

FUNDRAISING



How to fund your child helpline



Child Helpline International

www.childhelplineinternational.org

Child Helpline International would like to thank our membership for their co-operation with this initiative and their willingness to reflect upon and share the ways in which they raise funds for their child helplines, especially the child helplines in: Argentina, Aruba, Brunei, Cambodia, Canada, Costa Rica, Curaçao, El Salvador, Guinea-Conakry, India, Kenya, Malawi, Nepal, Netherlands, New Zealand (Kidslines, What's Up, Youthline), Nigeria, Pakistan, Peru, Philippines, Trinidad and Tobago, United Kingdom (Get Connected), United States of America, and Zimbabwe.

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Introduction

Child helplines and other technology based support services now form a unique and essential component of support services to the care and protection of children as well as providing an emergency response to children in crisis. According to the data collected from the Child Helpline International membership for Connecting to Children (Fifth Edition, 2006 data) over 10.5 million contacts were made to child helplines in 62 countries.

Because of the unique nature of the services child helplines offer, they often do not fit neatly into main stream child protection or child welfare funding systems. In addition, the traditional evaluative mechanisms applied to mainstream services do not always apply to the services child helplines provide, making the obtaining of funding difficult. Nonetheless child helplines across the world have established many mechanisms to fund their services, both drawing off traditional sources of funding and creating more innovative sources. Reviewing and learning from the experiences of these child helplines enables us to establish some robust principles about how to fund a child helpline.

The Structure of this Guide

This practical guide on fundraising is intended as a resource for the Child Helpline International (CHI) membership. It aims to provide an overview of planning and carrying out fundraising activities so that child helplines worldwide can learn from each other in order to improve their capacities to raise funds from numerous different sources. This guide contains seven chapters:

- 1) an overview of fundraising, which provides short descriptions of the fundamentals of fundraising;
- 2) organisational structure and responsibility, including information on the importance of having the CEO and Board involved in fundraising, and highlighting the need for a designated individual to be at the helm of fundraising;
- 3) the role that strategic planning plays in successful fundraising;
- 4) how to identify and tap into potential funding sources;
- 5) how to select the right fundraising option for your child helpline;
- 6) moving beyond the rhetoric, and actually implementing your fundraising plan; and
- 7) monitoring, evaluating and making any necessary adjustments to your fundraising strategy.

In addition to outlines of the key steps needed towards crafting a fundraising plan, the reader will find examples of fundraising strategies employed by many of our members peppered throughout the guide. We hope that this guide will become an essential resource and motivate our membership in its efforts to create sustainable services for and with children.



1. An overview of the fundraising process

Summary of Basic Fundraising Concepts

What is fundraising?

Fundraising is the art of connecting to people and organisations and mobilising them to support your organisation with money, services, goods, knowledge, time and moral support. It is an on-going person to person process which provides the financial resources necessary to create and maintain sustainable, high quality services. This does not mean that fundraising is strictly money-related. It is in essence 'friend-raising'. Fundraising is about cultivating relationships, developing support for your child helpline, raising awareness and involving people in your dream. These are all essential aspects for developing long-term investment and commitment, and for maximising the extent of your outreach to all children that may be in need, including those that are marginalised. Teamwork, support and effort of all those involved in the organisation, including the chief executive officer, the board and all staff and volunteers, are required for successful fundraising.

What is fundraising not?

Fundraising is not begging, harassing or forcing people. In order to gain the trust and investment of a donor, you must be prepared to sell your organisation. Fundraising for your child helpline takes time, patience and careful planning. Potential and existing donors are an investment and should be treated as invaluable customers rather than cash crops waiting to be harvested. Accepting money or services from donors means upholding your responsibility towards them.

Why fundraise?

Fundraising is important because it:

- Generates a structural income and provides additional cash flow;
- Generates communication with stakeholders;
- Introduces your child helpline to a wider audience;
- Supports other forms of financing (governmental grants);
- Assists in making your child helpline autonomous.

What makes a successful fundraiser?

A fundraiser is a specific kind of salesperson, one involved in social marketing. In order to be successful, a fundraiser must possess several characteristics and skills. It is very important that the person in charge of raising funds is passionate about and fully understands the goal of your

child helpline. S/he must be able to explain to the community why the child helpline is invaluable and a necessary service... there's truth in the saying that 'people give to people, not to causes.' A good fundraiser knows how to build relationships and follows up to show the results of the support. Fundraisers must be able to provide examples of how lives are changed through the work of the child helpline. In a sense, they are advocates, the voice of the children. Along with passion, confidence and optimism, a good fundraiser must be persistent, but great care must be taken to avoid becoming too overbearing. In summary, fundraising is hard work and the person given the responsibility deserves the support of the whole team.

