



# International Resource Mobilisation and Fundraising Programme

Developing your staff worldwide

**=mc**

The Management Centre (=mc) is an international network of training and consultancy organisations working to transform the results of non-profit organisations worldwide.



## You know how much money there is out there...

It is possible to successfully raise funds in the global south. And if your partners or members make the most of the opportunities available, they could have increased independence and resilience.

## ...if only they had the expertise to raise it...

Fundraising can be held back because key local staff and volunteers lack the skills needed to make the most of local opportunities.

## ...and senior management knew how to support them.

Fundraising across your organisation can also suffer when the Senior Management at your HQ or Secretariat don't have the specialist fundraising knowledge needed to fully support fundraising teams.

## Now there's an integrated learning programme to develop high-level resource mobilisation and fundraising skills across your staff, worldwide.

We can deliver a fast, online development needs analysis of staff to highlight skills gaps, and then our specially designed modular programme lets you choose the elements of fundraising training that will make the biggest impact.

The modules can be delivered in a range of structures and timescales, and crucially, they can be tailored to all levels of experience. So whether you need to develop practical fundraising skills amongst in-country partners, or brief Senior Managers who need to be in-the-know, we can develop a format that works for you.

### This programme is aimed at:

- Senior HQ or Senior Regional Managers
- Middle Managers and Regional Training Staff
- Development Officer and NPO Staff

## International Expertise

This programme has been developed over three years by =mc's team of international fundraising experts:



Bernard Ross: Director, =mc



Angela Cluff: Deputy Director, =mc



Francesco Ambrogetti: Senior Fundraising Consultant, =mc



Tarek Jamil: Director, =mc|MENA



Usha Menon: Director, =mc|Asia

With our international partners in Asia, the Middle East, Mexico and Australasia, we can deliver this training anywhere in the world, and ensure that it is adapted to be relevant for different cultures. We can also deliver this training in seven different languages: **English, French, Spanish, Portuguese, Italian, Hindi and Arabic.**

## Customer Case Study: UNAIDS

### The challenge:

Partners in West and Central Africa are key to the success of UNAIDS programmes, but have limited resources and are reliant upon a few sources of funding. UNAIDS wanted to ensure the survival of HIV AIDS programmes in West and Central Africa, and enable local organisations to expand their work on HIV AIDS in the region. To create financially self-sufficient partners, UNAIDS needed to develop the capacity of local staff.

### How =mc helped:

=mc assessed the training needs of participants and based on this assessment created an intensive, 4-day training course. It was designed to fit local organisations with the skills to take a pro-active role in identifying and bidding for alternative sources of funding. The course focused on preparing cases for support and making asks to donors, and included interactive simulations of 'ask' situations.

### The results:

Participants found the workshop really useful, and UNAIDS are now considering replicating the same training in other regions.

**“We're very happy with the type and quality of =mc's training. They deliver a very interactive and enjoyable programme that has really benefited the participating NGOs.”**

Helen Badini, UNAIDS Regional Support Team for West and Central Africa

# Programme Outline:

The basic programme is structured into three streams to cater for different levels of experience: Senior HQ or Senior Regional Managers, Middle Managers and Regional Staff, or Development Officer and NPO Staff. We have suggested course structures, but you are free to pick and choose the format that best suit your needs.

