Ghana, etc."
- Seynabou Thiam Monnier<sup>224</sup> cites the initiative of Nebeday: **"Nebeday produces charcoal and remains fully aligned with its core mission. They generate wealth that is reinvested into their organization."**

<sup>220</sup> Social enterprise business models – MATS Startup toolkit

<sup>221</sup> A Civic and Technical Enterprise Collecting Citizen Feedback in Real-Time to Improve Accountability and the Quality of Justice Services in East Africa, with Over 200,000 Users

<sup>222</sup> Charlotte Lesecq, Fundraising and Public-Private Partnerships Coordinator, Entrepreneurs du Monde

<sup>223</sup> Apolline Cox, Program Manager - Microprojects Platform, La Guilde

<sup>224</sup> Seynabou Thiam Monnier, Founder of Smart Ecosystem for Women, Senior Program Manager, WIA



## Advantages

The results of the social enterprise, reinvested in the OSC, provide it with "unrestricted" funds. This allows organizations to gain greater legitimacy, attract a market segment that is socially oriented, and thereby increase the number of direct and indirect supporters of their social mission.

Finally, this approach enhances the involvement and accountability of local communities in solving their own problems.



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## Challenges

**Beware of costs and additional administrative burden**, which can exceed the organizational framework and service development capacity of smaller OSCs.

There is a **significant delay between the launch of the social enterprise and the moment it starts yielding results**. Therefore, the revenue generated must be strongly supported by other non-traditional funding sources, such as crowdfunding and volunteer contributions.

The social enterprise model can be **challenging to adopt for organizations that do not already provide services** as part of their core mission.

It requires **finding a balance between social objectives and economic necessities**, with continuous evaluation of social impact.

Finally, **organizations must remain vigilant about compliance with regulations specific to social enterprises**, which vary from country to country.



# CREATING A FOR-PROFIT BUSINESS

## Definition

An association that does not wish or is unable to sectorize all or part of its revenue-generating activities can establish a subsidiary within a company<sup>225</sup>. Subsidiarization involves transferring the association's commercial activities to a dedicated company, in which the association would be a shareholder.

Organizations with this hybrid model can pursue two objectives, allowing them to generate profits while achieving their social mission. They can create a purely commercial enterprise to generate funds for implementing programs, expanding their operations, strengthening their capacities, and building infrastructure, among other goals.

## 9 steps

1. **Identify** the need for profit generation
2. **Develop a business plan** outline financial, operational, and social aspects of the business.
3. **Create a budget**, ensure the financial feasibility of implementing the business plan.
4. **Seek Board Approval** – Consult the board of directors for guidance and approval on the business plan.
5. **Register the Subsidiary as a Legal Entity** – Establish a distinct legal entity while clearly defining its relationship with the parent organization.
6. **Set Up a Governance Structure** – Form a strong governance framework, including a board of directors or supervisory committee.
7. **Launch the Business** – Establish operations, recruit a competent team, and begin commercial activities.
8. **Monitor and Evaluate Performance** – Track financial performance and social impact to ensure sustainability.
9. **Communicate Results Transparently** – Regularly share financial and social outcomes with stakeholders to maintain accountability.

## Experiences

- Karine Meaux<sup>226</sup> shares this comprehensive example: "Example of a Nepalese association: Involved in a consortium, **the 2 entities shared administrative costs. Over the years, the Nepalese association accumulated its own funds, purchased land, and established a coffee nursery. Local farmers can visit the nursery to collect coffee seedlings, learn how to cultivate them, and develop agroforestry on their land. Once the coffee is ready, it is brought back to the association, which roasts and sells it in Japan. Through this process, they generated profits that allowed them to start building their own office.**"
  - Hervé Lisoir<sup>227</sup> also mentions these solutions : « "Instead of renting premises, the CSO buys land and builds, or alternatively, purchases an oversized property to rent out part of it as a coworking space, workshops, training sessions, etc., with access to equipment. This approach depends on our capacity and the environment."
- Once again, such a solution may or may not involve creating a business, depending on the volume generated.

