



AFRICAN WOMEN'S ECONOMIC POLICY NETWORK

AWEAPON

Fundraising Strategy

MARCH 2012

1.0 Introduction:

The current civil society funding requires a financing strategy which indicates a number of strategic options for financing the organization rather than just looking for funding from donors

This document presents the purpose and content of AWEPON's Fundraising Strategy (AWEPON FRS). AWEPON is writing this FRS with an intention to raise, prudently manage, monitor, review and replenish its resources (financial) base in order to meet its objectives.

1.1 Objective of a fundraising strategy:

- To provide a framework for coordinated fundraising that links AWEPON's past to its future objectives and aspirations.
- To establish pillars that will drive robust fundraising to create **financial sustainability** (survival of AWEPON even if some donors or group of donors no longer fund) and **financial autonomy** (Financial independency)for AWEPON.
- To show potential donors that AWEPON is worth any investments that they (donors) can make with it. And also provide them with information on self sustaining efforts of the organization against which they provide additional funding to the organization.
- To provide a milestones for the proper functioning of the fundraising functions and its positioning in the organization and management structure.
- To provides a fundraising action plan for proper coordination and effectiveness among the various players within the fundraising continuum

both internal and external.

2.0 Background to AWEAPON:

2.1 Genesis of AWEAPON:

The African Women's Economic Policy Network (AWEAPON) is a faith based Non Governmental Organization (NGO) legally registered in Uganda, but with an active membership in 20 countries across Africa. AWEAPON owes its origin to the All Africa Conference of Churches (AACC) Women's Desk that initiated faith-based consultations on the impact of economic policies on women. Its formation also has roots in the October 1993 meeting where 11 representatives of African women's organizations that worked on gender issues as they related to economic policy met in Washington D.C to bring together their diverse experiences and strategies on how women could play a direct and pro-active role in increasing awareness among policy makers on the effects of their decisions on women. The fruits of this meeting were to be consequently realized with the AWEAPON formation.

AWEAPON was strengthened as a network during the 1994 United Nation's NGO regional preparatory conference held in Dakar Senegal. In the aforesaid conference various participants expressed commitment towards the formation of AWEAPON. This was particularly in response to a presentation by a group of women drawn from different countries and organizations in Africa. The main thrust of their presentations was on the impact of economic policies especially SAP's and women's own analysis of the economic crisis. The founding principle for the network was that women have the fundamental right to shape economic policies that impinge on their livelihoods. Subsequently, in March 1996, thirteen (13) AWEAPON members held a five- day planning meeting hosted by the Zimbabwe Council of Churches (ZCC) to discuss AWEAPON's goals, objectives, activities, resources, structure, a three-year work plan and coordination. Since

then, AWEAPON has been at the forefront combating economic injustices against women.

AWEAPON's consolidation as a network came at a time when African countries were undergoing economic and political reforms aimed at improving their international competitiveness. There were advances in democratization and constitutional governance in some of the countries. But persistent conflict especially in the resource rich countries of the region continued to hurt economic growth, with women suffering the most. It is therefore in the same spirit that AWEAPON undertook the challenge to address Women's concerns in economic decision-making and systemic injustice.

2.2 Vision

AWEAPON works towards achieving household economic integrity and sustainability.~~achieving economic justice~~

2.3 Mission

To ensure empower women especially at grass root level and establish Networks for economic sustainability.~~justice for women on International, regional and national levels through enhanced friendly Policy formulation and implementation.~~

2.4 Values

- Honesty and Integrity
- Respect for people with a spirit of love
- Accountability
- Transparency

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2.5 AWEAPON Objectives

AWEAPON seeks to:

- Create a forum where groups working on economic issues link up, share experiences from national, regional and international perspectives.
- Strengthen the capacity of members and their partners at all levels to analyze, critique and build alternatives to unjust economic policies through research, training, mentorship and information sharing.
- Enhance women's productive capacities through business projects incubation and microfinance support.
- ~~create a forum where groups working on economic issues can link up, share experiences from rural, national and international perspectives.~~
- ~~Strengthen the capacity of members and their partners at the grassroots to analyse, critique and build alternatives to unjust economic policies through research, training, popular education and information sharing.~~
- ~~strengthen women's capacity to influence policy at all levels by developing their lobbying, advocacy skills and ensure that women's needs and concerns become central in economic decision making processes of pertinent institutions.~~
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At a broader level, AWEAPON seeks to:

- ~~■ create a forum for analysis, discussion and dissemination of information about existing economic policies. The network also seeks to strengthen through training and research, the capacity of especially rural based African women to lobby and influence policy towards economic justice.~~

3.0 Fundraising Drivers and Pillars:

3.1 Contextual reality: The complex situation under which civil society is thriving today is a situation characterized by great need on the one side (in this case AWEAPON) and increasingly limited and dwindling resources on the other side (the funding partners). This means that AWEAPON is competing with other civil society organizations, and governments for resources.

The world today is probably experiencing the worst financial crisis since the Great Depression whose epicenter was in the USA, but whose implications are felt worldwide. The financial crisis has led to economies contracting, revenues shrinking, and foreign earnings declining.

Why Donors fund? Due to the limited resource envelope, Donors have funding priorities which are balanced between their own agendas and the need to show good development returns on their money. Donors need to know if the work they fund will be sustainable with or without them. Donors also fund after knowing that the activities funded will be cost effective and cost efficient. (Cost efficient means that the least possible money is spent to achieve results -, while cost effective means that the money spent has the desired results – value for lowest amount of money spent).

NB. Donors need CSOs as partners in development but not as financial dependants.

Whereas, AWEPONs strategy seeks to position the organization to tap into the shrinking and globalised funding opportunities that support people centered programs the fundraising trends are very unpredictable, intermittently changing, becoming competitive and skewed towards other continents and countries hence AWEPON needs to re - strategize and reposition its Fundraising architecture and processes.

One of the biggest challenges is that AWEPON as an NGO has been non profit making and the organization does not have assets such as own building/ offices, training facilities and invested assets. This fundraising strategy tries to identify some planned alternative sources of income other than donor funds to cover the organizations costs particularly to enable the organization be financially sustainable.

3.2 Internal re - assessment and review:

In order to cope with the changing fundraising trends and flows there is need :

- To Configure AWEPON's constitution and legal status to allow the organization to explore alternative funding sources without necessarily contradicting and compromising its philosophy and core values for the sake of securing funds.
- For the organization build an asset base such as office space, real estate own transport, office equipments, IT, MIS and M&E and communication facilities that reflect and command the status it ought to be .

- To institute a consultancy arm of the organization to tap into the diverse skills and expertise of its membership in order to compete and bid for consultancy services nationally, regionally and internationally.
- Orient the Steering and Management Committee / Board, management and staff to develop a proactive attitude towards supporting and augmenting the new fundraising functions with necessary resources, motivation and exposure.
- The responsible person and team in Fundraising Department/Unit has to have the qualities, skills, mandates, facilitation and reward systems that are commensurate with the demands of the office functions to market the organization, relate with funders, build relationships and reflect organizational values and identity. The head of the department or unit should be part of the senior management team.
- The fundraising department should have a budget line to meet staff costs, documentation and publications, communication costs, data management, social marketing costs; project profiles, brochures, video tapes, organizing fundraising events, publicity , networking and building rapport with potential funders.

- The fundraising person should have the latitude authority to monitor the utilization, accountability and value for money for all secured funds and always ensure timely allocations of and reporting on donor funds.
- Reinvigorate the research capacities of AWEAPON to generate empirical data and sectoral information that informs quality project development, strategy formulation and monitoring and evaluation of programs.
- Institute systems and procedures and human resource development program that respond to the internal and external fundraising objectives and mechanics building necessary synergies within the organization for the continuity, and sustainability of the fundraising functions.