What are the needs of a fundraiser?

Fundraisers should understand the child helplines' aims and objectives, how the objectives are being reached, the details of how the service is provided, current projects, challenges or problems that the helpline may be facing or expects to face, and future plans. It is a necessity that the fundraiser is involved in staff meetings, field trips, trainings, etc. from time to time so that s/he will not only gain a more clear picture of the work done, but also develop a close affiliation with and enthusiasm for the child helpline. Furthermore, the fundraiser must be familiar with ALL areas of the child helpline's work that need funding and be aware of those that may already be funded (which partnerships already exist). The more knowledge and details the fundraiser has, the more able s/he will be in recognising opportunities and tailoring the pitch to the specific potential supporter. S/he will also be able to maneuver carefully in what is often a very political environment.

Step 1: Organisational structure and responsibility

The first step entails identifying key individuals within your child helpline who will assist in identifying potential donors. This can include the executive director of your child helpline, as well as individual members of the board. Another important aspect is designating one individual at your child helpline as the organisation's fundraiser. This sets the tone for accountability and transparency. The designated fundraiser should have a keen understanding of the organisational budget, and is responsible for being transparent and presenting regular updates to the Executive Director and board. With a designated person in place, the fundraiser should assess organisational strengths and weaknesses. This will help set the strategy.

Step 2: Strategic planning

Key to strategic is clearly identifying your mission statement and goals. From this, a case for support should emerge. The case for support should be clear, compelling, comprehensible and consistent. Another key step is drawing up a list of key stakeholders and why you think they would invest in a child helpline. Once the list is complete, questionnaires, phone calls or short interviews can be used to conduct more in-depth research. Finally, an organisational analysis is crucial to forming a strategy. One method used by many organisations (but by no means the only one) is the SWOT analysis. The SWOT analysis provides direction and serves as a basis for the development of marketing plans. It is an important step in planning and its value should not be underestimated.

Once the strategic plan has been formed, potential funding sources need to be identified. This involves reviewing current donors and assessing the possibility to increase their support. It is essential to adopt an eclectic approach to identifying funding sources. While it may be initially attractive to accept funding from one source, this is not conducive to the long term viability of the child helpline.

The core principles of identifying funding sources are the following:

- Obtain as many funding sources as possible;
- Identify sources' funding interests;
- Different components of the service may be attractive to different funders;
- Funding for a helpline or any component of a helpline needs to be for a minimum of three years. Any shorter period creates unsustainable financial instability¹.



¹ In some instances you may have a funder who is willing to give a once off donation for a particular purpose (such as the purchase of equipment or the development of a training manual). In general, longer term funding should be sought, but one should plan how to use the once off or short term grant.

Step 3: Action plan and implementation

The business plan will not only help to assess the type of financial support needed to develop and maintain the child helpline, but it will also instill confidence in potential sponsors.

The business plan should identify exactly what activities will engage in as they often determine the most suitable funding sources.

Step 4: Monitoring and evaluation

Monitoring and evaluation are invaluable tools for determining that maximum results are achieved and that funds invested are used most effectively. In relation to fundraising, this often means that donors – whether private or public – will want to know what has been achieved, in the short and long term, with their contribution.

Child Helpline, Cambodia

The Child Helpline in Cambodia raised funds in its planning phase. A concept paper was written and existing donors and potential new donors were approached. The organisation's steering committee approached donors with a strategic plan to obtain funding. Fundraising was partially successful, as the helpline did not receive all necessary funds. Still, the child helpline learned that early commitments are needed in order to be successful. Additionally, a clear strategy for all people involved is necessary, and each individual should understand their role.



2. Organisational structure & responsibility

2.1 Chief executive officer and board responsibility

Chief executive officer (CEO) and board involvement in fundraising is ideal. The primary responsibility of the board is governing an organisation and ensuring the success of its mission. They must therefore ensure that there are enough funds and resources; they are in fact responsible for the financial solvency of the child helpline. From potential donors' point of view, board member involvement is an indication that they believe in the work of the child helpline. They are, after all, not being paid like other staff members. Furthermore, successful fundraising relies on a large network of contacts. The network of potential funders can be increased by involving the board. In summary, an organisation cannot be effective in carrying out its mission unless it has adequate resources, thus setting fundraising objectives and guiding the process is a natural and essential part of the governance process.