<sup>225</sup> Can a Nonprofit Organization Also Have a For-Profit Division? | Legalzoom

<sup>226</sup> Karine Meaux, Head of the Emergency Department, Fondation de France

<sup>227</sup> Hervé Lisoir, Coordinator of the International Program, Fondation Roi Baudouin

- Zampou Lassina<sup>228</sup> shared his experience related to the development of economic activities:

“**We have set up 'economic units.' We have street shops that we have rented out, as well as a fully equipped training room that we also rent.**”

— Zampou Lassina, Director of Operations, NGO Keoogo



### Advantages

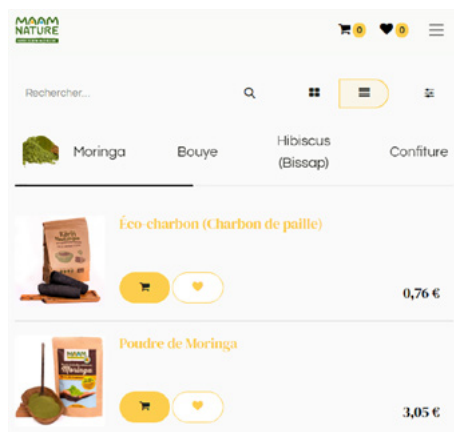
This solution helps preserve the "nonprofit" status of the association when profit-generating activities become predominant and sectorization is not feasible. It simplifies the association's accounting, as each structure maintains its own financial records with its specific regulations. Additionally, it provides potential for expanding commercial activities.



