

*CDD*  
*Fundraising Strategy,*  
*2003-2008*

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## Foreword

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This fundraising strategy is developed at an important period in CDD's institutional growth. The last three years have witnessed phenomenal growth in programmes and outreach. This has demanded high levels of financial resources to match the demands of our partners and beneficiaries. In order to cope with the fundraising demands and diversify sources and efforts, CDD has resolved to institutionalise fundraising and resource mobilisation as a core programme of the organisation.

A fundraising strategy is necessary now, in response to CDD's institutional capacity development needs. CDD is launching an endowment appeal towards its organisational sustenance and development. Concurrent to this launch, CDD is also undertaking strategic planning, management review and market research with a view to consolidating its development.

Our past experience has taught us some vital lessons about fundraising, which we have addressed in this strategy. We now know that fundraising is not one person's task, but a team effort which yields better sustainable results. In view of the enormous financial demands that the organisation presently requires, coupled with the endowment campaign, CDD is proposing to establish a Department of *Fundraising and Resource Mobilisation*, which will be charged with implementing this strategy. The Department will commence operations as soon as seed funds for its initial operations are secured.

The institutionalisation of fundraising as a programme will ensure long-term sustainability and ease the tension and stress and burn out currently facing staff members. As a learning institution, with long-term goals, CDD is keen to establish long lasting sustainability that is based on its experiences and development.

The plan was developed in a participatory process involving staff and Council members. The use of logical framework will ensure that the proposed activities are well thought out and will be monitored and evaluated periodically to measure impact and results. This strategy is subject to revision and review regularly to ensure that all programmes and activities are included in the plan.

Dr Kayode Fayemi

April 2003

## Purpose of CDD fundraising strategy

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The purpose of CDD's fundraising strategy is to develop one comprehensive approach that identifies and sets out the process, sources and activities for realising financial resources for the organisations. This strategy is developed at an important point of the organisation's growth, and is informed by CDD's past fundraising successes, threats, weaknesses and opportunities. The fundraising objectives are developed from lessons derived from past fundraising efforts and the future needs.

### Objectives

1. To increase CDD's funding base for long-term institutional capacity building, and programmes.
2. To increase unrestricted funding.
3. To develop new and untapped sources of funding in Africa, such as private corporations, sub-regional and regional inter-governmental organisations and institutions and individuals.
4. To institutionalise fundraising as a key function and expertise in the organisation.

In order to achieve these objectives, the Organisation will focus its attention to the following activities.

### Fundraising Goals

- To institutionalise fundraising within the organisation's structure by establishing a ***Fundraising and Resource mobilisation department***. A highly qualified person, capable of coordinating and managing all of CDD's fundraising needs and attaining the targets, will manage the department.
- To develop a fundraising strategy that moves beyond statutory/institutional sources of funds to private corporations and individual philanthropists.
- To develop in the United Kingdom and selected European countries such as Germany, Netherlands, Belgium, Denmark, Sweden and Switzerland, relations with medium and small family trusts capable of proving long-term support to CDD.
- To develop a comprehensive database of individual philanthropists capable of making regular contributions to CDD long term institutional capacity needs and specific programme needs.
- To develop relations with bi-lateral funding agencies to support specific programmes in CDD for the long term. e.g. European Union support for Peace and Conflict programme or CIDA support for Gender and Governance programme.

## SWOT Analysis of CDD Fundraising Strategy

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Well-developed programmes that are well accepted by partners, networks and civil society organisations, governmental and non-governmental organisations in Africa and Europe.</li> <li>• Good relations with a diverse range of funders.</li> <li>• Good track record of delivery and accountability.</li> <li>• Committed Council and staff members eager for the organisation to succeed.</li> <li>• Director with excellent contacts among funders and bilateral institutions.</li> <li>• CDD has experience in fundraising</li> <li>• CDD is well known in the civil society sector and capable of competing for funds.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lacks a diverse, developed source of funding. Since its inception, CDD has relied and depended on a few institutional donors.</li> <li>• Lack adequate expertise to effectively exploit and develop fundraising opportunities.</li> <li>• CDD has not developed a pool of unrestricted funding which could support development of fundraising strategy.</li> <li>• Current fundraising efforts rely solely on the efforts of the Director and one assistant, yet the targets and needs of the organisation require a multiplicity of talents and skills.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• The successful implementation of the 2000-2003 Strategic Plan has raised the need for CDD to develop long-term institutional capacity that needs to be supported by a comprehensive fundraising strategy.</li> <li>• Untapped trusts in the United Kingdom and Europe, which specifically supports governance and human rights issues in developing countries.</li> <li>• The opportunity to develop local philanthropy in Africa. This would afford CDD the opportunity to develop ground breaking fundraising initiatives.</li> <li>• CDD's long-term donors are receptive to long-term institutional growth and will support elements of the fundraising strategy towards this goal.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Lack of resources to institutionalise fundraising within the organisation's existing programmes and structure.</li> <li>• Competition from other more established organisations in Africa.</li> <li>• Lack of time among present staff to solicit and secure initial funds to develop this funding strategy.</li> </ul>