Fundacion Telefon pa Hubentud, Aruba

Fundraising for Fundacion Telefon pa Hubentud is done directly by the Board. The reasons behind this decision are two-fold: the board has important contacts who could be potential donors and the helpline has a policy that volunteers remain anonymous.

The child helpline also uses direct mailings to raise funds for its operations, as well as yearly school projects with themes which arise from the analysis of telephone calls. In this way, the educational materials are tailored to the needs of the children.

2.2 Identify who will be responsible for fundraising

Part of evaluating the organisational structure is identifying who will be responsible for the fundraising. This fundraising unit, a person or team, will work closely with the Executive Director and board to carefully plan, implement, monitor and evaluate the process. There may already be someone in your child helpline, staff or volunteer, who is willing to take on fundraising and has enough time. If not, a fundraiser needs to be found externally. Although the initial costs of hiring

a fundraiser are certainly quite high, the long term benefits that this person will bring make the investment not only worth-while, but necessary. Once it has been decided who will be in charge, their strengths and weaknesses need to be identified to assess needs for additional training. By selecting a person to head fundraising, commitment is being made to the very important process which will create long-term sustainability of the child helpline. Certainly, it is often difficult for many child helplines to find funds to hire or designate a fundraiser within the child helpline, when there are so many other obvious needs. If this is the case at your child helpline, perhaps you can be creative and hire a fundraiser who will be paid a commission from the funds raised, or perhaps the fundraising function can be combined with another role at the child helpline.

2nd Floor Youth Helpline, United States of America

To work on fundraising, 2nd Floor Youth Helpline has formed an advisory council of professionals and lay people in different communities, along with youth advisory boards throughout several towns. They have dedicated development staff responsible for fundraising and awareness campaigns and focus on high level community outreach through mailings, in-services and public forums.

Challenges

A continuous challenge is raising awareness in schools and the larger community that the helpline is a vital part of youth assistance. They are striving to have the helpline and their support materials integrated into the larger system of institutions and entities serving youth in New Jersey.

Lessons Learned

The early investment in raising funds for professional staff strengthens the helpline's efforts in all its activities, including awareness campaigns and in further fund-raising.

What's Up?, New Zealand

What's Up? uses a very effective and efficient means of fundraising for a small NGO with few fundraising resources or expertise: they outsource to an expert telemarketing business. When hiring a telemarketing agency, it is very important to make clear agreements in terms of accountability, ethics, the ability to audit the flow of donations, and performance objectives.

2.3 Accountability for funds raised

Transparency is crucial to the well-being of an organisation. Fundraisers must show accountability for any income raised and how those funds are used. To this end, a system for handling accounting should be in place and run smoothly. Not only must all the finances be clearly accounted for, but fundraisers will find information regarding the amount of money raised via different activities helpful for their work. Donors will also request receipts and want to know how their money is spent. Being able to provide them with this information provides them with satisfaction and helps to build a strong long-lasting relationship.

2.4 Assessment of internal organisation

The assessment of the strengths and weakness of the child helpline provides an opportunity to gain important information that can be used in the fundraising strategy. It is also a very good moment to come up with a plan for improving weaknesses. Areas to be given attention include: staff and volunteers, general attitude towards fundraising, resources available, assistance from other organisations, existing information processing system, strategic business plan containing fundraising, services provided and, very importantly, the overall financial situation.

2.5 Financial resources for fundraising

Fundraising requires capital investment and it is therefore important to identify the key costs.

The costs of establishing and running a helpline include:

- Premises purchase or hire;
- Staffing costs, including the fundraiser;
- Equipment costs;
- Record keeping costs;
- Call and/or internet costs;
- Social marketing costs- brochures, videos, events etc.

In addition, there are costs for fundraising itself. Child helplines must have a budget for not only the fundraiser, but also for the various methods of contacting potential supporters.

2.6 Summary of organisational preconditions for fundraising

In summary, in order to continue to the next step in the fundraising process, strategic planning, certain organisational preconditions must be in place. These are:

- Dedication and support of leadership, Executive Director and board;
- An established structural fundraising unit: person/team; systems, such as a contact database and accounting; capital for investment;
- Transparency and accountability;
- Socially skillful, strategic, goal- and person oriented;
- Donor-oriented stance;
- Readiness to learn from experiences and adapt the process accordingly.