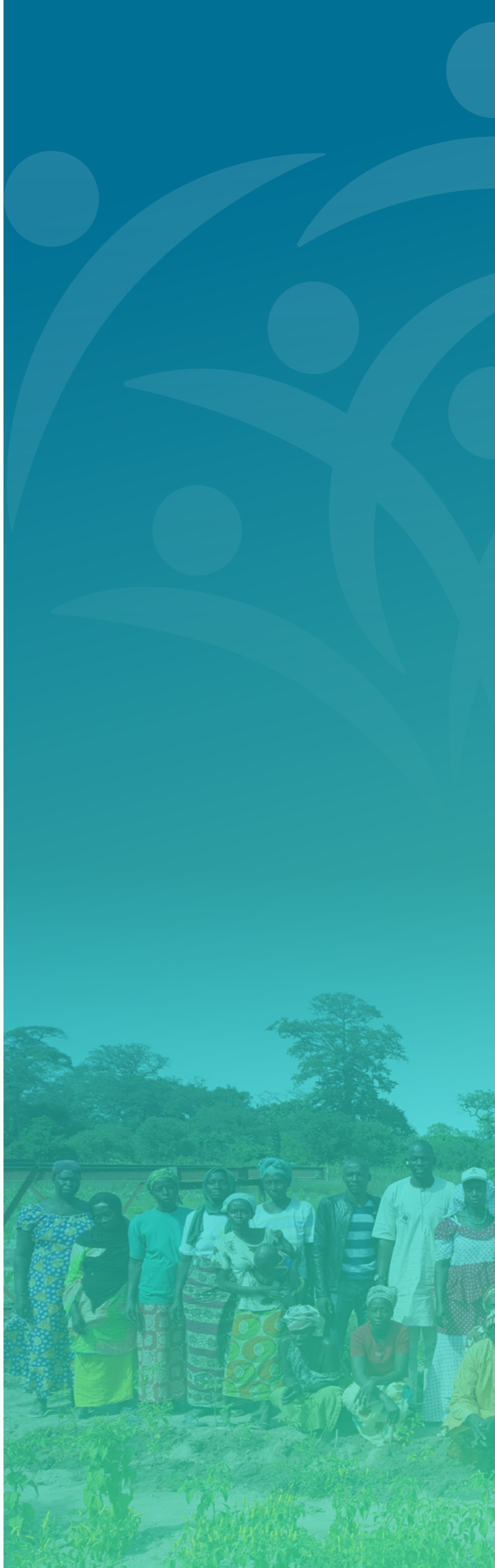
### Challenges

The risk of engaging in revenue-generating activities that have no connection to the organization's objectives can raise concerns about its relevance to local contexts, its accountability, and the most effective way to mobilize resources for change while maintaining local roots and connections. This model requires discipline and may create unfair competition with for-profit sector actors.

Additionally, the existing nonprofit organization may lack the necessary resources – such as time, human capital, materials, and logistics – to effectively manage and oversee the operations of a for-profit enterprise.



<sup>228</sup> Zampou Lassina, Director of Operations, NGO Keoogo



## V. PRACTICAL CASES

### PRACTICAL CASE 1

FOLLOW SOBEL AZIZ NGOM'S ADVICE  
FOR A SUCCESSFUL FUNDRAISING

“ One does not build an alliance solely on objectives because it is the easiest thing to destroy; the element of subjectivity is essential. ”

“ One must give oneself the power to say No. ”

“ To rebalance relationships, common issues must be found. ”

— Sobel Aziz Ngom, Executive Director,  
Consortium Jeunesse Sénégal





- “ Many things are **related to people, not systems**: it is people who are closed off and do not consider everything their system could enable them to do; ”
- “ Be **sincere in your approach, focus on areas that motivate and interest you**, and don't try to be interested in everything just to capture all the funding; ”
- “ When seeking funding, **don't address the boss but the project manager in charge of your specific topic!** ”
- “ The ability to mobilize financial resources is **not only related to the idea itself**, but also to the **approach to be implemented around the idea**, as well as to **energy, creativity**, and **timing**... ”
- “ To raise funds, you need to keep in mind that **for many people, ideas are not important**; for the majority of them, **what matters is the ability to align with their mission**, and that takes priority; ”
- “ You need to **know where you're going** and what you're aiming to do, which means **adapting your pitch based on the identified donor**; ”
- “ What I do is **take the BF program**, review the year's objectives, the activities from the past year, and the results achieved, where they are the weakest, and **see if what I do can fit in**; ”
- “ You need to **meet with those with whom you have common ground** and not just focus on the funding side! ”
- “ I feel like I **make more money when I express my true thoughts** and am **completely honest**, rather than when I give polite speeches I don't necessarily believe in; ”
- “ **Know and understand the different donors well** – what they do, how they fund, their priorities, etc.; ”
- “ When looking for money, **ensure that money is not the only motivation for interacting** with the person being approached: the other person can offer much more; for example, they may not be able to fund your structure but could offer to connect you with other people and/or provide technical support in areas their organization excels in; ”
- “ You need to be **driven by convictions**, have **perseverance**, and always think of a **Plan B**. ”



## PRACTICAL CASE 2

### STEPS TO LAUNCH A COMMUNITY FOUNDATION

#### Example of the Kambara Community Foundation<sup>229</sup>

WACSERIES | ISSUE PAPER | VOLUME 9 | NO. 3 - NOV. 2023



**“No matter what, Kambara must develop”:** A case of Community Philanthropy in Benin

RACHAD BANI SAMARI

The process of creating this foundation followed the following steps:

### Community organization for a dynamic development association

#### a. Reactivation of the Kambara Development Association (ADK):

- **Reactivate the existing development association** ;
- **Establish committees focusing on key areas** such as health, education, etc.;
- **Adopt a decision-making approach**. In Kambara, the choice was made to use consensus-based decision-making through open and inclusive discussions;
- **Define objectives**:
  - **Identify urgent issues** through discussions with the local population;
  - **Set clear objectives**, prioritizing the most pressing needs. In Kambara, priority was given to healthcare while also considering other objectives;
  - **Formalize the Association** with the authorities.