3.3 External Re-Engineering:

The success of the fundraising drive depends on the visibility, identity and relationships with potential funders so AWEAPON needs to undertake the following:

- Develop a database of donors classified according to types and financing criteria that is constantly updated in order to always identify whom to contact for specific fundraising requirements.
- Develop mechanisms that strengthens and lubricate donor relationships through constant engagements, cross-channel

communication and understanding the donor behaviours and their catalyst attractions e.g. social interactions, informal contacts and personal engagements (calculated).

- Develop **communication and visibility strategies** including the website that accentuates information dissemination, brand and image building and recognition, constant liaison with pertinent stakeholders and raising policy agendas, structural and institutional issues that enhance its profile and visibility.

3.4 Case for Support (Proposal Terrain):

AWEPON will prepare and present proposals for funding that reflect synchrony of its objectives to the funders interests and objectives; demonstrate the positive things about the organization and problems /needs being offered for funding.

Thus the proposals will highlight and underline the following:

3.4.1 NARRATIVE PROPOSAL:

- Contextual background information on; policy, institutional and socio-economic issues.
- AWEPON's profile and positive characteristics. The unique selling points: describes the personality of the organisation and the attributes which make it special or distinctive. It enables AWEPON to stand out and draw attention. It should be

- important to the financing agencies and interesting and attractive to external audiences;
- Understanding of the project area contexts and environmental considerations.
 - What the problems and or needs to be addressed by intervention for which funding is required.
 - What are the key salient features/benchmarks that define and illustrate the need or problem to warrant the funding requirement?
 - Project Objectives and principles.
 - How the intervention will be executed e.g. training, extension services, research, capacity building etc.... The interventions should have direct correlation-effectiveness to appropriately resolve the problem or meet the need.
 - Relevance of the intervention to AWEAPON's objectives and funder's interests.
 - Who AWEAPON will work with to implement the project i.e. target groups, partners, networks, service providers, local governments, NGOs etc...
 - What will be the outputs, outcomes, performance and impact indicators?
 - How the project will be implemented-activities, systems and inputs and how to track implementation processes.

- Monitoring, reporting and evaluation mechanisms.
- Exit strategy which lays out key milestones for the sustainability of the project deliverables.

3.4.2 FINANCIAL PROPOSAL:

Project Budgets include:

- Capital Budgets which are a one off expenditure.
- Revenue (Recurrent Expenditure) ongoing expenditure.
- Project Specific Expenditure.
- Taxes Liabilities.

Budgeting Benchmarks: These reflect;

- historical cost structures and experiences;
- Basis of calculation (units, price rates and frequency of use of a particular item).
- Current market situations/price structure and cater for future inflationary tendencies.
- Availability of match-funding from AWEAPON.

- The defined budget limits and provide for flexibility in case of contingency eventualities.

Noting the Critical Considerations:

- Features of the donors funding guidelines.
- Contract conditions and grant management terms and conditions.
- Funders' maximum contributions.
- Eligible and non-eligible costs.
- Taxes Obligations.
- Maximum acceptable costs.
- Deadlines for proposal submissions.
- Reporting Requirements and procurement guidelines.
- Duration of intervention and adherence to timing of interventions.

4.0 Managing Optimal Fundraising Portfolio:

4.1 Essential principles in Fundraising:

In order for AWEAPON to optimize its funding portfolio, it needs to constantly review current donors, bring into loop its past donors and assessing the possibility to increase their support. These donors can help in identifying other prospective supporters. Staff, volunteers, board members, members and partners should also be included in the process. It is essential to adopt an eclectic approach to identifying funding sources. While it may be initially attractive to accept funding from one source, this is not conducive to the long term viability of the organisation.

The core principles of identifying funding sources are the following:

- Obtain as many funding sources as possible;
- Identify sources' funding interests;
- Different components of the service may be attractive to different funders;
- Funding for AWEAPON or any of its components needs to be for a minimum of three years if it is from institutional funding sources. Any shorter period creates unsustainable financial instability.
- In some instances there could be a funder who is willing to give a once off donation for a particular purpose (such as the purchase of equipment or the development of a training manual). In general, longer term funding should be sought, but one should plan how to use the once off or short term grant.