Childline, India

Childline India Foundation (CIF) uses the Standard Chartered Mumbai Marathon and Delhi Marathon to raise awareness and fundraise. The Mumbai Marathon is a major annual event and generates huge excitement in the city. CIF has taken part in the marathon since it began. CIF enters a Dream Team that is sponsored by corporate firms and partly consists of celebrities and representatives of the corporate sponsors to generate attention and awareness. For the last two years CIF has been using the same approach in the Dehli Half Marathon. CIF has a fundraising team that consists of a celebrity and approximately ten children. The team is supported by a corporate sponsor and gives presentations to potential and current sponsors and follows up on contacts with email and phone calls. As a thank-you, runners receive a commemorative t-shirt, banners are placed and the runners receive pennants after the race. Pictures and reports of the marathons are published online and in newsletters by CIF.



3. Strategic planning

3.1 Review mission statement and goals

It is very important in laying the foundation of your fundraising approach to clearly identify your mission statement and goals. It helps clarify the present work and future goals of the child helpline for the key people involved. This message will be used to raise support for the child helpline and should be easily and enthusiastically communicated by everyone at the child helpline.

3.2 Case for support

A crucial part of strategic planning is the development of a 'case for support.' The case for support is one of the most powerful and compelling tools an organisation can have in communicating its objectives and in persuading potential funders to invest. In essence, this document tells the child helpline's story. It must be clear, compelling, comprehensible and consistent. In order to develop a case for support, an organisation must clarify its core messages, including its vision, mission, values, and strategy.

The 'case' presented articulates:

- The reason for being/the need to be filled: defines the problem, threat or issue that the organisation fundamentally exists to challenge, alleviate or eradicate;
- The history;
- The core belief;
- At the heart of everything that drives the organisation and inspires the vision/mission. It is what the people at the organisation are passionate about;
- The mission: states the change that the organisation is working towards;
- The unique selling points: describes the personality of the organisation and the attributes which make it special or distinctive. It enables the organisation to stand out and draw attention. It should be important to the organisation and interesting and attractive to external audiences;
- The work: describes how the organisation works, with whom and where it works, the challenges faced, the services delivered and the objectives;

- How support makes a difference: should explain how past funding has been spent to the best effect, how supporter's voices have been used, and the organisation's best achievements;
- What future support will help achieve: should describe how future funding will be used, and how it contributes to the organisation's clearly defined outcomes from its strategy.

Tip: When producing a case for support an acceptable balance must be found between:

1. what you want people to know and what your audiences will find interesting;
2. the language you use internally and the language your audience understands.

3.3 Assessment of key stakeholders

Another step in strategic planning is researching who the key stakeholders already are and why they think the service provided is worth their investment. This information will not only provide insight into the child helpline's present status, but also can be very valuable in persuading potential donors. This assessment begins with creating a list of key stakeholders: staff, volunteers, children, funders, government officials, etc. Once the list is complete, questionnaires, phone calls or short interviews can be used to research: how they view the service in comparison to similar services in the community (if any), why they view the service as an asset to the community, which elements need to be expanded/cut back and what are the key problems/difficulties.

3.4 SWOT analysis

An important element of strategic planning is carrying out a SWOT analysis². A SWOT analysis is a strategic tool that identifies and assesses internal Strengths and Weaknesses, and external Opportunities and Threats. It provides direction and serves as a basis for the development of marketing plans. It is an important step in planning and its value should not be underestimated. The goal is to take the information from the environmental analysis and separate it into internal issues (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines if the information indicates something that will assist an organisation in accomplishing its objectives (a strength or opportunity), or if it indicates an obstacle that must be overcome or minimised to achieve desired results (weakness or threat).

² The SWOT analysis is but one of several methods that can assist in strategic planning.



4. Identification of potential funding sources

Once the mission statement and goals have been reviewed, a case for support has been developed, assessments of the financial situation and key stakeholders and the SWOT analysis have been carried out, potential funding sources need to be identified. The first step is reviewing current donors and assessing the possibility to increase their support. These donors can help in identifying other prospective supporters. Staff, volunteers, board members and partners should also be included in the process. It is essential to adopt an eclectic approach to identifying funding sources. While it may be initially attractive to accept funding from one source, this is not conducive to the long term viability of the child helpline.

