
Key skills for Rwandan Survivors' Charities

A guide to
Fundraising,
Monitoring and
Evaluation and
Communications

Prepared by volunteers from
the Conservative Party's
Project Umubano, for Surf, the
Survivors' Fund

Table of Contents

Foreword by <i>Stephen Crabb MP</i>	2
Preface by <i>David Russell (Surf)</i>	3
Introduction	4
Section 1: Fundraising	5
How to start fundraising effectively	5
“Knowing them”: Identifying & Targeting Donors	7
Section 2: Monitoring and evaluation	16
What is monitoring and evaluation?	16
Why monitor and evaluate?	16
What is the risk if I don’t monitor and evaluate?	17
What can be monitored and evaluated?	17
How to monitor and evaluate.....	18
Section 3: Communications	21
What are the communications channels – and when should organisations communicate with whom?..	23
Creating a successful communications plan	26
Conclusion	30
Appendix 1: Fundraising and other opportunities for local NGOs in Rwanda	31
Further Information and Acknowledgements	51

Foreword

Project Umubano is the British Conservative Party's international social action project. Over the four years we have had the privilege to visit Rwanda, doctors, lawyers, teachers and volunteers working on community and private sector projects have worked to address specific needs identified by our partners on the ground.

During the two weeks of each annual project, our doctors have treated patients in remote areas, our teachers have taught English to teachers and lawyers and other volunteers have worked on a range of individual projects. Although we realise that we can only have a limited impact over the short time we are here, our aim is always to leave a legacy that will endure for longer than our visits.

Throughout the four years that Project Umubano's volunteers have been coming to Rwanda, we have worked closely with the Survivors' Fund (Surf); in 2009 our Community Project helped people learn how to apply for jobs, and produced a guide book to a process that can be complex and daunting in any country.

All survivors' charities face financial challenges, and this year our Community Project has aimed to help those charities to get access to funds that they need if they are to continue to do their critically important work. This toolkit, combined with the workshops volunteers have run, will I hope again leave a small but valuable legacy.

Stephen Crabb MP
Project Umubano Leader, 2010

Preface

During our first meeting with the UK Conservative Party on the possible focus for Project Umubano 2010, our discussion quickly turned to the challenges facing survivors' organisations in Rwanda. Last year the group developed the Education into Employment programme, and in so doing met a number of Surf's partners. A real need was identified and expressed for more training and tools to help build capacity.

This toolkit and the accompanying workshop, delivered by Project Umubano, is a vital step along the path to which Surf is committed: to empower survivors' organisations in Rwanda to be independent and sustainable. It focuses on fundraising, monitoring and evaluation and communications, which are critical to our work together.

There is never any point at which the capacity of an organisation is built. Capacity building is a constant and ever-evolving process. It requires significant and constant investment, and by its nature involves change – never easy for any organisation. We recognise that there is always more that we can do to provide the support, resources and funding vital to this work: to build and strengthen the capacity of you, our partners.

There are always new and more effective ways of working. There are always ways we can improve our management and leadership of our respective organisations to deliver our collective mission of rebuilding the lives of survivors of the genocide in Rwanda.

The legacy of this project will extend beyond these two weeks. We will receive and plan to act on a series of recommendations of the Project Umubano team to guide our work in this area over the next year.

Since Mary Kayitesi Blewitt began her work supporting survivors in Rwanda in 1994, which led to the establishment of Surf in 1997, we have strived to build and strengthen the capacity of survivors' organisations. This toolkit is another step on that journey. And in partnership, we will continue towards that end.

David Russell
Director, Survivors' Fund (Surf), August 2010

Introduction

This toolkit is designed to be a lasting, practical complement to the day-and-a-half long workshop that Project Umubano's volunteers have presented at the end of our stay in Rwanda. As such, its aim is to crystallise and connect the basic points made throughout those more detailed sessions held on fundraising, monitoring and evaluation and communications.

It is therefore divided simply into those three constituent parts, and is accompanied by an appendix detailing the major sources of funding that Rwandan survivors' charities might consider approaching. In addition, online there will be a copy of this booklet and a series of more detailed appendices covering financial reporting as well as providing extensive example of successful grant applications, topic checklists and a number of templates. We'd encourage you to go and look at them at Surf's website.

We hope you find this guide – and of course our workshops – informative and useful.

Project Umubano's Community Project volunteers for 2010 were:

Maria Allen, Will Goodhand, Douglas Hansen-Luke, Geoff Lawler, Jo Richards, Karen Robson, Alan Sendorek, Christopher Shale, Matt Warman and Alexander Woolcombe.
Toolkit compiled by the team and edited by Matt Warman.

Section 1: Fundraising

Fundraising is the process by which organisations raise money to carry out their work. It's difficult to do well and requires skills, time and effort which are difficult for organisations to spare when they are focussed on delivering programmes that help people. Nonetheless it is essential to have clear fundraising plans because without them an organisation cannot be financially sustainable or fully independent. The aim of this section is to indicate *how* organisations looking to raise money can go about doing so. The research we have conducted indicates that there is a large range of opportunities for charities helping survivors. This is great news as it indicates that whether you need help to fund your existing programmes, or if you have ambitious plans for the future, funds are out there.

However, as you probably already know, there are certain things that potential funders need to see, to know that when they give you funds that they are investing wisely. With the help of this section, you will be able to learn more about what these organisations are looking for.

Our research has also shown that there is a wide range of organisations which have money that they want to use to help organisations doing good work in Rwanda. You may have approached some of them before, but there might be others of which you are not yet aware. In the appendix we will also help you to identify who to approach, by providing some information about each of these bodies which provide fundraising.

How to start fundraising effectively

a. “Knowing yourself”

The first key part is knowing yourself – by which we mean really knowing what your organisation is doing, how much money it is spending and where.

It may seem a little strange that we are focusing on this first of all – after all, you may think that you understand already what the organisation is doing where you work every day!

Knowing yourself is, in essence, about three key questions: *Who are we? What do we do? What do we need money for?* To raise funds from anyone you must be able to communicate to donors what you do, how you do it and why donors should fund you based on the impact you've achieved and their priorities. This should include finances – how much you spent last year and how much do you plan to spend next year: what you *have* is as important as what you *need*.

b. Really knowing your organisation

Think about your organisation: try and write down in one sentence the answer to the following question:

- i. What is the purpose of your organisation?

Now try and write down in one sentence the answer to the following question:

- ii. What does your organisation do? Can you easily describe the projects your organisation is involved in?

And finally, try and write down in one sentence the answer to the following question:

- iii. What do you plan that your organisation will be doing in one year's time? If you can, can you answer what your organisation will be doing in five years' time?

These are not the easiest questions for any organisation to answer. We hope that with the help of this document, along with the sections on Monitoring and Evaluation and Communications, that you will be able to have much clearer answers to these questions.

The more that you have the answers to these questions, the more you can be confident that you will be able to make applications for funds that are likely to be successful.

The good news is that knowing yourself is very achievable – it's simply having a clear grasp on what you do every day. Whilst it may take some time and effort, particularly on financial matters, the benefits will be clear and dramatic.

Demonstrating that your organisation knows itself enables you to identify donors best placed to fund your projects, to target them and to succeed in obtaining funds.

c. **Really knowing your financial situation**

We have heard from many donors that they require organisations to have a strong understanding – not just of what they are doing, but also of their finances.

Why is this important?

- ➔ **Donors need to know that their money is being spent well:** if your current finances are not clear, donors won't be able to establish this and will be less likely to give you funds
- ➔ **There is a big opportunity here for you:** if you know the cost of your staff, you can put these costs in as part of the funds you require (for example, if the programme you are asking for funding is going to take half the time of a staff member over the next year, then you can ask for the money to pay half of that person's salary).
- ➔ **The costs of your staff are part of what you can call in your fundraising proposals “overhead costs”.** You might also think about what other costs you might also be able to include as overhead costs – eg the office costs, lighting etc which are relevant to the staff members who the funds raised will help pay.

“Knowing them”: Identifying & Targeting Donors

Once you are confident that you 'know yourself', then you can confidently *identify* and *target* potential donors – or to put it another way, you will be able to develop a fundraising strategy.

Having a fundraising strategy is essential and should be developed before you start making funding applications. It will greatly improve your chances of raising funds, and in the long run save you time and energy by having a framework in place to use and adapt for future funding applications.

a. Developing a fundraising strategy

Before thinking about what funding sources to apply for, an organisation must determine its overall organisational and project plans, often called a strategic plan. This is a formal expression for what we discussed in Section 1 – in essence, it is about knowing yourself: knowing your organisation. A good strategic plan will set out your organisation's mission and vision, aims and objectives, specific projects, required resources and total costings - taking into account all the overhead costs as well as project costs.

i. You must be able to make a case for support

Information in a detailed brochure, annual report or website can help you make a case for support that explains why donors should give to your organisation and *how* they can best help. Any statement needs to be concise, coherent, urgent and motivating. It will communicate:

- The organisation's mission statement and its activities.
- What the organisation's needs are: why is it important and urgent? Use facts and figures.
- Explain how your organisation meets the needs of beneficiaries.
- Brief history or recent successes of your organisation.
- How much money are you trying to raise in total?
- How will the donor make a difference? Show how a potential gift will translate into a tangible benefit.

ii. Identify potential funders and funding sources:

See Appendix 1 on "Major International Funding Sources in Kigali" – there are many other potential sources – private sector, foundations, individuals, diaspora etc. With so many possibilities it's important to prioritise.

