Basic Tips for Fund-raising

for Small NGOs in Developing Countries

Version June 26, 2006
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with contributions from other volunteers at the
Aid Workers Network (www.aidworkers.net)

The latest version of this document can be found at
www.coyotecommunications.com/outreach/

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Introduction

Some of the most frequently asked questions (FAQs) to forums for community-based organizations (CBOs) in developing countries, whatever the subject, are regarding funding.

In addition, the first impulse of many such non-governmental organization (NGO) seeking funding is to request the contact information for possible funders, and once such information is received, these NGOs often write immediately to the potential funder, stressing how desperately funds are needed. Sadly, this approach often does harm to the NGO, rather than garnering support. Not only does it rarely attract funding, it can turn funding organizations against the NGO altogether.

With all this in mind, Jayne Cravens, a consultant based in Germany (www.coyotecommunications.com) drafted very basic tips for fund-raising for NGOs serving the developing world, as a volunteer for the Aid Workers Network (www.aidworkers.net). Several other volunteers with AWN took the draft, revised it, and posted it to AWN. However, the version you are reading now is one that has been further revised by the original author, Jayne Cravens.

The document is meant to provide very basic guidelines for small NGOs in the developing world regarding fund-raising, and to point to other, more-extensive resources; it should not, however, nor be taken as a guarantee of success for funding. Also, please note that every funding organization -- corporation, foundation, government agency, etc. -- has its own requirements and ways of evaluating proposals and, therefore, it is impossible to create a one-size-fits-all funding strategy. Even with these guidelines, an NGO still must do research on its own about possible funders and their grant requirements.

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The Problem

The work of CBOs & NGOs in developing countries is vital to millions of people. However, fund-raising for these organizations is particularly difficult, for numerous reasons:

- o There is often great competition among numerous local groups for scarce local financial resources.

- o International funders are reluctant to fund community-based NGOs "directly", because of a perception of lack of accountability, difficulty in establishing credible references, practical issues with resource transfers, and numerous tax questions.

- o Some community-based organizations lack what donors regard as the necessary prerequisite structure for being able to process donations, financial or otherwise. For many organizations, this becomes a "Catch 22": resources would permit the necessary administrative changes to become more donor rule-compliant, but they cannot get those resources without making the changes.

Fund-raising: Some things You Should NEVER Do

- o post to online discussion groups or send letters via post with desperate pleas for money. You will not gain funds this way. You may even harm your credibility and create bad feelings about your organization among potential supporters.

- o send out information riddled with spelling errors.

- o WRITE EVERYTHING IN ALL CAPITAL LETTERS. This is shouting online or in print.

- o Give Up. If you are not successful with your first attempts, keep trying. Review the reasons a donor has rejected your request, and use the information you gather to improve future requests. If you don't receive a reason, ask, respectfully, and say it is because you would like to be able to do better in the future. Don't pester the same donor with multiple requests, but if your NGO changes its work or administration and you believe your NGO's operations now better fit a funder's guidelines, consider contacting a potential donor again, emphasizing how your proposal is different than the one previously rejected.

Fund-raising First Step - Networking & Establishing Credibility

Many funders want to know that a CBO or NGO is credible before they will even reply to an organization's request for funding. Establishing credibility doesn't take money -- it takes time, effort and personal attention.

As noted earlier, the first impulse of many CBOs or NGOs seeking funding is to request the contact information for possible funders, and once such information is received, these NGOs often write immediately to the potential funder, stressing how desperately funds are needed. Sadly, this approach often harms the NGO's reputation, rather than garnering support. Not only does it rarely attract funding, it can turn funding sources against the NGO altogether.