The core principles of identifying funding sources are the following:

- Obtain as many funding sources as possible;
- Identify sources' funding interests;
- Different components of the service may be attractive to different funders;
- Funding for a helpline or any component of a helpline needs to be for a minimum of three years. Any shorter period creates unsustainable financial instability.³

Tip: In order to narrow down the list, keep in mind that a good potential donor is someone who has the capacity to give, has a passion for or interest in for the cause and has a generous nature or has benefited personally by the service provided.

While child helplines around the world have many different funding structures, funding sources can be divided into the following groups: individuals, corporate, institutional grants, governmental and non-governmental.

³ In some instances you may have a funder who is willing to give a once off donation for a particular purpose (such as the purchase of equipment or the development of a training manual). In general, longer term funding should be sought, but one should plan how to use the once off or short term grant.

4.1 Individuals

Individuals as potential donors offer distinct *advantages*:

- Largest resource;
- Ongoing with capacity to be built;
- Donors become advocates;
- Volunteers.

Many child helplines utilise trained volunteers to run the service; they are themselves actually fundraisers. Volunteers offer flexibility and efficiency and also offer an effective way of ensuring a helpline stays grounded in the communities they are established to serve. Using volunteers requires a high level of supervision and training, and does not replace the need for paid staff.

Individuals as potential donors also have *disadvantages*:

- Costly to develop;
- Small return per individual unit;
- Hard to generate unless broad-based direct service appeal;
- Risky for the inexperienced;
- Need significant assistance from the organisation's board and volunteers.

4.2 Corporate fundraising

One of the most effective ways of obtaining funding is to establish a relationship with a public or corporate donor. This provides an independent source of funding which is directly determined by the activities of staff or volunteers working for the helpline. Companies can assist in a variety of ways, including in-kind donations, which are those donations such as services or goods which are not monetary.

Corporate fundraising has *advantages*:

- Can be the source of large sums of money;
- Smaller amounts of money may be ongoing;
- Often accessible, professional staff;
- May be linked to volunteer involvement;
- Business strategy may be clear;
- Source of cause-related marketing.

Corporate fundraising has *disadvantages*:

- Large sums of money are not ongoing;
- Hard to get around staff;
- Must be within their guidelines;
- Not likely to contribute if not headquartered locally or have a public consumer base;
- Often want board representation.

Get Connected, United Kingdom

Get Connected began a partnership with The Carphone Warehouse, the UK mobile phone retailer, in 2001 and they have won two awards because of the mutually-beneficial association.

The Carphone Warehouse (CPW) pays for many of Get Connected's overheads, including:

- Cost of building in central London (rent, rates, utilities, refuse etc.);
- Providing all IT equipment and ongoing maintenance (PC at every helpline terminal and office desk);
- All telephone equipment and cost of all telephone calls (admin and freephone helpline);
- Software for email system.

They also receive significant funds through CPW's employees and customers, including:

- Mobile phone handset recycling scheme;
- Bi-annual trek;
- Funds raised at CPW's annual employee ball.

Get Connected hosts an annual auction in association with CPW. CPW's directors invite key contacts to the event, who also donate items and bid on the night. The auction raised £186,000 in one night last year.

Steps taken to put this fundraising project in place

Before the partnership began Get Connected had some links with CPW's founder, Charles Dunstone. When CPW shareholders pressured the company to develop a Corporate Social Responsibility strategy, CPW approached Get Connected with a proposal to develop a long-term partnership. At the time, Get Connected needed new premises and someone to underwrite their overheads, which CPW did. There was an 18-month notice period should CPW wish to end the partnership. Presently, Get Connected meets at least once a month with CPW contacts to review current fundraising activity and plan future mechanisms.

Lessons learned/ main challenges

CPW's business is extremely fast-moving. Get Connected has had to learn to be able to keep up with the pace and not to expect plans to be in place too far in advance.

Get Connected faces the challenge of not being a priority in retail stores. It is very difficult to implement fundraising systems and messages in stores. They're trying to overcome this challenge by convincing senior retail staff of the business benefits of working with a charity. ►

The future

Without CPW's support, Get Connected would be a much smaller organisation. Just moving to their premises in central London (for which CPW paid), for example, enabled them to double their number of volunteers in a year. They have received approximately £600,000 in Gifts in Kind value and donations from CPW since the partnership began.