Create a pyramid of funding sources ranked by the amount you are seeking. This will give you a ready sense of the extent to which you are reliant on each source. As it is

unlikely that you will be successful with every application it is important that you are making enough applications at regular intervals.

Understand the funders: What monitoring requirements come with the funding? It is vital to ensure that you do not become funder-led instead of driven by your own mission and objectives. Every application will, naturally, have to be tailored to each funder but guard against distorting your plans and drifting from your original mission.

Remember, the fundraising strategy is an integral part of the strategic planning process. And if at any stage of this process you are unsure whether a particular funding source is right for you, pick up the phone and ask them. Human contact is nearly always a positive in fundraising.

iii. Sell an investment opportunity

Offer funders the opportunity to contribute to and, more than that, be a part of the successful society-enhancing role that your organisation performs so well. Survivors' groups do amazing work – be proud and confident of the work you do. Instead of meekly asking, be clear about your value and offer donors the exciting opportunity to share in it. Beneficiaries are seeking a hand up not a handout.

iv. Understand funders' strategic aims and objectives

Don't send unsolicited proposals. Donors are very unlikely to fund them. Don't waste time on applications for funds for which you do not qualify. Every funder always expresses frustration and amazement at how much time is wasted by organisations following forms incorrectly, or applying for funding for which they are ineligible. Beyond checking carefully on eligibility criteria, do you understand funders' priorities? Funders and the funded want the same thing: to deliver on objectives in helping make a difference while demonstrating that your programmes are helping funders do their job more effectively. When making applications always have the funder's perspective clear in your mind. Why should they fund you rather than someone else? Because you fit closely with their strategic aims and objectives.

v. Know yourself: be clear on your own strategic objectives

In the first few lines of any application form you must explain very simply who your organisation is and what it does before moving on to describing the particular project's aims and how they will be realised. To do this you must firstly be very clear yourself about your vision, mission, aims and objectives. Do not assume the funder knows anything about your organisation. Clarity of mission needs to run through a funding form like bright red thread.

As former US President Bill Clinton had inscribed above the desk in the Oval Office: KISS – “Keep It Simple Stupid”.

vi. Explain what you do: be very clear on your operational plan

It is essential that you demonstrate that aspirations have been carefully thought through and worked up into a pragmatic operational plan, and in particular that the financial plans stack up. Ensuring that all the organisation's costs are included in the application is fundamental to the sustainability of the organisation.

Include the full overhead costs such as: the cost of management and leadership and support functions – the price of premises, financial and personnel management. This is essential to the sustainability of organisations in providing goods and services.

Be careful not to undercost the project and remember to be careful to take full account of ongoing revenue and not simply focus on capital and start-up costs. When costing you need to be specific, comprehensive and realistic. And remember to include in-kind support. For example, if you have been given the hire of a venue for free spell out that cost-saving – this helps to demonstrate that your application represents value for money.

vii. Success sells more than sympathy

Spell out and sell the benefit – both of future work and of your track record.

Demonstrate past successes. Quality project planning and costings will also demonstrate credibility. In addition to the project's aims and operational plan does your

application demonstrate that the organisation has the capacity and capability to deliver it?

Here are some key points to remember:

- Don't just make an application(s) – develop a relationship.
- Treat your funders as a business would treat its customers.
- **Finally: Fundraising is hard. Successful fundraising is not magic: it is hard work on the part of people thoroughly prepared.**

b. Implementing your fundraising strategy

“Call us up. Come in and meet us. Get to know us. Tell us why we need you.

Talk to us about the funding you need. Sell to us!”

Advice from an international donor – based in Kigali

As these words from a major international donor demonstrate, there is a big opportunity to get to know the people who can give your organisation money. Here are some key points which will help you implement your fundraising strategy.

i. Getting to know them

Why is this important?

By meeting donors like the person quoted above, there is the opportunity to talk to them and learn more about what they want to hear from you in order to give you money. By really understanding what they need, you can avoid wasting time preparing proposals that do not match with donors' needs.

The truth is: you do great work. But sometimes, in order to persuade donors, you will need to present that work in a certain way. By meeting with donors and getting to know

them, you will be able to understand how to describe what you do in a way that is most likely to make you successful in getting funding.

ii. Knowing their timetable

Once you start to get to know donors, you will start to understand more about the timetable for applying for money. By this, we mean that different donors may accept proposals at different times of the year, for different things.

If you are close to the donor, and have got to know them, you can then ask them when they will be inviting proposals, and for what types of activities. It may be that some donors have a lot of money to spend at one particular part of the year, whereas others may have money to give out throughout the year. By meeting and talking with donors, you have the best chance of knowing when the big opportunities for your organisation are likely to occur, and the chance then to put in an application which is likely to succeed.

Online, you will find a list of **Guidelines for a Great Meeting**, which will help you to plan and then meet with a donor, and make sure that you make the most of the opportunity to really get to know them – and, of course, to help them get to know more about you and your organisation.

iii. Getting towards a “Funding Calendar”

A key goal from conversations with donors should be to understand the dates in the coming year when they will be looking for proposals from organisations like your own. In this way you will be able to put these dates into a “Funding Calendar”: knowing what you need to do at each point of the year to win funding from these organisations.

This may sound like hard work. However, it will ensure that the efforts that you do make will be considerably more effective. For example, by planning in this way, you will have no need to send unsolicited proposals to donors, i.e. a proposal which the donor has not invited.

iv. Develop a relationship, before you submit an application

Donors do not want unsolicited proposals. Why is this? The reason is that unsolicited proposals are very unlikely to match with the donor's goal/ mission.

v. Writing a Proposal

a. Apply where appropriate!

Spend time talking to donors and learning to understand them, but don't waste time on applications for funds for which you do not qualify. As we said earlier, funders always express frustration and amazement at how much time is wasted by organisations following forms incorrectly, or applying for funding for which they are ineligible.

b. Tailoring your proposal

In order to succeed in getting funds, you must address your proposal to the requirements of the donor. They may be specific about these in the document inviting the proposal but by having conversations with donors, you will probably also have learnt things that you would not otherwise have known, which could be very important to include in your proposal.

When making applications always have the funder's perspective clear in your mind. Why should they fund you rather than someone else? To convince them of this, you need to show that you fit closely with their strategic aims and objectives.

If you are unsure whether a particular donor is right for you, why not telephone the donor and ask?

c. Successful proposals (what are the common factors in success?)

Different donors will have different requirements of you. When you write a proposal for these donors you will inevitably change what you say to meet that donor's requirements. You will find in the online Appendices some examples of proposals which have been

successful, and you will notice that they are quite different from each other – by necessity, because the organisation has been answering the questions that the donor has asked regarding that particular funding application.

However, there are certain things which successful proposals tend to have in common. We have set these out below in the form of a checklist, so that when you are putting together a proposal for funding, you can look and check that you have covered the important aspects which will make sure that your proposal has the best chance of success.

i. Addressing the particular challenge

Successful proposals are tailored to the specific requirements of the donor, and the donor's requirements in this particular case.

ii. Explaining what you do in the context of what the donor wants to hear

By paying close attention to what the donor is looking for, you can explain what you do in a way that fits well with the donor's requirements.

iii. Being very clear in the introduction of your proposal about what you will do if you receive the funding

Often, the best way to do this will be to express this in three key paragraphs, or points. You might find it helpful to think about how you can express what you want to do if you succeed in getting the funding in three key points. It is easy then for you to be clear about what you want to do, and for the organisation to see the value of what you are proposing.

iv. Including clear financial plans

Nothing will give the potential donor more confidence in you than seeing that you have clearly costed out how their money will be spent. This is your opportunity to ensure that you have included all the costs to your organisation. This is what is often called full cost recovery. In many ways, this is your key to a sustainable future, whereby you can include the cost of employees whose time will be spent working on the project. You

must be clear how much of your project you want the donor to fund – is it 100% or 50% etc.

v. Being very clear about what you will achieve if you receive the funding

Successful proposals are those which are very clear about what will be achieved by the project. Include the number of people you expect to be able to help, and the date by which you expect to achieve this impact.

Section 2: Monitoring and evaluation

Significant amounts of money are available for community organisations to assist them with their valuable work. Criteria for funders' applications vary but all require effective monitoring and evaluation to demonstrate the impact of the funding and to ensure the funding is used appropriately.

In order to know what impact you are making you need to monitor and evaluate your work.

What is monitoring and evaluation?

- ➔ Monitoring involves gathering information systematically about the progress of your project or organisation.
- ➔ Evaluation involves judging the successes and failures of your project or organisation against targets, based on an analysis of your monitoring information.

Why monitor and evaluate?