The activity to start with for successful fund-raising is _networking_: establish relationships -- formal or informal -- with _local_ NGOs and representatives from International NGOs, local UN offices, large employers in the area, etc. If someone were to approach any of these agencies and institutions and ask about your organization, the answers should obviously demonstrate that these other organizations know what your CBO or NGO is, why it is important, and some of the good things it has done. Having such good local relationships means its more likely for these situations to occur:

- o your CBO or NGO may be able to collaborate with these organizations and institutions and, therefore, receive funding

- o when funding becomes available for an activity your CBO or NGO undertakes, these organizations will contact you and let you know

To network, start locally, with:
- o local reporters or local media outlets (newspaper, radio, etc.)
- o large employers in your area
- o local UN offices (UNDP, UNICEF, UNESCO, ITU, etc.)
- o local offices for International NGOs with excellent reputations with donors, such as OneWorld, Save the Children, Oxfam, World Vision, MercyCorps, and Doctors Without Borders (this is by no means a comprehensive list)
- o local CBOs and NGOs
- o local communities of faith
- o local universities
- o international volunteers serving in your geographic area
- o any associations in your area (such as associations for small businesses, associations of women farmers -- such associations can be formally or informally-organized)
- o local embassies or consulates
- o local and regional government offices

Meet face-to-face with these people, whenever possible, to let them know what your CBO or NGO is doing -- do *not* emphasize what your organization needs but, rather, the good work that it is doing, and why the organization believes its mission is important, even essential, to the area. Invite representatives of these organizations to visit your organization and see your work first hand -- invite them more than once! If you can, give them printed information about your organization. And people representing your CBO or NGO should attend their events and accept their invitations too!

By doing this, you will lay the groundwork for funding! You will *greatly* increase your chances of receiving resources if you engage in these networking and reputation-building activities.

Even better is if this networking can lead to formal associations/affiliations with other local CBOs, NGOs, International NGOs, or UN agencies in your area, in the form of Memoranda of Understanding (MOUs), collaborative activities or shared resources. Potential funders view all such associations very favorably when considering who to fund.

But remember -- when networking initially, do NOT ask for funds, nor describe your organization as desperate for support. The purpose of networking is to establish your organizations reputation for excellent, quality work, and to create a network of organizations and people who will verify to others that your organization is legitimate, credible and worth supporting.

Even More Credibility-Building

The aforementioned networking tips should help build up the reputation of your CBO or NGO, but there is more that you can do, if you have the resources to do such. Some of the following activities may not be possible in your geographic area, or, you may not have the funds to engage in these activities:

- o *Membership in formal networks and associations* -- If your country or region has a network or association of CBOs or NGOs, you should be a member. You can find these by contacting other local organizations to find out if such exists, or searching on the Internet for such.

o *Excellent online profile* -- If you type your organization's name into www.google.com what happens? Does your organization's web site come up (if you have such)? What about an online document by an International NGO or UN agency that references your organization? Or a newspaper article highlighting your organization's work? Or your listing on a site such as www.onlinevolunteering.org? Anything negative come up? An online profile adds to your organization's credibility, and many potential funders, if they receive a proposal from you, will "Google" your organization's name, as well as the name of the leader of the organization, to see what comes up.

   Also, post relevant information that can help others at www.developmentgateway.org, www.eldis.org and www.comminit.com. If you involve volunteers, write about how they help your CBO and NGO (especially how they help those you serve, NOT how they save you money), and submit your story to www.worldvolunteerweb.org. Even doing these activities just once every year will help *greatly* expand your online reputation, and increase the chance of your getting noticed by potential funders.

o *A clear, complete, easy-to-use web site* -- It's not essential that your organization have a web site in order to attract funding, but it will help in your efforts if you do. If your organization has a web site, it should be:

   o free of advertising for for-profit companies

   o free of misspellings

   o well-designed; simple and without lots of cumbersome graphics

   o accessible via a variety of different types of web browsers

   o complete, with a listing of your staff, your board of directors, your organization's address, contact information, and at least a summary of your organization's budget.

o *Academic profile* -- It's not essential, but it will certainly add greatly to your organization's credibility if it has been referred to in a university-related paper. Ofcourse, it's not always possible to say yes to participation in an academic research project, given your other priorities. But your organization should try, whenever possible and when asked, to participate, as such will add to the appearance of your organization as transparent and credible to anyone investigating your organization for such.

Again, these activities may not be possible in your geographic area, or, you may not have the funds to engage in these activities. Potential funders will understand, for instance, if your CBO or NGO cannot have a web site because your resources are so limited; they will not, however, accept "limited resources" as an excuse for a web site riddled with errors, or as an excuse for negative stories about your organization online.