## **CDD Fundraising Strategy**

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CDD fundraising strategy aims to integrate fundraising and resource mobilisation as part of the organisation's strategic priorities. Execution of the fundraising strategy will be done through two key developments. Firstly *fundraising will be institutionalised through the creation of the Fundraising and Resource Mobilisation Department*. The key function of the Department will be to coordinate and manage all fundraising efforts. A senior programme officer, whose prime responsibility will be to implement CDD fundraising strategy, will lead the Department. At the initial stages of the Department's development, one staff member will carry out all tasks. However the capacity of the Department will grow and by the end of five years, it is envisaged that it will have five full time staff members. The main outputs of the Department will be to realise financial resources, guided by the targets and timeframe of the strategic plan. The Programme Officer will report directly to the Director.

The second development will be *to strengthen CDD's existing team approach to fundraising by formally identifying the role and target of each team member*. CDD has used a team approach to its fundraising efforts that produced results. However, the experience in the organisation demonstrates that some team members are overloaded with tasks. Moreover, most of the team members have limited time to contribute to the whole fundraising effort. As a result, in the current circumstances, the Director is left with most of the fundraising responsibility. This is not an ideal situation. The revised strategy has several advantages:

- A formalised team approach has to be agreed upon early on in its implementation. This means that all members of the team are in agreement on their role and responsibilities and accept to meet the targets set out for them to achieve.
- CDD team will consist of full time staff and volunteers all working together in support of a common goal and objective.
- An institutionalised team approach will ensure that skills, talents and contacts are formally identified and monitored to ensure that responsibility and success and rewards are shared.

### **CDD Fundraising Principles**

The vision, mission, goals and strategic priorities of the organisation inform CDD's fundraising activities. Efforts will be made to ensure that the values, identity and integrity of the organisation are not compromised, distorted or subverted in the process. Essential features of CDD's fundraising policy are:

#### ***Relations with funders and supporters***

- CDD will seek funding to develop work within its two programmes areas and on a national and regional basis. Funding should be in line with agreed strategies for CDD's work which mainly include research, training, advocacy, publications and networking.

- In developing funding proposals, CDD will take into consideration its capacity to implement and manage the proposed projects.
- When negotiating with donors, we will ensure that the terms and conditions of funding agreements and the procedures and timetable for reporting are mutually acceptable. Staff will receive appropriate training where necessary.
- CDD will work towards building cash and uncommitted reserves to avoid cash flow problems.
- CDD will seek to develop relationships and partnerships with its major donors. This will be achieved through a comprehensive communication strategy that seeks to understand each other's work and values, and resolve potential power dynamics, which usually occur in donor-recipient relationships. Donors will be considered as important stakeholders in CDD's work, and will be regularly consulted and kept informed of developments and trends in the organisation.
- CDD will not discourage donor-advised programmes as long as they fit in with the organisation's overall mission, and there is appropriate institutional capacity and IGC-approved guidelines to support the implementation of such programmes. It will however scrupulously avoid donor driven initiatives.

### ***Team Approach***

- Fundraising for the organisation will be a team effort. The Governing Council Chair, Council members, Director and staff will all work together, in varying capacities, to see that the organisation meets its fundraising targets each year.
- All fundraising will be done from the office of the Director. Copies of all funding proposals should be kept in a central funding applications file which will be held by the Head of Finance and Administration.
- Each Patron, International Advisory Board member and Council member, is encouraged to donate at least \$500 to CDD annually, and collectively expected to raise a specific amount of money each year.
  - All members of the team are fully aware of the purpose, objectives and targets of the fundraising strategy.
- All non-staff members of the team are committed to CDD's institutional capacity fundraising goals and will contribute their services, skills and contacts voluntarily and will not expect any financial remuneration for their services.

### ***Managing Fundraising***

- In preparing budgets and costing for fundraising, CDD will ensure that the full organisational and administrative costs are taken into consideration. Such costs include

training and human resource development, evaluation, communication, and fundraising, enhancing board effectiveness, equal opportunities and other related issues.