- ➔ M&E is an essential requirement of any project. It helps you achieve your aim by:
 - Obtaining funding
 - It can be used to attract donors demonstrating what you have done
 - It can be used to plan future ideas
 - It can improve the quality of your work

In many organisations, “monitoring and evaluation” is something that that is seen as a donor requirement rather than a management tool. Donors are certainly entitled to know whether their money is being properly spent, and whether it is being well spent. But the primary (most important) use of monitoring and evaluation should be for the

organisation or project itself to see how it is doing against objectives, whether it is having an impact, whether it is working efficiently, and to learn how to do it better.

What is the risk if I don't monitor and evaluate?

Not monitoring and evaluating your project could leave you and your organisation open to allegations of fraud, waste and abuse and you could lose funding. Some funders may demand their funding to be repaid if the organisation is unable to account for its expenditure and demonstrate its use. There are many examples of fraud, waste and abuse in international aid and development and these are usually down to poor accounting, auditing and record keeping. Remember the reputation of your organisation is at stake – one poorly monitored and evaluated project could damage the ability of your organisation to undertake further work and obtain additional funding. On the other hand doing M&E well could attract donors and funding and enable your organisation to achieve more.

What can be monitored and evaluated?

There is a wide range of information you can monitor and evaluate. This can include:

- ➔ **Inputs** eg a volunteer's time or checking how much money/time you have spent on a project and comparing against what was planned
- ➔ **Activities** eg planning a new service or checking how much time staff spend on a project
- ➔ **Outputs** eg the service you deliver or who is accessing services
- ➔ **Outcomes** eg a new website or how many widows have you helped compared to what was planned
- ➔ **Satisfaction** eg how satisfied your survivors are with a service or how happy users are/what could be better

It's impossible to measure and assess everything you do, so it is important to think carefully about what information you actually need in order to demonstrate your impact.

Different people within your organisation are likely to need information about different things, and different levels of detail too. A staff member who delivers counselling may need information about the detailed outcomes they are achieving with their clients. Their manager may need summary data about the number of sessions, the types of clients, and the outcomes from all the counsellors. Meanwhile, the trustees may need just a single statement about whether the counselling service is behind schedule, on track, or exceeding its outcomes targets.

How to monitor and evaluate

To make the most of funding opportunities your organisation needs to be prepared and have all the key documentation to hand ready for funding opportunities when they arise. The documents should be regularly reviewed and produced within your management cycle. As a minimum the following are required to support a funding application;

- ➔ Strategic Plan (approved). This should be the plan for the next 3+ years.
- ➔ Project Action Plan
- ➔ Annual Report
- ➔ Financial Report
- ➔ Procedures Manual

These reports are standard requirements for all international NGO funding, so can be reused for multiple applications with minor amendments.

i. Action Plan

This should be the detailed plan for the project (see template at Appendix X). It is important to include the key headings and regularly review the plan and update progress.

Targets should be developed using SMART.

Specific

Measurable

Achievable

Realistic

Time limited

ii. **Annual Report**

This should report on the activities of the previous 12 months of your organisation. Annual reports come in all shapes and sizes. They don't need to be expensive, glossy brochures, but must include the following key sections;

- ➔ Information about the organisation
- ➔ Director's Report
- ➔ Highlights of the previous year (successes and challenges)
- ➔ Summary of activities of previous year
- ➔ Future plans
- ➔ Risk Register
- ➔ Financial Review
- ➔ Financial statement

The Surf Annual Report is a good example of how to present this information. When producing your annual report remember that this will be looked at by potential funders. They will want to be clear about what your organisation has done and how you have gone about it. If possible try and make your report as visual as possible using photographs and case studies. Think about how funders will access it. Hard copies are necessary, but if you can include it in your website too to communicate your activities to future possible donors.

It can be tempting to leave the writing of the annual report to the last minute but a good annual report will be developed over the year and include all your staff. Almost everyone in the organisation will be involved in the data collection and production.

This includes:

- The administrator who takes minutes at a meeting or prepares and circulates the attendance register;
- The fieldworkers who writes reports on visits to the field (see Appendix X for Field Visit template);
- The bookkeeper who records income and expenditure.

It is important that everyone is clear about their role and responsibilities and what information is needed. Clear objective setting, regular team meetings, and personal and project reviews are essential.

iii Financial Report

Financial reporting is needed to ensure the organisation is financially sustainable, that funds are being used efficiently and expenditure is under a control. It will also demonstrate to donors that you are financially stable with a track record of good financial management, and establish trust.

The end result is that if you are fulfil the above, you will encourage funders to give money knowing it will be used efficiently and effectively.

For more detailed information on how to compile a financial report, see online appendices.

iv Procedures Manual

This is a manual including key policy documents eg a child protection policy, equal opportunities policy, vulnerable adults policy etc. Some funders will request additional ones, eg HIV in the workplace, disability, environmental, organisational management charts etc. Many funders will require these to demonstrate that your organisation is responsible and takes actions to mitigate risks.

These policies should be developed, written and shared with staff (including all volunteers). There are numerous examples of existing policies available to tailor to your requirements and make relevant to your needs, but it's important that they are followed and kept up to date.

Section 3: Communications

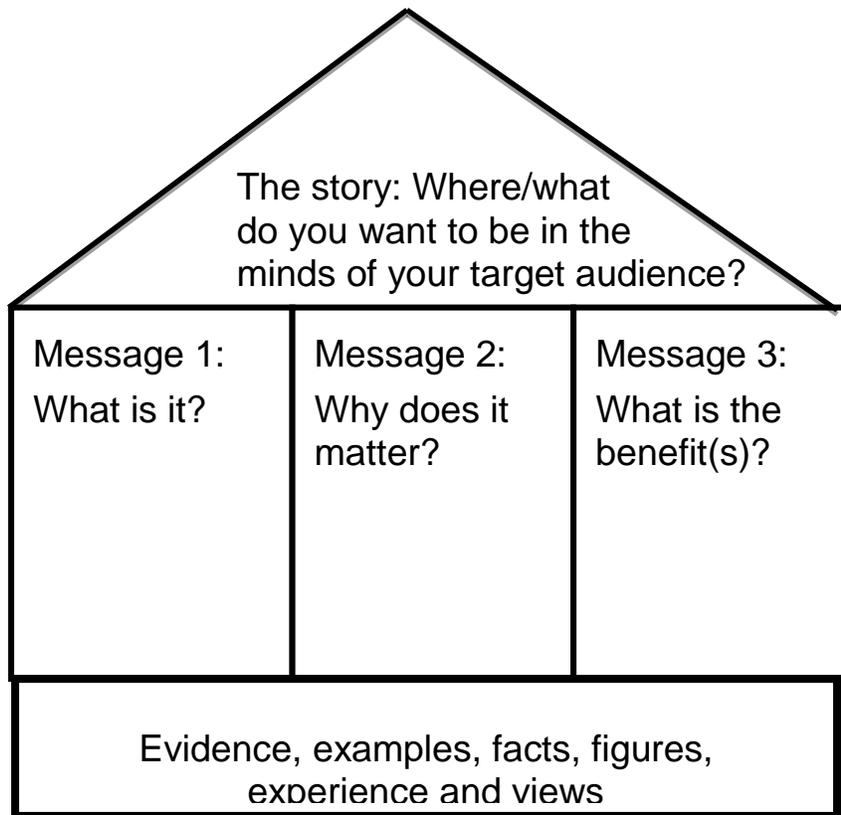
Effective communication is all about conveying your messages to other people clearly and unambiguously. By successfully getting your message across, you convey your thoughts and ideas effectively. When not successful, the thoughts and ideas that you actually send do not necessarily reflect what you think, causing a communications breakdown and creating roadblocks that stand in the way of your goals – both personally and professionally.

Being able to communicate effectively is therefore essential. To do this, you must understand what your message is, what audience you are sending it to, and how it will be perceived. You must also consider what is going on in the wider world, to make your communications as relevant as possible.

The most important component of a communication strategy is the objectives. It is important to ask:

- ➔ Who is important to your work and where do you want to be in the minds of people you are writing to (target audience)?
- ➔ What is your goal as an organisation?
- ➔ Why does your organisation and your work matter?
- ➔ What are the benefits of your work?

Once this has been established, a simple tool to develop your messages is through populating a “message house” (see below).



Please note: the above 'message house' is a proprietary tool developed by Burson-Marsteller and should not be distributed to any third parties without prior approval.

The “message house” enables easily understandable, consistent and memorable messages to be developed about your organisation.

From this, information about your work and activities can be easily created such as through the creation of a website/Yahoo Group, information presentation, newsletter or communications plan.

In order to inform your target audience of your activities it is crucial to have a website or to have information online about your organisation in the format of a Yahoo/Google group, or on a donor website such as Just Giving, which helps to raise money for charities and NGOs (see: <http://www.justgiving.com/>). This is vital since the first place

that individuals will look to find out more information about you is online.

In addition, it's very important to have easily understandable information about you that can be given to donors, partner organisations, politicians or others. The easiest format for this tends to be in the form of an "information presentation" that provides slides about the background and objectives of your organisation as well as the team structure, existing and future projects and examples of best practice case studies. All this will make it easier to understand your organisation and provide evidence as to why your target audience should support or donate to your organisation.