The Absolute Essential Preparations To Solicit Donations:
Details Ready to Share

Some CBOs and NGOs are so small, so grassroots and so limited that they have no paperwork, no official documentation, and no official recognition by the government. Therefore, they must rely solely on local, in-person networking to attract local support, as most national or international funders require documentation and official recognition.

The following activities may not be possible in your geographic area, or, your CBO or NGO may not have the funds to engage in these activities, but realize that the following activities are absolutely essential to attract international funding, and sometimes more local funding as well, and being able to adapt even some of them to your situation will increase your organization's chances of receiving support. If your CBO or NGO can't do or adapt the following activities, many potential funders will feel that your organization cannot handle basic management/governance and, therefore, is too risky to fund.

All of the following are items that most potential funders are going to want to see immediately. Therefore, do NOT start soliciting funds until you have all of the following in order and ready to share on demand:

References -- Have a list of people and organizations, and their contact information (phone number, postal address, email) who are willing to affirm your organization's work and credibility, should they be contacted by potential funders. If called upon, they will verify to potential donors that your organization is worthwhile and credible. Other NGOs in your area, an international NGO serving the same geographic area, a representative from a nearby university, or a local corporation that has supported your organization in the past in some way, all make good references. The nearest UNDP office may be willing to serve as a reference for your organization as well, if they are well-acquainted with your organization's activities. Ask these organizations if they would be willing to be references regarding your organization, and to be listed in your funding proposals. Even if your NGO or CBO is so small and so resource-strapped that it cannot undertake any of the other following activities in this category of suggestions, it should, absolutely, have references.

Official papers - You need to have copies of your organization's official government documentation / registration papers (if you are, indeed, officially registered), brochures, press releases, staff list (if your staff is entirely volunteer, you still need to have a list of names of key volunteer staff) and budgets/financial statements ready for review by other organizations -- or even by potential international volunteers. Potential funders will consider how quickly and completely you respond to their request for such, so get these in order and ready-to-share before you start meeting with such organizations.

Budget - Have at least a one-page budget that shows, for last year or your most recent fiscal year:

- ß *expenditures* - all costs your organization incurred, even if someone donated money or paid directly to cover these costs. Expenditures should include rent, salaries, travel expenses, paper, pencils, web hosting costs -- *everything*.

- ß *revenue* - all income, including previous donations, and that means money spent by the staff or board or founder at the CBO or NGO for the organization (its considered, officially, a donation and, therefore, revenue).

- ß put the budget in your local currency *and* in either Euros or US Dollars

If you have this budget on your web site, it will add even more credibility to your organization, as it will show that you are "transparent" -- a word very important to potential funders. Donors want to see accountability and transparency. They want to know how your organization's funds are spent, so they can have an idea of how a donation they make will be spent. Having this information ready to share -- even sharing it unasked for with a potential donor -- will demonstrate your organization's accountability and transparency.

Demonstrate That You Are Not a One-Person Organization - Donors are reluctant to fund one-person organizations. Even if the CBO or NGO has just one employee, and that employee happens to also be the founder, your organization should also involve many local volunteers, and these local volunteers should have a voice in what the CBO or NGO does, and how it works. Your written communications should demonstrate that many different people are involved in the decision-making and management of the CBO or NGO. Provide the names of people who serve on the CBO or NGO's advisory board -- this may be, for instance, parents of children your organization provides services for, who help your organization make decisions about programs and strategies.

Demonstrate Quality in Communications - This means:

o written communications from your CBO or NGO stress the activities your organization undertakes successfully, and details the results the organization has achieved. The communications stress successes and the difference the organization makes in its community.

o all of the CBO or NGOs printed materials, emails and web sites are free of spelling errors, and are clear and easy to read. Otherwise, the CBO or NGO may look unprofessional to potential supporters, who are usually unwilling to fund an organization that seems as though it cannot manage basics in communication.