- The Treasurer and Deputy, Head of Finance and Administration, and Finance & Fundraising Committee will monitor and review the organisation's fundraising and expenditure on a regular basis.
- The Council and the Director will seek appropriate technical advice on investing uncommitted reserves on behalf of the CDD.
- All contributions pledged and realised will be turned over to CDD for accountability and will be acknowledged.
- All team members will make a financial contribution to the Endowment appeal.

### **Unique Selling Points**

- CDD provides a rare bridge between academy, policy and activism in its work.
- CDD offers a bridge of understanding between Africa and the International community.
- CDD is driven by a holistic approach to facilitating participatory democracy, security and development.
- CDD is led and managed by Africans with an advantage of hands on knowledge of the regional needs.
- CDD has developed within a short period a track record for well-run and innovative programmes with UN Consultative Status, African Commission's Observer status, and BOND (British Overseas NGOs for Development) membership.
- CDD is the fastest growing, well established, professional organisation in its area of operation.

## CDD Fundraising Team

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<b>Team</b>	<b>Role/Responsibility</b>	<b>Target</b>
<b>Patrons</b>	<ul style="list-style-type: none"><li>▪ Provide contacts of potential donors</li><li>▪ Facilitate high profile events</li></ul>	Make a personal contribution to one of CDD financial needs.
<b>International Advisers</b>	<ul style="list-style-type: none"><li>▪ IAG members will host one annual fundraising dinner, which may be a prominent talk or other event.</li></ul>	Make a personal contribution  IAG will set an annual target over the next five years.
<b>International Governing Council</b>	<ul style="list-style-type: none"><li>▪ Individually make an annual contribution and collectively host one annual fundraiser.</li></ul>	Make a personal contribution
<b>Director</b>	<ul style="list-style-type: none"><li>▪ Head the fundraising programme at CDD.</li><li>▪ Keep the staff and volunteers motivated and encouraged.</li><li>▪ Facilitate high profile functions and link board, patrons and advisers with corporate and volunteers.</li></ul>	Make a personal contribution

**Programme Officer,  
Fundraising and Resource  
Mobilisation**

- Implement fundraising strategy as approved by the International Governing Council.
- Maintain a database of fundraising progress.
- Keep records of all commitments from corporate donors and individual philanthropists.
- Prepare all donor events, corporate events and high profile fundraising events.
- Coordinate all volunteer fundraising efforts.
- Keep the Executive Director informed off all fundraising efforts and activities.

Make a personal contribution

**Staff**

- Support the efforts of the fundraising department.

Make a personal contribution

**Volunteers**

Contribute time or expertise towards fundraising activities.

**Friends of CDD**

- These will include corporate sector support and
- Individual philanthropists

Selected Private sector companies will be encouraged to make an annual financial contribution, as well as provide corporate services in kind.

## Possible Sources of Funds and Resources

Source of Funds	Strategic action	Expected Output	Target for support
<p>International Foundations and trusts such as the Ford Foundation, Macarthur Foundation, Comic relief, NED-USA, Westminster Foundation, UK, Friedrich Ebert Foundation, Carnegie Corporation, ICHRDD-Canada, Olof Palme Centre, Baring Foundation, Packard Foundation, NOVIB, CORDAID, Guggenheim Foundation, Cadbury Trust, Foundation Socialiste Internationale</p>	<p>Share endowment appeal plus fundraising strategy for financial support. Negotiations should focus on building CDD's high profile in the Africa region as a leading agency for change and social transformation.</p>	<p>CDD will develop an appeal that seeks long-term funds, towards institutional support.</p>	<p>\$2,000,000</p>
<p>Bilateral donors like SIDA, CIDA, DFID, EU, IDRC-Canada, SWISSAID, USAID, UK Lotteries, Finnish Embassy, DANIDA, Dutch Ministry of Development and International Cooperation.</p>	<p>Interest this pool of donors in supporting the programme specific aspects of the endowment appeal. A list of bilateral donors plus funding priorities should be investigated annually and appraised periodically.</p>	<p>CDD programme staff will need to establish close working relations with individual bilateral support to secure short as well as long term donor support for programme and institutional development.</p>	<p>\$750,000 annually</p>
<p>United Nations Agencies</p>	<p>These agencies will require a specific marketing strategy to capture their support. The training centre will need to develop focussed training modules which link up the different strategic interests of various UN agencies. e.g. UNDP may be attracted to a training module on development, poverty and governance and political restructuring.</p>	<p>Good source for long-term support towards institutional support.</p>	<p>\$500,000 annually</p>