Accordingly, AWEAPON has to constantly review its history by analyzing its funding sources, their trends in terms of volumes, attractive funding areas per donor, structuring of funding base whether grants, gifts, donations, contributions etc.

AWEAPON has to have a bigger picture of the funding arena regarding policy terrain, funding criteria, trends, success rates of its proposals, its current needs, untapped potential sources, new developments in fundraising e.g. joint funding applications that enhance competitiveness, new funders etc

4.2 Fundraising Portfolio Mix:

AWEPON needs to have a portfolio mix of its funding sources in order to hedge potential risks of relying on one or few sources who could in the end cease their funding for one reason or another. It has to institute a policy of ensuring retention of old funders and create an atmosphere that attracts existing funders to grow with the funding pyramid of the organization.

Funding Sources their advantages and disadvantages:

1) Individuals:

Advantages:

- These constitute a large pool that can easily be tapped;
- No strict financing terms and conditions and accountability requirements.
- Donors can become advocates for the organization.

Disadvantages:

- Costly source to develop;
- Donations and returns per unit are small.
- Hard to generate unless broad based direct service appeals are used;
- Risky for inexperienced fundraiser; and
- Need significant assistance from the Board, volunteers and sympathizers.

2. Corporate Donors:

Advantages

- Offer large sums per unit;
- Funding can be ongoing over a period of time;
- Often accessible once there is a professional team to fundraise;
- Mostly are linked to volunteers involvement;
- Their funding requirements are clear;
- There is a source cause-related marketing relationship.

Disadvantages:

- Dependent on the professional quality of staff;
- Strict financing terms and condition`s and accountability requirements;
- Not likely to contribute if not headquartered locally or have public consumer base;
- Large sums of money may not be on-going;
- Often need Board representation.

3. Institutional Grants/Trusts

These can be given by individuals, corporations and foundations which provides autonomy and allocates defined funding that at times creates financial instability if there are no alternate sources of funding.

Advantages:

- Grants can provide large sums of money;
- Grants builds visibility and creditability;

- In most cases receiving one grant leads to another after successful accountability;

Disadvantages:

- Involves researching and proposal writing which is time consuming;
- Most grants are of short term nature;
- Grants are rationed where a small percentage of applicants can qualify;
- **Strict financing terms and condition`s and accountability requirements;**
- Unspent monies have to be returned.
- Requires a lot of skills and familiarity with the procedures.

4. Governments:

Advantages

- Large sums of money are possible;
- Application procedures and processes are clear;
- Political clot helps but can also be a disadvantage; and
- May be a dependable source over a longer time.

Disadvantages:

- Application procedures are long and tedious;
- Strict financing terms and conditions and accountability requirements;
- Unspent monies have to be returned;
- May only pay dependent on unit of service expended.

The implication of the above is that **AWEPON has to build a strong fundraising team which should include the Board, top management and experienced and competent fundraiser. In some cases it can be useful to engage specialized service providers in case the application can win large sums of money.** Thus there is need for influential leadership or fundraising committee to build networks, professional expertise, personal contacts.

4.5 Managing Portfolio:

- Assessment of the risks with different funding strategies and how they can be managed. In most cases certain sources of Grant funds have specific policy conditionalities and also require counterpart funding or approval from Government in the country of operation by the applicant.
- Some sources of program funds are tainted unethical conduct such as corruption, human rights abuse and have short term goals. All these risks have to be assessed in fundraising efforts.
- Decide the inflationary increase to be applied over the years to salaries, rent, which are recurrent costs of the organization during budgeting and planning.

- The approach to fundraising requires consideration of economic factors that affect budgeting and also resource allocation and adequacy. Inflation erodes value for money and increases the cost of living and even cost of providing services and delivery of community programmes. While developing fundraising proposals it is important that such factors are embedded in the budgets for proposals.
- Review the management of different sources of funding and financial reporting standards.
- There is need to decide in which currency the received monies should be denominated as bank deposits to avoid exchange losses and depreciation as a result of inflation.