Don't write your communications entirely on your own with no one else helping. Recruit either local volunteers from a nearby university or business and or volunteers from transnational organizations / companies to proofread your written materials. Online volunteers are also an excellent resource to proofread and correct your materials, and can be recruited from www.onlinevolunteering.org, a free service from the United Nations Development Program.

Before Making A Funding Request

o   Know Your Organization:

You should be very clear about what your CBO or NGO is, why it is doing the work that it does, and what it hopes to achieve. If you don't already have a statement of your CBO or NGO's overall mission and specific aims, write them down. Often, you will have only five minutes to make an initial presentation, or a potential funder will decide in the first five minutes of your presentation whether or not your CBO or NGO should be funded, so rehearse your message!

o   Know the Potential Donor

Research a potential donor's areas of interest, what kinds of organizations it has funded in the past, what kinds of support it's provided (financial or in kind donations of equipment, space, or staff time) and what it wants to achieve with its support.

And, *very importantly*, know the potential donor's requirements for funding proposals and apply only if you are *absolutely sure* that you can fulfill them. If you do not know the funder's details for any of the above criteria, and cannot find the information on the organization's website, ask the potential donor for clarification.

Use this information in your proposal, showing how your CBO or NGO's work fits into the potential donor's funding focus. This often impresses donors, to show that you have done research on them and know the focus of their previous funding activities.

Many donors have their own formats for proposals. If you are thinking about approaching a particular donor, always find out first if they accept uninvited applications and if they have a format. There's nothing worse than spending all that effort on a great proposal, only to find out they won't accept it, as it does not fit in their area of focus!

o   Have a Thank You Plan Already Defined

Prepare a plan to thank donors immediately after receiving their donations, AND, a way to update them six months after their donations about what your organization has achieved. This will increase the probability that they will contribute again!

Finding Donors & Making Contact

It can't be stressed enough -- all of the above needs to be done BEFORE you begin soliciting funds!! By doing the previously-detailed activities, you greatly increase the chances of your funding proposal being accepted, and for organizations to actually approach you about funding your CBO or NGO (rather than the other way around).

Once you have undertaken the previous activities, you should be ready to begin contacting organizations specifically about funding your organization. Some basic tips about where to look and how to contact:

o   Start by undertaking "donor mapping". What organizations are funding NGO activities in your geographical area? What companies are funding for-profit activities (mining, farming, ranching, etc.)? And what activities in your local community are being funded by local, regional or state government funds? These are all potential funders for a CBO or NGO. And if you engaged in the previously-detailed networking activities, they already know about your organization and its work. Once you have this informal relationship with them, you are ready to ask them about funding your organization.

o   Contact embassies. They often have small grants programs, and favor organizations with whom they are already familiar (hence the importance of the previously-detailed networking activities). But be aware that these grants are often one-time-only -- you cannot count on such grants to be renewed year-after-year.

o   Many CBOs and NGOs in developing countries access funding from donors in other countries through International NGO partners. And INGOs favor organizations with

whom they are already familiar (hence the importance of the previously-detailed networking activities).

- o Local government may be able to provide small grants. But, as many NGOs and CBOs are already aware, government funding is being scaled back in most areas, and the days of government funding all NGOs and CBOs are almost over (and are over in many places).

- o UN Agencies often have small grant programs, and like others, favor organizations with whom they are already familiar (hence the importance of the previously-detailed networking activities). And often, with UN agencies, small grants can lead to more grants, and sometimes, bigger grants, in the future.

- o Large transnational corporations are reluctant to fund local CBOs or NGOs serving the developing world unless the corporation has an office somewhere in or near the geographic area of the NGO. If you decide to approach a transnational corporation about funding, look at that company's web site and read *all* information posted about that company's philanthropic activities. Find out if they have an office in your geographic area. If the company has guidelines for submitting funding proposals, RESPECT THOSE GUIDELINES. If the company states that it does not fund environmental organizations, for instance, and your organization is focused on environmental issues, do not ask for funding. Also, before you solicit funding from such companies, consider creating volunteering opportunities for that company's local employees, and invite the company's participation. These local employees, through volunteering, will get to know your organization, and may be willing to champion your organization for funding within the company.