Email distribution lists and regular newsletters are another extremely effective means of reaching individuals, donors and groups. If you do not already have an email distribution list, then it is essential that you set one up. It is also highly advisable to create a monthly or quarterly newsletter that can be sent to your target audience, keeping them informed about your activities and making it more likely for them to donate/support you in future.

What are the communications channels – and when should organisations communicate with whom?

Traditional communications channels include communicating via newspapers, TV and radio in addition to face-to-face meetings with donor organisations, industry groups, charities, the private sector, politicians, journalists and others. This activity has increasingly been supplemented by online communication channels including via blogs and social media platforms such as Facebook, Twitter, LinkedIn. It has therefore become crucial for organisations to have an online presence either through the creation of a formal website or more informal blog or Yahoo/Google Group.

A lot of thought and research should go into understanding the particular audience you want to communicate to whether it is donor organisations, other charities and NGOs, the private sector, the media or politicians. The better you understand the audience you want to address the better and more cost effective it will be to reach them. If the organisation understands the target audience and their interests, it is more likely to be

able to engage the target directly and convincingly.

When deciding to engage with a particular target, you should ask yourself:

- ➔ Who is the message for? (Donors, the media, partner organisations etc)
- ➔ How can the audience access the communications? (Are they likely to have internet access? Do they read newspapers?)
- ➔ What is the profile of the person to whom we're speaking? (Age, gender, income, location, networks, job-type, education level, access to communication channels)

To simplify this process, the ongoing development of a “contacts list” with details about the name and title of the person, their organisation, interests, contact details, level of relationship and action required is very important. An example of the initial stages of a contacts list can be found below (this should be much more detailed in reality).

Name and title	Organisation	Email address	Telephone number	Interests	Existing relationship? (Yes/No)	Action to take and follow-up
Local organisations						
David Russell, Director	SURF	david_russell@nyu.edu		Supporting survivors	Yes	Add to email distribution list/send monthly newsletter/regular update meetings
International organisations						
Brian Fink, Head of Programmes	USAID Rwanda	kigali@usaid.gov	+250 252 596800	Local expertise in health, family planning, nutrition, maternal and child health, agriculture finance, education, democracy and governance		Arrange introductory meeting
	UNDP	registry.rw@undp.org	+250(0)252-590400	Poverty reduction, democracy, aid		Arrange introductory meeting
Hiroshi Murakami, Local coordinator	Japan International Cooperation Agency (JICA)		788301731	Human resource development, rural development, economic infrastructure		Arrange introductory meeting
Local and international media						

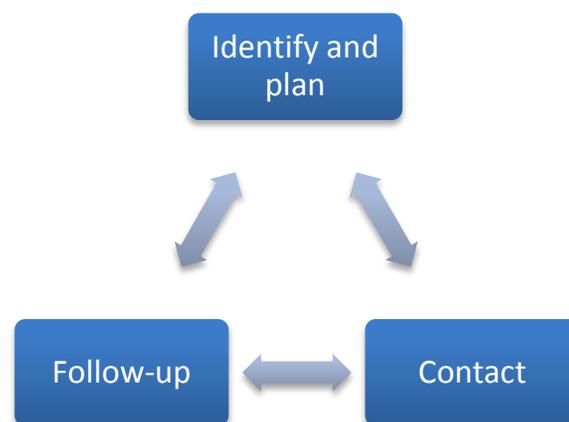
Example of contacts list

The following stakeholders are likely to be of particular importance to you:

- Beneficiaries
- Donors (current, previous, potential)
- Government (ministries, district authorities)
- Partner organisations (those delivering services to their beneficiaries)
- Other survivor's organisations
- Media
- Board (Trustees or equivalent)
- Staff

Ongoing contact with your target audience is crucial to success!

The below diagram illustrates the ongoing process of *identifying* your target audience, *planning* in advance what you want to communicate, *contacting* the individual/organisation and *following up* after the meeting. Following-up or contacting the person after the meeting is almost as important as the meeting itself! It demonstrates professionalism and helps to keep your organisation top of mind.



Engagement process

Creating a successful communications plan

The purpose of a good communications plan is to facilitate dialogue between the organisation and its target audiences and to understand how it can be made better over time. It also allows the organisation to plan its activities in advance, meaning that they are more likely to be delivered in an effective and consistent way. A good plan allocates staff time and resources in advance and allows fundraising activities to be prepared for to enable successful financial management and cash flow.

The diagram below shows the five “steps to success” that an organisation can use to create and implement the plan.



'Five Steps to Success'

a. **Timeline, goals and tasks**

It's crucial to note that the plan should include a timeline of activity with assigned tasks to members of staff and regular reviews of progress and activity.

Break your organisation's goals into strategies and then into tasks. This is a critical step. The overall goal must be broken into small tasks that can be assigned to a staff member.

From this, a timeline should be created that is broken into days and includes all the required tasks along with the estimated time they should take. This will immediately show whether it is possible to achieve all that needs to be done within the allowed time. It also provides a way of knowing whether the plan is on-track at any stage and which areas of the plan are behind schedule or need funding.

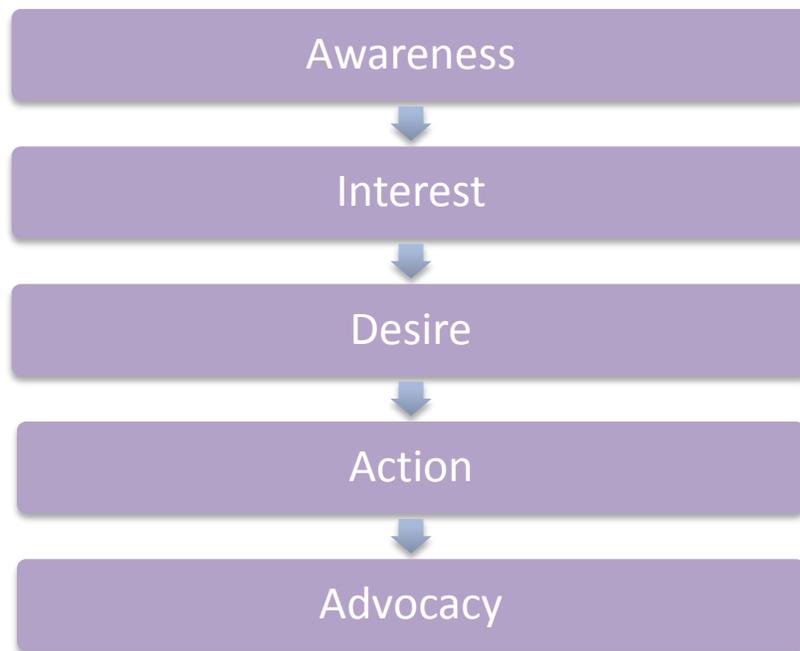
Assigning each task to a staff member ensures that nothing gets forgotten and that everyone knows exactly what they need to do and when they need to do it.

One person in the organisation should be assigned responsibility for the overall plan and tracking its progress. This person should review the plan frequently and check that tasks are being carried out or that any problems are identified. This person should also be responsible for monitoring the success of the activity and for alerting the team if anything is going wrong. Frequent and clear internal communication is vital for the successful execution of the plan.

For some smaller organisations, the amount of detail recommended above for creating a communications plan may appear to be too time-consuming and over complicated. However, such an approach will help guarantee success in achieving an organisation's communications goals, increasing funding and helping the benefactors of the organisation and its staff.

b. Implementing the communications plan

When executing the plan and communicating to other organisations and individuals, in general the conversation is likely to be in one of five stages: awareness, interest, desire, action and advocacy (source: *How NGOs can create effective communications plans* by Mike Hughes). The goal of the communications plan should be to move the audience from one stage to another.



'The five stages of communication'.

(Source: 'How NGOs can create effective communications plans' by Mike Hughes)

1. Awareness

This is the initial phase. At this point, the audience is unaware that the organisation exists, much less what its purpose is. Communications goals for audiences at this stage should centre on informing the audience about the vision and goals of the organisation and the services it provides. This is a challenging phase since the average person is being overwhelmed with a constant stream of hundreds of messages competing for their attention.

2. Interest

Once the audience is aware of the organisation at a basic level, the organisation must be able to engage their interest. This is achieved by ensuring that the message is relevant to the audience. For example, the person to whom the message is directed might be looking for expertise/knowledge on a gender-based violence issue or housing cost issue. The only predictable way to engage an audience's interest is to understand as much about them as possible and to engage with them directly on their needs.

3. Desire

This phase of the communications is required if the organisation has a specific call to action/campaign that they would like the audience to complete eg donate, contact the organisation, visit a website, download an information presentation etc. In this phase, it must be made clear to the audience that there is a real benefit to them by engaging with the organisation ie they will find the help they need for themselves or for someone else; they can help someone in a bad situation etc. The communication goal in this phase is to make it clear that the organisation is offering a real solution.

4. Action

This phase aims to make it as easy as possible for the audience to actually complete the call to action. At this point, the audience has already decided to engage with the organisation and it's simply a matter of offering them easily accessible ways to do this and removing any lingering blockers (eg "I don't have Internet access " – offer a phone number or "I don't have time" – offer a text-based response).