#### b. Mobilization of the Diaspora:

- Create a WhatsApp group to **connect with Kambara natives abroad**;
- Organize campaigns to **engage and register members of the diaspora**;
- Use the group for communication, **language practice**, and **raising awareness** about issues.

#### c. Adoption of a Project-Based Financing Model:

- Develop an **annual contribution scheme** for the diaspora;
- **Use local resources** to generate income;
- **Implement a financing model to support specific projects**.  
In Kambara, this includes organizing performances by musical groups, utilizing groups of young volunteers, and establishing fishing regulations for the local dam.

### Creating change

#### a. Recruitment of Teachers:

- **Engage in lobbying efforts** to address the teacher shortage;
- **Recruit additional teachers** and cover their salaries.

#### b. Rehabilitation of a Hospital:

- **Overcome legal obstacles** for the construction of the hospital;
- **Renovate the old hospital** and recruit medical staff;
- **Establish a special fund for medication** and the future construction of the maternity ward.

### Transparency, accountability and participatory

#### a. Organization of Annual Meetings:

- **Organize annual gatherings for the locals**, including those from the diaspora;
- **Discuss progress, challenges, and future plans** during the meetings.

#### b. Accountability and Transparency:

- **Present and validate financial reports** during the annual meetings;
- **Ensure discussions are held in the local language** for broader participation;
- **Maintain transparency in the WhatsApp group** by providing updates on contributions.

### Perspectives and support to prospect

#### a. Develop and adopt a Development Plan, to be used particularly for seeking additional support, such as:

- **Government support through advocacy** (especially for connection to the electrical grid, the construction of a maternity ward, and support for hospital staff).
- **Business support through advocacy** (with telecommunications companies to connect Kambara to the national network).
- **Support from individuals and charitable organizations**, to seek in-kind and financial support for various projects; encourage support for the Village Development Plan (VDP).

## PRACTICAL CASE 3

### USING ARTIFICIAL INTELLIGENCE TO SEARCH FOR FUNDING

We provide here two examples of the possible use of AI, based on an artificial intelligence tool.

AI is a tool that saves a lot of time and will likely continue to improve. However, it is important to remain very vigilant in its use because the responses can be very general and may not provide the detailed information being sought.

AI helps but does not replace other available sources of information.

**EPIC-AFRICA & THE INTERNATIONAL SOCIAL IMPACT INSTITUTE® PRESENT: AFRICAN CSO FUNDRAISING REVOLUTION WEBINAR**

**ASK ME ANYTHING** Transforming Donor Relationships - Data & AI-Powered Strategies for African CSO Excellence

Presenting: A Groundbreaking "Ask Me Anything" Webinar on Data & AI for African CSO Excellence

**Speakers:**

- Prof. Gilbert Eze** (Moderator)
- Alana Odhiambo** (Panelist)
- Sharon Ode** (Panelist)
- Zak Kida** (Panelist)

**Host:** Elizabeth (Liz) Nwankwo

**Monday, 9 September 2024**

**8AM NY TIME | 3PM GMT | 3PM SAST | 4PM EAT**

**REGISTER NOW!**

## Two of the most common possible uses:

**Request summaries of .pdf documents**, which is very useful when you want to understand the specific guidelines of a donor, but you must be very careful with the question being asked.

**Ask questions and, after analyzing the responses, ask further questions to try to get to the heart of the information.** The questions must be as precise as possible to get meaningful answers. Don't hesitate to revisit a response to ask for more details. Most importantly, read through to the conclusion, as you may find interesting learning points there.