- o Foundations can be approached, but often, only through International NGO partners. Foundations usually require ALL of the items detailed under the section "The Absolute Essential Preparations To Solicit Donations: Details Ready to Share." Suggestions for how to find such foundations are noted later in this document.

When you solicit funds, stress how the funding will be used, NOT desperation for funds. Here are two examples of well-written explanations of how funds will be used:

Donations will be used to pay for the shipping of donated books from all over the world, for our library that serves disabled-children and their families. Donations will also be used to pay our two-person staff, made up of two professionals in child-development.

Donations will be used to pay the duty fees and transportation costs of five computers and networking equipment being donated to our organization by Acme Computer company, as well as to pay a local person to connect the computers to the Internet; all of this will allow us to provide Internet access to local women and children as part of our various community education activities.

Here is an example of a poorly-written explanation:

If we do not receive donations, our doors will close!! We need fund immediately, or we must turn children away!! We urgently request your assistance!!

Remember that potential donors often have many requests for support. Don't be disheartened if they don't show interest initially.

ESSENTIAL - Respect the Organization's Granting Guidelines

It is absolutely ESSENTIAL that you find out before submitting a proposal:

- o that the funder will consider projects in your country/area/location

- o that the funder will consider projects that are focused on the kind of work your CBO or NGO undertakes

- o that the funder will consider funding the costs that you need (some will only fund capital expenses such as vehicles; others may only fund staff costs)

- o what information the funder requires in a proposal - possibilities are detailed under the section called "The Absolute Essential Preparations To Solicit Donations: Details Ready to Share."

All funders are covered by legal documents and official policies which dictate how funds can be spent. Funders CANNOT give support outside the specifics stated on these documents. The information on what an institution will fund is often clearly stated on a funder's website.

Foundations, corporations and government offices receive hundreds of applications a month from organizations that have obviously not checked their websites. These applications not only may never receive a reply, the organizations submitting them may be marked so that any future proposals are automatically refused.

The rest of this document deals with web sites that provide further information. Web addresses (URLs) change frequently. If you try a URL and it no longer works, try typing in the address to www.archive.org; or try typing in the name of the organization or resource to www.google.com to find the new URL.

Online Resources For Further Information

The website of the Synergos Institute in New York, has lots of tips on mobilizing resources. The articles are addressed to Foundations, but can be easily adapted for any of us "non-experts" engaging in periodic fund-raising.
www.synergos.org/globalphilanthropy/00/fbsresources.htm

Online Resources for Detailed Tips on Writing Funding Proposals:

www.innonet.org/
The Innovation Network works with nonprofit organization to share the power of evaluation with nonprofits and funders. Their evaluation tools help with everything from creating your organization's mission statement to post-program evaluation, and draw heavily on log-framed approaches to program development.

www.ifrg.org.uk
The Resource Alliance's mission is to build the fund-raising and local resource mobilization capacity of the voluntary sector worldwide.

www.tgci.com
The Grantsmanship Center links to foundation and corporate sites of interest to fund raisers, and has general information on fund raising. Focused primarily on the USA.

www.cof.org

Council on Foundations with links to many foundations and general information on foundations and giving. Focused primarily on the USA.

http://fdncenter.org
The Foundation Center links to foundation and corporate sites of interest to fund raisers, and provides general information on foundations and giving. Focused primarily on the USA.

www.nonprofits.org/npofaq/keywords/5o.html
Frequently Asked Questions and Answers (FAQs) regarding prospect and funder research

Online Directories of Funders

This section is not listed in the table of contents of this document. Why? Because of the original author's fear that, if it were listed, CBOs and NGOs would go straight to this section and the next section, and make the mistake frequently referred to in this document -- write the potential funder "cold," having established no previous relationship and making a desperate plea for funds that can actually harm the organization's reputation with potential funders.

If you have gone through this entire document, then the following two sections are your "reward":

United States International Grantmakers (USIG)
www.usig.org/
USIG seeks to facilitate international grantmaking by providing access to: recommended forms with instructions; country reports and laws, and other informational materials and resources. The site serves both grantmakers and grantseekers to support and facilitate the process of making grants overseas.