5. Advocacy

One final goal of the communications plan is to have the audience work on behalf of the organisation by carrying messaging to their own networks of friends and colleagues. Due to the popularity of email and the rise of online social networking sites such as Facebook and Twitter, this has become more effective than ever. This step is simply to look at all the possible ways in which the organisation's message can be carried beyond the obvious channels. This could also be through alliances with other networks such as the church, local schools, SURF, USAID or the Clinton Foundation.

Conclusion

Many of you reading this document may have found that you are familiar with much of its contents already. Our hope is that by gathering diverse information in one place, it's possible for you to see the connections between fundraising, monitoring and evaluation and communications. Getting all three simultaneously right will create a virtuous circle for your organisations.

And any strengthening of your organisations' positions will further improve the impression you make when you contact the donor organisations listed in the following appendix. As we have tried to make clear throughout this document, there is money and goodwill that is already out there. We hope that the work of Project Umubano helps, in some small way, to allow you to make sure you get access to as much of it as possible.

Finally, everybody involved in Umubano's 2010 Community Project would like to thank all those charities, organisations and individuals who have helped us to compile this document. It has been a privilege to work with selfless individuals, all of whom are doing such fine work under circumstances that are often challenging. We look forward to continuing to support you in the future.

Project Umubano Community Project 2010

Appendix 1: Fundraising and other opportunities for local NGOs in Rwanda

This information is intended as a basic guide to the major international donors operating in Rwanda and will require deeper investigation.

There is a section for each donor entitled 'opportunities' but it would be advisable for those using this guide to identify possible opportunities or mutual interests and objectives, and then investigate more closely the possible areas of cooperation or targets for funding proposals as this document is simply a starting point.

Many bilateral partners offer Rwanda budget or programme support and therefore operate through the Government and its relevant ministries. However, some (eg US) do not operate through direct budget support and are open to funding applications or partnerships with local NGOs. DFID's main financial support to Rwanda is direct budget support but even here there is a small discretionary fund.

International NGOs often operate their own projects but many have funds available for local NGOs who have corresponding aims and objectives and expertise in delivery in specific areas. Not only do they give funds or grants but often they are open to partnerships with local NGOs. This also applies to major Funds and Foundations.

Success in accessing these resources depends crucially upon the three main areas of this year's Project Umubano Community Project Booklet. These are Communications (in targeting donors and building relationships with them), Fundraising (techniques for accessing funds) and Monitoring and Evaluation (as all these donors require strict and precise accountability).

This section is divided into:

- Bilateral Partners
- International NGOs
- Funds and Foundations

Bilateral Partners

UK (DFID), US (USAID), EU Commission, Germany (DED), Belgium (CTB / BTC), Canada (CIDA), Japan (JICA), Global Fund, World Bank.

International NGOs

Oxfam, International Alert, Save the Children, CHF, Action Aid, Christian Aid, CAFOD, CARE, PLAN, Concern, Rwanda Development Trust, Rwanda Aid, ONE.

Funds and Foundations

The Bill & Melinda Gates Foundation, The Clinton Foundation / Clinton Hunter Development Initiative, Charlotte Wilson Memorial Fund.

Needs further investigation:

Nordic Development Fund
OPEC Fund for International Development
Africa Development Bank
Public Sector Capacity Building Project

BILATERAL PARTNERS

Name: DFID (UK)

Website: <http://www.dfid.gov.uk/Where-we-work/Africa-West--Central/Rwanda/>

Address in Kigali: British High Commission, Kacyiru-Sud, BP 576

Personnel: Elizabeth Carriere, Head of DFID Rwanda and Burundi

Annual spend in country: (08/09): £70.1 million

Aid by sector: education (38%), governance (25%), growth (15%), other social services (13%), health (7%), other (2%).

Overview: Because of the Rwandan Government's transparency and accountability, the UK Government assistance / aid to Rwanda is able to happen directly through the Rwandan Government. Therefore the preferred contribution to Rwanda by DFID is through direct budget support, followed by sector budget support, and occasionally through particular programmes or projects although this is rare.

Opportunities: There is very little opportunity for local NGOs or Associations to work with DFID unless it is through Government tenders.

The British High Commissioner does have a small discretionary budget for small local projects. Although this budget is restricted the High Commissioner's office will be pleased to receive proposals for consideration.

Name: USAID

Website: www.usaid.gov/rw

Address in Kigali: US Embassy, 2657 Avenue de la Gendarmerie (Kacyiru).Tel: (250) 252 596 400

Personnel: Bryan Fink, Head of Programmes

Annual spend in country: \$200 million US (set to increase by \$50m in 2011)

Overview: Almost all projects are designed by USAID based on the desired outcomes / 'deliverables' and then a tender is issued for a local business or NGO to bid for.

USAID works in predominantly healthcare in Rwanda which takes 75% of the budget. The specific areas are HIV / AIDS, maternal and child health, malaria, nutrition and reproductive health. 22% of the budget goes on economic growth of the agriculture and private sectors. \$5mUS annually goes on education in Rwanda and another \$5mUS on democracy and governance including rape clinics, gender based violence and land conflict mitigation.

In most instances a contract is issued by the US Government and posted online at <https://www.fbo.gov/>.

It is also possible to apply for grants from the US Government here: <http://www.grants.gov/>. The HED programme is also an opportunity for partnering educational institutions and more information can be found here: <http://www.hedprogram.org/WhatWeDo/tabid/56/Default.aspx>

There are also opportunities for partnership on specific projects or core grants from USAID. These are referred to as Grants and Cooperative Agreements (Assistance).

Finally the Ambassador has a small self-help fund for local organisations with a maximum donation of \$10,000US. This has the purpose of providing financial assistance to small, community-based projects. Every project requires a strong element of community involvement, and must be completed in one year or less. Project proposals are accepted throughout the year on the last Friday of each month at the Embassy, and grants are awarded in June each year. The guidelines, application form, and additional information on the U.S. Ambassador's Self-Help Program, including the Self-Help program for HIV/AIDS, can be found at: http://rwanda.usembassy.gov/self_help.html.

Opportunities: Because USAID does not operate through direct Government budget support but through particular projects or programmes it is open to proposals that are in line with its priorities for aid in Rwanda.

These are referred to as Grants and Cooperative Agreements (Assistance). Bids for these need to fulfil certain criteria, not least that the partner must meet Rwandan Government requirements and registration for NGOs and also need to be able to demonstrate ability to meet the 'deliverables' of the specific project. USAID will work with anyone who can meet these requirements but do demand a high level of evaluation and monitoring. A guide to applying for funding is found at this website http://www.usaid.gov/business/business_opportunities/.

Name: Delegation of the European Union to Rwanda

Website: <http://www.delrwa.ec.europa.eu/en/index.htm>

Address in Kigali: Aurore building, 1807 Boulevard de l'Umuganda. Phone: (+250) 252 58 57 38/ 39/ 40

Email: delegation-rwanda@ec.europa.eu

Personnel: Head of Delegation, Michel Arrion

Overview:

The EU contributes general budget support for Rwanda and is intended to consolidate and advance the gains made in the provision of basic services, particularly in education, health and water. The Budget Support Programme will continue to support economic and institutional reform, aligning with the Economic Development and poverty Reduction Strategy (EDPRS).

Sector support from the EC in specific domains will be reserved for two focal areas: rural development (focal sector I) and infrastructure for regional interconnectivity (focal sector II). Both of these domains are central to the theme of pro-poor economic growth and rural economic development. The overall objective of EC cooperation in the these two focal areas is mainly supported by sector budget support and project support.

Outside the focal sectors, support will be made available for programmes to strengthen the rule of law and to support economic and financial management, trade and regional integration and development of the private sector.

Opportunities:

The EU works in supporting the development of a competitive private sector through a conducive environment and the intention is for non-state actors to be involved in all areas of intervention wherever possible. Good governance, gender balance, and the environment will be cross-cutting issues across the whole of the programme.

About 3% of the budget is spent on work with NSAs and is mainstreamed across all domains such as capacity building, innovative approaches, advocacy, monitoring, pilot projects, and support for the private sector (including the cooperative movement). Specific allocations will be included in relevant programmes, with call-for-proposal mechanisms to allow non-state actors to participate. This needs more investigation.

Name: German Development Service (DED)

Website: <http://rwanda.ded.de/>

Address in Kigali: Akagera Road, B.P. 186. Tel: +25 252 576348

Personnel: Country Director – Eva Gmelin

Annual spend in country: See below – assistance is not simply by donations.

Overview:

DED operates by placing professionally experienced and socially committed specialists at the disposal of developing countries. It supports local organisations and self-help initiatives by counselling, financing small programmes and promoting local specialists.

DED has no projects of its own, but reacts on request of partner organisations in the host countries. The projects which DED supports in the developing countries are organised according to fields of co-operation: training in technical skills and trades; agriculture, forestry and natural resources management; health; general education; building and housing development; community development; small businesses, management and administration.