Target Audience Level	Modules	Structure Options
<p><b>Senior HQ or Senior Regional Staff</b></p> <p>This level focuses on high level strategic issues and offers Senior Managers – who may not be fundraisers themselves – an overview of emerging challenges.</p>	<ul style="list-style-type: none"> <li>■ New developments in resource mobilisation</li> <li>■ Links to brand and campaigning/policy issues</li> <li>■ Managing cross-national fundraising projects</li> <li>■ Developing strategic plans</li> <li>■ Market entry approaches</li> <li>■ Managing global projects and staff</li> </ul> <ul style="list-style-type: none"> <li>■ Managing global HNW!</li> <li>■ Developing international corporate partners</li> <li>■ Using celebrities and ambassadors</li> <li>■ Accessing multilateral and bi-lateral funds</li> </ul>	<p>3-day strategic fundraising programme or 3 x 1-day modules or 6 half-day executive briefings</p>
<p><b>Middle Managers and Regional Staff</b></p> <p>Aimed at Managers with a responsibility for managing fundraising, this level focusses on offering them the skills and knowledge to deliver results.</p>	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>■ Creating strategic national fundraising plans</li> <li>■ Developing capital and revenue programmes</li> <li>■ Establishing budgets and Rol</li> </ul> <p><b>Donor care and stewardship</b></p> <ul style="list-style-type: none"> <li>■ Implementing stewardship programmes</li> <li>■ Ethics and fundraising</li> <li>■ Developing donor care</li> </ul> <p><b>Individual Giving</b></p> <ul style="list-style-type: none"> <li>■ Trends in individual giving</li> <li>■ Developing digital/new media fundraising</li> <li>■ Direct response techniques</li> </ul> <p><b>Foundation</b></p> <ul style="list-style-type: none"> <li>■ Developing a foundation programme</li> <li>■ Researching international programmes</li> <li>■ Effective proposal writing</li> </ul> <p><b>Corporate partnerships</b></p> <ul style="list-style-type: none"> <li>■ Identifying and researching corporate</li> <li>■ Managing corporate partnerships</li> <li>■ Negotiating sponsorship deals</li> </ul> <p><b>Other sources</b></p> <ul style="list-style-type: none"> <li>■ Working with major donors from scratch</li> <li>■ Volunteer-led fundraising</li> <li>■ Charity/NPO trading</li> <li>■ Organising special events</li> <li>■ Organising emergency appeals</li> <li>■ Accessing multilateral and bilateral funds</li> </ul>	<p>6-day intensive programme or 3 x 2-day modules or 6 x 1-day modules</p>
<p><b>Development Officer and NPO Staff</b></p> <p>Aimed at individuals and Managers with a responsibility for fundraising, this level focusses on offering them practical skills and abilities to deliver results.</p>	<p><b>Operational planning</b></p> <ul style="list-style-type: none"> <li>■ Creating operational fundraising plans</li> <li>■ Competitor analysis</li> <li>■ Planning for fundraising</li> </ul> <p><b>Foundations</b></p> <ul style="list-style-type: none"> <li>■ Principles of foundation fundraising</li> <li>■ Proposal writing</li> <li>■ Researching foundations</li> </ul> <p><b>Individual giving</b></p> <ul style="list-style-type: none"> <li>■ Using direct response techniques: DM and others</li> <li>■ Internet and new media giving</li> <li>■ Creating regular giving programmes</li> </ul> <p><b>Bequest/Legacy Giving</b></p> <ul style="list-style-type: none"> <li>■ Linking bequests to individual giving</li> <li>■ Marketing bequest programmes in different cultures</li> <li>■ Handling concerns and challenges</li> </ul> <p><b>Corporate giving</b></p> <ul style="list-style-type: none"> <li>■ Developing local business partnerships</li> <li>■ Managing CSR and CRM initiatives</li> <li>■ Negotiating sponsorship deals</li> </ul> <p><b>Statutory grant sources</b></p> <ul style="list-style-type: none"> <li>■ Identifying and researching governmental sources</li> <li>■ International sources – how to make contact</li> <li>■ Accessing lottery funds</li> </ul> <p><b>Local engagement techniques</b></p> <ul style="list-style-type: none"> <li>■ Organising collections and raffles</li> <li>■ Setting up payroll giving with employees</li> <li>■ Volunteer-led fundraising activities</li> <li>■ Charity/NPO trading: potential and challenges</li> <li>■ Organising high pay off special events</li> </ul>	<p>2 x 3-day modules or 6 x 1-day modules</p>



## Learning Methods and Processes

The programme uses a wide range of learning and teaching methods to ensure impact and effectiveness, allowing for individual and interactive learning. It will include:

- Case studies
- Small group discussions
- Programme leader input
- Whole group activities
- On-site visits
- External speakers

## Supported Learning

Each of our programmes is supported by a detailed and structured workbook, available in hard or soft formats. The workbooks are designed to act as a reference for each module, but also contain exercises and activities to support and sustain continued learning.

Each workbook contains:

- Backup material: sections with more detailed information on a specific topic taught – allowing participants to read up on this later
- Additional material: sections with information on complementary topics not covered in the programme, but of wider relevance
- Self-learning materials: active exercises for self-learning and follow up study
- Further resources: lists of websites, articles, books and DVDs to guide further learning
- Action planning: sections for delegates to capture their own thoughts and views and make commitments to act

## Customer Case Study: British Council

### The opportunity:

In 2005 the British Council identified that by developing corporate partnerships across the globe, it could diversify its income streams, develop its brand awareness and increase audience-reach through the provision of better projects. However, achieving this would require its staff worldwide to develop new skills. Sponsorship, business relations and partnership working were identified as major skills gaps.

### How =mc helped:

=mc designed a programme that would enable participants to develop practical skills in raising sponsorship and developing partnerships with business, and help encourage a more strategic and co-ordinated approach to managing business relations. Each programme was customised to take account of the local culture, economy and context.

### The results:

**“Excellent course – energetic, knowledgeable and inspiring. One of the best training events I’ve attended in 20 years!”**

**Sandra Hamrouni, Director Bahrain, British Council**

To date, we have rolled out over 20 programmes in 14 different locations globally, including Ukraine, Nigeria, Brazil, China, Zambia, Poland, Czech Republic and Tanzania.

Various regions and countries have noted increased success in working with business and securing sponsorship or CSR deals – including a €1M deal in Russia.



## Your Investment

Our base cost for training days is \$2000US per day, which works out at below \$75US per participant for groups of 30. Although we have a wide range of specially designed courses available, we can also offer special customisation, which will create an additional cost.

On top of this, you would be charged for the trainer’s travel and accommodation at cost, however we don’t charge for our travel time.

## Additional Help:

You might find some of our additional services complement your Resource Mobilisation and Fundraising Programme:

- **Market entry studies:** we can provide fundraising market entry studies for most major markets. You can either secure a standard market entry study, or ask us to design one addressing specific issues. The cost of this varies according to complexity
- **Development Needs analysis:** before any programme we can provide an online survey for staff and analyse the results, helping your organisation identify specific training and development needs. This starts at \$2500US for up to 100 people
- **Consultancy support:** our international team of consultants can give you consultancy support before and/or after the training, providing strategic or practical advice to help ensure you gain maximum benefit. The cost of this varies according to complexity
- **Coaching:** we can supplement our training programme with coaching for individual members of staff, to help them grow in confidence after the training, or tackle a specific project



To find out more about the programme and how it can meet your needs, contact;

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