The partnership is ongoing and they are constantly evolving and adapting it. The next step is to 'restrict' the funding a bit more, by connecting the funds to a specific project. By connecting the money received to a tangible outcome, Get Connected hopes to energise staff and customers.

4.3 Institutional grants and trusts

Institutional grants, significant donations which can be given by individuals, corporations or foundations, are another important source of funding. While these funding sources provide autonomy, they usually allocate time defined funding which, without alternate sources of funding, can create financial instability in the long term.

Fundraising through grants has several *advantages*:

- Grants can provide large sums of money;
- Receiving grants builds the child helpline's visibility and credibility;
- Receiving one grant will most probably lead to receiving more grants.

Fundraising through grants also has several *disadvantages*:

- Researching and writing the proposal for a grant is time-consuming;
- Researching and writing requires skill and someone very familiar with the child helpline;
- Most grants are short term;
- Usually if money is granted, there are terms and conditions to meet;
- Grant applications are a very common way of raising funding; many are submitted and few are approved. Persistence is essential.

Institutional grants may come from governments, NGOs, INGOs, foundations, institutional or project financing and marked project investment (or project specific investment).

4.4 Governments

Some child helplines in the Child Helpline membership are funded directly by the state. State funding provides financial long term security for helplines, however where the state is funding a child helpline, it may require significant input into the running and activities of this child helpline.

Government funding has *advantages*:

- Large sums of money possible;
- Process is set, clear;
- Political clout helps;
- May be source of ongoing money.

Government has *disadvantages*:

- Application procedures may be long and tedious;
- May only pay by unit of service, which can fluctuate;
- Unspent money may be returned;
- Difficult record keeping.



5. Selection of fundraising methods

Just as funding can come from a myriad of sources, it can be carried out through many different methods. Relying on more than one fundraising method creates more stability for long-term sustainability. Methods include individual solicitation, direct mail, telemarketing, collections, special events and resource/in-kind donations.

Youthline, New Zealand

Alternative Education students run a fundraising project at Youthline's Auckland Centre. Alternative Education is for students who have been excluded from mainstream schooling, due to conduct and behavioural issues. These students design and sell T-shirts to raise school funds. At Youthline house in Ponsonby, Youthline New Zealand also has a youth business centre, where young people showcase and sell their products or services. Youthline receives a small commission for selling these items, while young people are given a chance to launch their business.

5.1 Direct Mailings

Fundraising letters are a very common way to recruit new donors. These letters are often the means through which supporters make a first donation or become members of a nonprofit organisation. Direct mailing is actually more of a process than a one-time act and rewards may be seen only on a long-term basis. Mailings can offer a variety of ways for a potential supporter to become involved, not just a one-time only financial contribution.

Direct mailings have several *major advantages*:

- They are personal and offer a one-to-one approach;
- They can be passed along through a family, between neighbours, clubs, etc;
- The results can be measured;
- The potential donors' time availability is not a concern; there is no hassle for scheduling appointments or finding an appropriate time to call.

Direct mailing has several *major disadvantages*:

- They are costly;
- They require intense attention to detail. Every letter or package mailed is an advertisement of the child helpline and is therefore very important in building awareness;
- They can be quite time-consuming.

5.2 Collections

Collections are usually personal solicitations, often referred to as face-to-face, made on the street or going from house-to-house.

Collections offer several *major advantages*:

- They are very cost effective;
- Donors that commit through collections tend to be very dedicated;
- This method allows an organisation to target specific geographical areas and demographics;
- Face-to-face fundraising is a very visible form of fundraising which generates public awareness.

Collections have several *major disadvantages*:

- Identifying prospects, training the 'askers' and making appropriate approaches require time and effort;
- Consistency of effort is necessary to be successful. Sustaining the relationship with individual donor is a must.

5.3 Events

Events may include, among others, dinners, fairs or sales, sports events such as tournaments, races or games involving teams, dances and carnivals. They are a great opportunity to involve the local community, not only through the participation in the event, but also through their support such as donations of prizes, food, entertainment, etc. It is important to realise that a successful event is the result of very careful planning; the person in charge must be detail-orientated.

Child Helpline, Nepal

Child Helpline Nepal has found a creative way to work with corporate partners and receive in-kind sponsorship. They held a joint consultation with the Organisation of Transportation Business, the bus driver trade union and child protection staff, and agreed to put messages about the rights of children on bus tickets. A review after two years showed that the messages on the tickets were very effective and popular. Right now Childline Nepal is providing 400,000 copies of bus tickets with messages to bus companies.