The main areas of work for the DED in Rwanda are:

- Democracy: public administration and promotion of civil society democracy.
- Health Sector: basic health services, reproductive health & HIV/AIDS prevention.
- Sustainable Economic Development: private sector support & vocational training.
- Civil Peace Service

Opportunities:

DED partners are Governmental and para-governmental organisations, local government units and regional institutions, non-government organisations and citizen's organisations, educational institutions, private business associations.

It is possible to apply for deployment of one of the DED experts. If you are in charge of an organisation as listed above and you are active in the field of:

- Decentralization Process, Civil Society
- Health, Family Planning and HIV/AIDS
- Public Private Partnership
- Vocational Training and Promotion of Economy
- Civil Conflict Transformation and Human Rights Issues
- Reconciliation Process
- Management of Natural Resources

If you have a need for a particular expertise which you have not found so far and you have the means to support the work of the expert.

Name: The Belgian Technical Co-operation (CTB / BTC)

Website: <http://www.btcctb.org/countries/rwanda>

Address in Kigali: Rue de Nyarugenge, B.P. 81. T: + 250 252 57.55.51/52/53.

Kigali@diplobel.fed.be

Personnel: Antoon Delie, Minister Counsellor in charge of Development Cooperation

Overview: The Belgian Technical Co-operation (CTB / BTC) is a public company of people committed to execute development actions that enhance sustainable human development

throughout the world. In partnership with the Rwandan Government, the CTB contribute to the efforts of the international community to reduce poverty in Rwanda.

The CTB uses budget support, project support, programme support and also executes a micro-projects programme. To look at some of their projects go to <http://www.btcctb.org/node/29/projects>.

- In the health sector, the CTB aims to develop access to primary healthcare through the construction and rehabilitation of infrastructure and through institutional strengthening of the healthcare system.
- BTC supports justice by strengthening institutional capacities and by supporting the justice reform.
- For rural development, many projects are underway in agriculture, water and sanitation, and rural energy.

See this website for examples of their development work in Rwanda so far:

<http://www.diplomatie.be/kigali/default.asp?id=29&ACT=5&content=13&mnu=29>

On their website there is also a section containing tenders in various countries including Rwanda.: <http://www.btcctb.org/tenders>.

Opportunities:

The micro-project programme aims at participating to small-scale development initiatives that foster self-sufficiency and originate from the most disadvantaged groups in society.

The general objective is to encourage sustainable economic, social and cultural human development by strengthening the social fabric in the partner country.

The programme wants, more specifically, to help legally established or de facto groups and associations, which

- emanate from civil society and local authorities (villages, communities, etc.),
- aim at developing their own community, and
- show that they have the capacity to identify and execute themselves the micro-intervention that they propose and to acquire more autonomy, which enables them to take the development of their own community at heart more easily.

Funding applications for micro-projects must be submitted to the Belgian Embassy.

Name: Canadian International Development Agency (CIDA)

Website: www.cida.gc.ca

Address: Canadian Embassy in Kenya (although there is an office in Kigali which I can't find)

Overview: Rwanda is not one of CIDA's 20 priority countries but it does operate here. In 2004-05, as part of its Debt Relief Initiative, Canada cancelled Rwanda's bilateral debt of \$3.2 million. In May 2005, CIDA approved a new Country Development Programming Framework (2005-2011) for Rwanda. In accordance with the Government of Rwanda's established priorities, CIDA

aims to focus its support on rural development, specifically rural development and local governance.

The key objectives of this framework are:

- Rural development
- Local Governance
- Gender equality, HIV/AIDS, and the environment

Opportunities:

CIDA aims to support rural development in ways that create jobs, rebuild infrastructure, and modernize the rural economy. It also aims to strengthen local governance, especially the capacity of decentralized local authorities and rural associations. Environmental sustainability and preventing HIV/AIDS are integrated into all initiatives, as these themes are critical to the success of rural development and governance. CIDA also aims to assist Rwandan organisations to promote equal rights and equal participation for women and men in rural development and local governance.

Requires more investigation.

Name: Japan International Cooperation Agency (JICA)

Website: <http://www.jica.go.jp/rwanda/english/>

Address: Ebenezer House, Umuganda Boulevard, P.O. Box 6878 Kacyiru.
0788301731/32/23/35

Personnel: Hiroshi Murakami, Resident Representative

Overview: In close partnership with the Government of Rwanda, JICA currently focuses its development activities in the three priority areas:

- Human Resource Development
- Rural Development
- Economic Infrastructure and Industrial Development

JICA works in these areas through government grants or loans. There are also other schemes including Volunteer Cooperation Projects where a Japanese volunteer partners a local community organisation and helps in specific training needs. They also run Training Programs for Young Leaders and the Japanese Partnership Program with NGOs and local communities.

Opportunities:

JICA works directly with the Government of Rwanda and does not have a specific fund for NGOs but it would be worth investigating the areas of their work more closely as there is definitely scope for partnering with NGOs in delivery on the ground.

Name: The Global Fund to fight AIDS, TB and Malaria

Website: <http://portfolio.theglobalfund.org/Country/Index/RWN?lang=en>

Contact details: Ministry of Health

Personnel: Agnes Binagwaho – Chair, Permanent Secretary at the Ministry of Health

Total expenditure in country: \$300,000,000US so far and more has been committed

Overview:

To date, Rwanda has been one of the most successful implementers of Global Fund grants, with six grants worth a total of US\$ 90.9 million approved to combat AIDS, tuberculosis and malaria. Across the portfolio of Rwanda's grants, strong commitment and collaboration by the government of Rwanda, the Country Coordinating Mechanism (CCM) and civil society has facilitated the rapid scale-up of treatment and prevention efforts.

The Global Fund works with the Rwandan Health Ministry. They provide drugs and hardware and the government pays and manages personnel. They conduct a huge range of programmes across the country, supporting the Rwandan Government.

Opportunities:

The Rwandan Health Ministry estimates it has 90% of geographical coverage over Rwanda so a proposal to deliver healthcare in hard to reach places would be appealing.

The Rwandan Health Ministry also recognises that survivors have special needs, particularly around trauma, so there may be funding opportunities for survivors' associations who are able to monitor whether survivors' needs are being catered for appropriately across the country by the Government.

This would identify areas of weakness and therefore there is scope for survivors' associations who specialise in particular areas of healthcare provision (eg trauma counselling) to partner with the Government and the Global Fund to deliver this in areas where there is not current provision. This approach would be less formal than others, and would possibly require advocacy in the first instance to introduce and develop a proposal.

Name: WORLD BANK

Website:

<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/RWANDAEXTN/0,,menuPK:368660~pagePK:141159~piPK:141110~theSitePK:368651,00.html>

Address in Kigali: SORAS Building, Blvd. de la Revolution

Personnel: Country Manager, Ms. Omowunmi Ladipo

Annual spend in country: As of end September 2009, World Bank support to Rwanda consists of 13 operations, including four loans, nine grants and two trust funds, with a net commitment of US\$256.4million.

Mission statement: The World Bank is a vital source of financial and technical assistance to developing countries around the world. Our mission is to fight poverty with passion and professionalism for lasting results and to help people help themselves and their environment by providing resources, sharing knowledge, building capacity and forging partnerships in the public and private sectors.

Overview: When the World Bank provides financing to its member countries for investment projects, each project is governed by a legal agreement between the World Bank and the government agency who receives the funds.

Programmes: All contracts are between the government department that is its implementing agency and the supplier, contractor or consultant. The Bank's role is to make sure that the borrower's work is done properly, that the agreed procurement procedures are observed, and that the entire process is conducted with efficiency, fairness, transparency and impartiality.

Opportunities: Few – because funding goes through Government.

INTERNATIONAL NGOs

Name: Oxfam GB

Website: <http://www.oxfam.org.uk/resources/countries/rwanda.html>

Address in Kigali: Contact Innocent Hitayezu: ihitayezu@oxfam.org.uk ; +250 501055 (office)

Personnel: Alice Anukur, Country Director

Overview:

Key elements are capacity building in conflict management and prevention issues. Offer grants to village councils.

Livelihoods

Oxfam seeks to play a facilitation and co-ordination role through a markets-oriented approach to sustainable livelihoods. We support smallholder farmers to help them command a better price for their products and provide technical training for local farmers and co-operatives. We also help amplify farmers' voices by facilitating exchanges between farmers, traders, policy influencers, the private sector and service providers.

Good governance

Oxfam has a good governance strategy which seeks to promote active community participation in decision-making and development work through co-operatives, community based organisations, and strengthening civil society engagement with government. The aim is for citizens to participate actively in their development and manage conflicts in a manner that supports sustainable development.

Gender

Gender mainstreaming cuts across all of Oxfam's livelihoods programmes. Their gender work focuses on improving gender relations so that women are not excluded from having access to, and control over, resources and decision-making opportunities in order to help build their economic capacities.

Opportunities:

As Oxfam works with village councils and local community groups in its governance work and works to strengthen civil society, there would appear to be the opportunity to work together. In August 2010 Oxfam confirmed that they recognise survivors' special needs and also confirmed that they recognise the specific skills and expertise of local NGOs or associations in various areas. In their work with community participation and conflict management there is potential for partnership especially in new areas of Rwanda.