You are quickly looking to see if there are any calls for proposals you can respond to:

Question:

**What are the current calls for proposals for a Malian law NGO working in water and sanitation?**

Answer:



To find specific calls for proposals available for a Malian law NGO working in the field of water and sanitation, I recommend checking the following sources:

### 1. International Organizations' Websites:

- World Bank: Check their website for water and sanitation-related projects. They frequently post calls for proposals.
- UNICEF: The organization has programs related to water and sanitation and publishes funding opportunities.
- World Health Organization (WHO): WHO funds initiatives related to public health, including sanitation.

### 2. Foundation Websites:

- Gates Foundation: Check their website for water-specific initiatives, though they often focus on health.
- Aqua Foundation: Specifically dedicated to water-related issues.

### 3. Funding Platforms:

- Devex : A network that compiles funding opportunities for NGOs.
- GrantStation : A platform providing information on available grants across various sectors.

4. Ministry of Water and Sanitation of Mali: Check announcements or partnership opportunities for projects funded by the government or international donors.

5. NGO Networks and Forums: Join NGO networks in Mali and the region, as they often share information on funding opportunities.

It is important to check these websites regularly, as calls for proposals change frequently. Subscribe to newsletters from relevant organizations to receive updates directly in your inbox.



You don't have a direct answer, but you do have some **helpful information** : the websites Devex<sup>230</sup> and GrantStation<sup>231</sup>, the importance of joining networks to obtain information, or connecting with the ministry related to your field of intervention. With AI, it's important to be very vigilant and ask the same questions multiple times to get the most accurate answers.

**Avec l'IA il faut être très vigilant et poser plusieurs fois les mêmes questions** pour avoir des réponses les plus justes.

<sup>230</sup> Devex

<sup>231</sup> GrantStation

Question:

“ I am a Malian law association, based in Kayes, my field of action is water and sanitation, what are the other NGOs in my environment? ”

Answer:



In Kayes, several NGOs and international organizations operate in the field of water and sanitation. Here are some examples of NGOs that might be active in your region:

1. Oxfam : Oxfam often works on programs related to water, sanitation, and hygiene (WASH) to improve access to drinking water and sanitation infrastructure.
2. WaterAid : This international NGO focuses on access to clean water, sanitation services, and the promotion of hygiene practices.
3. Médecins Sans Frontières (MSF) : While primarily focused on health, MSF also runs water and sanitation programs in certain regions, particularly in crisis or emergency situations.
4. International Federation of Red Cross and Red Crescent Societies (IFRC) : The Red Cross can intervene in water and sanitation areas, especially during emergency situations.
5. Local NGOs: There are several Malian NGOs working in water and sanitation, such as:
  - Action for Environmental Protection (APE): Works on projects related to the environment, including access to water.
  - Malian Association for the Fight Against Desertification (AMLCD): Involved in awareness and sustainable development projects, including water-related initiatives.
6. Community Organizations: Also inquire about community organizations that might be active in water and sanitation, as they may work directly with local populations.

For collaboration or exchange of experience, I recommend contacting these organizations directly to explore possible synergies in your projects. Additionally, participating in local forums or NGO network meetings can help you establish valuable contacts with other actors working in the same field.



You have **part of the answer**, and can **start your process**.



You are looking to find the names of individuals representing donors in order to try to contact them directly.

Question:

“Who is currently the resident representative of Luxembourg cooperation in Senegal?”



Answer:

“I do not have access to real-time information or recent updates. To find out the current name of the resident representative of Luxembourg cooperation in Senegal, I recommend consulting the official website of the Ministry of Foreign and European Affairs of Luxembourg or that of the Luxembourg Embassy in Senegal. These sources will provide the most accurate and up-to-date information.”



The answer speaks for itself..

AI can be used in many other fields, as highlighted in this article<sup>232</sup>:

- **Finances:** Fighting fraud and corruption, and detecting unusual transactions.
- **Human Resources:** Pre-screening resumes, validating candidates' experience and skills to match them with employers.
- **Communications:** Chatbots for customer service, especially for routine requests such as donations or information about the organization.
- **Combating abusive behavior:** Automatic detection and removal of online abuse, such as identifying sexist, racist, or homophobic comments.
- **Health:** Improving medical care in low-income sectors and remote areas..