The campaign is very helpful in reaching the goals of Childline Nepal, its slogan is 'Child rights is a Concern for all'. The main challenge for Child Helpline Nepal was to get everybody convinced to cooperate in the project, including the provision of financial support. The partnership with the transportation business is on-going. A joint committee has been established that oversees the project.

Fundraising through events has several *advantages*:

- Events can attract new supporters;
- Events can raise public awareness of your child helpline and its importance to the community;
- People can be united by a common goal through events; this can help increase motivation and build commitment;
- A large number of people of diverse people can be involved through events.

Fundraising through events has several *disadvantages*:

- Planning and organising events can be very time consuming;
- It is hard to ensure that the amount of money raised will be worth the investment;
- Depending on the size of the event, there may be many factors out of your control, for example the weather.

Ideas for creative events

- ChildLine in Trinidad and Tobago has a fundraising committee which organises special events such as charity football matches and movie premieres.
 - De Kindertelefoon in the Netherlands holds a summer evening event at which corporate companies pay to reserve tables.
 - CHILDLINE Zimbabwe organised a Fun Run which raised an impressive \$84,000.
 - Fundación Anar, Peru, in partnership with corporate sponsors, hosts concerts to raise funds.
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5.4 Resource donations

Not all donations or support need be financial. Donations of time, expertise, equipment and supplies, free or discounted services and/or products can be of huge help to the child helpline.

5.5 New instruments

Website

The internet is the first global media; a website reaches a global audience and is open 24 hours a day. A website is a tool which presents your child helpline and that can inform the public about the services, engage volunteers, build networks and raise money. Research shows that on-line donations tend to be larger than off-line donations.

E-fundraising

Once a website has been developed, e-fundraising becomes a viable option. Email can be an important and cost-efficient means of developing relationships and asking for support. Cultivation of donor relationships is crucial, and email offers an inexpensive, fast, friendly way to communicate with both existing and potential donors. It is both less wasteful than paper mailing and less intrusive than telemarketing. Fundraising by email is most often done through the production of an e-newsletter, which can be as simple as a series of one or two paragraph stories about important events, successes and challenges. The e-newsletter should end with a call to action, or a request made, with a link to the child helplines' website.

Tip: E-fundraising is more successful when messages are sent as a part of a series (that is, several messages over a period of a couple of weeks), when a deadline is given rather than an open-ended request and when a partner is involved that will match the donation made by the individual.

Mobile phones text messaging

Seeking donations via mobile phones has some major advantages over traditional fundraising strategies. The most important advantage is that large numbers of people can be encouraged to act instantly.

Bantay Bata 163, Philippines

In the Philippines, mobile subscribers of any network can donate a standard text message fee to Bantay Bata 163 by texting "BB donate."



6. Action plan & implementation

The business plan will not only help to assess the type of financial support needed to develop and maintain the child helpline, but it will also instill confidence in potential sponsors. It also provides a concrete foundation for the fundraiser, who must be familiar with the costs of the service to be funded and planned expenditure. The business plan should identify exactly what activities will be engaged in as the activities often determine the most suitable funding sources. For example, if it is intended that the child helpline have an advocacy and campaigning role then it may not be wise for the child helpline to be solely dependent on government funding sources.

There are many templates of business plans available on the internet (please see Child Helpline International's online library at www.childhelplineinternational.org, and go to the member section. If you do not know your password, please consult your regional programme manager).

Teléfono Anar, Peru

The child helpline allied with the Department of Education to hold workshops at public schools throughout the country. To finance the project, Teléfono Anar obtained funding from Scotiabank to offset the costs of one 6-month module. The grant goes toward paying the salaries of counsellors. The main difficulty was finding a donor willing to donate towards promoting peace amongst children. The project has been a success, and the child helpline plans on continuing with it in the future.



7. Monitoring, evaluation & adjustment

Monitoring and evaluation are invaluable tools for determining that maximum results are achieved and that funds invested are used most effectively. In relation to fundraising, this often means that donors – whether private or public – will want to know what has been achieved, in the short and long term, with their contribution.