Private corporate sector Body Shop, Coop Bank, Microsoft, West African firms, Coca Cola	Private corporations will have their own expectations arising from any financial support. Long-term research will have to be undertaken with this particular source	CDD needs to develop a strategy for private companies. Some may be approached to support message development and quality publications. Others such as banks may make direct financial contributions towards institutional development.	\$100,000
Private family trusts in Europe/ Africa OAK Foundation	This is a good source for one off contributions or regular support for specific programmes		\$1,000,000 over two years for the Endowment
Individual philanthropists	CDD will use its website to solicit for regular monthly or annual contributions.		\$50,000 annually
Self-Generated Income	CDD will develop high quality publications, reports and analysis that generate resources for programmes, overheads and development of the organization.		\$20,000 annually
Consultancy Work	CDD will undertake consultancy work for governments, funding agencies and private sector institutions	Care must be taken to ensure that consultancy projects are in line with the primary mission of the organisation	\$100,000 annually
Rental of Training Centre facilities	CDD will renovate and extend the use of the CDD Complex for external use	A different management structure is required for the business aspect of training complex facility.	\$1,000,000 annually based on Viability Plan estimates

## **Realising the Fundraising Goals: An Implementation Plan**

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### *To increase CDD's funding base for long term institutional capacity building and programmes*

- To set up a department for fundraising and resource mobilisation to co-ordinate CDD's fundraising activities
- To plan and launch a five-year international endowment fundraising appeal in November 2002 with a target of \$10million.
- To develop CDD profile in order to increase the organisation's funding potential and increase resources from bilateral and United Nations agencies.
- To develop funding opportunities from private companies.
- To develop programmes which will enable the CDD generate its own income

### **Fundraising Management Strategy**

- Establish job descriptions, role and responsibilities of the fundraising and resource mobilisation department. Develop an induction plan and recruit.
- Strengthen the Fundraising Committee of the International Governing Council and involve international advisers, staff and volunteers to assist with the preparation of endowment appeal material and implementation of the strategy.
- Build staff capacity for fundraising and resource mobilisation, through communication and fundraising training.
- Register the CDD as a 501 (c) (3) institution in New York, USA
- Establish a local advisory committee in Lagos, Nigeria to support national fundraising initiatives.
- Develop realistic targets and fundraising budget
- Effective use of information technology (databases, website, email)
- Use the contacts and expertise of the IGC and International Advisory Board
- Develop a comprehensive ethical investments policy

## **Funding sources and targets**

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### **Institutional Grants (International Foundations)**

- Raise funding from International Foundations: \$400,000 x 5 years: \$2,000,000
- Raise funding from or through collaborative ventures with sub-regional and regional inter-governmental organisations in Africa such as ECOWAS \$50,000 x 5: \$250,000
- Raise funding from foreign governments and bi/multi-lateral bodies: \$750,000 x 5: \$4,250,000
- Raise funding through donor-advised programs: \$150,000 x 5: \$750,000

### **Corporate Giving**

- Raise funding from the African private sector: \$50,000 x 5: \$250,000
- Raise funding from foreign private sector: \$50,000 x 5: \$250,000
- Seek corporate sponsorship to cover some of CDD's core costs relating to rehabilitation of the training centre in Ilishan.

### **Individual Giving**

- Raise funding from African philanthropists: \$25,000, x 5: \$125,000
- Develop a web-based international fundraising project to target the 25 regular supporters for CDD Africa based programmes: \$50,000 x 5: \$250,000
- Raise funding from foreign philanthropists: \$100,000 x 3: \$300,000
- Identify 5 CDD Patrons who are prepared to make a contribution of up to \$25,000 each year for 5 years: \$1,250 million
- Target 1,000 people over the next three years who can become 'Friends of CDD' @ \$10 a month (\$10,000 per annum)

### **Special Events**

- Organise an Africa-wide ceremony to launch CDD Endowment appeal. The function will be a fundraising effort to attract bilateral donors, United Nations agencies, private companies, philanthropists and the corporate sector to pledge and support CDD. November 2002.

- Organise a donor round table for US based donors and United Nations agencies.
- Organise a donor round table for European funders in Brussels.
- Organise a donor event for the Nigerian corporate sector.

### **Income-Generation**

- Produce and market CDD merchandise such as books and reports.
- Launch a feasibility study to determine the viability of an Endowment.
- Establish a trading arm of CDD as an independent profit-making company based in Lagos Nigeria with similar structures in the UK & USA and offering consultancy services on matters of governance, security sector and conflict management, human rights and constitution making in Africa. This will include CDD training capability.
- Commission a viability plan for the utilisation of the proposed training and conference complex as a commercial venture. The results of the plan will inform the development of an appropriate marketing plan and strategy.