In managing fundraising portfolio there is need for Fundraising Audit:

- Analyzing the macro-economic factors as to how they impact on funds flows;
- Review fundraising performance including rate of successful applications and costs per application;
- Analyse opportunities and barriers to portfolio growth;
- Skills and other support resources required;
- Evaluate fundraising return per investment.``

4.6 Selection of Fundraising Methods

Just as funding can come from a myriad of sources, it can be carried out through many different

methods. **Relying on more than one fundraising method creates more stability for long-term**

sustainability. Methods include individual solicitation, direct mail, telemarketing, collections, special events and resource/in-kind donations.

4.6.1 Direct Mailings

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

Direct mailings have several *major advantages*:

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

Direct mailing has several *major disadvantages*:

- They are costly;

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

4.6. 2 Collections

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

Collections offer several *major advantages*:

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

Collections have several *major disadvantages*:

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

4.6.3 Fundraising Events

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

Fundraising through events has several *advantages*:

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

Fundraising through events has several *disadvantages*:

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

4.6 .4 Resource donations

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

4.7 New instruments

Website

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

E-fundraising

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

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

Mobile phones text messaging

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

4.8 Fundraising. Action plan & implementation

The strategic plan will not only help to assess the type of financial support needed to develop and maintain AWEAPON but it will also instill confidence in potential sponsors. It also provides a concrete foundation for the fundraiser, who must be familiar with the costs of the service to be funded and planned expenditure.

4.9. Monitoring, evaluation & adjustment

Monitoring and evaluation are invaluable tools for determining that maximum results are achieved and that funds invested are used most effectively. In relation to fundraising, this often means that donors – whether private or public – will want to know what has been achieved, in the short and long term, with their contribution. To avoid running into surprises during the program, it is important to agree beforehand with your donor / funder and define what you will achieve with the provided money and identify what will be the measures for success. This can be captured in a monitoring and evaluation protocol.

Such an agreement or protocol should include:

- The funded activities in relation to the organizations' objectives and mission;
- Indicators that are specific and time bound. It is important that the indicators not only focus on the output, but also include indicators in the process involved in each activity;

- Means of verification, such as data collection sheets, quarterly reports, focus group meetings.
- The frequency of reporting should also be included in the agreement. Some donors will want annual reports; for others, semi-annual reports will suffice. Whichever you must comply with, the report should contain the following information:
 - An update on the status of the activities;
 - The progress made towards achieving timely results;
 - Any reasons for delay; and

Challenges experienced and lessons learned.

Draft Fundraising strategy and plan for AWEPON for Year 2012 (To be discussed and approved by SMC) (2012 – 2014)

OBJECTIVE	INDICATORS	BASELINE	TARGET	ACTIVITIES	TIME FRAME	OUTPUTS
A. FINANCIAL PLANNING						
1. To assess the financial and funding position of AWEPON , in terms of challenges and opportunities in order to devise strategies which will sustain the organisation and its activities.	Fundraising priorities and strategies identified and an approved AWEPON fundraising strategy in place	General financial uncertainty in AWEPON	SMC, FAC, Staff, and members	Undertake a SWOT analysis to assess general and financial strengths, weaknesses and opportunities for AWEPON.	Jan 2012	SWOT analysis report to guide fundraising priorities and strategy
2. To Plan for financial sustainability and autonomy of AWEPON in order to improve the public image and visibility of the Organization	A Fundraising strategy in place and operational AWEPON's Strategic Plan, draft fundraising strategy & plan,	AWEPON Strategic plan 2010 – 2014 in place A draft fundraising strategy is already in	SMC, FAC, Staff	Undertake a participatory review of AWEPON Strategic plan, fundraising strategy, financial policy and organizational budget	Jan 2012	Strategic plan, fundraising strategy, fundraising strategy, financial policy, AWEPON annual plan and budget reviewed