To avoid running into surprises during the programme, it is important to agree beforehand with your donor / funder and define what you will achieve with the provided money and identify what will be the measures for success. This can be captured in a monitoring and evaluation protocol. Such an agreement or protocol should include:

- The funded activities in relation to the organisations' objectives and mission;
- Indicators that are specific and timebound. It is important that the indicators not only focus on the output, but also include indicators in the process involved in each activity;
- Means of verification, such as data collection sheets, quarterly reports, focus group meetings.

The frequency of reporting should also be included in the agreement. Some donors will want annual reports; for others, semi-annual reports will suffice. Whichever you must comply with, the report should contain the following information:

- An update on the status of the activities;
- The progress made towards achieving timely results;
- Any reasons for delay; and
- Challenges experienced and lessons learned.

Teléfono Amigo de la Familia, El Salvador

The child helpline is completely funded by the government, and receives funding from various UN bodies, such as UNICEF and UNFPA. The child helpline tailors its projects to the organisation's mission, and carries out extensive advocacy. It also regularly reviews its plans to ensure that 100% of organisation objectives are met.

If your child helpline has received multi-year funding, an evaluation will usually be held. Although the evaluation date is often set towards the conclusion of the funding term, it is advisable to request a mid-term review. The outcomes of the mid-term review can be used to judge whether changes in the programme are needed to achieve the results as previously agreed upon with the donor/funder.

Unfortunately, many people believe that monitoring and evaluation is performed to keep donors happy, because they require it. Although it is important for donors to know whether their money is being properly spent and how it is being spent, the most important reason for monitoring and evaluating is to help the organisation itself. The opportunity should be used to gain more insight into your functioning as an organisation. It should also allow you to learn and improve processes to make an even more significant difference in the lives of children and young people.

Annex

Approaching the corporate sector

When approaching the corporate sector, it is important to keep in mind that the number one goal of companies is to make money. A fundraiser must persuade the companies that it is in their interest to support the child helpline. Often they would rather donate their expertise, a service or tangible goods such as office equipment rather than money.

It is key to do thorough research: What do they do? What are recent events? What is their role in society/market? Who is responsible? Who is the best person to contact? Do you already have any connection with them? Perhaps other existing partners can help, have contact?

Tips:

- Keep accurate records of all contacts, including the name of person, position, time and date;
- Approach decision-maker who can take action;
- Prepare a presentation and have a brief clear proposal ready to leave with the company;
- Bring along annual report.

Considerations of the company regarding their decision

- How much will it cost/ can you afford it;
- The benefit for the company;
- Is the child helpline reputable? Providing quality service? Accountable?
- Assessment of their investment.

Writing a funding application to trusts

Getting started by setting priorities

It is important to prioritise by making a list of all the steps involved in making your application. Each part should be allocated to a person, and each task should have a deadline.

Before beginning to prepare a funding application, check your plan once more to ensure it covers such issues as:

- Sustainability (can your child help themselves financially after the initial funding period);
- Realistic revenue projections (honest financial forecasts of weekly/monthly/annual income);
- Coherence (is your project easy to understand and explained logically);
- Who is going to deal with any follow-up questions or calls?

Application structure

An application should have clear structure. When applying for grants you will usually be asked to complete a set application form, for unsolicited applications a suggested outline is:

- Project title;
- Introduction - who you are;
- Proposal summary;
- The problem or need and who will benefit from the project;
- What you want to achieve;
- How you will do it;
- How you will monitor your results;
- How much money you will need;
- How much money will you raise from your own and/or other funding sources.

Next steps

The next step is to draw up a list of potential funders. To do this, you will need to do some research.

For example:

- Research potential funders;
- Choose funders whose criteria fits the project;
- Make contact before you prepare your application to ensure your project fits the funders' criteria;
- Find out the funders' timetables or timescales for reply;
- State clearly where you hope to find all the funding.

Practical tips

- If you can, always type up the application form;
- Make sure you enclose all of the documentation that is requested;
- Choose your references carefully;
- Make sure your references have a copy of the proposal;
- If the Trust or funder has a website, check it out before making the application;
- Letters of support from relevant prominent people may be useful;
- Always try and raise some money locally as a 'community contribution to the project';
- Don't give up. If in doubt, ask the funder(s) for help.

Colophon

Child Helpline International (CHI) is the global member network of child helplines, working to protect the rights of the child. We work in over 150 countries and were founded on the belief that children and young people not only have rights, but that they alone are the best individuals to identify their problems if they are equipped with the proper tools.

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