Name: International Alert

Website: <http://www.international-alert.org/rwanda/index.php>

Personnel: Sylvie Pereira

Contact: spereira@international-alert.org

Overview:

International Alert has been working in Rwanda since 1996 and has opened a country office since 2001 to provide technical support for partners and follow the implementation of the programme.

They began by supporting women's organisations engaged in peacebuilding, and in the process developed partnerships with two organisations engaged in the promotion of women at various levels, namely the Forum of Women MPs and the Collective ProFemmes Twese Hamwe and its member organisations.

An integrated approach has been adopted, ranging from social cooperation to economic and social rehabilitation. The programme cooperates with various organisations including the National Commission for Demobilisation and Reintegration of ex combatants, the local authorities and representatives from the target groups via facilitators and community leaders.

Plan to continue to support the participation of the Rwandan population and women in particular in the Gacaca courts as well as carry out research into the psycho-social impact of the Gacaca system on women and the change in social relations that it brought.

Opportunities:

International Alert works with local partners, community groups and associations. In any of their target areas there is scope for partnership.

Name: Save The Children

Website: <http://www.savethechildren.org.uk/en/rwanda.htm>

Address in Kigali: Kayciru / below the US Embassy, House no,46, Ruganwa, Kamutwa. T: 252 578372

Contact: sadokigaweve@hotmail.com, dkirkesmith@hotmail.com

Overview:

They work mainly in the Northern province, in Gicumbi district and in three refugee camps. Help communities develop ways to protect their children and also working with the government to ensure that its policies take full account of children's needs.

They work in the fields of education, health, children's rights and are also starting to look at economic development for families in rural areas to be able to provide for their children.

Opportunities:

There is scope for working alongside Save the Children but not for funding opportunities, and they do not work for survivors specifically because this is not in line with the Government's policy of reconciliation, however possible areas of partnership in programme delivery would be children's rights, empowerment, education and health.

Name: CHF International

Website: www.CHFInternational.org

Address: Same road as Solace Ministries

Contact: usaidhigaubeho@chfrwanda.org.rw

Overview:

CHF is working to reduce the risk and impact of HIV/AIDS and other health problems of the most vulnerable populations in Rwanda.

CHF is also helping to expand economic opportunities for vulnerable populations by promoting cooperative development. CHF is helping HIV-affected individuals develop new productive enterprises and services through cooperative activities. By encouraging beneficiaries to form for-profit cooperatives, they can pursue employment-generating activities and ensure they become financially sustainable.

On March 30, 2010, CHF International and USAID formally launched the USAID/Higa Ubeho program in cooperation with Government of Rwanda and program consortium partners. The family-focused USAID/Higa Ubeho program will support an estimated 72,000 Rwandan families in 20 districts to develop sustainable ways of coping with the health and economic challenges that often affect the most vulnerable communities in Rwanda.

CHF International signed the agreement with USAID for the \$63,000,000 USAID/Higa Ubeho Program in December 2009. The USAID/Higa Ubeho consortium of 20 organisations includes CHF International, the overall consortium lead, Catholic Relief Services, CARE International and 17 Rwandan Civil Society Organisations. See <http://www.chfinternational.org/node/34165>.

In another scheme with funding from the Disney Foundation, CHF is helping provide families in Rwanda with fuel efficient stoves. The stoves are locally produced and distributions will target children-headed households and other vulnerable groups.

Opportunities:

CHF engages with local organisations, faith-based, community-based, or otherwise, in their project design and implementation. CHF believes that local NGOs bring local knowledge and expertise to their work and at the same time CHF works to build the technical capacity of their local partners.

CHF International's experience is that the most effective model for staffing a project is a small number of expatriate technical experts working alongside a large corps of expert local staff members. So CHF operates with between 95-100% local staff in any given context.

There is scope for partnering with CHF for the USAID/Higa Ubeho program and this is an area that local NGOs should investigate and pursue for the next round of partnerships.

Name: Action Aid

Website: <http://www.actionaid.org.uk/663/rwanda.html>

Address in Kigali: PO Box 3707, T: 252 587703/6

Personnel: Josephine Uwamariya, Country Director. Sulah Nuwamanya, Partnership, Fundraising and Communication Manager

Overview:

Their work is mainly carried out through local community groups, so that change can be appropriate and long lasting.

They work with schools (especially to improve attendance rates), in women's rights (including training to generate income, and in gender-based violence education) and they work with

people (including children) living with HIV and AIDS to get counselling, community-based care and nutritious food.

They are working with the Rwandan government to try and bring back the traditional practice of Ubudehe. This is a tradition of villages digging together before the planting season. It also involves regular meetings where views are shared and disputes solved between neighbours. The new Ubudehe is playing a major part in bringing different ethnic groups together and helping rebuild the lives of people affected by ethnic tension and conflict.

Opportunities:

As they work with community groups and aim to reach people in rural areas they would be suitable partners for survivors' associations. In a briefing in August 2010 they confirmed that they recognise survivors as a vulnerable group and recognise their different needs. Like other INGOs at this briefing they confirmed that they would work with anyone, as long as they were up to the standards especially in monitoring and evaluation. They also believe that the delivery should be not only to survivors but open to all members of communities.

Name: Christian Aid

Website <http://www.christianaid.org.uk/whatwedo/africa/rwanda.aspx>

Contact info@christian-aid.org

Overview:

Works with partners to: monitor people's rights, improve farmers' husbandry to grow more food, increase awareness of HIV and provide care in the community for those affected.

Opportunities:

Christian Aid works with partners to: monitor people's rights, improve farmers' husbandry to grow more food, increase awareness of HIV & provide care in the community for those affected.

Name: CAFOD

Website: www.cafod.org.uk / <http://www.cafod.org.uk/about-us/where-we-work/rwanda-burundi>

Address in Kigali: c/o Caritas Rwanda, 60 av. Commerce, PO Box 124

Personnel: Simon Nsabiyeze, Psychological Programme Officer

Annual spend in country: CAFOD spent £169,000 in Rwanda and Burundi in 2008/09

Overview:

CAFOD supports the Rwanda Psycho-Social Programme, which helps trauma sufferers through counselling and brings together a number of organisations.

Opportunities:

Cafod has found Rwandan civil society to be quite weak in some areas and has found it difficult to work with local NGOs in some instances. With some capacity building Cafod representatives believe that there is definite scope for partnering and would prefer in the long run not to have to do long-term / constant partnering. They already work with local NGOs or community based groups particularly in dealing with trauma and do recognise the different needs of survivors.

Name: CARE

Website: <http://www.care.org/careswork/countryprofiles/93.asp>

Address: CARE Rwanda, B.P. 1453, Ziguinchor, Sénégal

Overview:

CARE Rwanda is currently working in six prefectures in response to expressed needs and requests of relevant government ministries. They work in the areas of clean water and sanitation, health education (including especially AIDS awareness), improvement of agricultural forestry and in promoting the status of underprivileged groups. They also work on community-assisted shelter projects and promotion of women's agricultural production.

Opportunities:

CARE supports collaboration and partnership across all programming sectors with:

- the ministries of agriculture, rehabilitation, health, public works, environment and tourism, and family and promotion of women
 - local authorities at prefecture and commune levels
 - registered local and international NGOs.
-

Name: PLAN

Website: <http://plan-international.org/where-we-work/africa/rwanda/about-plan/strategy>

Address in Kigali: Plan Rwanda Plot Number 5719. Nyarutarama P.O Box 6211.

Overview:

Plan's strategy in Rwanda works to ensure that all children access their rights to survival, development, protection and participation.

To assist in this process Plan Rwanda is responding to the rights of children through rights based programming and advocacy. They work to:

- ensure girls receive multi-faceted support to encourage their performance both at primary and secondary school
- support families and communities to ensure children aged 0-6 survive and thrive in life
- support livelihood interventions for youths through life skills education, training and economic empowerment.

- promote children's participation at all levels of discussion on development challenges that affect them.

Opportunities:

Although PLAN's programmes in Rwanda are still relatively new, they have been working with the communities, education and health authorities to ensure that children in Gatsibo district have access to education and health facilities.

There appears to be scope for partnership with local NGOs and associations.

Name: Concern Worldwide

Website: <http://www.concern.net/where-we-work/africa/rwanda>

Contact: Katherine.hamilton@concern.net

Overview:

They work with people in poor communities to increase their access to food and improve incomes. They have been increasing their community treatment of malaria, diarrhoea and pneumonia.

Almost 60,000 people have benefited from their health work, which focuses on integrating community-based care within the Ministry of Health's overall structure. They also support the training of community health workers on managing child illnesses.

They have helped 980 households set up small businesses or improve food production and have trained people in a range of farming techniques. They set up a seed banking system which has helped farmers' associations establish and manage the stock of preserved seeds.

In the Gakenke District they have set up a 'Livelihood' project which gives poor farmers a better chance to make a living while taking special care of vulnerable households, helping them to increase food production, household income and helping children go to secondary school. Concern (with 2 unnamed partners) have an 'Expanded Impact Child Survival Programme' which reaches 1/5 of Rwanda's population and over 25% of its children under five. Mothers in rural communities have been trained to recognise fever, one of the first signs of malaria, and seek treatment from local community health workers within 24 hours.