	financial policy, plan and budget for 2012 reviewed	place Financial policy in place		To get 1 day off to strategically plan for financial sustainability of AWEPON		and shared among all stakeholders Activities to sustain AWEPON financially mapped out
3. To have a mix of different sources of funding for AWEPON.	At least 10 Potential donors (Local and international) identified, approached and ready to fund AWEPON activities by Dec. 2012, AWEPON IGA – consultancy arm /investment in place by June 2012 At least 4 AWEPON private / public partnership MOUs signed and operational AWEPON reserve fund in place	Shaky donor funding position - Some donors exiting by march 2012. Uncomfortable financial position of AWEPON	Donors, AWEPON 's own income, Members fees, AWEPON potential investments, public funds, private donations, reduced overhead costs	Approach Local and International Donors and create Rapport. Develop fundable proposals and send to potential local and international donors Draft policy to guide and start a consultancy arm for AWEPON Approach government and private sector, create rapport and start joint activities Draft policy to guide and start a reserve fund for AWEPON	Dec. 2012	10 potential donors approached and ready to fund AWEPON activities At least 200 old AWEPON members from 20 African countries re – activated , pay their membership and supporting AWEPON fundraising activities At least 100 new members join AWEPON and pay membership fees
	Better relationships with partners and the Public	Shaky public image				
B. FINANCIAL INVESTMENTS						
To build capital reserve funds which	Sum of money built up by	Currently No reserve	AWEPON Members	Negotiate with donors to help AWEPON	By Aug. 2012	An endowment fund established

will sustain the organization	AWEPON through own income generation, savings, board members contributions and membership fees.	funds to back up AWEPON activities Over 90% dependency on donor funds	and staff, The public and private sectors	start an endowment fund with their support. Engage and negotiate with public institutions – eg World Bank / IMF to start a women’s Economic Empowerment Bank for African women. Buy shares in public institutions to earn interest / dividends. Engage in Stock markets. Organize fundraising events to raise funds from the public (Music nights , dinners and breakfast meetings, sponsored walks/ runs), sports events in recognition of women sports persons etc.) Direct mail appeals to request for donations targeting AWEPON members, and donors Careful spending for available funds - Reduce on expenditure and build savings,		with some donors and sustaining the organization Africa women’s Economic Empowerment bank started and operational AWEPON income raised through interest earned from shares and stock markets. At least 1 Fundraising event organized every year AWEPON income raised through donations received AWEPON’s spending reduced and Capital reserve fund built through savings
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C. INCOME GENERATION						
Membership fees						

To ensure that all members of AWEPON pay their membership dues as required.	At least 70% of old members renew membership and pay membership fees by march 2012, At least 100 new members join AWEPON and pay membership fees promptly as required.	Members no longer pay memberships fees	Old and new potential members of AWEPON New members of AWEPON	Recall all AWEPON members to renew and pay up their membership fees Publicize, profile and increase awareness about AWEPON to attract new members (individuals, NGOs and CBOs) to join AWEPON	June 2012	AWEPON Membership renewed and actively participating in AWEPON Fundraising and implementation of activities

D. Marketing of publications and productions

To generate income from sale of AWEPON publications	At least 5% of AWEPON income comes from sale of publications / materials.	Limited sale from publications-most publications given out free	Members, AWEPON stakeholder s and general public	Develop more publications / training materials and start marketing / selling them	By June 2012	Increased income for AWEPON
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E. Consultancy services

To generate funds through provision of consultancy services by AWEPON members	consultancy arm of AWEPON enhanced and fully operational	Consultancy arm running at a low level	Government , NGOs, Women entrepreneurs, and Private sector.	Develop policy guidelines for the consultancy arm and legalize as required	Immediate	Increased income for AWEPON
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F. Training