# PRACTICAL CASE 4

## WHERE AND HOW TO FIND INFORMATION ON FUNDING OPPORTUNITIES

“Be curious, seek out information—because it won’t come to you on its own.”



— Séverine Moisy Askoy,  
SRF Director (Sahel Regional Fund)

You need to subscribe and regularly check for information. The most favorable period for calls for expressions of interest is usually between March and June, but you must stay alert at all times.

Each CSO must monitor opportunities according to the sources identified as relevant in the Resource Mobilization Plan (RMP).

It's important to know how to share the cost of donor monitoring with other CSOs.

Participating in seminars and webinars is essential, as it provides opportunities to meet potential donor representatives.

RFPs: Feminist Global Development and Foreign Policy Fellowship Program



📌 **Category:** Fellowship

🏢 **Donor Agency:** Heinrich Böll Foundation

💰 **Grant Size:** Not Available

📅 **Post Date:** November 20, 2024

📅 **Deadline Date:** December 02, 2024

Leadership and Advocacy for Women in Africa Fellowship Program



📌 **Category:** Fellowship

🏢 **Donor Agency:** Georgetown Law

💰 **Grant Size:** \$10,000 to \$100,000

📅 **Post Date:** November 20, 2024

📅 **Deadline Date:** January 17, 2025

As we've seen, donors make information available through:



They may organize informational meetings within their regional offices, regional directorates, or embassies.

Several websites are rich sources of information, as they allow for targeted searches based on the areas of intervention or the geographical locations of projects.

Website Name	Informations	Conditions to access information	Website address
<b>FundsforNgos</b>	All ongoing calls for projects from numerous donors, many reports on the sector, upcoming funding, etc.	It's better to be subscribed <sup>234</sup> . A very good source of information that is received directly in your inbox, with a focus on region, themes, etc.	<a href="https://www.fundsforngos.org/">https://www.fundsforngos.org/</a>
<b>Inside Philanthropy</b> "Who's funding what and why"	All available funding from foundations, especially American ones.	It's better to be a member to have access to more information.	<a href="https://www.insidephilanthropy.com/find-a-grant">https://www.insidephilanthropy.com/find-a-grant</a>
<b>EPIC-AFRICA</b>	Platforms for African CSOs	Register your CSO and receive information directly.	<a href="https://csoplatform.africa/auth-app/content">https://csoplatform.africa/auth-app/content</a>
<b>WACSI</b>	The West Africa Civil Society Institute (WACSI) offers tools and training. These are dedicated to strengthening the capacities of CSOs.	Beyond the MOOC mentioned in our report, some videos available on AfricaGlobe TV, for example, are excellent sources of information <sup>235</sup> . You must register on the platform to become part of the community.	<a href="http://csowestafrica.org/">http://csowestafrica.org/</a>
<b>Devex</b>	A website that provides all information about donors, calls for proposals by donor, service contract offers by donors, news, and sector trends.	It's better to subscribe to get more complete information. Special pricing is reserved for actors from "Global South" countries.	<a href="https://www.devex.com/my-devex">https://www.devex.com/my-devex</a>

<sup>234</sup> It is important to note that any subscription can be easily shared among multiple NGOs with a focus on cost-sharing. Advocacy should be done so that the collective of NGOs in your sector or country can subscribe and redistribute the information to its members. This is one of the roles of networks.