The Grantseeker's Guide to the Internet
www.online.nonprofit.net/info.guide.html

The Foundation Directory
http://grants.library.wisc.edu/organizations/foundationsbooks.html

Funders Online (European Foundation Centre)
www.fundersonline.org/grantseekers
offers access to profiles of a vast range of international foundations' and corporate funders' websites. The Directory is also searchable by funder's areas of interest indexed by subject focus, geographic focus, population focus and types of support. The site also provides links to a variety of other pertinent funding and fund-seeking information.

There are several highly-advanced, interactive donor grant websites as well, but such charge a fee for use.

Other Funding Resources

Again, this section is not listed in the table of contents of this document, because of the original author's fear that, if it were listed, CBOs and NGOs would go straight to this section and make the mistake frequently referred to in this document -- write the potential funder "cold," having established no previous relationship and making a desperate plea for funds that can actually harm the organization's reputation with potential funders.

The following list is of some very large foundations and networks that may be potential funders for your CBO or NGO, as well as online directories of foundations not already listed above.

Foundations usually require ALL of the items detailed under the section called "The Absolute Essential Preparations To Solicit Donations: Details Ready to Share." Also, as has been mentioned frequently before in this document, respect the funding guidelines of these potential funders -- for instance, if an organization says it only funds environmental programs, and your organization is not an environmentally-focused organization, do NOT contact them.

AiDA (http://aida.developmentgateway.org)
Includes historical and current information on activities of the major international development donors and some civil society organizations and private foundations.

Asian Development Bank (www.adb.org)

Charles Stewart Mott Foundation, a private philanthropy based in Flint, Michigan.
www.mott.org/grants.asp

The Democracy Projects Database
http://www.ned.org/dbtw-wpd/textbase/projects-search.htm

Democracy Resource Center's 2002 Guide to
Sources of Funding in International Democratic Development
http://www.ned.org/research/funding/democracyfunding.html
offers links to more than 100 foundations and other funding organizations

Fundsnet Online Services (www.fundsnetservices.com)
a privately owned Web site created in 1996 for the purpose of providing Nonprofit Organizations, Colleges and Universities with information on financial resources available on the Internet.

Worldwide

Worldwide INitiatives for Grantmaker Support - WINGS (www.wingsweb.org)
a network of over 40 grantmaker support organizations around the world; a meeting place for those engaged in building the infrastructure to support global philanthropy. Includes WINGS-CF, a database of organizations supporting the development and work of community foundations in different areas around the world.

Africa

Southern African Grantmakers Association - SAGA (http://wn.apc.org/)

Funding Site (The) (www.thefundingsite.co.za/)
Provides a searchable online database of prospective donors and a comprehensive range of information, training, advertising and marketing services to the South African non-profit and Development Community.

Asia

Net-NGO (www.net-ngo.com/)
an online guide to NGOs in Pakistan, and offers a links to donor organizations working in Pakistan.

Asia-Pacific Philanthropy Consortium - APPC-IC (www.asianphilanthropy.org/)
serves as an information clearinghouse on the non-profit sector in the Asia-Pacific region. The website provides background information about the consortium, information about related organization, publishes an electronic Bulletin, and maintains a an on-line database of regional foundations and a database of philanthropy-related bibliography.

The Indian Centre for Philanthropy (www.indev.nic.in/icp/sicp_page_1.htm)
 founded in 1996, seeks to promote and strengthen philanthropy in India. The website provides detailed information about the Centre's initiatives and programs.

Japan Foundation Center (http://www.jfc.or.jp/eibun/e_index.html)
The website offers an excellent overview of the Japanese foundation community and trends in philanthropy, in English; and information about the Center's work and publications, and a list of links to over 170 Japanese grantmaking organizations.

Australia

Philanthropy Australia, Inc. (www.philanthropy.org.au)
the national association representing Australia's leading grantmaking private, family and corporate trusts and foundations. The website provides a wealth of information on the Association's activities, services and publications. Also included are links to the websites of Australian grantmaking organizations.