To generate funds through training and building capacity of grassroots women, young women entrepreneurs and general public. To build capacity of	Training centre and curriculum in place and operational	Training is free (Paid for by Donors)	women engaged in SMEs, Young professional women, Grassroots	Raise funds and put up a training centre. Develop training policy and guidelines Develop a training curriculum	Dec. 2012	Increased income for AWEPON Capacity of women entrepreneurs built and
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women in business and entrepreneurial skills			women organized in groups, Women in leadership positions at all levels	Publicize the training and undertake the training		utilized in areas of business.
Public and private sector fundraising						
Private sector To create partnership with private sector in order to generate income for the organization	Partnerships created and MoUs signed between AWEAPON and various private sector to implement various events and activities	No such relationships	Private sector companies and individuals	Develop partnership guidelines for private sector collaboration Engage with governments and private sector and engage in service provision with the partners through bidding to generate income	June 2012	Partnerships created, MoU's signed between AWEAPON, Government and private sector Increased income for AWEAPON Increased publicity for AWEAPON
Public events fundraising To organize cultural, sports and drama activities in order to raise funds for the organization	At least one public activity organized annually	No activity yet	The general public, Professional women	Liase with drama artists, sportsmen and women, cultural artists and organize fundraising Galas	Sept. 2012	Increased income for AWEAPON Increased publicity for AWEAPON New networks created
Special events To raise funds for AWEAPON through one stop events	At least 1 fundraising event organized annually	No activity yet	The general public, Professional women	Develop guidelines to guide these events Organise and undertake the event to raise funds.	Sept. 2012	Increased income for AWEAPON Increased publicity for AWEAPON New networks created

Website To enhance the public image and visibility of AWEPON	An IT staff hired and AWEPON website updated more regularly	Website updating is very slow.	The public, development partners and other stakeholders	Start upgrading AWEPON website weekly	March 2011	AWEPON's visibility and publicity enhanced
AWEPON Potential donors						
UN Women To develop partnership and fundraise for the organization	Proposals, concepts Contracts, and MoUs signed	Work plans and Budget were submitted awaiting response A 1 year project Requested for 150,000 us \$	Donors / Development partner	Negotiations are on going	On going	Relationship created and funding opportunity availed
Trade mark To develop partnership and fundraise for the organization	Proposals, concepts Contracts, and MoUs signed	Proposals were written and submitted Negotiations started with Donor - A 1 year project Requested for 40,000 US \$	Donors / Development partner	Negotiations are on going	On going	Relationship created and funding opportunity availed
Netherlands Flow To develop partnership and fundraise for the organization	Proposals, concepts Contracts, and MoUs signed	Proposals were submitted in July 2011, awaiting response, A three years project Requested for 2,424,400 Euros	Donor relationship and funds	To follow up	Ongoing	Relationship created and funding opportunity availed
European Union To develop partnership and fundraise for the organization	Proposals, concepts Contracts, and MoUs signed	Concept was written and submitted in Jan 2012.	Donor relationship and funds	To follow up	Ongoing	Relationship created and funding opportunity availed

		Requested for 1,000,000 Euro				
NEPAD Spanish Fund To develop partnership and fundraise for the organization	Proposals, concepts Contracts, and MoUs signed	Proposals were submitted in May 2011 awaiting response, A three years project Requested for 344,850 Euros	Donor relationship and funds	To follow up	Ongoing	Relationship created and funding opportunity availed
Independent Development Fund (IDF) To develop partnership and fundraise for the organization	Proposals, concepts Contracts, and MoUs signed	Proposals were submitted in May 2011 awaiting response, A three years project Requested for 83,096 \$	Donor relationship and funds	To follow up	Ongoing	Relationship created and funding opportunity availed
Irish AID To develop partnership and fundraise for the organization	Proposals, concepts Contracts, and MoUs signed	Donor was approached – relationship created	Donor relationship and funds	No funds currently but to follow up	Ongoing	Relationship created and funding opportunity availed
ICCO	Proposals, concepts Contracts, and MoUs signed	Project still going on	Donor relationship and funds	Complete the project	ongoing	Relationship strengthened
FLC	Proposals, concepts Contracts, and MoUs signed	Project still going on	Donor relationship and funds	Complete the project	ongoing	Relationship to be strengthened
DANIDA		WEEP project still going on		Complete the project	Ongoing	Relationship to be strengthened
Ox farm GB	?	?	?	?	?	?
GCAP		Project completed				To follow up
Multilateral donors						

that could be approached						
World Bank IMF						
UN Habitat						
UNESCO						