**CDD's Fundraising Strategy towards financial stability and launch of Endowment Fund**

**Building partnerships with bilateral donors, private foundations, trusts and private corporations**

<b>Task</b>	<b>Proposed Activities</b>	<b>Time Frame</b>	<b>Expected Outcome</b>	<b>Indicators</b>
<b>Establish Department for Fundraising and Resource Mobilisation</b>	Recruit qualified staff to implement and manage CDD fundraising strategy over the next five years.	June 2002	CDD will have the necessary human resources to implement its fundraising strategy over the next five years.	Staff are in place and well aware of their job descriptions and targets.
	Train and induct staff.			
	Develop a communications, media and marketing strategy targeting private companies, private foundations and trusts. CDD will use supportive private sector companies to open the way for support from other corporations.	2003	A comprehensive "in house" policy on how to communicate with private companies, bilateral donors, trusts and individual donors. The policy clearly defines roles and responsibilities of all Board members, Executive Director staff and volunteers.	Letters of commitment and support from Private companies to support a % of CDD endowment appeal.
<b>Target private international corporations in based in different capitals in Africa, Europe and America</b>		2003-2008	To provide awareness and information about CDD among donors.  To open opportunities for resource mobilisation to support CDD institutional and endowment appeal costs.	Records of communication between African governments and CDD resulting in financial support or otherwise.
<b>United Nations Agencies</b>	Under the auspices of UNDP CDD will organise a UN agency consultative round table. The discussion will centre on CDD's role in responding to West Africa's continuing socio-political development, which is fundamental to political stability and economic progress in the region. CDD will solicit strategic partnership with various UN agencies providing technical support through training, research and consulting on specific programmes.	2003-2008	Inform UN agencies about CDD and establish strategic partnerships in training, research and consultancies.  Develop contacts for international and regional support towards strengthening the capacity of CDD programmes on conflict and peace in Africa.	Commitment from the UN agencies to support CDD programmes in training and research.

	Develop a specific fundraising strategy for UN based agencies, programme priorities, and CDD's strategic interests.		Utilise CDD's Consultative Status with ECOSOCC to raise profile of institution and work with different UN agencies.	
<b>International private foundations and trusts</b>	Develop a comprehensive list of International and regional foundations and trusts through Internet searches, research and subscriptions to reputable journals.	2003-2008	CDD will have an updated list of potential donors to support its institutional capacity needs and grant making.  Internal work plan setting out the process of contacting the foundations and follow up procedures.	CDD will increase its pledges and support towards its annual institutional and grant making budgets.  CDD will realise its target of \$850,000 annually between 2003- 2008.
<b>Individuals Friends of CDD</b>	CDD will acquire mailing lists to develop a database of potential individual donors in Africa.  Develop the CDD website as an important point of marketing & fundraising capable of attracting a minimum 5,000 hits a month.  Develop an effective media strategy to provide information to attract potential donors in the US, UK and Africa. The strategy will be reviewed every month to assess impact and effect for fundraising.	2003-2008	Increased awareness and support for CDD programmes.  Increased financial support towards CDD institutional and grant making support.  Increased support for local philanthropy from new sources.  Expanded list – CDD database of individual supporters contributing a % towards CDD budgets.	At the end of five years 10,000 people listed on a roll of friends of CDD, providing a minimum of \$10 a year.  Record number of persons visiting the website donating to CDD, requesting support and information.  \$100,000 collected annually through individual contributions.
<b>African and international philanthropists.</b>	Develop mailing lists and profiles of Individual Philanthropists in Africa and the rest of the world.  Develop media and marketing strategy targeting individual philanthropists trusts and foundations.  Host International and regional special events to market CDD.	October 2002  2003-2008  2003-2004	A comprehensive profile of current individual philanthropists in Africa and the rest of the world relevant to CDD fundraising strategy.  Record of meetings and contacts in Africa, Europe, and USA.  United States, Canada and the Middle East with potential supporters.	Increased support for CDD institutional and grant budgets.  CDD will realise support of \$ 150,000 over five years, 2003-2008.
<b>Foreign Governments and Bilateral</b>	Develop profile on funding priorities of foreign governments and establish		Increased awareness of CDD and its important link to Africa's political, social and	Record of meetings between CDD and bi-lateral donors.