Europe

Westminster Foundation for Democracy (www.wfd.org)

the Foundation Jean Jaurès (http://fondatn7.alias.domicile.fr/affiche_site.php4) or www.**jean**-jaures.org (in French)

the Swedish International Liberal Centre (www.liberal-international.org)

the Alfred Mozer Foundation (www.alfredmozerstichting.nl)

Fondation Robert Schuman (France) www.robert-schuman.org/

The Center for Philanthropy, Ukraine (http://www.philanthropy.org.ua/)
The Center aims to promote philanthropy and strengthen civil society in Ukraine.

CSR Europe (www.csreurope.org)
the European business-to-business network for Corporate Social Responsibility.

European Foundation Centre-EFC (www.efc.be)
promotes and underpins the work of foundations and corporate funders active in
and with Europe. Established in 1989 by seven of Europe's leading foundations, the
has a membership of over 160 independent funders and serves a further 7,000
organizations through networking centers in 35 countries across Europe.

German Foundation Index (http://www.stiftungsindex.de/)
the most comprehensive resource on German foundations on the Internet. It
contains more than 150 links to German foundations' websites, a large number of
reference to international grantmakers, bibliographic information on the non-profit
sector and advice to grantseekers.

Maecenata Institute for Third Sector Studies
www.maecenata.de/centrum/datenbank.htm
maintains a database on German foundations and a database on scholarships. The
database on foundations offers you detailed information on 8000 German
foundations. A register helps you to search for appropriate grantmaking
foundations - for fund-raising and research purposes. The database on
scholarships offers detailed information to students, researchers and artists on
approx. 270 scholarship programs of German foundations.

Prince of Wales Business Leaders Forum (www.princeofwales.gov.uk/index.html)
an international not-for-profit organization founded, in 1990, to promote socially
responsible business practices that benefit business and society and which help to
achieve social, economic and environmentally sustainable development. The Forum
maintains a database on socially responsible business practice.

CCINet (www.ccinet.org/)
a unique online resource about company giving, managed by Charities Aid
Foundation. CCINet offers an international directory of Foundations, is dedicated to
promoting learning and encouraging dialogue among funders committed to the field
of organizational effectiveness.

Independent Sector (www.indepsec.org/)
a membership organization that brings together foundations, nonprofit groups and
corporate giving programs to support philanthropy, volunteering and citizen action.
The website provides information about the Independent Sector's programs and
initiatives, membership, and publications.

Women's Funding Network (www.wfnet.org/)
a partnership between women's funds, donors and allies around the world
committed to social justice. Its mission is to ensure that women's funds are
recognized as the "investment of choice" for people who value the full participation
of women and girls as key to strong, equitable and sustainable societies

South America

Grupo de Institutos, Fundações e Empresas (www.gife.org.br/)
a membership association of institutes, foundations companies' giving web pages.

www.geofunders.org
Grantmakers for Effective Organizations (GEO), an affinity group of the Council on
and corporate funders in Brazil.

North America

the National Endowment for Democracy (www.ned.org)

the International Centre for Human Rights and Democratic Development
(www.ichrdd.ca/splash.html)

Canadian Centre for Philanthropy (www.ccp.ca)
a national charitable organization dedicated to advancing the role and interests of
the charitable sector for the benefit of Canadian communities. The website has a
special section for members only. You can further find information about the
Centre's research initiatives, publications and the Centre's Imagine program.

Centro Mexicano para la Filantropía (www.cemefi.org/)
the Mexican centre for philanthropy.

Council on Foundations (www.cof.org/)
an association of American foundations and corporations. The website provides
detailed information about the Council's activities and services, a preview of the
Council's Foundation News & Commentary magazine, and an up-to-date list of USA
foundations and corporate funders with a web presence.

Foundation Center, New York (http://fdncenter.org/)
The website provides information on the FC initiatives, library services, on FC
training and seminars, research and publications, as well as on grantmakers in the
USA.

Funders' Network for Smart Growth and Livable Communities
www.fundersnetwork.org/
a focal point for foundations, nonprofit organizations and other partners working to
solve the environmental, social, and economic problems created by suburban
sprawl and urban disinvestment.

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