<sup>235</sup> WACSI Local Resource Mobilization

Website	Informations	Conditions to access information	Website address
<b>Grantstation</b>	A website that offers available funding from the US and Canada, as well as from international foundations.	It provides a range of possible grants, and you need to subscribe for \$249 for two years. Be sure to verify beforehand that they are not only focused on international NGOs.	<a href="https://grantstation.com/">https://grantstation.com/</a>
<b>ABF</b>	Burkinabe Fundraising Association	You need to register, it's free. With the newsletter, you receive the latest calls for projects directly in your inbox.	<a href="https://www.abfburkina.org/">https://www.abfburkina.org/</a>
<b>The Global Fund for Community Foundations (GFCF)</b>	The reference site for community philanthropy	It offers many tools and resources in English and is very active in the #shiftheconomy movement.	<a href="https://globalfundcommunityfoundations.org">https://globalfundcommunityfoundations.org</a>
<b>Reliefweb</b>	The site set up by OCHA	Good source of information for NGOs acting in emergencies	<a href="https://reliefweb.int/">https://reliefweb.int/</a>
<b>SPONG</b>	Permanent Secretariat of NGOs Burkina Faso	It's always difficult to know if these collectives are dynamic, but registering as a member is important	<a href="https://spong.bf/">https://spong.bf/</a>
<b>PFONGUE</b>	Website of the platform of European NGOs in Senegal	It provides information for international NGOs present in Senegal, and it's beneficial to follow the newsletter.	<a href="https://www.pfongue.org/-Demarches-administratives-pour-les-ONG-au-Senegal-.html">https://www.pfongue.org/-Demarches-administratives-pour-les-ONG-au-Senegal-.html</a>
<b>CONGAD</b>	Council of Development Support NGOs	An organization whose name is known, but it doesn't seem to be very dynamic. The website is not up to date.	
<b>FORIM</b>	Support portal for associations from migration backgrounds	Interesting if you have connections with individuals in the North who may be interested in creating an association from the diaspora or who have already established one.	<a href="https://forim.net/">https://forim.net/</a>
<b>FONGIM</b>	Forum of International NGOs in Mali	Just consulting the members gives an idea of the number of actors present in Mali and can provide ideas for networking opportunities.	<a href="https://www.fongim.org/">https://www.fongim.org/</a>
<b>REPAOC</b>	Network of National NGO Platforms in West Africa	The website is under construction, making it difficult to know if this network is currently functional.	
<b>FORUS</b>	Global Civil Society Network	Interesting for the resources made available and for staying informed about advocacy actions.	<a href="https://www.forus-international.org/fr">https://www.forus-international.org/fr</a>
<b>ICVA</b>	International Volunteer Agencies Council	Mainly involved in discussions related to interventions in emergency situations. It has a regional office in Dakar.	<a href="https://www.icvanetwork.org/">https://www.icvanetwork.org/</a>

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## VI. APPENDICES

# INTERVIEWED PERSONALITIES

We were able to conduct eighty interviews with representatives from national and international NGOs, private and public donors, and organizations representing diasporas.

Our report is enriched by what they shared with us during these interviews. A huge thank you to all these personalities who kindly supported us in this report. Without their participation, it would not have existed.

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DRC (Danish Refugee Council)

### **Yann Dutertre**

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### **Maggie Jane-Lucas**

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### **Pierre Carret**

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### **Thierno Diallo**

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**Loïc Treguy**

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**Elmehdi Ag Wakina**

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in Mali / AMSS NGO

**Zampou Lassina**

Director of Operations  
Keoogo

**Dr. Ibrahima Khalilou Diagne**

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**Massamba Mbaye**

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EDEN NGO

**Aimé Bada**

Regional Coordinator  
Enda Jeunesse Action Sénégal

**Issiaka Sommande**

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TON Association

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**Korotoumou Thera**

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Makesense

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SOLEVO Group

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## OTHER INVOLVED STAKEHOLDERS

Networks have also placed their trust in us and will help disseminate this guide—we sincerely thank them for their participation... which we hope is just the beginning: [WACSI](#), [ICVA](#), [TRUST AFRICA](#), [EPIC-AFRICA](#), [WANGO](#), [The Development Hub](#), [INTRAC](#), [WINGS](#).

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# NOTES

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## NOTES

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