<p><b>Funders.</b></p>	<p>contact.</p> <p>Organise Fundraising trips to Europe and Americas at least once a year to fundraise and update donors of CDD Progress. These will include visits to the following:</p> <p>USAID - Washington          CIDA - Ottawa          SIDA - Stockholm          NORAD - Oslo          SWISSAID - Berne          EU - Brussels          DFID - London          GTZ - Bonn          Dutch Governm. - Amsterdam          Danida - Copenhagen          Austrian Government - Vienna          JICA - Japanese Government</p>		<p>economic development.</p> <p>Strategic partnership established between CDD and the bi-lateral donors towards programmes and grant making.</p> <p>Support towards capacity building of CDD in order to develop and realise its role in African women's empowerment.</p>	<p>Increased financial support from donors towards CDD annual budgets between 2003-2005. The target of \$250,000 will be realised annually.</p>
<p><b>Development Funders</b></p>	<p>These include institutional donors such as the Dutch based foundation, HIVOS, ICCO and NOVIB.</p> <p>These donors will be approached to support CDD institutional capacity by providing institutional support, staff development, training and fundraising costs.</p>		<p>Through these partnerships the institutional capacity of CDD will be enhanced and strengthened.</p> <p>CDD will be provided with regular training and internships to improve their skills.</p> <p>Fundraising and grant making institution.</p>	<p>The combined target for this set of donors is a minimum of \$100,000 annually.</p>

<b>Media events</b>	CDD will organise high profile media events to publish the endowment appeal and solicit for support  Abuja and Lagos London New York	2003-2008	Increase knowledge and information about CDD	Will result in more awareness about CDD and financial support.
<b>Patrons</b>	Organise Patrons Fundraising consultation, to agree on activities and targets for each and collectively.		Improved resource mobilisation for CDD.  The patrons will use their influence to raise the profile of CDD.	Direct support from the patrons with a minimum of 10 Patrons contributing a minimum of \$25,000 annually for five years.
<b>Special Events</b>	US Fundraising Event.  September London event  November Endowment Launch  ECOWAS Event, Abuja  Friends of CDD event in Lagos	2002-2004	High profile public fundraising event to solicit financial and moral support.	Media support resulting in awareness of CDD objectives.

## Logical Frameworks For Fundraising Activities 2003-2008

**Strategic Goal: Secure adequate financial resources to support all aspects of CDD's work**

**Strategic Objective: To develop a five-year international fundraising campaign**

**Brief Description:** Through this project CDD will seek to raise adequate funds towards its institutional and grant making costs

PROJECT STRUCTURE	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS/ RISKS
<p><b>Goal/Development Objective</b></p> <p>To increase CDD's funding base for long term institutional capacity building and programmes.</p>	<p>There are sufficient funds to cover CDD budgets from 2001-2004.</p>	<p>Funds are available in the bank in advance of expenditure being undertaken.</p>	<p>That international donors may not be interested in supporting CDD.</p>
<p><b>Purpose and Immediate Objective</b></p> <p>To increase the availability of resources for CDD to undertake all its programmes and meet its financial obligations.</p>	<p>CDD has a minimum of \$ 2 million towards its programmes and endowment appeal.</p>	<p>CDD's fundraising committee meets twice a year to review fundraising progress against set targets and objectives.</p> <p>Review of CDD annual financial reports.</p>	<p>CDD will raise adequate funds to respond to its programmes and institutional capacity needs.</p>
<p><b>Outputs</b></p> <p>1. Increase in financial support to CDD from different donors.</p> <p>2. Establishment of fundraising structures in London, New York and Lagos by mid-2003.</p>	<p>1. An estimated 20% increase annually of financial resources from the different donors Supporting CDD.</p> <p>2. Registration of legal entities in the respective countries to facilitate fundraising and investments.</p>	<p>1a. Launch of international appeal in London and Lagos in September and November 2002, respectively</p> <p>1b. Review of CDD records and communications since the launch to assess the effect of activities after the launch.</p> <p>2a. Records of CDD staff &amp; consultants present in these offices and conducting fundraising activities and contacting donors.</p>	<p>1. That the communications and media strategy will result in interest to support CDD.</p> <p>2. That the international offices will raise sufficient funds to make contributions to CDD's institutional and endowment appeal.</p>