Opportunities:

There may be opportunities for partnership especially in healthcare delivery.

Name: Rwanda Development Trust

Website: http://globalhand.org/en/browse/yellow_pages/15/all/organisation/23852

Overview:

Rwanda Development Trust was established to relieve the hardship and the distress of Rwandese people by financially assisting development projects initiated inside Rwanda. Special regard is given to the development of education and health by the expansion and encouragement of self-help activities.

Never initiates projects itself but relies upon local Rwandese planning and participation. Main aim is to support self-help activities which can overcome problems caused by ethnic tension, poverty and the resulting instability. Financial assistance given by Trust ranges from the purchasing of necessary medical equipment for use in hospitals through to sponsoring development schemes such as income generating projects which have been carefully planned by the intended beneficiaries.

Opportunities:

Appears to be scope for partnership with local organisations.

Name: Rwanda Aid

Website: <http://www.rwanda-aid.org/>

Address in Kigali: info@rwanda-aid.org

Overview:

They bring comfort and relief to the very poor, the sick, the suffering and the dying. They help the disadvantaged, particularly orphans, widows and widowers. Through education, vocational training and careful investment the Charity aims to help people to fight poverty and build a more prosperous and fulfilling future.

Run English programmes for teachers so that they can teach in English as the Government of Rwanda declared that all lessons should now be taught in English.

They work in the following areas:

- Children's Villages (including for disabled)
 - Welfare
 - Health Care
 - Schools
 - Vocational training/ farming
 - Youth and micro-financing
-

Name: ONE

Website: <http://one.org/international/africaaward/criteria.html>

Opportunities: ONE AFRICA AWARD - 2010 Award Criteria

The “ONE AFRICA AWARD” aims to recognize, reward, and advance the exceptional work of Africa based individuals and organisations, dedicated to helping Africa achieve the Millennium Development Goals. It will bring recognition to innovative African efforts to fight poverty and will incentivize more of such efforts. Further, it will give ONE a “fresh” and compelling perspective of our issues by highlighting success stories. The ONE award is not a grant but recognition of successful past performance.

Award recipients can be individuals, organisations or other groups demonstrating commitment and success in assisting Africans in meeting one or more of the MDGs. 2010 qualified recipients will be engaged in advocacy to promote MDG attainment in health, clean water/sanitation, agriculture, education, gender, economic growth or employment generation for poorer communities. The organisations can be advocacy/pressure groups and think tanks engaged in governance related activities such as the monitoring of flows of resources and/or holding governments accountable to commitments to MDG attainment.

In 2010, the award payment may be staggered in order to ensure absorption by potentially smaller award recipients with limited annual operating budgets. Award recipients must be from or based in Africa, cannot be the local office of an international umbrella organisation and cannot be receiving more than half of their annual operating budget from a major International Financial Institution.

2010 Award Criteria

1. Innovation: Extent to which the individual/organisation has designed and implemented an innovative advocacy program that employs new approaches to impact the MDGs.
2. Results: Extent to which the individual/organisation demonstrates and communicates their ability to impact and advance at least one of the Millennium Development Goals at a community, regional or national level.
3. Scaleability: Ability of the individual’s or organisation’s efforts to be scaled up and/or replicated by others.
4. Accountability: The demonstration of strong accountability mechanisms used to receive community buy-in (i.e. community leadership consultations and assessments and transparency of operations).
5. Partnerships: Extent to which the individual/organisation has employed creative partnerships to achieve its goal and ensured coordination with other development actors. These partnerships may include public and/or private sector organisations.

Other Criteria:

- Organisations and/or individuals must be Africa-based and indigenous.
- Organisations must show evidence of success in previous projects.
- Organisations must show proof of funding support for previous project activities.

The 2010 ONE Africa Award recipient will be notified in October, 2010 after the completion of the selection process.

FUNDS AND FOUNDATIONS

Name: The Bill & Melinda Gates Foundation

Website: www.gatesfoundation.org

Address: online

Overview:

The Bill & Melinda Gates Foundation is dedicated to bringing innovations in health and learning to the global community.

The Foundation awards the majority of its grants to U.S. 501(c)(3) organisations and other tax-exempt organisations. Grantees and partners then work with beneficiaries in the field.

For information on their Global Development Programme see:

<http://www.gatesfoundation.org/global-development/Pages/overview.aspx>

For information on their Global Health Programme see: <http://www.gatesfoundation.org/global-health/Pages/overview.aspx>

Opportunities:

Qualified organisations can submit Letters of Inquiry (LOI) for funding for many health fields including maternal and child health, malaria prevention and HIV / AIDS. An LOI is a document submitted by an institution seeking a grant or funding for a project. The LOI describes the purpose of the project, summarizes the project's goals, and includes financial information for the project. For more information on submitting a proposal for a grant go to this website:

<http://www.gatesfoundation.org/grantseeker/Pages/overview.aspx>

Name: The Clinton Foundation / Clinton Hunter Development Initiative

Website: <http://www.clintonfoundation.org/>

Address: The road parallel to Boulevard de L'Umuganda (has no name)

Overview:

The Clinton Foundation does not distribute grants or donations to individuals or non-Clinton Foundation projects but there may be opportunities to work with the Clinton Hunter Development Initiative (the CHDI).

The CHDI is working in Rwanda on projects that aim to generate income, increase agricultural productivity, and enable sustainable growth to alleviate poverty.

<http://www.clintonfoundation.org/what-we-do/clinton-hunter-development-initiative>

To see what CHDI has done in Rwanda so far see <http://www.clintonfoundation.org/what-we-do/clinton-hunter-development-initiative/what-we-ve-accomplished>

CHDI is focusing efforts in the Eastern Province, a particularly dry and poor region that is home to more than 1.5 million people.

Opportunities:

Developing Agribusiness: CHDI seeks to identify large-scale business opportunities, develop the market research and business plans to support them, and then actively invest in the businesses alongside local co-investors. CHDI maintains a hands-on involvement through construction and implementation phases, lending management, technical, and marketing expertise. These large agri-based business development projects will create employment and stimulate demand for crops that are supplied by local farmers.

Training farmers: In areas where CHDI is working to develop agribusiness, local farmers are supported through access to inputs and technical advice, and with firm contracts with the newly created business in order to ensure they have a dependable customer and will get a fair price for their crops.

Community Investment: CHDI reinvests any financial benefit from the original investment into related projects or infrastructure improvements in surrounding communities. These projects include rebuilding and renovating hospitals and healthcare facilities and constructing schools. This needs further investigation but there appears to be scope especially in developing agri-businesses and in the community investment programmes particularly in the healthcare renovations.

Name: The Charlotte Wilson Memorial Fund

Website: <http://www.cwmf.org.uk/>

Contact: info@cwmf.org.uk

Overview:

The Charlotte Wilson Memorial Fund is a registered charity with the aim of working towards a brighter future for Africa. This is done through supporting projects in the areas of education, health and peace-building.

The Shyogwe School – since the Memorial Fund began, they have supported students, especially orphans, with grants to fund their education. These grants in many cases allow the poorest, most at-risk students to complete their education.

CWMF is proud to support the Kinamba School and Nursery based in Kigali. In addition, the project provides training and support to over 200 adults. Many of these are women working in

the sex trade. These classes allow them to learn new skills and build a safer life for themselves and their children. To read more about the nursery and see photos, [click here](#).

Other Projects

- Funding money for workshops and leaflets raising Aids awareness.
- In partnership with Voluntary Service Overseas, they have funded a number of AIDS-prevention “clubs”, which work with young Rwandans to improve AIDS-awareness.
- In addition, they are supporting the HIV/AIDS awareness work of a small self-help group of farmers and smallholders in Burundi called Initiatives Communautaires pour la Reduction de la Pauvrete au Burundi (ICRP).
- Supporting volunteer teachers in Rwanda by providing materials for the classroom.
- Providing funding to the Youth Intervention for Peace Project (YIPP) in Burundi. YIPP is a grassroots organisation set up by Burundians themselves. It aims to find ways of resolving conflict by bringing together youths of every ethnicity.

Opportunities:

They support projects focussed on three main areas: education, health and peacebuilding. For example they make grants to children so that they can continue with their schooling or they help to build new class rooms. They also fund workshops and leaflets that raise awareness of AIDS.

Further Information

Just Giving: <http://www.justgiving.com/>

Public Relations Consultants Association: <http://www.prca.org.uk/>

International Public Relations Association: <http://www.ipra.org/>

The NGOs Network (United Nations and Worldwide): <http://www.ngos.net/>

United Nations Directory of African NGOs:
<http://www.un.org/africa/osaa/ngodirectory/index.htm>

United Nations volunteers: <http://www.onlinevolunteering.org/en/index.html>

Acknowledgements

The authors would like to acknowledge the following as invaluable resources in the production of this toolkit:

www.ncvo-vol.org.uk/advice-support; www.civicus.org

Further information and resources are freely available on both websites.

David Russell, Gabo Wilson and all their colleagues at Surf.