<p>3. United Nations Development Programme hosts inter-agency round table meetings in 2003.</p>	<p>3. Attendance of various United Nations donors to the donor roundtable meeting.</p>	<p>2b. Existence of CDD local fundraising committees in all these countries.</p> <p>3. Records of the consultation and commitments from different UN agencies to support CDD's critical role, as a result of the meeting.</p>	<p>3. That UN agencies will be interested in attending the meeting and making commitments to support CDD's work.</p>
<p>4. Initiate corporate fundraising initiative in Lagos, Nigeria.</p>	<p>4. Organise corporate events to facilitate local corporate fundraising efforts and generate income of \$25,000 annually for five-year period generating an income of \$125,000.</p>	<p>4. Records of events and evidence of resource mobilisation during a series of meetings and media events.</p>	<p>4a. The corporate executives will remain committed to the goals and objectives of the project.</p> <p>4b. Adequate infrastructure in host country.</p>
<p>5. Target Sub-regional and regional structures such as ECOWAS and the African Union for institutional support.</p>	<p>5. Target support of \$25,000 annually, total expected over the five years <math>\\$25,000 \times 5 \times 4 = \\$125,000</math></p>	<p>5. Records of meetings and consultations between CDD staff, Patrons and IGC members efforts to raise the funds and actual receipt of funds into CDD accounts.</p>	<p>5. That the two bodies will support CDD.</p>
<p>6. Target individual supporters for financial support</p>	<p>6. In the project period 2003-2008, ten thousand (10,000) people join CDD as regular contributors.</p>	<p>6. A well designed and maintained website to facilitate information and online giving.</p>	<p>6a. The website will facilitate effective use of IT for communication and fundraising through the website.</p> <p>6b. CDD has capacity for appropriate IT structure and communications to monitor giving.</p>
<p>7. Support from international foundations and trusts</p>	<p>7a. Increased awareness about the relevance of CDD's work in relation to the objectives of international foundations and trusts.</p> <p>7b. Sustained support of at least 50% from international foundations over the project period.</p>	<p>7. Records of fundraising meetings between International foundations and trusts with CDD staff.</p>	<p>7. That the foundations and trusts can make a strategic link and partnership with CDD resulting in increased financial resource mobilisation.</p>
<p>8. CDD support from foreign governments and bilateral donors.</p>	<p>8. Increased financial support from bilateral donors towards CDD's core institutional support and contribution to the</p>	<p>8a. Records of donor contracts and disbursement of financial resources.</p> <p>8b. Records and</p>	<p>8a. Awareness among bilateral donors of CDD's important support towards the development process in Africa.</p>

<p>9. Development donors will support programmes specifically addressing CDD institutional capacity, conflict work, women and youth leadership, governance and democratic restructuring, gender and human rights.</p> <p>10. Support from African philanthropists</p> <p>11. International philanthropists</p>	<p>endowment appeal.</p> <p>9. Availability of grants to support CDD different programmes.</p> <p>10. Hosting of a round table meeting of African philanthropists that will result in commitments and contributions towards CDD fundraising strategy.</p> <p>11. Series of special events meetings in North America and London and Lagos.</p>	<p>correspondence and meetings between bilateral donors and CDD board members and staff.</p> <p>9. Records of donor contracts and receipt of funds.</p> <p>10. Records from the meeting detailing follow up and inclusion of African philanthropists into CDD fundraising strategy.</p> <p>11. Records of contributions and pledges.</p>	<p>8b. CDD has the capacity to solicit and absorb significant grants from bilateral donors.</p> <p>9. Resistance from donors.</p> <p>10. Sustained interest in CDD by African philanthropists.</p> <p>11. Sustained interest in CDD by international philanthropists.</p>
<p><b>Activities</b></p> <p>Hosting meetings and round table consultations</p> <p>USA, Europe, Lagos London, Brussels.</p> <p>International fundraising in the USA</p> <p>Design of website</p> <p>Initiate marketing and strategic communications strategic CDD strategic importance in the African region.</p> <p>Design and develop a fundraising tool kit.</p> <p>Develop institutional growth plan.</p>	<p><b>Inputs</b></p> <p>Travel, accommodation costs, preparation costs.</p> <p>Consultants costs to redesign and manage website.</p> <p>Resources to commission services of consultants to conduct feasibility study.</p> <p>Cost of consultants to evaluate CDD end of 2002.</p> <p>Resources to commission feasibility study for TCC.</p>		

**Strategic Goal: To Secure adequate financial resources for all aspects of CDD's work**

**Strategic objective:** To design and develop a five-year international fundraising campaign for launch in 2002, with a target of \$10 million

**Brief Description:** The establishment of an endowment appeal that ensures CDD's financial stability in the years to come

<b>PROJECT STRUCTURE</b>	<b>OBJECTIVE VERIFIABLE INDICATORS</b>	<b>MEANS OF VERTIFICATION</b>	<b>IMPORTANT ASSUMPTIONS/ RISKS</b>
<p><b>Goal/Development Objective</b></p> <p>To establish long-term financial stability through the creation of an endowment fund.</p>	<p>The endowment will raise at least \$10 million.</p>	<p>Commitment from a diverse source of institutional and individual donors towards the endowment.</p>	<p>Global recession and political instability affecting philanthropy.</p>
<p><b>Purpose and Immediate Objective</b></p> <p>To raise an endowment of at least \$10 million between 2003-2008.</p>	<p>CDD has a firm financial base to support its programmes on Africa socio-political development</p>	<p>Existence of capital funds in CDD accounts. Regular meetings of the International Governing Council to monitor progress of fundraising efforts.</p>	<p>Those institutional and individual donors are willing to support CDD endowment appeal.</p> <p>CDD is prepared to launch and sustain a five-year endowment campaign.</p>
<p><b>Outputs</b></p> <p>1. Development of a fundraising strategy towards raising \$10 million</p> <p>2. Registration of an endowment with trustees, a trust deed and investment and disbursement policy.</p>	<p>1. Sustainability of CDD as a result of the investment policy of the endowment appeal resulting in revolving funds towards running costs and grant making.</p> <p>2. CDD is able to implement its programmes and reach its set targets.</p>	<p>1. A series of event to raise funds towards the endowment.</p> <p>2a. Records of communication towards fundraising.</p> <p>2b. Develop an investment policy on stocks, bonds, shares and unit trusts.</p>	<p>1. That CDD communications and media strategy will result in interest to support CDD.</p> <p>2. CDD's launch of endowment in 2002</p>

<p><b>Activities</b></p> <p>Register trust deed.</p> <p>Carry out fundraising activities towards the launch in 2002.</p> <p>Commission feasibility study towards establishment of endowment.</p>			
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## Capacity Development

### Department of Fundraising and Resource Mobilisation Growth Plan and Development

This growth plan sets out the development of the fundraising department. This department is central to CDD's ability to become self-sustainable in the long term. The plan is designed to provide a framework that will guide management of the department growth and development. CDD has commenced its fundraising operations through a five- year plan. The plan sets out the priority areas of fundraising. The plan proposes various staff changes that CDD will need to implement in order to meet the financial needs of its constituents and beneficiaries. It is the intention of the Director to set up a systematic growth plan, which will provide stage-by-stage management of the structures, and resources that should accommodate each growth phase. The following table contains the various stages and outlines the practical issues to be addressed.

ITEM	DATE	DESCRIPTION	COST
<p>Establish Department of Fundraising and develop the following key policy documents:</p> <ul style="list-style-type: none"> <li>- Fundraising strategy</li> <li>- Staff induction policy and strategy</li> <li>- Recruit and deploy staff</li> <li>- Induction</li> </ul>	April 2003		<b>\$50,000</b>
Head, Fundraising and Resource Mobilisation recruited	June 2004	Head of Fundraising and Resource Mobilisation will support the Director in all fundraising activities.	<b>\$30,000</b>
Two Programme Officers join the department at the end of the first year. Focusing specifically on corporate and foundations and trusts. In the third year an additional programme officer will join the staff to develop bilateral donor fundraising efforts.	June 2005	Additional Program officers will enhance the capacity of the department fundraising department.	<b>\$30,000</b>
Assistant Program Officer, Technical Support and Development		To focus on individual grant making. This is a highly specialised area of fundraising that will require the right skills and expertise.	<b>\$15,000</b>

## **Monitoring And Evaluation**

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A monitoring and evaluation process will be established that regularly monitors fundraising progress against set targets and goals. Internal, external activities will be assessed to measure results, impact and change. The following are some of the key aspects of the process.

### ***Internal processes***

- Monthly meetings of staff members in CDD's Lagos, London and Abuja office to determine the success, challenges of fundraising efforts against the needs and targets of the organisations. The meetings will be conducted through boardroom meetings, online discussions and exchange of information through regular correspondence.
- Fundraising staff appraisals by the Director and Line managers to ensure that staff members are able to implement and achieve targets. Information from the appraisals will feed into the regular reporting to the Governing Council.
- International Governing Council members will review the organisations fundraising efforts and ensure that all efforts and activities are cost effective and resulting in accumulation of finances.
- Staff will monitor response to CDD case statement by documenting the amount of funds generated from the appeal.

### ***External Process***

CDD's reports to its donors will assess the changes that financial and material resources have contributed to the organisation's development. The reports will form an important tool of feedback and critical assessment of achievement, lessons learnt and challenges facing CDD.

All monies received through special events will be monitored to ensure that all fundraising cost to the events is recovered. In addition all the preparations, communications, marketing strategies and materials will be evaluated to ensure that they are effectively contributing positively to the appeal.